

## Networking on private to public partnership for agricultural information

### 網路於農業訊息公私夥伴關係

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## Outline 大綱

- Nature of PPPs for agriculture
- 農業公私夥伴關係性質
- Common steps in the creation of PPPs
- 公私夥伴關係建立一般步驟
- Assessing organizations as strategic partners
- 評估做為策略夥伴機構
- Common problems
- 一般問題
- Some case studies
- 案例研究
- The role and power of social media in PPPs
- 公私夥伴關係社交媒體的角色及權力
- Principles of networking
- 網路原則

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## Public-Private Partnerships (PPPs)

### 公私夥伴關係

Collaborative mechanisms in which public organizations and private entities share resources, knowledge and risks in order to achieve more efficiency in the production and delivery of products and services

公私部門分享資源、知識及風險的合作機制以使生產、運送及服務更有效率

Source: Handbook on "Food Security in Practice: Building PPPs for Agricultural Innovation"

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## Public-Private Partnerships (PPP)

### 公私夥伴關係

The pooling of public and private resources with the aim of providing value-added to both parties on the following: information; specialized human capital; germplasm; funds or research facilities. Both parties must have interest that overlaps. Both parties must expect some net gains (van de Meer, 2002).

公私資源的整合再提供雙方下列的增值：資訊、專業人力資源、種原、資金或研究設施。雙方必須有共同的興趣，雙方必須能受益

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## Why are PPPs becoming more essential? 為什麼公私夥伴關係更重要？

- ▣ Science is becoming transdisciplinary
- ▣ 科學漸變成跨學科
- ▣ Production and research costs are getting more prohibitive
- ▣ 生產及研究成本越來越令人卻步

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## PPPs in agriculture are established 農業公私夥伴關係建立

- ▣ To create a collaborative environment to maximize cross disciplinary expertise among government, academic and industry researchers
- ▣ 建立一個合作環境將政府、學界及產業研究人員間多學科專門技術極大化
- ▣ To help solve complex research, production and marketing problems
- ▣ 幫助解決複雜研究、生產及行銷問題

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### PPPs are not silver bullets;

### There is no blueprint for its success

### 公私夥伴關係不是萬靈丹，成功無藍圖

- ▣ They are not always the most appropriate mechanism by which to carry out R&D and foster innovation in agriculture
- ▣ 農業研究發展執行及創新扶植不是一定有最適合機制
- ▣ Sometimes, it is more efficient to organize research via participatory projects or through research contracts
- ▣ 有時候經由參與計畫或經由研究合約整合研究會，更有效率

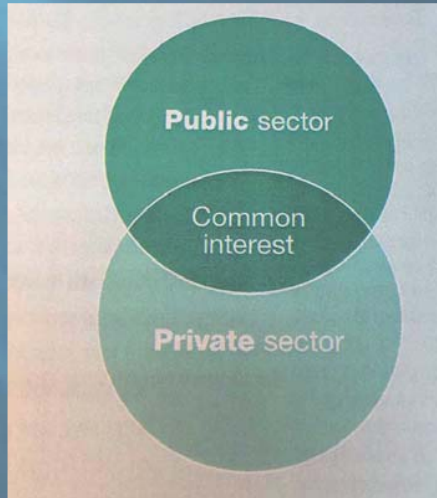
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## Common steps in the creation of PPPs 建立公私夥伴關係一般步驟

- ▣ Identify a common interest
- ▣ 確立共同興趣
- ▣ Negotiate the partnership contract including financing and organizational design
- ▣ 討論夥伴關係合約包括經費及架構
- ▣ Operate the partnership
- ▣ 運作夥伴關係
- ▣ Evaluate the partnership
- ▣ 評估夥伴關係
- ▣ Decide whether or not to terminate the partnership
- ▣ 決定是否結束夥伴關係

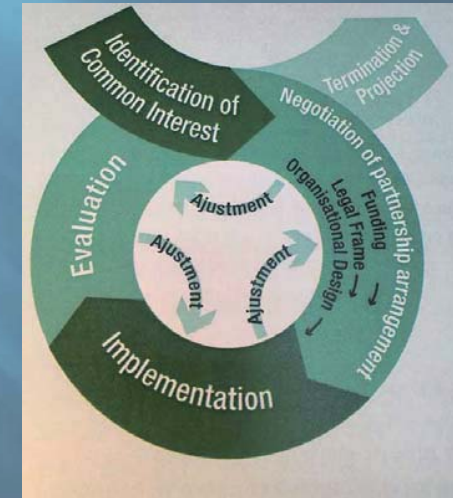
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## Identifying area of common interest 確立共同興趣



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## Cycle of partnership building 建立夥伴關係之循環



