

APPENDIX E: Institutional SWOTS
SWOT E.1 : MFAR

1. Organizational Direction	
<p><u>a. Strengths</u></p> <p>a. Availability of a policy document, mission statement, objectives & an implementation plan b. Good legal Framework interpreted through a set of rules, regulations and circulars c. Organizational structure with a system of delegation</p>	<p><u>Weaknesses</u></p> <p>a. Lack of policy and program continuity b. Mission and objectives are not sufficiently focused on achieving the results from the 10 year plan c. Confusion in the demarcation of responsibilities d. Weak internal coordination between divisions e. Need to optimise the use the departments, agencies and corporations effectively f. Management and development of non living resources not covered under MFAR objectives g. Political interference in program implementation h. Bureaucratic restrictions (e.g. difficulty in confirming cadre approvals) constrain efficient implementation</p>
<p><u>Opportunities</u></p> <p>a. A Government development plan giving clear direction in fisheries policy b. Revision of mission and objectives to take clarify MFAR's role in policy formulation c. Amend the objectives to include management of departments and agencies organisations (as previously in the mission statement; and to introduce participatory co-management d. Add Environmental component (Objective and Division) d. Inter divisional meetings to review progress local and foreign training e. Identify program based reviews with appropriate organizations linked specific elements of policy f. Prepare coherent policy documents for specific sectors which clearly define MFAR's objectives and tasks within each sub sector g. Set cadres based on policy program needs h. Donor support for policy program initiatives</p>	<p><u>Threats</u></p> <p>a. Unable to sufficiently fulfil the role and responsibility by sector departments/agencies b. Politicised influences adversely affecting the implementation of policy and programs</p>
2. Strategic Leadership and Planning	
<p><u>Strengths</u></p> <p>a. Fisheries a Cabinet level Ministry b. Formulation of an Annual Action Plan c. Experienced staff with knowledge in the fisheries sector d. A System of Monthly Progress Review e. A Reporting system</p>	<p><u>Weaknesses</u></p> <p>a. Quick Turnover at top management level (especially Secretary) b. Changes in priorities with changing political leadership c. strengthening the focus and monitoring on plan implementation d. Inadequate database for planning e. Lack senior level specialist staff (Biologist/Sociologist/Economist in MFAR)</p>
<p><u>Opportunities</u></p> <p>a. Ten Year Development Plan for the fisheries sector b. Design a system of succession from within the organization (Directors as prospective successors) c. Accommodating changing political priorities in the context of the policy focus only d. Strengthen the Planning Division's monitoring processes (providing a better system for checking OVIs, and access through support information via a database) e. Appoint economist, biologist and Legal officer within the Policy Division</p>	<p><u>Threats</u></p> <p>a. Lack of support from external agencies to implement plan b. Activities related to fisheries being made responsibilities of other Ministries (e.g. housing, Infrastructure)</p>
3. Programme and Work Management	
<p><u>Strengths:</u></p> <p>a. Organization structure to undertake operational activities, Administration, Finance, Internal Audit c. A system of monthly progress review d. A sizeable group of staff e. A set of systems and procedures for regulating</p>	<p><u>Weaknesses:</u></p> <p>a. No integration between plans and budgets. b. Lack review of progress at the Division level c. Regulations/procedures have become bottlenecks (cadres/tenders) d. Lack a public information system</p>

operational activities	<ul style="list-style-type: none"> e. Systems and procedures often changed to suit individual bias f. Ad hoc requests interfere with operations g. Ability of lobbies to get work programs changed h. Personal priorities & prejudices bearing upon work programs
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Opportunities for training in modern methods of work management b. Action plans need to reflect activities linked redefined divisional responsibilities c. Create a public information system – website/Press officer d. Use planning processes to avoid individual influences (log frame and action plan) 	<p>Threats:</p> <ul style="list-style-type: none"> a. Inability to carry out responsibilities because of continual interference
4. Human Resource Planning and Professional Development	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Cadre of staff providing required human resources b. Experienced Staff 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Failure to optimise utilization of staff b. Lack systems that provide career development opportunities c. No systematic basis for deciding on training priorities and selecting individuals based on TNA opportunities for career development e.. Poor staff motivation and negative staff attitudes f. Imbalance in access to HR benefits vis a vis personal influences g. Staff appraisal not practiced appropriately
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Need to define staff roles and job specifications more clearly in line with policy requirements b. Establish a career development system c. Identify training budget within recurrent fund expenditure. d. Greater consistency in HRD practices (removing bias) e. Availability of donor funded projects for training of staff f. Reward systems established (commendations for good work, employees of the month and access to training abroad) g. Performance review process strengthened h. Donor support for capacity building 	<p>Threats:</p> <ul style="list-style-type: none"> a. Restrictive nature of public sector personnel policies b. Political decisions in responding to trade union demands
5. Core Resources (IT, Infrastructure and Finances)	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Adequate resources available in some areas of work. b. Availability of an IT Network c. Budget/funds from government financial provisions 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. IT application not developed to an operational level c. Lack computer professionals d. Outdated transport fleet e. Insufficient office space to cater for increasing staff f. Lack Library/ Information Centre
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Identify consolidated and donor funding to support capacity enhancement (including statistics, data base management and information systems) b. Recruitment of IT professional to MFAR staff 	<p>Threats:</p> <ul style="list-style-type: none"> a. Current fiscal situation in the country b. Cutback in consolidated funding c. Donor funds not available on continuing basis
6. Inter-Institutional Linkages	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Monthly coordination meetings of agency heads <ul style="list-style-type: none"> - By the Minister regarding policy matters - By the Secretary regarding progress review b. Inter-agency linkages at the level of Boards of Directors c. Fisheries Advisory Council provided for under the Law 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Lack programme coordination mechanism b. Covert inter-agency conflict/rivalry c. Coordination is confined to Secretary level with little involvement of Divisions. d. Advisory Council not operational e. Lack mechanisms for linkage with community organization/producer stakeholders
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Establish clear hierarchy of responsibility for each Division with linkages to the relevant MFAR 	<p>Threats:</p> <ul style="list-style-type: none"> a. Inter-institutional rivalry b. Internal conflict/ differences of opinion within related

