



Australian Government  
Australian Centre for  
International Agricultural Research



***“Strengthening Institutional Capacity, Extension Services  
and Rural Livelihoods in the Central Dry Zone and  
Ayeyarwaddy Delta Region of Myanmar”***

***(ASEM-2011-043)***



**WORKSHOP REPORT**  
**Institutional Analysis of**  
**Yezin Agricultural University**  
**(SWOT Analysis)**

***Research Document: 02-YAU-ASEM-2011-043***

**Diamond Jubilee, YAU,**

**30 September, 2016**





## Acknowledgement

**“Strengthening Institutional Capacity, Extension Services and Rural Livelihoods in the Central Dry Zone and Ayeyarwaddy Delta Region of Myanmar” Project of ACIAR wishes to thank the Yezin Agriculture University (YAU) and Planning and Management Task Force of JICA TCP for collaboration and contribution toward the workshop and elaboration of this report.**

**ACIAR Mylive Project also extends its appreciation to YAU staff and faculty members who participated in the workshop and supported the strong discussions and efforts for YAU improvement.**

**Finally, the project team wishes to express our appreciation to Dr. Ohamar Khaing, Myanmar Program Manager of ACIAR for her valuable facilitation.**

### **Report prepared by the team of**

*Dr. Theingi Myint, Project coordinator*

*Nang Ei Mon The, Ei Mon Thidar Kyaw,*

*Ye Mon Aung, Thuzar Myint and Zin Mar Win*

*Department of Agricultural Economics*

*Yezin Agricultural University*



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<b>Title of workshop:</b>	Institutional Analysis of Yezin Agricultural University (SWOT Analysis)
<b>Number of participants:</b>	40 participants from different departments of Yezin Agricultural University
<b>Workshop facilitator:</b>	Dr. Ohmar Khaing
<b>Workshop date and Venue:</b>	30 <sup>th</sup> September, 2016, 9:00 am to 1 pm at Yezin Agricultural University

## 1. The SWOT Analysis Workshop

The workshop was opened at 9:00 a.m. with the opening speech by Dr. Myo Kywe, Rector of Yezin Agricultural University and Dr. Koji Tanaka, (JICA) Expert. After opening the ceremony, group photo of all guests and participants was taken. Then, Dr. Ohmar Khaing, the facilitator, started the session by welcoming the participants, asking participants to introduce themselves, and establishing the ground rules. She gave the power point presentation about the SWOT analysis as follows.

In her presentation, she went on to the first session on the concept of SWOT analysis, beginning with the examples and continued what are the learning objectives of the SWOT analysis for institutional analysis?

For an organization's strategy to be well-conceived, it must be matched with both

- **Taking advantage of its internal strengths while defending against its weaknesses**
- **Identifying the best market opportunities and minimizing external threats to its well-being.**



Facilitator explained why we need to do institutional analysis for the Yezin Agricultural University. Universities are important agents for national development, producing human resources needed for social, economic, and political progress. Agricultural universities have to act quickly to clarify the roles and missions, establish the legitimate place in the higher education system, and make the organizational and administrative changes necessary to make a meaningful contribution to both the professional and general stakeholders concerned with rural development. Among the agricultural universities in the world, Yezin Agricultural University (YAU) is the only university level of higher education in Agriculture in the Republic of the Union of Myanmar. Primary functions of YAU are teaching and training, conducting research and providing extension service to the public.

When developing strategic plans for the future, every organization needs to understand what its internal strengths and weakness are, and what opportunities and threats are in the environment. Among the institutional analysis, SWOT analysis is an important planning tool that helps an institution identify, in a systematic and organized way, its internal strengths and helps it match those strengths with the best opportunities in the environment. Therefore, SWOT analysis is used to develop YAU or find a solution to a problem that takes care of several different internal and external factors and maximizes the potential strengths and opportunities while minimizing the effect of weakness and threats.

## **2. How to Start SWOT Analysis?**

After presentation of the facilitator, participants have got the information and guidelines how to identify internal and external factors that affect strengths, weaknesses, opportunities and threats to activities or operations. The facilitator gathered a diverse group of participants and set some rules and guidelines. Each



group included different level of participants including administrators, teaching staff and non-teaching staff, and postgraduate students to review the analysis and to provide inputs and outputs during workshop. The participants were instructed to work by group and write down the brainstorming ideas about each of the SWOT analysis on the stick note, representing each of the four SWOT quadrants. One of the participants in each group presented their brainstorm ideas. After conducting the SWOT analysis, the facilitator led presentation and discussion for each group. The facilitator reminded the participants that the purpose of the exercise was to generate ideas and feedback. All ideas posted on the walls were documented and are included in the output section.

