

SWOT ANALYSIS TRAINING DEPARTMENT OF ENERGY – FIJI

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PIEPSAP Project Report 16

17 May 2005

~ Participating Pacific Islands Countries ~

*Cook Islands, Federated States of Micronesia, **Fiji**, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu*



SWOT Analysis Training

Department of Energy – Fiji

17 May 2005

Introduction:

PIEPSAP as part of its assistance to the Fiji Department of Energy (DOE) carried out a SWOT Analysis training for the staff of the department. The training was held at the Tanoa Plaza Hotel conference room on Tuesday 17 May. The DOE is in the process of formulating a National Energy Policy Framework for Fiji and it intends to utilise SWOT Analysis to carry out an assessment of its internal and external environment to ensure that they are focused on issues pertinent and appropriate to the energy sector development in Fiji. There were 15 DOE staff members present. A list of participants is provided as Annex I.

Objective

The primary objective of the training was to familiarise the staff of the Fiji Department of Energy on the application of the SWOT Analysis in the formulation of a strategic plan (energy policy).

Methodology

A brief introductory session on what SWOT is about was presented to the participants. This session covered issues such as:

- Definition of SWOT;
- Why SWOT is carried out;
- When SWOT is carried out;
- Who uses SWOT;
- The structure of a SWOT analysis; and
- Some simple rules for SWOT analysis.

A power point presentation was carried out to facilitate the above session. Annex II shows the power point presentation.

The participants were then divided into four groups for group work activities. The composition of each group took into consideration staff roles and responsibilities and the different areas in which they work. There was a suggestion to group the participants according to the respective units in the department e.g. technical, finance, administration and management. After deliberating on the matter the participants felt that such groupings might lead to compartmentalising of views and later agreed to a random grouping of the participants.



Participants in the SWOT Training



A Group Discussion

The four small groups were allowed to carry out a SWOT analysis of the Department and present their findings to the whole group. The size of each group facilitated active participation by all members. Opportunity was given to participants to discuss issues that needed clarification during the group presentation.

Group Findings

The groups SWOT analysis results are shown in Annex III. As can be seen from the analysis, one group (Group 1) has attempted to group their analysis into sub-categories as follow:

1. existing infrastructure in place;
2. policy framework – guiding operation;
3. readily available local/indigenous energy & broad fuel mix;
4. funding;
5. internal capacity;
6. absence of strategic direction;
7. energy demand and access;
8. natural problems;

The points raised by the groups were wide ranging and covered such issues as staffing, policies and regulations, government procedures, funding, renewable energy resources, bi-lateral and multi-lateral agreements and international conventions and competition from FEA, etc.

A sub-group comprising one representative from each group was selected to put together in a more logical order all the issues raised by the different groups. The sub-group's work is attached as Annex IV. As can be seen from the sub-group's work, the issues are still very broad and lacked focus. Therefore a further analysis of the sub-group's work was carried out to ensure that the SWOT Analysis is focused. As a result the following strengths, weaknesses, opportunities and threats faced by the Fiji DOE were identified.

<p style="text-align: center;">Strengths</p> <ol style="list-style-type: none"> 1. A well-balanced staffing compliment. 2. An established organisation and recognised by government as lead agency for energy sector planning. 3. A good relationship network with stakeholders. 4. Experienced in managing and implementing REU Policy 	<p style="text-align: center;">Weaknesses</p> <ol style="list-style-type: none"> 1. Lack of strategic direction. 2. Cumbersome procedures for processing internal issues related to projects. 3. Lack of technical expertise in certain areas. 4. Inadequate funding to cater for resource assessment and research programmes and to meet demand from communities. 5. Weak data and information system.
<p style="text-align: center;">Opportunities</p> <ol style="list-style-type: none"> 1. Recruit and retained qualified personnel. 2. Alternative funding sources available under bilateral and multi-lateral agreements and under international conventions ratified by the Fiji government. 3. Improvement on management capabilities. 4. Introduce appropriate policies and regulations governing energy sector development. 	<p style="text-align: center;">Threats</p> <ol style="list-style-type: none"> 1. Loosing trained staff. 2. Government reform process might lead to the dissolution of the department. 3. Political instability. 4. Other organisations such as FEA taking over the renewable energy programmes.