organizations b. Divisional heads (and associated organizations to hold regular meetings with private sector to resolve development bottle-necks	organizations
7. International Linkages	
Strengths: a. Membership in international organizations (IOTC, BOBP, INFOFISH, SAARC, NACA) b. Linkages with Multilateral/Bilateral Organizations	Weaknesses: a. Capacity to manage international linkages
Opportunities: a. Cement existing linkages	Threats: a. Covenants/conditions that impose conditions

SWOT E.2 DFAR

1. Organizational Direction	
a. A legal framework guides organizational activities b. DFAR Vision/Mission statements provide a clear mandate c. A well established organizational structure with delegation of responsibilities for implementation of activities d. Availability of professional expertise/specialist knowledge in subject areas able to give direction to organizational activities.	Weaknesses: a. Overlapping mandates of sector organizations make for lack of clarity in the organizational mandate in some areas b. Lack of continuity/ consistency in organizational policies c. Lack a national plan of action for the fisheries sector d. Lack access to research e. Lack professional expertise in some areas f. Legal framework not up to international standards in some areas
Opportunities: a. Add 'through implementation of national policy' to mission to differentiate from MFAR policy focus b. Change objectives to account focus on implementation of relevant actions as defined in 10 year plan (fisheries management, quality assurance and social and welfare policies) c. Foreign assistance programs that support organizational activities including capacity building and expertise d. Advisory/ Training opportunities for updating knowledge through NIFNE e. e. Linkages with community organizations in achieving DFAR objectives	Threats: a. Pressure for over- exploitation of resources b. Non-compliance of the legal framework by national and international industry entrepreneurs c. Access by pressure groups that oppose policy
2. Strategic Leadership and Planning	
Strengths: a. A leadership with professional expertise and field-based experience to guide DFAR activities b. Structure of positions with job responsibilities and system of delegation c. Data base and information on fisheries d. Setting of performance targets through an Action Plan	Weaknesses: a. Lack a monitoring & evaluation system b. Top-down approach to planning not based on field information c. Planning system not attuned to the changing environment d. Non compliance with legal framework for fisheries planning (Fisheries advisory Council is non functional)
Opportunities: a. Fisheries ten year plan to guide DFAR planning b. Access to International expertise through Donor support c. M&E systems introduced to ensure targets are carried out d. Clearer HQ responsibilities defined hierarchy, including job specifications e. Clearer definitions on the role of the AD office's for fisheries management & compliance f. stronger approach to bottom up linkages between DFAR management and AD office g. Regular Departmental workshops comprising Senior & junior staff	Threats: a. Political pressures b. Conflict situation in the N/E c. Unreliable data/information d. Public sector staff control systems create delays
3. Programme and Work Management	
Strengths: a. Action Plan with targets b. Continuous review of progress. (fortnightly review	Weaknesses: a. Targets are not realistic b. Insufficient staff for implementation (vacancies not

<p>at District level and monthly review at Head Office level) c. Availability of a cadre of staff for program implementation d. Operational procedures to guide implementation</p>	<p>filled) c. Staff deployed without the capacity and knowledge to implement d. AD office location in provincial towns lacks visibility e. Irregular flow of financial resources f. Lack incentives for improving productivity</p>
<p>Opportunities a. Need to define staff roles and job specifications more clearly in line with policy requirements b. Relocate AD offices to main harbours to endorse compliance functions c. Set targets that relate to achievement of Action Plan activities</p>	<p>Threats: a. Political influences affecting achievement of targets b. No funds available for training</p>
<p>4. Human Resources Planning and Professional Development</p>	
<p>Strengths: a. Availability of a cadre of staff for professional development b. Subject expertise available for in-house professional development c. An established structure of positions to guide selection, recruitment, training and development</p>	<p>Weaknesses: a. Imbalances in staffing due to dual channels of placement (Departmental and Combined services) b. Inappropriate deployment/utilization of staff c. Lack of an in-service training system, no induction training, access to training opportunities not equitable d. No system of promotion for Graduates e. Staff supervision and appraisal in-effective f. Lack schemes for recognition and reward for good performance</p>
<p>Opportunities: a. Establish a career development system and promote from internal employees to fill senior level positions b. Identify training budget within recurrent fund expenditure. c. Training in fisheries management, compliance, quality control, extension d. Greater consistency in HRD practices (removing bias) e.. Availability of donor funded projects for training of staff f. Reward systems established (commendations for good work, employees of the month and access to training abroad) g. Performance review process strengthened h. Donor support for capacity building</p>	<p>Threats: a. Public sector staffing controls through the Department of Management Services b. Political influences in selection, recruitment and promotions</p>
<p>5. Core Resources (IT, Infrastructure, Finances)</p>	
<p>Strengths: a. Access to IT/Internet b. Office spaces, network of district and field offices c. Radio communication network</p>	<p>Weaknesses: a. Districts not linked on IT b. Distribution of resources/ availability of resources in the Districts inadequate c. Poor maintenance of assets d. Inadequate utilization and application of IT resources e. Poor monitoring of the utilization of resources f. Lack specialized assets, eg., MCS Vessels</p>
<p>Opportunities: a. Link districts to the IT system b. Improve AD resources (all facilities) c. Utilize IT resources by facilitating training in data base management and system usage d. Identify specific areas for donors support, eg FMC</p>	<p>Threats: a. Funding constraints/restriction of funds</p>
<p>6. Inter-Institutional Relations</p>	
<p>Strengths: a. Well established coordination mechanisms where DFAR is represented (District Coordinating Committees) b. Participate in the inter-agency progress reviews (fisheries management and quality control) conducted</p>	<p>Weaknesses: a. Lack mechanisms for coordination with sector agencies b. Lack regular institutional arrangements for linkage with community (Fisheries Coops have not developed to perform this role</p>

