Appendix 3-3

Internal Factor Analysis in Department of Fisheries, Vanuatu

12th July, 2012

Strengths | **Rank**

Weakness | **Rank**

Basic Question
How does Fisheries Department improve community-based coastal resource management?

Department of Fisheries

Input

- Lack of transportation for officers to visit rural communities
- Facilities are not fully utilized by officers
- There are facilities in fisheries centers
- Not enough fisheries staffs in provincial centers

Mission

Structure

- Promote social interaction among all staffs.
- Lack of specific officers concern coastal resource management
- **Officers have good relationship with provincial government** 4
- Lack of field assistances

Strategy

- Good network with NGOs.
- Not enough consistency in work plans
- **Work together with MPA committee** 4
- **Lack of Fisheries Development Policy** 2
- Not formalize networking with MOU
- Coastal resource management plan is not fully implemented.

Finance

- Accessibility of funds is difficult.
- Department budget is not enough to reach communities.
- **Funds for small projects are available through collaboration with NGOs.** 4
- Access to PDF (Project Development Fund) is not available.
- Not enough budgets to carry out activities in rural communities by extension officers.
- Funds of donor agencies are accessible.
- Recurrent budget is not distributed among all extension centers.
- Operation budget for extension officers is not enough
- Funds of provincial governments are available for extension officers.
- **Fisheries provincial officers should have control their own budgets.** 6

Organizational Culture

- Development officers too much work.
- Good linkage from Fisheries to Provincial government systems
- Delegation and responsibility are under high pressures in other aspects.
- **Fisheries officers respect local community** 4

Human Development

- **Officers expand knowledge in data analysis and collection** 1
- External (overseas) training is available for officers
- Lack of training programs for extension officers

Research and Development

- **Lack of data collection** 3
- Lack of feedback of data collection
- **Lack of data submission by extension officers** 3
- **Utilize past or existing research results** 2

Management Style

- Quarterly reporting is very poor by extension officers.
- Department should acknowledge provincial officer reports and encourage officers with feedback.
- Management of the Division is very weak to response to office needs.
- **Lack of regular meetings** 1
- Lack of data management
- Not enough visits of senior officers to provincial offices.
- Lack of information sharing among development officers
- Fisheries head holds regular meeting

Job Description and Sharing

- Job description is enough fair.

Output

- Provide livelihood programs for community
- **Support fishermen with duty exemption** 2
- **Not enough follow-up visits to communities** 3
- Alternative fishery is promoted in communities
- Not enough awareness to communities