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## Negotiating the partnership contract 討論夥伴關係合約

- ▣ Financing
- ▣ 財務
- ▣ Distribution of benefits and intellectual properties
- ▣ 利益及智慧財產分配
- ▣ Structure or organizational design of the partnership
- ▣ 夥伴關係架構或組織設計
- ▣ Specific partnership activities
- ▣ 特殊夥伴關係活動

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## Operation 運作

- ▣ Confidence building
- ▣ 建立信用
- ▣ Transparency
- ▣ 透明
- ▣ Understanding different cultures
- ▣ 了解不同文化
- ▣ Strategic vision
- ▣ 戰略視野

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## To terminate or not to terminate a partnership 夥伴關係結束與否

- The partners may decide to continue if the original interest has broadened and consolidated, or if the original goals have not yet been attained.
- 如果原來的利益擴大並鞏固，或原來的目標尚未達成，可以決定繼續夥伴關係
- The partners may decide to terminate the partnership if they believe the expected results have not been satisfactory, have not been obtained in an official way, and/or do not meet the partners' interests, or if they determine that the original objectives cannot be achieved without incurring additional costs that the partners are not prepared to pay
- 如果預期結果不滿意、未達到、未符合夥伴利益，或原來的目標未達成，無夥伴要支付的附加價值，可以決定結束夥伴關係

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## Assessing organizations as strategic partners: The 5Cs 評估作為策略夥伴的機構

### 1. Competence 資格

- Does the organization have sufficient cash flow and reserves, a financial accounting system, bank accounts and regular audits?
- 機構是否有足夠的現金流通及存款，主計系統，銀行帳號及定期審計？
- Does it have experience with similar activities?
- 是否有類似經驗？
- Does it have a positive image and a reputation for high quality work?
- 是否有工作上有正面形象及聲譽

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## Assessing organizations as strategic partners: The 5Cs 評估作為策略夥伴的機構

### 2. Commitment 資格

- Does the organization support addressing rural development issues?
- 這機構是否支持鄉村發展議題？
- Does it support a strong role for communication?
- 是否支持溝通上的角色

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## Assessing organizations as strategic partners: The 5Cs 評估作為策略夥伴的機構

### 3. Clout 影響力

- Does the organization have contacts and access to policy makers and influential people?
- 這機構是否有接觸及接近政策制定者及有影響力的人？
- Does it have political support for its work?
- 這工作是否有政治上的支持？

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## Assessing organizations as strategic partners: The 5Cs

### 評估作為策略夥伴的機構

#### 4. Coverage 範圍

- Is the organization able to reach intended stakeholders, including different geographic areas, age group or other population segments?
- 這機構是否能擴展到預期的利益相關者，包括不同地區、年齡層或其他人口區塊？

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## Assessing organizations as strategic partners: The 5Cs

### 評估作為策略夥伴的機構

#### 5. Continuity 持續性

- How long has it been in operation?
- 已運作多久？
- Has it carried your comparable projects effectively in the past?
- 過去是否有效的貫徹計畫？
- Does it have an institutional base and resources for sustainability in the long run?
- 長期永續而言是否有制度上的資源及基礎？

Source: Acunzo, Mario, et al. 2014. *Communication for Rural Development Source Book*. Rome, Italy: Food and Agriculture Organization

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## Common problems in the creation of PPPs

### 建立公司夥伴關係一般問題

- Bureaucratic procedure on the part of the public sector
- 公部門官僚體系
- Lack of business culture in the public sector and limited experience in commercial settings
- 公部門缺少商業文化及受限的商業經驗
- No tradition or experience of working with the private sector
- 無與私部門共事的傳統或經驗
- Lack of trust 缺少信任
- Weak negotiating skills 協調技巧差
- Complex IPR issues 複雜的第三方複審程序
- Weak communication channels 溝通管道弱

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## Some forms of PPPs in the dairy industry

### 酪農業的公司夥伴關係型式

- Collective farms— such as those in Sichuan province in China. Dairy cattle companies forge linkages with township or country governments
- 集體農場—例如中國四川乳牛場與鄉鎮及縣政府的聯結
- Milking stations—owned by processing companies with support from the government
- 擠乳站—政府支持，加工廠商擁有
- Private dairies—provide numerous opportunities for linking processors to producers
- 私營酪農—提供加工者及生產者之連結
- Contract buying—dairy farmers get into business contracts with processors
- 購買合約—酪農與加工廠商的商業合約
- Dairy development zones—dairy producers are regrouped in a designated area with the local government constructing the infrastructure
- 酪農發展區—生產者重新配置於由地方政府建立基礎設施的地區

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## Samples of effective collaborations in the dairy industry

