

SWOT ANALYSIS

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THE "SWOT" ANALYSIS AND HOW IT IS MADE

SWOT analysis means analysing Strengths, Weaknesses, Opportunities and Threats. It is a really useful and simple tool that can be applied again and again to any section, group or organisation such as your fisheries management authority. An example of a SWOT analysis is given in a table at the end of this paper.

It is important to know what we are good in and where we need to improve. This is necessary information for future planning and any plan should focus on the areas that need immediate improvement. In assessing our strong and weak points we can also see potential threats that may become an obstacle for the implementation of the action plan. Only by recognising these factors can we make sure of the success of strategic planning.

In the future these guidelines will hopefully be used to help each of you to make a SWOT analysis within your department or section. It will be convenient if a few strategic or target areas could be identified to focus the process.

29. First of all make it clear what section of the organisation you are doing the analysis on, that is write it down at the top e.g. MCS operations.
30. Then list the objective or function that you are tasked to achieve, e.g. manage, plan and supervise the MCS organisation or monitor the fishing activities in the EEZ from the fixed wing plane.
31. Follow this by answering the questions in the table below in relation to achieving your objectives. Add new questions if you can and try brain storming of all the points that influence your ability to achieve the objectives to the maximum efficiency and effectiveness. (If you do this as a group exercise get people to write ideas on cards and come and stick them under the title strength, weakness, opportunity or threat).
32. Go through each point and discuss it, check if everyone agrees and then reword it if necessary.
33. Remember that once you have your results you must try to find ways to build on your strengths and use your opportunities to try and reduce weaknesses and remove threats.

Table 1 How to make a SWOT analysis

SWOT	Questions	Comments
Strengths	<ul style="list-style-type: none"> <input type="checkbox"/> What are your advantages and strong points? <input type="checkbox"/> What do you do well? <input type="checkbox"/> How does your structure support your function? <input type="checkbox"/> Can you list the skills that you have that support your function? <input type="checkbox"/> Who helps you? 	<p>Consider this from your own point of view and from the point of view of the people you deal with. Don't be modest, be realistic. If you are having any difficulty with this, try writing down a list of your characteristics. Some of these will hopefully be strengths!</p>
Weaknesses	<ul style="list-style-type: none"> <input type="checkbox"/> What could be improved? <input type="checkbox"/> What is done badly? <input type="checkbox"/> What should be avoided? <input type="checkbox"/> What skills do you lack? <input type="checkbox"/> What equipment do you lack? 	<p>Again this should be considered from an internal and external basis - do other people perceive weaknesses that you don't see? Do your colleagues do any better? It is best to be realistic now and face any unpleasant truths as soon as possible.</p>
Opportunities	<ul style="list-style-type: none"> <input type="checkbox"/> What good changes do you face? <input type="checkbox"/> What are the existing resources within the organisation that can help you improve? <input type="checkbox"/> What are other sections doing and can you get any good ideas from them? <input type="checkbox"/> What training could be available to help you? 	<p>Useful opportunities can come from such things as:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Changes in technology on both a broad and narrow scale <input type="checkbox"/> Changes in government policy related to your field <input type="checkbox"/> Changes in social patterns, employee profiles, etc.
Threats	<ul style="list-style-type: none"> <input type="checkbox"/> What obstacles do you face? <input type="checkbox"/> What structures or functions may make your objectives fail? <input type="checkbox"/> Do you have the required skills to perform your function? <input type="checkbox"/> Is changing technology threatening your position? <input type="checkbox"/> Who makes your job impossible to do? 	<p>Carrying out this analysis will often be illuminating - both in terms of pointing out what needs to be done and in putting problems into perspective. Make a risk analysis by defining what could go wrong!</p>

