



**Asia-Pacific
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Developing a Best Practice Global Value Chain (GVC) Framework for Fisheries Micro, Small and Medium Enterprises (MSMEs)

Port Moresby, Papua New Guinea | 18-19 May 2018

APEC Ocean and Fisheries Working Group

December 2018

APEC Project: OFWG01 2017A

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APEC#218-OF-04.1

**Developing a Best Practice Global Value Chain (GVC) Framework
for Fisheries Micro, Small and Medium Enterprises (MSMEs)**

Port Moresby, Papua New Guinea

18-19 May 2018

Workshop report

Executive Summary

On 18-19 May 2018, a workshop on developing a best practice global value chain framework for fisheries micro, small, and medium enterprises was convened in Port Moresby, Papua New Guinea to explore how growth of MSMEs in the fisheries global value chain in the APEC region can be promoted. Nearly sixty participants from eleven economies were present and engaged in a participatory process centered on three focal points: identifying the challenges facing fisheries MSME in the APEC region, setting enabling conditions for improvement, and developing best practices to improve the participation of MSMEs in the global value chain.

Workshop participants identified numerous challenges preventing MSME from engaging fully in fisheries value chains and agreed on five thematic areas: transportation and infrastructure, education, financial, catch regulations, and linkages. A few examples of specific challenges include lack of technical skills, processing and storage facilities, knowledge regarding the sustainability and food quality requirements of international buyers as well as the condition of fishing areas, the availability of formal markets, among others.

Setting enabling conditions for improvement is an extremely important part of improving fisheries MSME value chains and one that should not be rushed or overlooked. Taking the appropriate time to communicate clearly and effectively when setting these enabling conditions should greatly ease the implementation of specific policies and regulations when those are decided upon. The enabling conditions that were identified in this workshop are: stakeholder engagement, the use of intra and inter-sector partnerships, gender equality and the promotion of soft skills such as financial literacy, negotiation, and communication skills. While these conditions are not directly related to the harvest, processing, or marketing of fisheries products, they are important to a well-functioning value chain.

Best practices for improving the competitiveness and inclusion of fisheries MSMEs within the global value chain reveal opportunities for improvement across the value chain. These best practices include improving linkages both

within sectors, between domestic sectors, and amongst economies. They also promote adequate training opportunities for both technical and soft skills, and making this training inclusive and available to all genders. Communication is crucial to the inclusion of fisheries MSME in the global market. This requires effective stakeholder engagement in a continual process so that problems can be addressed while they are smaller and manageable, before they grow out of hand. It is also important to make inclusive policies that take a broad view of the interconnectedness of the different value chain sectors. Finally, cooperation between sectors and between economies should be encouraged. Fisheries are very important in the APEC region, necessitating greater cooperation that leverages the knowledge held by all stakeholders and links economies. With domestic development and support alongside international cooperation, fisheries MSMEs in the APEC region can be strengthened and integrated into the global fisheries value chain.

The workshop and resulting report are structured as follows: first examining the challenges facing fisheries MSMEs, then a discussion of enabling conditions for sustainable and inclusive growth, and finally a presentation of the best practices framework. The framework is formatted as a series of recommendations. An appendix including publicly available datasets that may be useful for planning is included. We acknowledge that every economy and every fishery will have its own unique set of conditions within which they operate. Therefore, we have focused on more broad suggestions that are applicable to a wider range of situations. The intention is to provide a general framework that can be scaled and modified appropriately to be implemented by individual economies.

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Introduction

On 18-19 May 2018, the APEC Workshop on best practices for fisheries micro, small, and medium enterprises (MSME), initiated by Papua New Guinea and co-sponsored by China; Chile; Indonesia; Malaysia; Russia; and Viet Nam, was held in Port Moresby, Papua New Guinea. The four speakers and 55 participants represented 11 member economies (Australia; Chile; Indonesia; Malaysia; New Zealand; Papua New Guinea; Peru; the Philippines; Chinese Taipei; the United States; and Viet Nam) with representation from the fishing community, fisheries ministries, academic and private sectors. This workshop was consistent with the Ocean and Fisheries Working Group's Strategic Plan (2016-2018) in addressing food security, poverty alleviation, sustainable management of fisheries and marine resources, building climate change resilient coastal communities, in promoting domestic fish production and trade, in promoting the Blue Economy and in promoting innovation through science and technology.