Conclusion

From the analysis provided above one can deduce that for the Fiji DOE to improve its image and the way it does its business, it needs to:

- (a) find innovative ways and procedures for recruiting and retaining trained staff;
- (b) find alternative sources of funding to supplement government budgetary allocation;

- (c) improve on its management capability; and
- (d) develop appropriate policies and regulations to promote energy sector development.

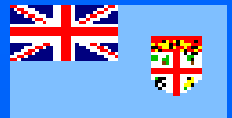
The SWOT training was well attended by the DOE staff. For most this was their first experience in SWOT analysis. The training offered opportunities for staff to be involved in the assessment of the Department in light of its capacity to plan, develop and manage energy sector programmes. The involvement of most of the staff in the training showed DOE's commitment to develop its capacity to utilise such a planning tool as SWOT to improve its capability in the delivery of its services.

It is hoped that the outcome of the SWOT Analysis would be utilised by DOE to improve its capacity to formulate a workable, manageable and appropriate National Energy Policy Framework for Fiji.

Annex I

Participants List

#	Names	Position
1	Alumita Cakau	Administration Officer
2	Arbin Lal	Senior Technical Assistant
3	David Brunovo	Australian Youth Ambassador
4	Joyti Vikask	Librarian
5	Jimione Fereti	Supervisor Higher Grade
6	Intiyaz Khan	Senior Scientific Officer
7	Kazuhiro Arita	Volunteer (JICA)
8	Maciu Vatuleka	Executive Officer
9	Makereta Sauturaga	Actg Director
10	Metui Ligasolei	Supervisor Higher Grade
11	Paula Katirewa	Scientific Officer
12	Peceli Nakavulevu	Principal Scientific Officer
13	Samuela Liwaiono	Assistant Accounting Officer
14	Suman Kumar	Senior Clerical Officer
15	Susana Puluni	Scientific Officer



Annex II

SWOT - Training

Department of Energy – Fiji

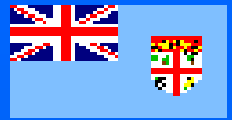
17 May 2005

PIEPSAP

PACIFIC ISLANDS ENERGY POLICY
AND STRATEGIC ACTION PLANING

MINISTRY OF FOREIGN AFFAIRS OF DENMARK
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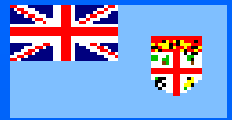
SWOT ANALYSIS

S – Strengths

W – Weaknesses

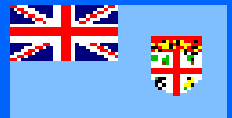
O – Opportunities

T – Threats



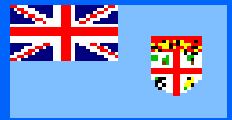
Definition

A planning tool used to systematically make decisions and take actions that result in the best fit between the organisation and environment in which it conducts its day-to-day business.



WHY?

SWOT Analysis is a very effective way of identifying your Strengths and Weaknesses, and of examining the Opportunities and Threats you face. Carrying out an analysis using the SWOT framework helps you to focus your activities into areas where you are strong and where the greatest opportunities lie.



Who uses it?

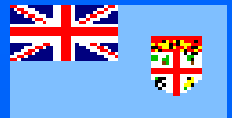
- Managers
- Employees



When to use it?

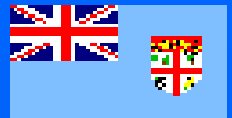
While developing a strategic plan or planning a solution to a problem, after you have analyzed both the internal and external environment (for example, the culture, economy, health, sources of funding, demographics, staffing, etc.).

National Energy Policy Framework



Vision

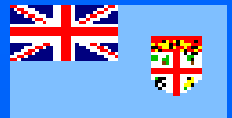
The vision for the energy sector is: A resource efficient, cost effective and environmentally sustainable energy sector in Fiji.



NEP (Cont...)

Mission

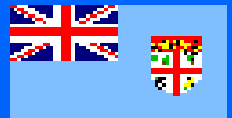
To provide advisory, policy, regulatory and implementation frameworks for effective provision of energy for economic and social development.



NEP (Cont...)