Table 2. Example of a SWOT analysis based upon four strategic areas

Strategic Area	Strengths	Weaknesses	Opportunities	Threats
MCS Fishing Activities	<ul style="list-style-type: none"> • A well designed and comprehensive organisational structure • Unlicensed fishing in the EEZ is under control • Sea and air MCS platforms are in place • Training programmes for patrol vessel officers are well under way • Observers are deployed on nearly all fishing vessels • Coastal patrols are regularly carried out • Training for all Inspectors and Observers is underway in the FIOC • Good technical advisers 	<ul style="list-style-type: none"> • Lack of integration between MCS platforms • Poor centralised computerisation of MCS information therefore lack of information sharing • Poor operational communication with support services • Poor training on surveillance aspects for observers • Lack of formalised routines and guidelines • Poor planning and briefing of patrols • Poor management of resources especially overtime and abuse of cars • No updated working practises and duty guidelines • Poor information on baseline activities • Lack of general knowledge on fisheries management 	<ul style="list-style-type: none"> • Newly trained officers emerging every year for our PV's • Outsourcing of the Observer Programmes to newly defined standards • Outsourcing of Vessel Management/technical services • Strengthening of our IT skills and capacity – possibility of VMS • Cross education of officers into inspectors • New office building with integration of the two Inspectorates • Information exchange with resource management 	<ul style="list-style-type: none"> • Large EEZ to cover with extensive fishing grounds • Unclear personnel management due to split responsibilities between Inspectorate and MSO • Suitability and technical standard of MCS platforms • Lack of necessary skills to win court cases • Lack of co-operation between the deployment of observers and the CSP • The process of outsourcing is delayed

Strategic Area	Strengths	Weaknesses	Opportunities	Threats
Landing and Catch Control	<ul style="list-style-type: none"> • We are capable of monitoring nearly all landings • We have a system in place for collecting the required information for catch control from all fishery types • We are able to produce monthly landings returns • There is good co-operation between the operational and statistical sections 	<ul style="list-style-type: none"> • FIMS not functioning • No updated working practises and duty guidelines • Poor management of resources especially overtime and abuse of cars • Poor information on baseline activities • Lack of general knowledge on fisheries management • Poor discipline and work moral • The monitoring of landings has not been designed with operational expertise for efficiency • No controls of industry weighing mechanisms 	<ul style="list-style-type: none"> • Due to the re-establishment of the FIMS we can redefine our user requirements based on experience • Newly trained inspectors are returning from overseas with fisheries management and planning training • New office building in Walvis Bay will improve working conditions • Increased efficiency of industry makes new opportunities for streamlining working practises • New clerks have been employed in the catch control section with training opportunities • FIOC for all inspectors 	<ul style="list-style-type: none"> • Willingness to adapt to change is not universal with all staff members • Industry expansion that is too great for us to monitor • FIMS remains un-operational or does not meet our requirements • Lack of transparency in the monitoring of landings interferes with accurate catch control estimations • Too high demands on inspectors for other duties to allow adequate monitoring of landings

Strategic Area	Strengths	Weaknesses	Opportunities	Threats
<p>Support Services</p>	<ul style="list-style-type: none"> • We have a large support services section • Basic infrastructure is in place (except computerisation) • Trained personnel in place in most positions 	<ul style="list-style-type: none"> • Due to this strategic area not having a primary objective poor quality control measures of tasks • An out of date structure, limits our efficiency to perform the required functions • No updated working practises and duty guidelines • Poor information on baseline activities • Complete lack of an IT support section • Un-operational computerised maintenance system for the PV's • Lack of communication between offices • Inefficient stores in Walvis Bay • Training based in Windhoek • No clear operational role or responsibilities for OC 	<ul style="list-style-type: none"> • Outsourcing of non-core functions will effect many support functions in a positive way • Increased importance on IT • New MCS organisation structure addressed OC operational role • New Office in Walvis Bay will assist in better management of support services • New MCS organisation structure addressed the role of clerks and chief clerks • New shore facilities for PV 	<ul style="list-style-type: none"> • Willingness to adapt to change is not universal with all staff members • The process of outsourcing is delayed • Unclear personnel management due to split responsibilities between offices • Lack of co-operation and information exchange with the operational levels that they support • Lack of awareness of the role to support primary functions and the importance of these functions – i.e. when support services are the reason for not achieving operational objectives

Strategic Area	Strengths	Weaknesses	Opportunities	Threats
Management	<ul style="list-style-type: none"> • A good and well defined management structure • A positive image in the ministry and industry of an adaptable management • Our senior management is well integrated into the overall management of the ministry • Technical advisers to the Directorate 	<ul style="list-style-type: none"> • The distance between the operational offices and the head office • A lack of capacity at middle management level, relying too heavily on senior management for guidance • Middle management not focused on economical planning and control • Lack of understanding of modern management techniques • Lack of information filtering down and up in the organisation 	<ul style="list-style-type: none"> • The new strategic planning of our Directorate • The development of a computer network and email • The possibility of FIMS coming online • The development of a VMS for integration of the MCS platforms • A new donor 3 year plan for assistance to MCS • Management training when identified • Better co-operation with science 	<ul style="list-style-type: none"> • Isolation of head office to the operation stations • Lack of quality control in regional performance • If the management plan is not taken seriously and implemented as intended • Fear of taking unpopular decisions • Lack of overall co-ordination and prioritising of tasks