Questions for key informant interviews and focus group discussions ought to follow the same logic as your system reference.

Begin interviews by introducing the audit process and the system reference produced from Security Audits Guide Tool 1.

Ask general questions first, then move to context-specific questions as the interview progresses. Examples of key questions include:

* **Do you believe the organisation’s approach to security management to be systematic and organised, or ad hoc?**
* **Can you describe the organisation’s security management system?**
* **What are the key parts and processes of the system?**
* **Where do you think the key areas for improvement are?**

Other questions specific to the key informant’s role may then follow. For example, questions about security responsibilities in job descriptions may be put to human resource managers, or governance questions put to the NGO’s executive officers.

Interview questions should directly address the indicators for each part of the SMS. A useful method is to step through the system reference one part at a time, asking key informants for their opinion on whether the indicators are present, partially present or not.



**When conducting an institutional audit it is important to consider how the SMS is communicated and understood at both head office level, and at the country office or field level. This will involve asking country office risk owners to discuss the system and their understanding of it in the context of the wider organisation (i.e. institutional level) as well as how this institutional SMS is implemented in practice.**