by MFAR c. Technical Committees (Fisheries Management, Fisheries Statistics, Fisheries Pension)	
Opportunities: a. Participate in interagency coordination arrangements at the MFAR level b. Participate in MFAR/ private sector meetings to help resolve bottlenecks c. Coordination meetings at AD level with local stakeholders	
7. International Relations	
Strengths a. Country membership in international/Regional fishery Management organizations	Weaknesses: a. Insufficient capacity to develop international linkages
Opportunities a. Accept regular training offers from international institutions in coastal engineering	Threats: a. Conditions imposed by foreign agencies

SWOT E.3 : CCD

1. Organizational Direction	
<p>Strengths:</p> <ul style="list-style-type: none"> a. A legal framework as the basis for organizational activities b. CCD Vision/Mission statements to give direction to organizational activities c. An organizational structure with clear delegation of responsibilities d. High degree of professional expertise e. A CZMP formulated as a framework for CCD activities 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Shortcomings in the legal framework b. Need for dependence on coordination with several organizations in other sectors for implementation of activities especially in coastal zone regulation c. Insufficient interaction with NARA on research activities. CCD doing most activities in house c. Historic reliance of Donor support funding
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Resolve legal deficiencies b. Develop inter agency linkages and MoUs c. Formalisation of NARA research on CCD issues for better coast conservation planning & implementation c. Foreign assistance programmes that support organizational activities b. Advisory/ Training opportunities c. International guidelines/ models for adaptation 	<p>Threats:</p> <ul style="list-style-type: none"> a. Pressure for over- exploitation of coastal resources b. Non-compliance of the legal framework by national entrepreneurs
2. Strategic Leadership and Planning	
<p>Strengths:</p> <ul style="list-style-type: none"> a. CZMP as a basis for planning CCD activities b. CZMP updated on a regular basis c. An action plan with performance targets d. Availability of professional expertise to guide CCD activities e. Data base and information f. An Advisory Council on Coastal Resources Management 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Top down approach to planning b. Lack an output-based monitoring and evaluation system.
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Facilitate participatory co-management in the planning process b. Identify achievable M&E indicators c. Incorporate International guidelines for coastal zone planning and management 	<p>Threats:</p> <ul style="list-style-type: none"> a. Political pressures for ad hoc action b. Conflict situation in the N/E
3. Programme and Work Management	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Action Plan with targets b. Continuous review of progress. c. Availability of operational procedures to guide implementation 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Insufficient staff for implementation (engineers, technical assistants and planning assistants) (vacant positions not filled) b. Need for greater knowledge in Ocean dynamics prior to investment decisions c. Irregular flow of financial resources d. Lack incentives for improving productivity e. Dependence on outside agents for implementation of coastal regulation activities
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Increases in staff availability from Central organization cadre (MFAR/DFAR) b. Comprehensive study on ocean dynamics and their reaction to man made structures is required prior to investment decisions c. Scope for application of new methods and techniques for programme and work management d. Linkages with district/local programs 	<p>Threats:</p> <ul style="list-style-type: none"> a. Natural disasters b. Climatic changes
4. Human Resources Planning and Professional Development	
<p>Strengths:</p> <ul style="list-style-type: none"> a. A cadre of staff available for professional development b. A structure of job positions to guide selection, recruitment, training and development c. Subject expertise available for in-house professional development 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Lack of an in-service training system b. Current system of staff supervision / appraisal needs strengthening to be more ineffective. c. .Lack schemes for recognition and reward d. Reliance on Divisional Secretariats and local authorities

<p>Opportunities:</p> <ul style="list-style-type: none"> a. Establish a career development system and promote from internal employees to fill senior level positions b. Identify training budget within recurrent fund expenditure. c. Training in fisheries management, compliance, quality control, extension d. Greater consistency in HRD practices (removing bias) e.. Availability of donor funded projects for training of staff f. Reward systems established (commendations for good work, employees of the month and access to training abroad) g. Performance review process strengthened h. Donor support for capacity building 	<p>Threats:</p> <ul style="list-style-type: none"> a. Public sector staffing controls through the Department of Management Services b. External policy decisions that affect availability of staff for deployment (Coast Guards)
5. Core Resources (IT, Infrastructure, Finances)	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Access to IT/Internet b. A government funded budget providing finances c. Office spaces, network of area offices 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Area offices not linked on IT b. Irregular flow of finances c. Distribution of resources / availability of resources in the field requires strengthening. Poor maintenance of assets e. Inadequate utilization of IT resources
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Utilize IT resources by facilitating training in data base management and system usage b. Identify specific areas for donor support 	<p>Threats:</p> <ul style="list-style-type: none"> a. Funding constraints
6. Inter-Institutional Relations	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Well established coordination mechanisms where CCD is represented (District Coordinating Committees) b. Inter-agency progress review conducted by MFAR c. Advisory Council in CCD 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Lack effective inter-sector coordination (planning)
<p>Opportunities:</p> <ul style="list-style-type: none"> a. MFAR higher profile in establishing MoUs with sector organizations 	
7. International Relations	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Country membership in international/ regional organizations 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Capacity to develop international linkages
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Accept regular training offers from international institutions in coastal engineering 	<p>Threats:</p>