The workshop was aimed at promoting the growth of MSMEs in the fisheries global value chain in the APEC region. MSMEs in the fisheries sector have not been actively participating in the global value chain given the many supply and demand side constraints- namely lack of capital, technical know-how, technology, access to markets, barriers to trade, communication challenges between stakeholders, among others.

The workshop was organized using a variety of formats and was designed to be as participatory as possible. Wide representation and the inclusion of information and perspectives from all attendees was an important goal of the workshop and one that was successfully met. Activities included standard format presentations that allowed for questions and discussion afterward as time allowed, as well as roundtable discussions where participants broke off into smaller groups to discuss a topic and then report back to the larger group. During these roundtable discussions, particularly on day 2, participants were encouraged to mix among individuals from other economies to ensure that different perspectives were shared. Through these discussions, the workshop became a truly collaborative effort. In addition, participants were encouraged to use notecards for discussions and hand those in to ensure that their inputs could be included in the final framework.

Challenges facing fisheries MSME

Day 1 of the workshop (18 May 2018) was focused on framing the current status of fisheries MSMEs in APEC and identifying the current challenges they face. The fisheries sector plays a significant role in the socioeconomic growth and development in APEC economies. The APEC economies account for over 80

percent of global aquaculture production and more than 65 percent of the world's capture fisheries. Fisheries underpin the livelihood of millions of individuals within the APEC region and are especially important to rural coastal communities in lesser developed economies.

The schedule of presentations and discussion sessions follows:

Activity	Format
Framing MSME and fisheries MSME in APEC Region	Presentation
Challenges of conducting business in the 21st century	Presentation
What characterizes fisheries MSME in your economy?	Roundtable discussion
Challenges and obstacles in global value chains: Perspectives of fisheries MSME in developing economies	Presentation
Access to financial services, financial security and empowerment Papua New Guinea	Presentation
value chain challenges	Presentation
What challenges impede the fisheries MSME value chain?	Roundtable discussion

During the first discussion section, workshop participants introduced their value chain and began to naturally identify what is working well in their current system as well as the obstacles they face. It was noted that although the situational details differed between economies, many of the challenges were familiar to all participants. The second roundtable discussion built upon the challenges that had been mentioned earlier in the day and allowed for a more in-depth examination of specific challenges. Challenges were lumped under several umbrella terms, each of which was discussed at a different table and presented back to the group. These were: Transportation and infrastructure, education, financial, catch regulations, and linkages.

Transportation and Infrastructure

- A lack of modern formal market locations. In many areas markets are informal and do not have adequate facilities for sanitary processing or sales.
- Logistical challenges that make communication difficult. Because fisheries products are highly perishable and delays can be very costly, efficient communication between value chain actors is essential to success.
- Transportation challenges. Some markets have been hindered by geographic separation from areas of fisheries production to population

centers where markets are available. Even when there is adequate supply and adequate demand, if there are no feasible means of transportation to move the fisheries product in a timely, sanitary fashion, a market cannot develop.

- Lack of cold storage. The absence of cold storage is problematic in many areas due to the perishable nature of fish. If it cannot be sold quickly, the fish goes to waste.
- Downstream processing challenges. Technical skills may be deficient for downstream processing of fish (fish cutting for example).

Education

- Lack of education regarding the health of fish stocks. Many fishers may be unaware of the status of the fisheries they harvest from. Even if this information exists at a higher level, it needs to be transmitted to fishers in a manner that empowers them as partners in the fishery. Simply informing them that catch regulations have changed is not adequate.
- Knowledge gaps regarding fisheries products. This challenge refers to the gap regarding consumer education on topics such as the health benefits of eating fish, sustainability and/or quality.
- People skills are underdeveloped. Non-technical skills such as negotiation and effective communication are important to success but often underdeveloped.