### **3. Key Groups for SWOT Analysis**

1. University's education
2. University's research+ extension
3. University's environment
4. University's system+ policy + structure
5. University's public relation

### **4. Resources Needed for SWOT Analysis Workshop**

1. A large and comfortable room
2. Paperclips
3. Multi-colored markers
4. Masking tape
5. Multi-colored stickers



## 5. Outcomes and Discussion of Workshop

In analyzing the university institution by SWOT analysis, internal and external factors of this university were examined according to each aspect based on the university goal, vision and mission. The following tables illustrated the internal and external factors of the university according described by each group.

## 6. SWOT Analysis for University's Education System

Strength	Weakness
<ul style="list-style-type: none"> <li>• YAU has many educated persons who are graduated from abroad</li> <li>• One of the top universities in Myanmar</li> <li>• Only one agricultural university in Myanmar</li> <li>• Collaboration with many donor institutions</li> <li>• Grant aids e.g. JICA, ACIAR, KOICA</li> <li>• Produce many agricultural technicians</li> <li>• Although university is practicing centralized system, university staffs is</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of motivation</li> <li>• Unstable entrance system</li> <li>• Entrance system should base on matriculation marks</li> <li>• Need training such as English and Pedagogy for young teaching staff because of poor capacity of some teaching staff</li> <li>• Need to be research based education system</li> <li>• Insufficient laboratory equipments for undergraduate classes</li> <li>• Need to conduct problem oriented research</li> <li>• Need to give response for student's feedbacks</li> <li>• Not stable and consistent academic time line</li> <li>• Unequal ratio between teacher and student</li> </ul>



<p>has freedom</p> <ul style="list-style-type: none"> <li>• Supporting from foreign organization for research and education</li> <li>• YAU's education system is very good for students because it offers not only theoretical but also practical teaching system and students don't have to pay too much tuition fee</li> <li>• University has more space to extend the areas for infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Big class size</li> <li>• To appoint more new teaching staff</li> <li>• Mid-term tests are very burden for the teacher</li> <li>• Lack of university charter</li> <li>• Lack of transparency in teaching staff's workload and duty allocation for teaching, projects and field</li> <li>• Need enough financial support for teaching equipments</li> <li>• Use fullness of remote campus</li> <li>• Some Graduates from YAU are very weak at practical skills and their knowledge dissemination in their work</li> <li>• Need to upgrade the capacity and quality of agricultural researches</li> </ul>
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Opportunities	Threats
<ul style="list-style-type: none"> <li>• Research projects, scholarships, trainings (Local and abroad)</li> <li>• Can go for become research university</li> <li>• Graduates from YAU can contribute their knowledge and skills to farmers and public</li> <li>• Graduates from this university have more job and abroad (oversea) opportunities to precede further study in abroad than other graduates</li> <li>• Student exchange program</li> <li>• New courses in unexplored subjects</li> <li>• New agricultural university should be permitted</li> </ul>	<ul style="list-style-type: none"> <li>• Policy restrictions on human resource development</li> <li>• No clear institutional policy laid down by the state</li> <li>• Low salary</li> <li>• Not receive much trusts by the users</li> <li>• Assessment for promotion should depend on capacity</li> <li>• Less encourage and incentives for staff</li> <li>• If there are no good trainings and disciplines at the university, it may face inconvenience and difficulties when it gets autonomy</li> </ul>

YAU possessed strengths for teaching, education, research and extension because it was supported by foreign organizations such as JICA, ACIAR, KOICA, and ACARE in teaching, education and research by collaboration. Although university is centralized system, university staff has freedom to some extent. YAU's education system is very good education system for students because it offers not only theoretical but also practical teaching system and they don't have to pay too much tuition fee. It provides students strong and rigorous academic programs for their further education and job through their knowledge, skills, and competencies. It has many educated persons, many human resources



and foreign graduates in variety of subject matters. Therefore, it can produce many agricultural technicians.

