Exercise 6  Training Resources on Police Reform and Gender

6 SWOT analysis: Establishing women’s police stations

Type of exercise: Application-in-context
Audience: Policy and programme staff
Time required: About 90 minutes

Intended group size
Any group size if broken down to smaller groups (four to six trainees) by organisation or agency

Supplies
Flipchart and markers
Trainees’ handouts
Police Reform and Gender Tool

Guidance to trainers
This exercise is an excellent way to test comprehension of a particular subject area—in this case, women’s police stations, discussed on pages 9–10 of the Police Reform and Gender Tool—and to challenge trainees to explore factors that may affect policy options.

SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is most useful for policy-oriented audiences and can be a good activity to lead into the development of police reform and gender action plans for specific organisations and objectives. Based on the results of a SWOT analysis, trainees could then develop plans to utilise an organisation’s Strengths to counter and develop Weaknesses, capitalise on Opportunities and address Threats, for example using the action plan format described in Exercise 7.

After completing this exercise, trainees will be able to:
• Demonstrate understanding of women’s police stations as a method of providing more effective security for women and girls
• Produce a balanced assessment of forces helping and limiting the establishment of women’s police stations in a local police service
• Identify potential inter-organisation collaborations that may address internal organisational weaknesses regarding the establishment of women’s police stations

The policy option upon which this exercise is based is “Establishing women’s police stations” in the police service of a real-world city. Select a city and local police service. Trainees should either be directly affiliated with the chosen police service, or affiliated with an organisation that might provide assistance to the selected police service in achieving the objective.

Provide the attached handout to trainees. Explain, if necessary, what a SWOT analysis is. In small groups composed of trainees from the same organisation (or agency, country or other relevant affiliation) trainees will conduct SWOT analyses of their own organisations to determine whether establishing women’s police stations is appropriate and viable in their context. Ask each group to designate a rapporteur to record the group’s findings on the attached handout.

Facilitate a full group discussion to explore the findings of each group and any implications.

Skewed internal forces: Be aware of the potential for trainees to minimise or overlook the Weaknesses (internal limiting forces) within their own organisations. It is important for trainees to recognise and acknowledge the very real obstacles to any reform process, and to be able to apply those obstacles in a real-world context. If appropriate in the training setting, encourage trainees to identify organisational Weaknesses in the specific context of “Establishing women’s police stations.” Alternatively, trainees may focus too much on
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Weaknesses while neglecting Strengths, suggesting a feeling of hopelessness for the prospects of successful reform. In this case, it is important to help trainees identify potential Strengths, especially those that may be contributed by other organisations.

Unrealistic assessments of helpful/limiting forces: In any context, the objective of “Establishing women’s police stations” does suggest a complex and numerous assortment of limiting forces. Implicit in this exercise is the mandate for trainees to consider whether the objective can be achieved well, not just whether it can be achieved at all. Trainees should take the list of challenges/risks supplied in the attached handout into consideration in their SWOT analyses. If, for instance, in their contexts it is unlikely that women’s police stations or family support units would be treated as an equal component to the police service and receive full linkages to the judiciary, this should be addressed in the SWOT chart and in discussion. If trainees systematically identify helpful forces that are unrealistic within the context under discussion, this may suggest a need for guided discussion on obstacles to gender reform (see “Integrating gender into police reform in specific contexts” on pages 16–20 of the Police Reform and Gender Tool).

Difficulty identifying external forces: The number of potential external forces relevant in a SWOT analysis is limitless. If trainees are unable to identify either Opportunities or Threats, this may indicate they are not sufficiently familiar with the local context or that they are not used to conceptualising the local context in this manner. In this case, it may be necessary to brainstorm with trainees to identify as many events as possible that produced change in the local context (many such change-producing events could be identified simply by examining a copy of the local newspaper); these events can then be analysed and applied to the exercise objective as either current or potential Opportunities and Threats. Alternatively, difficulty recognising relevant external forces may simply reflect confusion about the goals of and rationale behind gender-responsive policing. This could suggest that the trainees need further instruction in the core concepts of the Police Reform and Gender Tool, such as “Why is gender important to police reform?”, pages 3–7.

Possible variations

The SWOT analysis exercise format can be used to analyse any objective or policy option in any specific context in order to reinforce learning through application-in-context and to explore potential areas of collaboration between trainees’ organisations. Potential objectives to be analysed in-context discussed in the Police Reform and Gender Tool include:

- Develop lateral entry schemes to encourage qualified individuals from under-represented groups to enter at higher positions as a means of increasing recruitment of female police officers within your department (from “Box 8: Strategies to recruit and retain women”, page 12)
- Use independent review boards and external interviewers as a measure to increase advancement of female officers within the police service (from “Measures to increase advancement”, page 13)
- Submit to civilian oversight in the form of local-level liaison boards (from “Forms of civilian oversight”, page 15)
- Establish domestic violence units (from Box 6, page 9)
- Develop strategic targets for female recruitment (from “Measures to increase female recruitment”, page 13)
Exercise instructions

As part of its security sector reform efforts, the Ministry of Public Security is considering whether establishing women's police stations is an appropriate method of increasing the effectiveness of security provision to all segments of society. In order to better understand the viability and appropriateness of this policy option in context, all relevant stakeholders are being asked to complete a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis from their own perspectives within their own organisation/agency. The results of these analyses will be collated and analysed to inform the policymaking process.

Consider the policy option of “Establishing women’s police stations” as you see it from your own position. If you are directly affiliated with the police service in your country, use your own organisation as the basis for SWOT analysis. If you are affiliated with any other organisation, you could do a SWOT analysis of your organisation in relation to the policy goal of assisting the police service in your country to establish women’s police stations.
Exercise 6

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On the attached chart, identify helpful forces (capacities/resources/leadership/etc.) internal to the organisation as Strengths; identify limiting forces internal to the organisation as Weaknesses; identify helpful forces (local trends/stakeholder interest/public opinion/etc.) external to the organisation as Opportunities; identify limiting forces external to the organisation as Threats.

Discuss your findings to determine whether women’s police stations are an appropriate policy option considering all of the internal and external helpful and limiting forces you have identified.
**HANDOUT**

**SWOT analysis: Establishing women’s police stations**

<table>
<thead>
<tr>
<th>HELPFUL FORCES to establishing women’s police stations</th>
<th>LIMITING FORCES to establishing women’s police stations</th>
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</thead>
<tbody>
<tr>
<td><strong>S</strong>trengths</td>
<td><strong>W</strong>eaknesses</td>
</tr>
<tr>
<td><strong>O</strong>pportunities</td>
<td><strong>T</strong>hreats</td>
</tr>
</tbody>
</table>

**INTERNAL (features of the organisation)**

**EXTERNAL (features of the environment)**

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