Financial

- Management and business skills are weak or absent. It is difficult for MSME actors to move from the informal to formal value chain without basic business management and financial skills. The separation of business and household expenses is an especially important skill.
- Inaccessibility of credit. Many fisheries MSME are unable to invest in improved facilities, training, and technologies necessary to grow their businesses without access to credit.
- MSMEs often do not have historical documentation. Banks cannot lend money to businesses without detailed records. Many MSMEs do not understand the importance of record keeping for maintaining and growing their business.
- Lack of capital and record of assets. MSMEs often do not have the capital or record of assets necessary to get loans. Without capital, banks will be unwilling to issue loans.

Catch regulations

- Lack of protection for shorelines and fishing grounds. Communities and individuals are unlikely to engage in long term planning without well-defined fishing rights.

- Insufficient baseline data. In many situations, necessary baseline data to set ecologically grounded catch regulations is unavailable.
- Bycatch challenges. Bycatch mitigation is a skill that exists between subsistence fisheries where there is essentially no bycatch if all fish captured are consumed and commercial fisheries where particular species are targeted for market sales. MSME fishers often do not have the capacity to upgrade to bycatch reducing gears.
- Regulation confusion. There is often a network of fishing regulations and sometimes small scale fishers are unaware of regulations which frequently change and could not read or understand written regulations with complex language even if they were available in that manner. Regulations can overwhelm small scale fishers if they are not communicated clearly and with an explanation of the “why” behind the regulations.

Linkages

- Maintaining a consistent supply of fish to keep markets running. Without streamlined markets, gaps in supply flows make it very difficult to maintain formal markets.
- Difficult market access for fishers. Regulations often prevent MSME fishers from engaging in the global value chain and they are often unaware of the steps necessary to make those connections happen.
- Cultural differences between value chain actors. This complicates the flow of fisheries products along the value chain when cross-cultural cooperation and negotiations become necessary.
- Quality standards demanded by international buyers. The quality needs of international buyers are not always clearly transmitted to fishers. Fishers may need to alter their behavior to meet these quality standards. There may be a lack of sanitation performance standards (SPS) to be used for measurement.

Meeting the challenges within the MSME fisheries value chain

Day 2 of the workshop (19 May 2018) was focused on finding common solutions and guidance that would allow policy makers to overcome the challenges that participants identified in day 1. This goal was further broken down into the thematic areas of setting enabling conditions for improvement within the value chain and finally best practices recommendations. Building on the momentum and collaborations that began in day 1 of the workshop, this day similarly had a combination of presentations and interactive small group discussions. The schedule of presentations and discussion sessions for day 2 follows.

Activity				Format
Stakeholder engagement				Presentation
Gender	equality	and	women	Presentation

empowerment in a contemporary business setting

Partnerships (PPP) in Fisheries MSME Presentation

What soft skills are necessary to meet the challenges your economy faces? Roundtable discussion

Creating a conducive environment for MSME Presentation

Project planning Presentation

Capacity building & training Presentation

Making policies realistic, based on past successes, and measurable Roundtable discussion

Setting enabling conditions for improvement

A common point of discussion among participants was the need to properly set enabling conditions to allow improvement of the value chain and for policies to be more effective. These are not hard policies but are rather more general conditions that will allow the challenges in the value chain to be met through policy actions. These enabling conditions are common across most settings and are important to coordinating stakeholders all along the MSME fisheries value chain, especially given the power dynamics that often result in uneven distributions of power along the value chain.

Stakeholder engagement

Stakeholders all along the value chain should be engaged for an effective process. Good communication is an important key towards stakeholder engagement, and it is important to adapt communication strategies relevant to the audience. Adapting communication strategies may require translating training materials or market signage into the local language, or carefully simplifying complex information for less well educated audiences through the use of simplified language and/or illustrations to transmit knowledge.

It is important to encourage frequent communications with stakeholder groups. Regular dialogue sessions and teamwork should be encouraged so that small problems do not swell into big problems. Checking in frequently with stakeholders at all steps of projects should allow project managers to identify potential problems early on and take appropriate steps to solve them.