In contrast, lack of motivation of students is a serious problem for teachers. The main reason is big class size and the unstable entrance system. If entrance system was fixed by matriculation marks to produce quality students, university should lay down strict rules and regulations. Young teaching staffs need training such as English and pedagogy because of poor capacity of some teaching staff. Mid-test is a heavy burden for the teachers. Another drawback for university includes big class size, unstable and inconsistent academic timelines, insufficient laboratory equipment, ineffective mid-term exams, lack of charter and pedagogy and less use of remote campuses which lead to the weakness of the university. To solve the big class size problem, new teaching staff should be appointed at university. Currently the ratio of teacher and student are unequal. Insufficient equipment of laboratories for undergraduate students diminishes the quality of teaching and research. Graduates from YAU are weak in dissemination of their knowledge directly to the farmers. The capacity and quality of agricultural researches should be upgraded to establish research based education system.

Collaboration with local and abroad organizations provide not only great opportunities in education and research such as student exchange program, research-based university but also international scholarships and job opportunities for YAU graduates because it is the window for international organization. Graduates from YAU can contribute their knowledge and skills to farmers and expand their knowledge to other areas. New agricultural university should be established because of human resource requirements for agricultural development in the country, high demand, popularity and much strength such as collaboration with local and international donors.



The threats for education system of university includes policy restrictions on human resource development, no clear institutional policy laid down by the state, low salary, low trust of users. In addition, assessment on staff's position should depend on their capacity. Discourage and low incentives can lead to low motivation of staff. If good training and disciplines are lacked in university, it may face inconvenience and difficulties when it gets autonomy.



## 7. SWOT Analysis for University's Environment

Strength	Weakness
<ul style="list-style-type: none"> <li>• Upgrade infrastructure (laboratory, hostel, lecture hall and other facilities)</li> <li>• Available internet access</li> <li>• Large area of field and landscape (trees and grasses)</li> <li>• Electric and water supply</li> <li>• Good communication with local and international organizations</li> <li>• Mental strength (such as sports, devotional celebration)</li> <li>• Very popular and higher interest</li> </ul>	<ul style="list-style-type: none"> <li>• Need the quality and funds to maintain the university in long term</li> <li>• High generation gap because of centralized system</li> <li>• Need to upgrade staff's capability and quality</li> <li>• Students are weak to follow the rules and regulations</li> <li>• High extra-curriculum activities</li> <li>• Unequal gender</li> <li>• Unequal ratio between teacher and student</li> <li>• Slow internet connection</li> <li>• Lack of skilled technicians to conduct the research in spite of higher infrastructure development</li> <li>• Weak in conducting research at outreach campus areas</li> <li>• Unequal duty allocation</li> <li>• Lack of information because of separate room allocation under the same department</li> <li>• Too much motorbike using population</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>• Collaboration with international donor and organization</li> <li>• Accept the foreign exchange student because of improved infrastructure</li> <li>• Mutual understanding of cultural change</li> <li>• Large amount of grant</li> <li>• Celebrating the international days (e.g. FAO Day)</li> <li>• Students can find literature and scholarship easily because of 24 hours internet access</li> <li>• Availability of more job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Higher demand, big class size</li> <li>• Sometimes insufficient water from Yezin Dam because of climate change</li> <li>• High environment pollution</li> <li>• Need non-teaching staff training</li> <li>• Lack of waste management system</li> <li>• Waste of the time by students using social media that leads to disturbance of their study time</li> <li>• Need to fix certain discipline about motorcycle and internet usage</li> </ul>

Modern infrastructures (laboratories, 24 hours internet access, hostel, lecture hall, large area of field and landscape) and good communication with local and international organization also become an attraction for the university to be very popular and higher demand. Because of collaboration and improved infrastructure, our university can accept the foreign exchange student and get the mutual understanding of cultural change.

Although YAU has collaboration with many donor institutions, the allocation of finance should be more for teaching and research. Moreover, although the university has upgrade infrastructures, human resources and funds are very important requirements to maintain these infrastructures in long term. University’s generation gap is very wide because of centralized system. Teaching and non-teaching staff need the trainings to upgrade their capability



and quality. More strict rules and regulations should be laid down because students are weak to follow the rules and regulations. Some students have very less concentration in learning because university has many extra-curriculum activities for the students. Unequal ratio between teacher and student is one of the weaknesses because of big class size, higher demand and unstable entrance system. Although internet access is available, internet connection is sometimes very slow. In addition, lack of skilled technicians is the weakness to conduct the research in spite of higher infrastructure development. Although there are many outreached campus areas, research activities are very weak. Moreover, authorized persons should be fair in allocating the workloads in teaching, research, projects and field works for their junior staff. The communication and information contribution of the staff from administrative department is very weak because rooms are separately allocated under the same department. Although the university is over crowded with motorbikes, it is very difficult to control and set the rules and regulation because university and rural community territory are not separated.