SWOT E.4 : NARA

1. Organization Direction	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Legal Framework/Legislative Enactment guide NARA activities b. Corporate Plan (under preparation) c. MFAR 10 Year Plan, Log Frame/Action Plan d. New NARA mission to include support for national policy development 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Too many Divisions which is fragmenting b. Need to strengthen focus on extension support to FMAs and SAMs c. NARA not working on the total mandate (Non-living aquatic resources do not come within MFAR purview) d. Frequent changes of top management, Governing Boards, Chairpersons. e. Difficulty in electing project priorities with changes to national policy f. Focus of higher management on administrative as against programme matters g Staff members not aware of organization objectives/programmes
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Corporate plan takes account of service provision to MFAR b. Streamline divisional responsibility into simple project reporting systems c. Set up extension service within each Division (Marine resources & Environment) d. Periodic divisional meetings to discuss project activities e. Explore CRCs to maximise the contribution from Non living environmental research 	<p>Threats:</p> <ul style="list-style-type: none"> a. MFAR mandate narrower than NARA, hence questions of support b. Conflict situation in the North and East
2. Strategic Leadership and Planning	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Governing Boards to provide corporate leadership b. Consultative Committees for specific issues 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Governing boards politically constituted b. Technical Committee too focused on research without assessing development and extension needs c. Administrative restrictions on the planning committee functions d. No regular organizational arrangements for M&E e. The need for M&E processes f. Programmes do not adequately address stakeholder needs g. No clear accountabilities assigned to senior management h. Weak client focus i. Exclusivity of the professional leadership
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Governing Boards to provide corporate leadership taking account 10 year plan b. Governing Board to include a NAQDA representative to ensure synergy between research & extension activities b. CRC to become an integrated component to research activities. Separate technical sub committee created to review research, development and extension opportunities in cooperation with the private sector c. New organizational structure to focus on service delivery and compliance with indicators set by MFAR d. Periodic divisional meetings to discuss project research priorities 	<p>Threats:</p> <ul style="list-style-type: none"> a. Political interference
3. Programme and Work Management	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Action/ Work Plan b. Administrative and logistical support systems c. Monthly progress review meetings d. Ethical standards for research 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Excessive administrative structures/ red tape b. More attention to planning and control d. Lack organization-wide incentive schemes e. Delays in implementation resulting in stakeholder loss of interest f. Staff with technical knowledge not utilized fully in some areas

	<p>g. Limited economic impact assessment incorporated into aquatic and environmental research</p> <p>h. No proper communication between the field and the head office management</p>
<p>Opportunities:</p> <p>a. Availability of training in programme/ project management</p> <p>b. Incorporate economic/environmental economic and technical inputs into scientific research packages</p>	<p>Threats:</p> <p>a. Interference by outside agencies in implementation</p> <p>b. Client requests for taking on unplanned work that interferes with ongoing work</p>
<p>4. Human Resources Planning and Professional Development</p>	
<p>Strengths:</p>	<p>Weaknesses:</p> <p>a. Government controls on recruitment do not allow appropriate personnel to be engaged</p> <p>b. No HR planning</p> <p>c. Manpower assessments outdated</p> <p>d. Training ad-hoc, no staff development programmes</p> <p>e. No performance evaluation of senior management</p> <p>f. Limited scope for rewards in the context of public sector compensation rules</p>
<p>Opportunities:</p> <p>a. Allow incorporation of contract staff to tailor for specific project requirements</p> <p>b. Identify training budget within recurrent fund expenditure.</p> <p>c. Training in fisheries management, compliance, quality control, extension</p> <p>d. Greater consistency in HRD practices (removing bias)</p> <p>e.. Availability of donor funded projects for training of staff</p> <p>f. Reward systems established (commendations for good work, employees of the month and access to training abroad)</p> <p>g. Performance review process strengthened</p> <p>h. Donor support for capacity building</p>	<p>Threats:</p> <p>a. Funding restrictions affecting training</p> <p>b. Brain drain</p> <p>c. Control of Academics by Non-academics</p>
<p>5. Core Resources (IT, Infrastructure, Finance)</p>	
<p>Strengths:</p> <p>a. Government funding</p> <p>b. LAN, Website</p> <p>c. Laboratories/equipment</p> <p>d. financial provision for new research vessel</p> <p>e. Regional network of offices</p>	<p>Weaknesses:</p> <p>a. No current research vessel</p> <p>b. Not getting government allocations on time</p> <p>c. Poor maintenance/upgrading of assets</p> <p>d. Inappropriate application of resources</p>
<p>Opportunities:</p> <p>a. MFAR to identify consolidated funds for priority research areas incl. fisheries & CZ management, aquaculture development & new fisheries</p> <p>b. Review for options for self financing of some projects</p> <p>c. Donor funding to support Micro project activities e.g. CRC.</p>	<p>Threats:</p> <p>a. Restrictions on government funding</p>
<p>6. Inter-institutional Relations</p>	
<p>Strengths:</p> <p>a. Inter-agency representation on Boards of Directors (NAQDA)</p> <p>b. CRC: Collaboration on special programmes</p> <p>c. b. Participate in the inter-agency progress review (fisheries and CZ management) conducted by MFAR</p> <p>d. Recognition of the institutions by other research, development and training institutions</p>	<p>Weaknesses:</p> <p>a. No formal channels of communication with sector organizations</p> <p>b. No regular mechanism for integration of related work programme</p> <p>c. Overlapping mandates that lead to duplication of work</p>
<p>Opportunities:</p> <p>a. Monthly Heads of Agency Meeting at MFAR</p> <p>b. Share/ Exchange Resources</p> <p>c. Collaboration in programmes</p>	<p>Threats:</p> <p>a. Conflicts in mandates of sector organizations</p>
<p>7. International Relations</p>	