Gender equality

Care should be taken to establish an environment where barriers are removed for gender specific participation in the global fisheries value chain. In some

situations there may be especially strong barriers to women's participation in fishing activities. Oftentimes the changes that allow for more inclusive gender participation in fisheries MSME are large scale social shifts. It is certainly helpful when leaders within the various sectors of the fisheries value chain support gender inclusivity and these large scale shifts towards a more equitable society. However, there are many practical intermediary steps that can be applied to set the environment for more inclusive and equitable opportunities.

A simple first step towards gender equality is inviting both genders to training opportunities. For example, if there is a training session to be offered to fishers (who are often predominately male), invite their spouses to attend as well. Not only will this improve gender equality but it will also expose the information to a greater number of people and will hopefully improve the likelihood of application. Similarly, there are some positions in fisheries (such as processing) that are more likely to be seen as women's positions. Within this situation, encouraging women to pursue leadership and management positions enables other women to see that such opportunities are achievable and may have positive benefits for the community outside of the processing plant as well. It is also important that when such historically female positions are open for hiring, the hiring process does not promote the positions as female only and it is clear that the job is available to all.

One of the concerns raised by workshop participants was that as women become more involved in formal industry positions, they bear twice the workload as previously. They are not relieved of their household obligations but have taken on additional work outside the home. Without an accompanying social shift that redistributes household responsibilities more equitably, this is often the case. Many economies have experienced this situation where women enter the workforce and have double the workload, but the situation usually resolves as households distribute responsibilities more equitably. This is a larger scale social shift, but it is important to be cognizant of individual, community, and industry level biases and attitudes that could impede or assist with this shift towards gender equality.

Partnerships

Partnerships are important to leveraging the skills across different value chain actors. Partnerships may include individuals, community groups, business sector representatives, government officials, and academia. Each organization will come to a partnership with different motivations, abilities, and limitations. Understanding each other's perspective will make partnerships more likely to be successful.

Partnerships can be horizontal, when all actors are at the same level of the value chain (i.e. a fisher's co-operative) or vertical, with actors at different levels of the value chain (i.e. a market agreement between a fisher's co-operative and a local fish trader). They can involve relatively few individuals and remain informal or simple or can involve a large number of actors and require complex legal

arrangements. The type of partnerships that are possible will be context specific as no two partnerships will likely share the same needs.

Stakeholder engagement within partnerships should take into account the differences in power held by different groups and provide strategies to ensure that the voices of all are represented. It is important to allow for different means of communication to allow for engagement (i.e. notecards where participants of public meetings can anonymously submit comments should they not feel comfortable speaking publicly). Particularly in the MSME sector, there are likely large power differentials between individuals in the fisheries sector. This becomes especially true when smaller fish traders attempt to bridge the gap to the international market. In these situations, negotiation and mediation skills will be important to balance power and ensure that smaller fisheries MSME are adequately represented. This may be an area where government representation and negotiation could be especially useful.

Soft skills

Business success for fisheries MSME is dependent on much more than sheer fishing and processing ability. If a fisher wishes to transition from an informal commercial fisher to a properly functioning business, there are a number of 'soft skills' that are important. These include financial, communication, and interpersonal skills. Trainings should be available on basic financial literacy for fisheries MSME to inform individuals on topics such as access to credit, bookkeeping, tracking business expenses separate from household expenses, business management skills, and business models. Fisheries MSME should have access to business planning assistance to allow them to set business goals and find the resources they need to work towards those goals.

Communication skills are a very important 'soft skill' that is frequently overlooked in training. Fisheries MSME should be educated on effective communication and negotiation techniques. Communicating between cultures is another important skill, particularly when connecting MSME to the global value chain. It is important that stakeholders within the value chain have access to information on the cultural norms of their counterparts within the global value chain. Similarly, it is important that information is available on the cultural norms of local fishers so that international corporations interested in engaging with local fishers can easily access and understand their fishing culture.