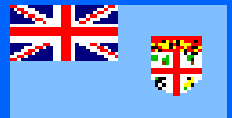
Strategic Areas

1. National Grid Electricity
2. Rural Electrification
3. Renewable Energy
4. Petroleum and Transport
5. Energy conservation and efficiency
6. Environment
7. Gender
8. Energy Information
9. Capacity Building and Human Resources Development
10. Institutional Structure



Policy objectives

- Increase access to affordable energy services for the entire population;
- Ensure stable and adequate supplies at the least economic cost in a competitive and liberalized environment;
- Diversify the energy base and encourage the development of indigenous renewable energy resources where economically viable and technically feasible; and ensure the security of energy supplies;
- Encourage efficiency in energy production, conversion and use with the overall objectives of reducing the energy intensity and vulnerability of the economy;
- Complement the country's economic development policy recognizing the importance of energy as critical input to industrial growth and stability;
- Minimize the adverse environmental effects and pollution caused by the production, storage, transport and use of energy;
- Improve governance and establish an appropriate regulatory framework to protect consumers, investors and the environment.
- Encourage the participation of communities in the planning, implementation and management of energy initiatives within their communities;
- Strengthen the management of energy sector data for policy and planning purposes



SWOT Analysis

Subject:

The development of a National Energy
Policy Framework



SWOT

Strengths

What is your comparative advantage?
What do you do well?
What resources are at your disposal?
What are your strengths?

Weaknesses

Can you identify your weaknesses?
What could you improve?
What do you do badly?
What should you avoid?

Opportunities

Where are opportunities exist for the Department ?
What are the interesting trends you are aware of?

Threats

What are the problems that you are faced with?
What policies are impacting your operation?
Are there any required changes in the way you do business?
Could any of your weaknesses seriously threaten your business?

Some Simple Rules

- Be realistic about the strengths and weaknesses of your organisation;
- Analysis should distinguish between where your organisation is today, and where it could be in the future;
- Be specific. Avoid grey areas;
- Always analyse in relation to your competitor i.e. better than or worse than your competitor;
- Keep your SWOT short and simple; and
- SWOT is subjective.

SWOT Analysis - Group Findings

STRENGTHS

NO.	GROUP 1	NO.	GROUP 2	NO.	GROUP 3	NO.	GROUP 4
1	Existing infrastructure in place: - Department of Energy already in place. - Yearly fundings from Central Government. - Coordinate Energy Sector - Structure in place - Stable Government	1	Human Resources (Experience & Qualifications)	1	Interpretation of REU Policy (understanding)	1	The Department is well placed to manage/implement energy programmes including the new National Energy Policy.
2	Policy Framework - Guiding Operation : - Policies already in place. - Human resource readily available. - FMIS coming in. - Government Support - SDP in place - Economic Summit - Contribution from Villagers - Database login information on Energy. - Duty of government to people. - Group of qualified people. - Audit.	2	Financial Support (Local & Overseas)	2	Technical Expertise (practical)	2	Skills for energy policy advise
3	Readily available local/Indigenous Energy & Braod Fuel Mix : - Abundance of renewable energy. - Variety of Fuels (Fuel mix). - Adequate fuel supply to Fiji.	3	An Established Department	3	Well budgetted (?) and good internal control.	3	Staff and financial resources to implementing the following - Rural Electrification Policy, REDP, ECI/A, M/M, EIS, PT...
4	Funding : - Receive grant-in-aid. - Relationship with other countries (MGD) - Association with foreign organizations. - Access in training.	4	Close link between the department and the rural communities.	4	Motivation and co-operation and strong social culture.	4	Technical expertise to undertake energy projects
				5	Strong work culture (hard working department)	5	Good customer relations and customer satisfaction
				6	Lead Gov. Department of Energy.	6	Good relations with aid donors local and international for programme