<p>Strengths:</p> <ul style="list-style-type: none"> a. International recognition of NARA b. Focal point for many multilateral organizations c. Collaborative research with international institutions 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Lack MOUs with similar organizations in other countries b. Lack opportunities for exchange of expertise
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Regional projects b. Exchange programmes in fisheries training c. Project grants from international organizations 	<p>Threats:</p> <ul style="list-style-type: none"> a. limited interest and low priority for involvement in international linkages b. Donors drive organizational agenda

SWOT 5 : NAQDA

1. Organization Direction	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Legal Framework, Legislative Enactment setting the framework for NAQDA mandate b. Corporate Plan setting the vision/mission framework for strategic aquaculture activities c. Governing Board to take account of MFAR development priorities (10 Year Plan) d. Assignment of responsibilities according to an organization structure e. Trained staff capable of undertaking assigned work 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Mission too broad and needs to be simplified⁶⁶ b. Frequent changes of top management, Governing Boards, Chairpersons etc c. Conflict between implementation and development/extension goals
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Simplify the mission b. Undertake Extension & development only c. Formulate cooperation with the private sector with a view for longer term self sustainability for the industry 	<p>Threats:</p> <ul style="list-style-type: none"> a. Conflict situation in the North and East
2. Strategic Leadership and Planning	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Well represented Board of Directors b. Advisory Council to guide NAQDA activities c. Organizational structure with a focus on programmes d. Professional expertise provided by project officers/coordinators 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. The need for M&E processes
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Incorporate the 10 year plan (and defined activities and outputs) b. Linkages with community organizations in achieving the 10 year plan objectives c. Incorporate 10 year plan activities and indicators into the Corporate Plan 	<p>Threats:</p> <ul style="list-style-type: none"> a. Political interference
3. Programme and Work Management	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Action/ Work Plan b. Administrative and logistical support systems c. Monthly progress review meetings d. Audit and management committees for supervision/ follow-up action with trade unions 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Need for improved planning and control of implementation
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Availability of training in programme/ project management 	<p>Threats:</p> <ul style="list-style-type: none"> a. Ad hoc requests for taking on unplanned work that interferes with ongoing work
4. Human Resources Planning and Professional Development	
<p>Strengths:</p>	<p>Weaknesses:</p>

66 To promote the development of self sustainable inland, marine, brackish water aquaculture systems and to facilitate the expansion of supplies to the domestic and export market in cooperation with the private sector

<p>a. a. Allow incorporation of contract staff to tailor for specific project requirements b. Identify training budget within recurrent fund expenditure. c. Training in fisheries management, compliance, quality control, extension d. Greater consistency in HRD practices (removing bias) e.. Availability of donor funded projects for training of staff f. Reward systems established (commendations for good work, employees of the month and access to training abroad) g. Performance review process strengthened h. Donor support for capacity building</p>	<p>a. Government controls on recruitment b. No systematic staff development programmes c. No training budget d. Limited scope for rewards in the context of public sector compensation rules</p>
<p>Opportunities: a. Remove controls on recruitment b. Availability of foreign and local training c. Staff development programs d. Availability of qualified persons seeking employment e. Reward schemes for good extension successes</p>	<p>Threats: a. Funding restrictions affecting training b. Brain drain</p>
<p>5. Core Resources (IT, Infrastructure, Finance)</p>	
<p>Strengths: a. Government funding b. LAN, Website c. Laboratories/ Equipment d. Regional network of aquaculture centres</p>	<p>Weaknesses: a. Not getting government allocations on time . Inadequate maintenance/upgrading of assets</p>
<p>Opportunities: a. Mandate to generate own income b. Potential for development of unutilized resources (unutilized water bodies)</p>	<p>Threats: a. Restrictions on government funding</p>
<p>6. Inter-institutional Relations</p>	
<p>Strengths: a. Inter-agency representation on Board of Directors (NARA) b. Cooperation between staff in information gathering at field level (NARA/NAQDA)</p>	<p>Weaknesses: a. No formal channels of communication with sector organizations b. No regular mechanism for integration of related work programmes – e.g. IARD NARA</p>
<p>Opportunities: a. b. Participate in the inter-agency progress review (aquaculture and inland fisheries) conducted by MFAR b. Participate in CRC with NARA and the private sector</p>	<p>Threats: a. Conflicts in mandates of sector organizations</p>
<p>7. International Relations</p>	
<p>Strengths: a. Links with international agencies in respect of aquaculture</p>	<p>Weaknesses: a. Lack opportunities for exchange of expertise</p>
<p>Opportunities: a. Participate in international training and extension for a in other Asian countries</p>	<p>Threats: a. Limited interest and low priority for involvement in international linkages in the sector</p>