Collaboration with local and abroad organization provides the great opportunities in education, research such as student exchange program and development of research-based university. Local students can also have mutual understanding of cultural exchange because students come from different location and ethnic groups of the whole country. Student can find literature and scholarship information easily because of availability of internet access. Graduates from YAU have more job opportunities than other graduates.

The another threats of university includes higher demand, big class size, insufficient water from Yezin Dam because of climate change, high environmental pollution, waste of the time by students because of social media.



University needs trainings for non-teaching staffs, waste management system and needs to set certainly disciplines for the motorcycle and internet usage.

### 8. SWOT Analysis for University’s Research and Extension

Strength	Weakness
<ul style="list-style-type: none"> <li>• Human resource development (under-graduates and graduates)</li> <li>• Infrastructure (lecture theaters, laboratories, research and practical fields)</li> <li>• Qualified staff to support the university</li> <li>• Conference, workshops, trainings</li> <li>• Publications and conference papers</li> </ul>	<ul style="list-style-type: none"> <li>• No participation of all teachers in research because of budget limitations, time management, low perception to do research in long-term</li> <li>• Unequal ratio (teacher : student)</li> <li>• Need training to upgrade the staff</li> <li>• Weak technology transfer from laboratory to field and linkage between technicians and farmers for the technology and knowledge, research output dissemination</li> <li>• Lack of trust to extension workers</li> <li>• Weak systematic administrative body</li> <li>• Weak collaboration (Internal research + external research)</li> <li>• Weakness in multimedia and publishing to transfer the knowledge and technology</li> <li>• Weakness in problem based research</li> <li>• Weakness of extension and training program</li> <li>• Lack of monitoring and evaluation on completed research</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>• National and international interest for research and extension</li> <li>• Aids (National and international)</li> <li>• Negotiation between public and private to do research (Private + public + partnership (PPP))</li> <li>• Job opportunities (Government, NGOs and INGOs)</li> </ul>	<ul style="list-style-type: none"> <li>• Well qualified human resources to establish research based university</li> <li>• Financial transparency</li> <li>• Less in trust of farmers and public</li> <li>• Lack of policies and plans related with extension program</li> <li>• Wrong advertisement</li> <li>• Weakness of public awareness</li> <li>• Need problem-based research</li> <li>• Lack of conducting research depending on the changing of climate, economic condition, market and price</li> </ul>

New laboratories were supposed to do fundamental and some advanced researches by collaboration with local and international organizations for promoting further YAU’s communication. Holding the seminar, conferences, workshops and trainings at university are very great opportunity and experiences for undergraduate and post-graduate students and teaching staff.

All teaching staff can’t participate in research activities because of budget limitations and weakness of time management and low perception to do research in long term. If university become a research based university, budget limitations and low perception to do research will be main problem in long term. Unequal ratio between teacher and student is one of the weaknesses because of big class size and higher demand, unstable entrance system. Unskillful persons need training for communication with international organization and conducting the research. Although there are many researches in the university, transferring the research outputs and technology from



laboratory to field, linkage between technicians and farmers and conducting problem based research is very weak because there is no particular extension department and systematic administrative body at the university. Farmers are lack of trust to extension officers because of weakness of linkage between extension officers and farmers. University is very weak in research activities not only university's own researches but also collaborative researches with private companies, NGOs and other organization. Although projects and researches have been conducted at university, there is a lack of monitoring and evaluation in research, collaboration and coordination.

Collaboration with national and international organization is great opportunity for university's research and education. Private companies negotiate with public institutions to conduct public + private partnership research. Graduates are offered from government, NGOs and INGOs for job opportunities. Although university offered a large number of students, graduates should be well-qualified human resources. Financial transparency and trust between each other is very important because currently large amount of grants was supported by the local and international organization to the university. If the advertisement through the multimedia is wrong, extension officers will face the threats when they transfer the research outputs to the farmers and public. Although information and knowledge transfer to the farmers and public through the farmers channel and extension officers, awareness and trust of farmer and public is special attention. To get the awareness and trust of farmer and public, lack of policies and plans related with extension program is the serious threat for the university. University need to conduct problem-based research such as changing of climate, economic condition, market and price.