WEAKNESS

NO.	GROUP 1	NO.	GROUP 2	NO.	GROUP 3	NO.	GROUP 4
1	Internal Capacity Issues: - High turnover of staff - migration/ incentive pay & good offer - Staffing level inadequate (dealing with whole of Fiji) - Technical knowledge - lacking. - Lack of continuity.	1	Human Resources.	1	Lack of manpower.	1	Institutional Structure (Insufficient established staff (structure) – no change in structure since 1981) – may not be able to cater for new roles such as technical regulatory roles
2	Absence of Strategic Direction and other Internal Weaknesses (Govt.) - No proper direction. - Lack of co-ordination between Government Departments. - Government policies (Red tape - virement/RIE, etc.) - Procedures cumbersome (overseas procurement/tenders) - Lack of co-ordination (internal) - Transport problems. - Lack of awareness work done by the Department. - Lack of appropriate/Adequate policies. - Information not reliable.	2	Weak management framework for data and information section.	2	Lack of transport - vehicles.	2	Review of current organizational structure
3	Demand Energy and Access Issues : - Unable to meet demand (RE) - Energy Conversion - slow (research/development) - Lack of reliable/affordable power. - FEA extension expensive.	3	Insufficient funding to cater for the new policy.	3	Lack of planning/strategic planning (thinking)	3	Not keeping to deadlines
4	Natural Problems : - Geographical distribution in Fiji. - Cyclones - weather (delay projects) - Communication barriers (contact to islands)	4	Poor planning/communication.	4	Unavailability of parts (Local parts & lack of mechanism).	4	Lack of internal communication

5	Community Weakness : - Community willing to pay. - Community management leadership problems. - Land issues.	5	No framework.	5	Lack of power/decision making in awarding of tenders.	5	Insufficient Financial resources to implement various programmes including the national energy policy.
6	Funding Problems : - Funding constraints (solar/OHS) - Access to Technical equipment.			6	Project focus over policy.	6	Time management to meet deadlines
				7	Internal communication and Division (REU/DOE)	7	Involvement of stakeholders (Finance) to programme updates
				8	Information Management (eg. What is EIS?)	8	Funds are lacking for trainings
				9	Lack of focus on Energy Efficiency.	9	Overlapping roles of the DOE in relation to e.g FEA (clear policy guidelines – who does what? (clear definition of roles))
				10	Institutional Management structure (eg. 2 bosses)	10	Lack of regular coordination with other Govt. Departments and private sector

OPPORTUNITY							
NO.	GROUP 1	NO.	GROUP 2	NO.	GROUP 3	NO.	GROUP 4
1	Trade Liberisation (WTO)	1	Training	1	International opportunities (funding, training, uni, prof. development, volunteers)	1	Specialized training in the energy field are available for staff to enhance broaden knowledge
2	Favorable exchange rates	2	Funding	2	Training to customers to become independent.	2	Increased powers to be handled by the Ministry (CEO), thus more efficient management and reporting rather than the PSC.
3	Worldwide research in renewables.	3	Participation of rural communities.	3	To improve relations and co-operation with FEA (and others)	3	New Financial Management Reform and Performance Management System allows for greater efficiency
4	Economic growth (New Agreement Fiji & Australia) - 2010			4	Take advantage of high costs (electricity & fuel [FEA]) - promote DOE/REU	4	Global interest in renewables, climate change, MDG, Gender has grown and thus DOE stands to gain from its local knowledge of resources available to be able to offer its services/technical insights. At the same time, DOE could gain access to funding for programmes.
5	Restructure in FSC - Biofuel production.			5	Use NEP as opportunity for change (more money, staff structure).		
6	MDG - Removal of poverty.			6	Chance to share culture.		
7	Environment Bill.			7	Set example to region (Use Fiji's position to increase international support to Fiji then region).		
8	Global warning (CDM)			8	UN Focus on Energy (2006-2007)		
				9	Increase use of Private Sector (eg. EESCOs)		

THREAT

NO.	GROUP 1	NO.	GROUP 2	NO.	GROUP 3	NO.	GROUP 4
1	Continuous flux in oil prices.	1	Lack of good governance.	1	Delays by Tender Board.	1	High turnover rate of staff
2	FEA reaching full capacity.	2	Political stability.	2	Political Pressure - threatens independence & motivation.	2	PSC policy on zero growth on staffing
3	Reversion of land to Native.	3	Government reforms.	3	Preceived Racism (eg. REU - Fijians only)	3	Increase in oil prices may demand drastic action
4	Scientific Research - oil to finish 2020.	4	High staff turnover.	4	FEA (success overlapping work)	4	Stakeholders not being able to respond to deadlines – affects work programme (purchasing of items – tender process, obtaining comments on policy issues, FEA not implementing RE projects on a timely basis)
5	Energy Security	5	FEA	5	Lack of consultation with DoE (eg. other ministries)	5	Natural events affect energy projects.
6	El-Nino - La-Nino			6	International Aid Risks - reliance/pullout	6	Lack of specialized companies to carry out energy audits.
				7	Changing of government (policy, budget)		
				8	Status-quo (Lack of change)		
				9	International reliance (energy security, price, parts, trade economies)		