SWOT E.6 : NIFNE

1. Organization Direction	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Legal Framework, Legislative Enactment setting the mandate of NIFNE b. Governing Board to provide overall direction c. Academic Board to provide technical direction for NIFNE academic activities 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Objectives are insufficiently defined with result that some activities marginal to core development activities are being advanced b. Disruptive effect of frequent changes of top management at Chairman and Governing Board level c. Inappropriate selection of senior management without appropriate training qualifications d. Vacancies not filled e. Staff members not fully aware of organizational objectives
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Re define objective to focus national fisheries b. Challenges arising from private provision of fisheries training c. Vital vacancies filled with competent staff 	<p>Threats:</p> <ul style="list-style-type: none"> No recognition of the organizations value to fisheries development. Conflict situation in the North and East
2. Strategic Leadership and Planning	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Well represented Board of Directors b. Academic committee providing technical leadership for NIFNE training activities c. Training calendar for planning training activities 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. NIFNE has lost its focus b. Governing boards politically constituted b. Insufficient recognition of the need for M&E d. No clear direction assigned to senior management at HQ and regional colleges
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Restructure NIFNE's management to ensure delivery and restoration of respect for the organisation b. Support the attainment of development opportunities through dedicated training programs 	<p>Threats:</p> <ul style="list-style-type: none"> a. Political interference
3. Programme and Work Management	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Availability of a training cadre b. Preparation of monthly work programme c. Administrative and logistical support systems 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. No proper evaluation criteria for assessing performance of training programmes b. No systematic review of progress
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Focus on delivering against M&E targets set b. Availability of training in training management 	<p>Threats:</p> <ul style="list-style-type: none"> a. Lack of clear policy guideline for sector training activities
4. Human Resources Planning and Professional Development	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Recruitment/Promotion procedures b. Staff appraisal procedures c. Staff training 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Ad-hoc selection and promotion b. Staff appraisal confined to recommendation on salary increment c. Staff training is ad-hoc, no staff development program d. Limited scope for rewards in the context of public sector compensation rules
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Establish a career development system and promote from internal employees to fill senior level positions b. Identify training budget within recurrent fund expenditure. c. Training in fisheries management, compliance, quality control, extension d. Greater consistency in HRD practices (removing bias) e.. Availability of donor funded projects for training of staff f. Reward systems established (commendations for good work, employees of the month and access to training abroad) g. Performance review process strengthened h. Donor support for capacity building 	<p>Threats:</p> <ul style="list-style-type: none"> a. Funding restrictions affecting staff development

5. Core Resources (IT, Infrastructure, Finance)	
Strengths: a. Government funding b. Regional network of training centres (Colleges) c. Equipment for training	Weaknesses: a. No IT facilities at training colleges b. Poor maintenance/upgrading of assets
Opportunities: a. Access to consolidated funds to upgrade training facilities in the Regional Colleges and mobile units	Threats: a. Insufficient Government priority to meet training needs
6. Inter-institutional Relations	
Strengths: a. Inter-agency representation on Boards of Directors b. Recognition of the institution by other training institutions c. Accreditation of NIFNE degree programme with UGC.	Weaknesses: a. No formal channels of communication with sector organizations b. No regular mechanism for integration of work programme
Opportunities: a. Monthly Heads of Agency Meeting at MFAR	Threats: a. Conflicts in mandates of sector organizations
7. International Relations	
Strengths:	Weaknesses: a. Lack opportunities for exchange of training expertise
Opportunities:	Threats:

SWOT E.: CFHC

<p>Strengths:</p> <ul style="list-style-type: none"> a. Legal framework and mandate for CFHC activities. b. Corporate plan setting out vision, mission and strategic directions for CFHC c. Re-designed organization structure for more focused implementation d. Team of qualified staff 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Political changes that affect continuity of focus b. Some objectives assigned to CFC (e.g ice plants) c. Some objectives unsuitable for a harbour authority (e.g. MCS) c. Poor management due to political interference d. Mismatch of skills e. Top heavy in HQ management, clerical staff and security f. Lack of proper awareness and understanding of goals/objectives
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Review possibility of control of CFC ice plants and cold storage b. Scope for private sector participation c. Changes in government policy provide new opportunities for growth d. Take advantage of PERC initiatives (rationalisation of expenditure and identification of realisable income options) e. Review the opportunity of transfer of cadre to MAFR organizations 	<p>Threats:</p> <ul style="list-style-type: none"> a. Trade unions b. Political interference c. Over exploitation of fisheries resources d. Ongoing conflict situation
<p>2. Strategic Leadership and Planning</p>	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Availability of a Monitoring and Evaluation System b. Professional leadership with subject knowledge and practical experience c. Capacity to identify alternative approaches to solve problems and achieve results d. Availability of an information system/data base e. Application of IT in planning f. Flow of information from top to bottom 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Frequent changes in top management b. Senior management lacks authority to make decisions c. Lack flexibility to make changes to organization and positions d. Weak performance appraisal system
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Streamline management hierarchy b. Professional leadership training a. Push through institutional changes 	<p>Threats:</p> <ul style="list-style-type: none"> a. Politicization of the leadership b. Weakening of the stability of the leadership due to frequent political changes
<p>3. Programme and Work Management</p>	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Availability of well qualified staff b. Setting of milestones in programme and work management c. Availability of clear job descriptions 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Limited monitoring b. Need to optimise staff participation in management decision making c. Do not use modern techniques of work management d. Interference by the top management in the undertaking of operations e. Operational activities not adequately supervised f. Lack good employee relations
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Organize training programmes for skill improvement b. Work methods development c. Network amongst sector organizations (learn more from PERC adjustment process) d. Operate port facilities as separate cost centres to allow port specific re-investment of profits 	<p>Threats:</p> <ul style="list-style-type: none"> a. Priority assigned to social welfare objectives in service delivery b. Excesses in the use of authority by the top management due to political pressure c. Negative effect of the curtailment of employee welfare in obtaining a productive service d. Duplication of effort and lack of coordination amongst outside agencies
<p>4. Human Resources Planning and Professional Development</p>	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Availability of a cadre of staff for professional development b. Well defined jobs related to vision and mission c. Incentives for improving knowledge d. Performance appraisal systems 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Non-conformity with schemes of recruitment b. Absence of a any system of training c. No system of incentives for good performance d. Excess staff e. Placements not based on suitability f. No proper staff appraisal system g. No proper system of promotions