**9. SWOT Analysis for University’s System + Policy + Administrative Structure**

Strength	Weakness
<p><b>Teaching</b></p> <ul style="list-style-type: none"> <li>• Advanced facilities</li> <li>• Educated resources person</li> <li>• Uniqueness</li> <li>• Outdoor studies</li> </ul> <p><b>Market student</b></p> <ul style="list-style-type: none"> <li>• Evaluation – matriculation mark</li> <li>• Special chance for students of ethic group (agri-graduates)</li> </ul> <p><b>Education system</b></p> <ul style="list-style-type: none"> <li>• Responsibility</li> <li>• Accountability</li> <li>• Creativity</li> </ul> <p><b>Exam system</b></p> <ul style="list-style-type: none"> <li>• Majority – written system</li> <li>• Easy assessment</li> </ul>	<p><b>Administration</b></p> <ul style="list-style-type: none"> <li>• University’s administration department is more predominance on teaching and education</li> <li>• Rector’s decision should not be all inclusive in university’s all processes</li> <li>• Deviate the system and policy</li> <li>• Incapability in implementation</li> <li>• Lack of strict objectives</li> </ul> <p><b>Teaching</b></p> <ul style="list-style-type: none"> <li>• Incomplete academic freedom</li> <li>• Large class size</li> <li>• Lack of quality of students</li> <li>• Top-down approach</li> <li>• Missing the duty allocation</li> <li>• Need more screening to produce qualified students for the research-based university</li> <li>• Teaching staff should be allowed including in examination board</li> <li>• Weakness the allocation of power for decision – making</li> <li>• Professors must be ideal person for the staff who serve under him/her in office</li> </ul>



- Professor's workload allocation was a barrier on their staff
- Professors should have their own decision-making in their authorized field
- Overloading in middle level staff such as lecturer and assistant lecturer in teaching, research and collaboration because of authorized person's pressure

**Finance**

- Although budget allowance is less, budget allocation should be more percentage in education and research

**Student affairs**

- Ineffective action for the non-compliance students
- Lack of graduate content list
- Weakness rules and regulations for students about control action

**Education system**

- Ineffective student and teaching discipline
- By-heart learning
- Thinking-power declining – low creativity
- Less observation, cooperation, participation



Opportunities	Threats
<ul style="list-style-type: none"> <li>• Graduates from YAU should be quality graduate which is good image of this university.</li> <li>• Multi-disciplinary approach</li> <li>• Teaching staffs have strong expertise and skills to take the full responsibility</li> <li>• Systematic administrative body</li> </ul>	<ul style="list-style-type: none"> <li>• Student should change their mindset</li> <li>• Staffs take more responsibility than their salary</li> <li>• Staff can become brain drain later because of over workload, lack of incentive and appreciation</li> <li>• Application of expertise and skills of educated person is very weak and inefficiency because of incomplete academic freedom</li> </ul>

University's administrative department is more predominance on teaching, research and education. This predominance effect on the academic freedom of staff because almost teaching staff from university have their expertise and skills on their responsibility. Currently, university teaching, research and educational processes are going by only rector's decision-making and proof. In this case, current system, policy and administrative structure of university very deviate. Authorized person from various departments have their expertise and skills and can make decision to be accountable on their responsibility.

There is much weakness in university such as incomplete academic freedom, large class size, lack of quality students, top-down approach, missing the duty allocation. Screening the students in every class is very important process to go to the research based university and produce quality human resource. Research based university can include not only teachers and post graduates students but also undergraduates students. The higher the number of



quality graduates, the more effective the university's education system. Teaching staff should be provided academic freedom and be allowed to participate in examination board.

Moreover, professors must be ideal person for the person who serves under him/her in office. When authorized person from administrative department influence on the final decision of professor, it is the negative impact for the department because professor's decision making was a barrier on their staff. Authorized person's pressure from administrative department become over loaded for the mid-level staff such as lecturer and assistant lecture in teaching, research and collaboration.

Although budget allowance is less because government policies are cutting funding on university's budget, budget allocation should be more percentage in education and research. Lower percentage of budget in the education sector is hindering reforms and does not allow for development. Although the student affair has set up the rules and regulations about the student and class, the students don't follow these disciplines. There is lack of graduate content list at university. If university become the research base university and international window for agriculture, graduate content list are an essential thing. Feedback from the graduates is very important for further generation and improvement of university functions. Therefore, it should be considered in the administrative functions. As university's learning system is by-heart learning, student's thinking power and creativity is very declining. They are very weak in observation, cooperation and participation.

Graduates from YAU should be quality graduate which is good image of this university. University should go by multi-disciplinary approach. Teaching staffs have strong expertise and skills to take the full responsibility. University should be systematic administrative body.