### 酪農業有效合作的例子

- Joint publications by FAO/IDF and the International Carrefour Foundation
- FAO/IDF 及國際家樂福基金會共同出版



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## Samples of effective collaborations in the dairy industry

### 酪農業有效合作的例子

- Joint events aimed at raising awareness and building capacities
- 共同在於提昇知名度及建立包容力的事項

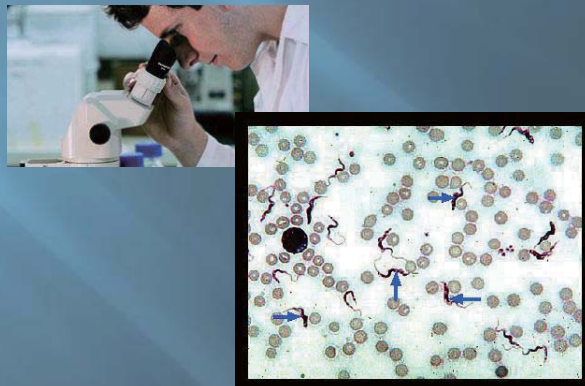


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## Samples of effective collaborations in the dairy industry

### 酪農業有效合作的例子

- Laboratory analytical methods to test the quality of the most used drugs to combat trypanosomiasis
- 對抗錐蟲病最常使用藥物品質檢測分析方法



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## Market information dissemination (MARID)

### 市場訊息傳播



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## Market information dissemination (MARID) 市場訊息傳播

- Pilot project was in South Cotabato, Philippines with corn farmers as target beneficiaries
- 在菲律賓South Cotabato先導計畫、玉米農為受惠目標
- Prices of corn and other commodities were disseminated using tri-media
- 玉米及其他商品價格以三媒體傳播
- Other market information were disseminated through regular farmers' meetings and conferences
- 其他市場資訊經由定期農民會議及研討會傳播
- After three years, an impact assessment of the project was conducted
- 三年後執行計畫評估

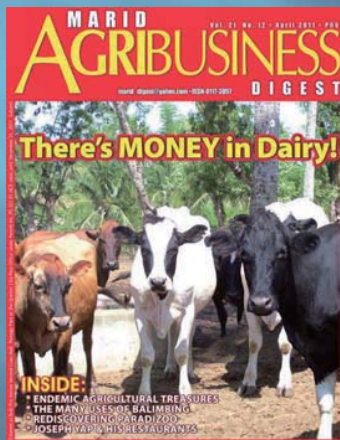
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## Market information dissemination (MARID) 市場訊息傳播



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## Factors attributed to MARID's success 市場訊息傳播成功因素

- Continuous consultations with both public and private sectors
- 與公私部門持續溝通
- Good governance/management
- 好的政府及經營管理
- Commitment of management and its partners
- 經營管理及夥伴的實施
- Consistent flexibility—open to changes and adjustments
- 一致的彈性—開放改變及調整

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## The power of social media in the age of big data 大數據年代社交媒體的力量

- Google processes more than 24 petabytes of data per day, a volume that is thousands of times the quantity of printed material in the US Library of Congress.
- Google每天可處理超過24千兆資料，容量是美國國會圖書館印製資料的數千倍
- Facebook gets more than 10 million new photos uploaded every hour. Facebook members click a “Like” button or leave a comment nearly three billion times per day, creating a digital trail that the company can mine to learn about users’ preferences.
- 臉書每小時上傳超過1千萬張新照片，每天按讚或留言30億次，公司可搜尋使用者的喜好
- 800 million monthly users of Youtube service upload over an hour of video every second.
- 每個月80千萬Youtube使用者，每秒上傳超過1小時的影片
- The number of messages on Twitter grows at around 200 percent a year and by 2012 had exceeded 400 million tweets a day. *Source: “Big Data: A Revolution that will Transform How we Live, Work and Think” By: Victor Mayer Schonberger & Kenneth Cukier, March, 2013.*
- 維持訊息數目每年成長二倍，2012年每天超過40千萬

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## General principles of networking 網路一般原理

- ▣ Prepare 預備
- ▣ Connect 連結
- ▣ Share 分享
- ▣ Be relevant 關聯

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## Networking opportunities for PPPs 公私夥伴關係網路機會

- ▣ Conferences 會議
- ▣ Exhibitions 展示
- ▣ Seminars 研討會
- ▣ Training courses 訓練課程
- ▣ Chambers of commerce and trade 商業貿易會
- ▣ Networking websites and for agriculture 農業網址
- ▣ Lectures and talks in colleges and universities 學院大學演講會
- ▣ Conventions 大會
- ▣ Festivals and shows 節慶及表演
- ▣ Clubs, public meetings 俱樂部、公共會議

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# THANK YOU!



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