	h. No system for deployment of personnel according to suitability
<p>Opportunities:</p> <p>Opportunities:</p> <p>a. Establish a career development system and promote from internal employees to fill senior level positions</p> <p>b. Identify training budget within recurrent fund expenditure.</p> <p>c. Training in fisheries management, compliance, quality control, extension</p> <p>d. Greater consistency in HRD practices (removing bias)</p> <p>e.. Availability of donor funded projects for training of staff</p> <p>f. Reward systems established (commendations for good work, employees of the month and access to training abroad)</p> <p>g. Performance review process strengthened</p> <p>h. Donor support for capacity building (harbour management)</p>	<p>Threats:</p> <p>a. Political influences affecting promotions, training</p> <p>b. Influences affecting the performance of legally correct duties</p> <p>c. In-efficient staff threatening efficient staff</p> <p>d. Spending restrictions reduce funds for training</p>
5. Core Resources (IT, Infrastructure, Finance)	
<p>Strengths:</p> <p>a. Own budget for funding activities</p> <p>b. A network of infrastructure</p> <p>c. LAN in head office</p> <p>d. Post donor funding revitalized harbour, ice plant and cold storage facilities</p>	<p>Weaknesses:</p> <p>a. Insufficient financial resources</p> <p>b. Lack of support for increasing harbour charges</p> <p>c. Existing facilities run down in some harbours</p> <p>d. Not getting government allocations on time</p> <p>e. LAN not connected to regional centres</p> <p>f. Malpractices in the use of resources</p> <p>g. Pressures for spending on unrelated activities on exhibitions, ceremonies</p>
<p>Opportunities:</p> <p>a. Review funding mechanisms</p> <p>b. Increase harbour levies</p> <p>c. Review individual harbour investment needs</p> <p>d. Donor funding support for Northe Eastern and Eastern harbours</p> <p>e. Long and short term financing from local banks</p> <p>f. Joint ventures with other industry players</p>	<p>Threats:</p> <p>a. Inadequate investment in infrastructure</p>
6. Inter-institutional Relations	
<p>Strengths:</p> <p>a. Represented at MFAR monthly progress review meeting chaired by the Secretary</p>	<p>Weaknesses:</p> <p>a. Coordinate infrastructure investments with other fisheries corporations e.g. ice plants</p> <p>b. DFAR on compliance issues</p>
<p>Opportunities:</p> <p>a. Assist in developing a coordinated infrastructure redevelopment program</p> <p>b. Assist DFAR in ensuring that vessel landings are recorded</p>	<p>Threats:</p>

SWOT 8 : CFC

1. Organization Direction	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Fisheries Ten Year Plan as providing a comprehensive sector framework b. Qualified staff c. <i>Ceyfish</i> logo 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Divergence of the organisation's core objectives (wholesaling fish) b. Organizational structure not appropriate to meet current demands because remit gradually reduced b. Political changes that affect continuity of focus c. Poor management due to political interference d. Overstaffing and resulting mismatch of skills e. Lack of proper awareness and understanding of goals and objectives
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Scope for private participation b. Changes in government policy allowing a streamlining the staff organization c. Identifying staffing gaps in other organizations and by transferring to other sectors where capacity is required d. Under-utilized resources e. Emerging markets for fishery products 	<p>Threats:</p> <ul style="list-style-type: none"> a. Trade unions b. Political interference c. Ongoing conflict situation making operations in North Eastern and Eastern unsustainable
2. Strategic Leadership and Planning	
<p>Strengths:</p>	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Frequent changes in top management b. Senior management lacks authority to make decisions c. Lack flexibility to make changes to organization and positions d. Weak performance appraisal system
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Review organizational mandate b. Review management systems b. Greater direction from MFAR on CFC's contribution to fish marketing c. Improved liaison with the private sector 	<p>Threats:</p> <ul style="list-style-type: none"> a. Politicization of the leadership b. Weakening of the stability of the leadership due to frequent political changes
3. Programme and Work Management	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Availability of a trained staff b. Programmes with time/output targets c. Availability of clear job descriptions 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Strengthening monitoring required b. Need to optimise staff participation in management decision making c. Lack good employee relations d. Do not use modern techniques of work management e. Interference by the top management in the undertaking of operations f. Need to improve supervision of operational activities g. Pressure for attendance at meetings
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Greater focus on defining objectives and tasks and defining M&E to suite these b. Review of staff responsibilities and job specifications c. Regular team building exercises d. Streamline attendance meetings to relevant ones only (e. MFAR marketing policy, DFRA quality controls). c. Support of 'sister' organizations, e.g. CFHC 	<p>Threats:</p> <ul style="list-style-type: none"> a. Excesses in the use of authority by the top management due to political pressure b. Low productivity as a result eroding benefits caused by excessive staff burden
4. Human Resources Planning and Professional Development	
<p>Strengths:</p> <ul style="list-style-type: none"> a. Availability of a cadre of staff professional development b. Organize training programmes for skill improvement Schemes of recruitment and promotion 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. Non-conformity with conventional schemes for recruitment and promotion b. Placements not based on suitability due to excessive staff numbers c. Absence of a proper system of training