In regard to threats of university, students should change their mindset. Currently, staffs take more responsibility than their salary. If the staffs face inadequate salary and extracurricular works limiting their opportunities and incentives to increase their professional level in the field of training and research, they can gradually become brain drain. Application of expertise and skills of educated person is very weak and inefficient because of incomplete freedom.



### 10.SWOT Analysis for University's Public Relation (International relation of this university)

Strength	Weakness
<ul style="list-style-type: none"> <li>• Many foreign graduates in variety of subject matter</li> <li>• Many collaborative research projects</li> <li>• Outreach campuses to contact farmers in different agro-climate zones</li> <li>• In Myanmar, it is only in YAU that graduates are from different locations and ethnic groups represented whole country and can communicate more in future</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of International relation (IR) roles in YAU's mission and vision</li> <li>• Weakness of relevant human resource for IR</li> <li>• Only a few person who deal the international relation</li> <li>• Weakness of documentation and monitoring in IR</li> <li>• System weakness in follow-up feedback and discussion</li> <li>• Weakness in IT (digital device among the faculties and staff)</li> <li>• Too much competition and personal interventions</li> <li>• Weakness in collaboration and coordination</li> <li>• Need to appreciate/respect all staff in different levels for their roles and ability</li> <li>• Lack of strict rules and regulations</li> <li>• Lack of term of references, connection and records, long-term and short-term Action plans for both local and international</li> <li>• Weakness in English proficiency skill</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>• Increased international organizations (including private sectors) to collaboration with YAU especially in education and researches</li> <li>• Increased job opportunities</li> <li>• Increased interest on agriculture (crop production, food processing, marketing, etc.) locally and internationally</li> </ul>	<ul style="list-style-type: none"> <li>• Less skillful personals (staff) in international/ local communication</li> <li>• Delay processes and weak in time management</li> <li>• Unnecessary functions</li> <li>• Internal competitiveness</li> <li>• International aids/collaboration are still under preliminary states (not proper collaborations are accepted yet)</li> <li>• Not in-line with current policies</li> </ul>

Most teaching staffs have graduated from abroad in variety of subject matter. Graduates are from different location and ethnic groups represented the whole country and can communicate more in future.

International relation (IR) role in YAU's missions and visions is very weak because there are no relevant persons in human resource management, documentation and monitoring. There is a lack of system in follow-up feedback and discussion and IT (digital device among the facilities and staff). Although there are many foreign graduated people at university, the number of person who leads the public relations is very less. Authorized persons and decision makers need to appreciate all staffs in different levels for their roles and abilities. Too much competition and personal interventions, weakness in collaboration and coordination among departments, lack of term of references and connection and record lead to the university's weakness. In this case, the



main reason is the lack of strict rules and regulation, long term and short term actions plans for local and international organizations and weakness in duty allocation depending on the workload. Therefore, decision makers should consider carefully when they allocate the workload for the staff to do their work efficiently at their right place. If university staff don't unite with each other, it is impossible to deal and well treat the local and international organizations.

Although collaboration with national and international organization is great opportunities and intension for university's research and education, human resources are very weak in english proficiency and communication skills to deal with these organizations. Graduates from YAU have more job opportunities than other graduates because international and local organizations tend to perform more researches on agriculture (crop production, food processing, marketing, etc.)

Although university have great opportunities by collaboration with many local and international organizations, it face many threats such as less no. of skillful staff in local and international communication, delaying process, weakness in time management, unnecessary functions because international relationship department is just at infant stage. International aid and collaboration are still under preliminary states. When a university is cooperating with international organizations, international relation departments still do not have access to specific decisions to perform international organizational functions. If we do not finish the process and functions in time because of many unnecessary functions and a lot of bureaucratic barriers for completing the process, university will face contempt of the organizations.



## 11. Conclusion and Recommendation

The strengths, weaknesses, opportunities and threats (SWOT) analysis revealed that deliberate changes must be made to facilitate institutional growth and development and meet the expectations of teaching and non-teaching staff and student customers. This SWOT analysis provided a nice baseline of the feedback received by teaching and non-teaching staff and external stakeholders that concisely targets issues to address in the strategic plan. Ultimately, by recognizing strengths and weakness, and factoring opportunities and threats into concrete actions through the strategic planning process will help the position of YAU as a quality and prominent educational institution in the community and country.