	Annex IV		
SWOT Analysis - DOE Summary			
Strengths	Weakness	Opportunity	Threats
Management Structure	Policies: Lack of Strategic Directions	Economic Issues	Natural/Physical Issues
<i>Department already in place</i>	<i>No National policy</i>	<i>Trade liberalisation</i>	<i>Cyclones</i>
<i>Audit</i>	<i>No Energy Efficiency Policy</i>	<i>Favorable exchange rates</i>	<i>El Nino/La Nina</i>
<i>Database in place</i>	<i>Indsufficient funds to cater for new policy</i>	<i>Economic growth (Aus/NZ)</i>	<i>Geographical Distribution</i>
<i>Yearly funds from Government</i>	<i>Lack of planning/information/co-ordination</i>	<i>Restructure in FSC - biofuel</i>	
<i>Government Support</i>	<i>Information not reliable</i>	<i>Increase use of private sector</i>	Energy Security
<i>Financial Support/Well Budget, internal control</i>		<i>High electricity prices (diesel based)</i>	<i>Scarce Oil Resources</i>
<i>Group of Qualified people</i>	Internal Capacity Issues (Management/Human Resources)		<i>High Costs (Oil/Fuel)</i>
<i>Staff and Financial Resources</i>	<i>High turnover of staff</i>	Resource Issues	<i>FEA capacity constraints</i>
<i>Proven track record (REU/REDP)</i>	<i>Lack of manpower/inadequate staff/transport</i>	<i>World wide research in renewables</i>	<i>Supply chains/storage</i>
	<i>Technical knowledge lacking</i>	<i>Specialised training</i>	
Human Resources	<i>Lack of co-ordination with other government institutions</i>	<i>FEA</i>	Governance
<i>Technical Expertise</i>	<i>Not keeping to deadlines</i>		<i>Political Instability/Coup</i>
<i>Good Customers Relationship</i>	<i>Red Tape/Procedures</i>	Environmental Issues	<i>Election/Change in Government</i>
<i>Experience and Qualification</i>	<i>Poor internal communication/information management</i>	<i>MDG</i>	<i>Government Reforms/DOE Deal</i>
<i>Access to training</i>	<i>Lack of continuity - community problems</i>	<i>UN Focus on Energy</i>	<i>Change of Policies</i>
<i>Motivation</i>		<i>Environmental Management Act</i>	<i>External Delays</i>
<i>Strong Work Control</i>	Supply of Demand	<i>Kyoto Protocol</i>	<i>PSC policy on zero growth</i>
	<i>Lack of focus on energy efficiency</i>	<i>Gender</i>	<i>FEA success</i>
Policy Framework In Place	<i>Energy Conversion slow (hydro)</i>		
<i>SDP, Corporate Plans</i>	<i>Lack of reliable and affordable power in rural areas</i>		
<i>REU Policy</i>	<i>FEA extension expensive</i>		
<i>Electricity/Public Enterprise Act</i>	<i>Lack of planning eg. parts</i>		

<i>Petroleum Act</i>			
Strengths	Weakness	Opportunity	Threats
Appeal to Donors	Funding	Political	Community
<i>GEF/China/ADP/SOPAC/JICA/KOICA</i>	<i>Lack of funds to support energy programmes (local/international)</i>	<i>Bilateral and Multilateral Arrangements</i>	<i>Lack of trust/awareness</i>
<i>MDG</i>		<i>International Grants and Finance</i>	<i>Community Management and Land issues</i>
Physical Resources			
<i>Abundance of renewable energy</i>			
<i>Variety of resources</i>			
<i>Broad fuel mix</i>			