c. Performance appraisal system d. Arrangements for providing duty leave for professional studies	d. Staff appraisal not performance-based e. No system of incentives for good performance
Opportunities: a. Establish a career development system and promote from internal employees to fill senior level positions b. Identify training budget within recurrent fund expenditure. c. Training in fisheries management, compliance, quality control, extension d. Greater consistency in HRD practices (removing bias) e.. Availability of donor funded projects for training of staff f. Reward systems established (commendations for good work, employees of the month and access to training abroad) g. Performance review process strengthened	Threats: a. Spending restrictions reduce funds for training b. Political influences that affect promotions and training
5. Core Resources (IT, Infrastructure, Finance)	
Strengths: a. Own budget for funding activities b. A network of regional infrastructure c. Physical facilities, land and equipment	Weaknesses: a. Insufficient financial resources b. Non-utilization of available resources c. Malpractices in the use of resources d. No proper IT system e. Pressures for spending on unrelated activities such as exhibitions, ceremonies
Opportunities: a. Many training providers in IT b. Availability of sources of foreign funding for appropriate activities (To SUPPORT WHAT!!!!) c. Partnerships with foreign and local organizations (marketing & sales) using <i>Ceyfish</i> trademark	Threats:
6. Inter-institutional Relations	
Strengths: a. Represented at MFAR monthly progress review meeting chaired by the Secretary b. Agreements with private businesses in the industry	Weaknesses: a. Lack channels for coordination of work programmes
Opportunities: a. Participate in MFAR meetings relating to market development b. Joint ventures with other industry players	Threats: a. Non-payment of dues (loans)

SWOT 9 : CEY NOR LTD

1. Organization Direction	
Strengths: a. b. Corporate plan setting out CEYNOR vision, mission and strategic actions b. Well designed organization structure c. Qualified staff	Weaknesses: a. Political changes that affect continuity of focus b. Political issues largely determine the organizational agenda c. Organizational agenda lacks a long term time frame
Opportunities: a. Fisheries Ten Year Plan b. Scope for private sector participation c. Changes in government policy d. Under-utilized resources	Threats: a. Trade unions b. Political interference c. Ongoing conflict
2. Strategic Leadership and Planning	
Strengths: a. A leadership with experience in CEYNOR activities b. Availability of a Monitoring and Evaluation System c. Availability of an information system/data base	Weaknesses: a. Leadership lacks flexibility to make changes to organization and positions

<p>Opportunities: a. Coordination amongst sector institutions</p>	<p>Threats: a. Weakening of the stability of the leadership due to frequent political changes</p>
3. Programme and Work Management	
<p>Strengths: a. Availability of a trained staff b. Setting of milestones/targets in programme and work management c. Availability of clear job descriptions d. Time management system e. Incentive schemes to motivate productivity improvement</p>	<p>Weaknesses: a. Techniques of work management need updating b. Retaining the skilled production workforce</p>
<p>Opportunities: a. Organize training programmes for skill improvement b. Work methods development</p>	<p>Threats: a. Negative effect of the curtailment of employee welfare in obtaining a productive services</p>
4. Human Resources Planning and Professional Development	
<p>Strengths: a. Availability of a cadre of staff b. Well defined jobs related to vision and mission c. Maintenance of a skill inventory and training of staff d. Use of incentives to motivate e. Arrangements for providing duty leave for professional studies</p>	<p>Weaknesses: a. Motivating the workforce at the factory level. .</p>
<p>Opportunities: a. Availability of skilled manpower/labour a. Professional training opportunities</p>	<p>Threats: a. Spending restrictions reduce funds for training</p>
5. Core Resources (IT, Infrastructure, Finance)	
<p>Strengths: a. own budget for funding activities b. A network of production and distribution infrastructure c. LAN in head office</p>	<p>Weaknesses: a. Financial constraints, cash flow problems b. Outdated machinery and equipment</p>
<p>Opportunities: a. Availability of sources of foreign financing b. Partnerships with foreign organizations c. Unutilized assets</p>	<p>Threats: a. Pressures for spending on unrelated activities such as exhibitions, ceremonies</p>
6. Inter-institutional Relations	
<p>Strengths: a. Represented at MFAR monthly progress review meeting chaired by the Secretary b. Agreements with private businesses in the industry</p>	<p>Weaknesses: a. Lack channels for coordination of work programmes with other sector agencies</p>
<p>Opportunities: a. Joint ventures with other industry players</p>	<p>Threats:</p>