Nowadays, YAU has become one of the top universities in Myanmar. Supporting grant aids from international and local organizations for research and education and great job opportunities and abroad opportunities to precede further study, modern infrastructure and good communication with local and international organization become an attraction for high demand, popular university and window for international organization. Because of collaboration and improved infrastructure, not only the university can accept the foreign students as exchange students but also students of YAU get great opportunities to share and learn the knowledge and cultural exchange. Holding the conferences, seminars, workshops and trainings at university is very great opportunity and experience for undergraduate and post graduate students and teaching staffs. As soon as they finish their study at YAU, they are offered job opportunities from private and public organizations. Since YAU is the only one agricultural university in Myanmar, students can have mutual understanding of cultural exchange



Although there are modern infrastructures and educated teachers in different subject matter at YAU, lack of motivation of students, big class size and unstable entrance systems lead to the weakness of university. Although university produces many graduates every year, graduates are very weak in dissemination of their knowledge directly to the farmers. Currently, university should consider seriously establishing the extension department with the strict policies and plans to conduct the extension programs and technology for getting the awareness and trust of farmers and public. Duties and functions of extension department should include not only teaching the extension technology but also engaging between technicians and farmers. Then, university should organize systematic administrative body because knowledge, technology and research output should directly transfer to the farmers and policy makers. Monitoring and evaluation process for research is very important to be high quality research and to conduct problem-based research. Authorized person from administrative department should consider carefully in setting up the strategies and plan about the extension programs to achieve the university's visions and mission. The number of skillful technicians in laboratories is very less in spite of higher infrastructure development. Therefore, professionals related with agricultural technology should be invited to provide the training for the human resource development.

Although internet connection is available for 24 hours at university, it affects not only strength and opportunities but also weakness and threats for staffs and students. In regard to the strength and opportunities, staff and students can easily find literature and scholarship opportunities and can communicate with international organization. In contrast, most students have very low concentration in their studying and they waste much time by using social media. Another serious weakness is too much motorcycle using population. It is very



difficult to control and fix the rules and regulation because university and rural community territory are not separated. However, authorized person should consider possible ways to control it around the campus. Then, authorized person of university should consider serious interventions about the internet usage and too much motorcycle using population.

International relation roles in YAU's missions and visions are very weak because strategies and policies should be laid down to be sustainable, strong and convenient. Authorized person from administrative department should consider carefully upgrading the role of international relation department because university is cooperating in research and education with many local and international organizations. International relation department is the focal department to perform the functions of collaborative organizations with university.

Although university teaching, research and educational processes are going by only rector's decision and proof, some case is effective but some case is not effective which are very deviate because rector's decision should not be all inclusive in university's all processes. Decision making with contributions of high level persons from the different departments should be considered at the university because it will help to complete other processes more quickly.

University teachers will follow the rules and regulations of the university but they should have complete academic freedom. Currently, although authorized persons direct to their staffs by using strong power, it should not happen at university level because they know their responsibility and have their own experts and skills. To screen the level of students and produce the qualified students, teaching staff should be provided with academic freedom and be allowed in teaching and research activities such as including in examination board because members included currently in examination boards can't know



the situation and quality of students. Final decision of exam results about the student should be in the hand of teaching staff. The more the qualified students produced, the more the market and demand of university are high.

Although the student affair department has set up the rules and regulations for the students and classes, students who are non-compliance should be given the effective action and punishment. Then, student affairs department should have graduate content list because it is one of the essential things of university for the future generation and improvement of university.

According to the university's strength and opportunities, new agricultural university should be permitted to establish because of human resource requirements for the agricultural sector, high demand and collaboration with local and international organizations. If the university becomes research based university in the future, authorized persons from administrative department should consider carefully the above mentioned weakness and should restructure strict rules and regulations in their administrative functions. To be sustainable improvement of the university in the future, system, policy and administrative structures of the university must be organized with strong and strict rules and regulations related with the functions of administrative and education departments.



## ANNEXES

## Annex 1. Invitation Card



**ACIAR**  
Research that works for developing  
countries and Australia  
aciar.gov.au



**You are cordially invited to kindly attend the**

**“SWOT Analysis Workshop”**

arranged by “Strengthening Institutional Capacity,  
Extension Services and Rural Livelihoods in the Centanl Day Zone and  
Ayeyarwaddy Delta Region of Myanmar Project of ACIAR and  
JICA TCP - Planning and Management Task Force”

Date : 30<sup>th</sup> September, 2016 (Friday)  
Time : 9:00 A.M.  
Venue : Diamond Jubilee Hall, Yezin Agricultural University,  
Nay Pyi Taw, Myanmar



**Annex 2. Opening Ceremony Agenda**

<b>Time</b>	<b>Item</b>	<b>Person</b>
8:30 a.m.	Registration	All guests and participations
9:00 a.m.	Agenda 1: Opening Speech	Dr. Myo Kywe, Rector, Yezin agricultural University
	Agenda 2: Opening Speech	Dr. Koji Tanaka, JICA Expert
	Photo Section	Distinguished guests and all participants
9:30 a.m.	Coffee and snack	
9:45 a.m.	Presentation about SWOT analysis	Dr. Ohmar Khaing, facilitator
10:15 a.m.	Starting the SWOT analysis	all participants
11:00 a.m.	Presentation by each group and discussion of all participants	all participants
1:00 p.m.	Closing the ceremony	



**Annex 3. Guest and Participants List for SWOT Analysis Workshop**

No.	Name	Position / Department	Remark
1	Dr. Myo Kywe	Rector	Guest
2	Dr. Nang Hseng Hom	Pro-Rector	Guest
3	Dr. Soe Soe Thein	Pro- Rector	Guest
4	Dr. Tin Wan	Head of Admin	Guest
5	Dr. Kyaw Kyaw Win	Agronomy	Guest
6	Dr. Khin Thida Myint	Horticulture and Bio- technology	Guest
7	Dr. Kyaw Ngwe	Soil and Water Science	Guest
8	Dr. Mie Mie Aung	Plant Breeding	Guest
9	Dr. Tin Aye Aye Naing	Plant Pathology	Guest
10	Dr. Thitar Oo	Entomology	Guest
11	U Chit Than	Registrar, Exam and Convocation	Guest
12	Dr. Aye Aye Myint	Animal Science	Guest
13	Daw Hla Myint	Accounting	Guest
14	Dr. Yoshimori Yamamoto	JICA Expert	Guest
15	Mr. Nishimoto Goro	JICA Expert	Guest
16	Mr. Koji Tanaka	JICA Expert	Guest
17	Dr. Theingi Myint	JICA Planning and Management Task Force	Coordinator
18	Dr. Soe Win	JICA Planning and Management Task Force	Participant
19	Dr. Aye Aye Thwet	JICA Planning and Management Task Force	Participant
20	Dr. Shwe Mar Than	JICA Planning and Management Task Force	Participant
21	Dr. Ah Nge Htwe	JICA Planning and Management Task Force	Participant
22	Dr. Swe Swe Mar	JICA Planning and Management Task Force	Participant
23	U Min Zarni Aung	JICA Planning and	Participant



		Management Task Force	
24	Dr. Than Than Soe	Horticulture and Bio-technology	Participant
25	Dr. Thandar Aung	Horticulture and Bio-technology	Participant
26	Dr. Nang Ohn Myint	Soil and Water Science	Participant
27	Dr. Aung Kyaw Myint	Soil and Water Science	Participant
28	Daw Yin Mar Soe	Soil and Water Science	Participant
29	Dr. Aye Aye Than	Soil and Water Science	Participant
30	Dr. Yu Yu Min	Plant Pathology	Participant
31	Daw Cho Zin Win	Animal Science	Participant
32	U Tin KoKo	Registrar, Student Affair	Participant
33	Daw Wai	Student Affair	Participant
34	Daw Htay Htay	Student Affair	Participant
35	Daw New New Soe	Exam and Convocation	Participant
36	Daw Thin Thin Oo	Staff	Participant
37	Daw Mai Zin Zin Ni	Staff	Participant
38	Daw Tin Tin Htwe	Accounting	Participant
39	Ma Khaing Khaing Aung	Plant Breeding (Ph.D student)	Participant
40	Ma Lei Lei Khaing	Plant Breeding (Ph.D student)	Participant
41	Ma Pa Pa Win	Plant Breeding (Ph.D student)	Participant
42	Ma Wah Wah Tun	Agricultural Economics (Ph.D student)	Participant
43	Daw Nang Ei Mon The	Al, Agricultural Economics	Record
44	Daw Ei Mon Thidar Kyaw	Al, Agricultural Economics	Record
45	Daw Ye Mon Aung	Al, Agricultural Economics	Record
46	Daw Thuzar Myint	Al, Agricultural Economics	Record
47	Ma Zin Mar Win	Al, Agricultural Economics	Record



Annex4. Record Photos