Best practices recommendations

The final portion of this report comes from the concluding session of the workshop: policy and legislative framework to support the fisheries MSME sector. These best practice recommendations were drawn from participants and this was truly a collaborative effort with a lively sharing of ideas. While every economy will face their own unique set of challenges, these best practices have been designed at a broad scale with the intention of providing insights to a wide variety of fisheries MSME value chains. This best practice framework is not prescriptive; rather it contains a series of recommendations. These can and should be modified according to local social, cultural, and economic realities and scaled appropriately to the economic system under consideration.

Problems often come bundled while policies are often solitary

Value chains are complex and involve many different industries and actors. Challenges often impact more than one of these actors and points within the value chain; however policies are often quite specific and targeted to one individual action. Policymakers should adopt a broader system-wide view of the policy environment to adequately address the numerous challenges faced at different points in the value chain. A series of bundled and interconnected policies may be more appropriate than a piecemeal approach to management.

Take steps to improve both vertical and horizontal linkages

Value chains can be improved through a strengthening of ties between actors at the same level of the value chain (horizontal linkages), as well as between actors at different levels of the value chain (vertical linkages). Strong horizontal linkages lead to more inter-sector cooperation and can draw more power to that level in the value chain. For example, if groups of fishers form cooperatives, they gain more power than they had individually. Strong vertical linkages may lead to more efficiency. When fishers, traders, processors, and merchandisers are well connected it can result in a more efficient value chain that results in a faster transfer of fisheries products from catch to consumption and potentially higher quality.

Communicate with stakeholders early and often

Communication is essential to success. Identify available communication channels and ensure they are targeted to the message and the audience. Use the most efficient means of communication when possible. This may mean investing in communication technologies and training rural communities on how to use them, or implementing traceability technology to allow actors along the value chain to have access to information on the flow of products in real time. The needs and limitations for communication will be different in each situation, but the goal of fast, efficient communication is universal.

Support gender equality in fisheries MSME

Economic development and growth are promoted when all genders are included in economic activities. The specific strategies used to improve gender equality will differ between value chains and cultural contexts. It is beneficial to make

trainings available to all genders and invite family units rather than individuals, and support broader social change towards gender equality.

Dedicate training resources for the full spectrum of skills necessary for success

Skills deficiencies hinder success at all levels of the value chain. Every situation and the specific training required will be different, but it is important to ensure that skills training are available for the full range of skills necessary for success. This includes technical, financial, and communication skills. Training materials and information should be translated into the local language and explained in as simple a manner as possible to ensure that the greatest number of stakeholders will be included.

Leverage partnerships

Different skills and expertise lie in various sectors. Partnerships can significantly increase the available knowledge and capacity for projects. It is important that partnership roles and expectations are well defined from the beginning to minimize confusion as projects progress.

Support MSME access to financial training and resources

Lack of capital and financial resources is one of the most significant impediments to the inclusion of MSME in the global value chain. Particularly in developing contexts, the skills and business expertise necessary to deliver a quality product to trading partners may not be present. Working with MSMEs to develop business plans, set goals, and gain the skills they need to acquire financing for their businesses are important steps to bridging this gap.

Scale policies appropriately to the context

Policies and regulations will need to be grounded in local realities and constraints. However, it is also important to ensure that policies are “nested” well together and there is not conflict or confusion from local to regional to national scales. While it is tempting to pick up policies from other locations and apply them, without appropriate adaptations and modifications, they will not be successful.

Make policies measurable and check in often to determine what is working well and what needs improvement

Before a project is implemented, it is necessary to plan for how the outcomes will be measured. Setting benchmarks ahead of time can help keep projects on track and make sure policies have the intended outcome. Policies should be thoroughly analyzed and considered before they are implemented to reduce the risk of local realities shifting the eventual outcome of the project.

Consider the potential for international cooperative agreements

Fisheries are extremely important in APEC economies, accounting for the majority of fisheries production and consumption on the planet. There exists significant but yet unrealized opportunity for international cooperation in the global fisheries value chain.

Connect domestic value chains to international markets

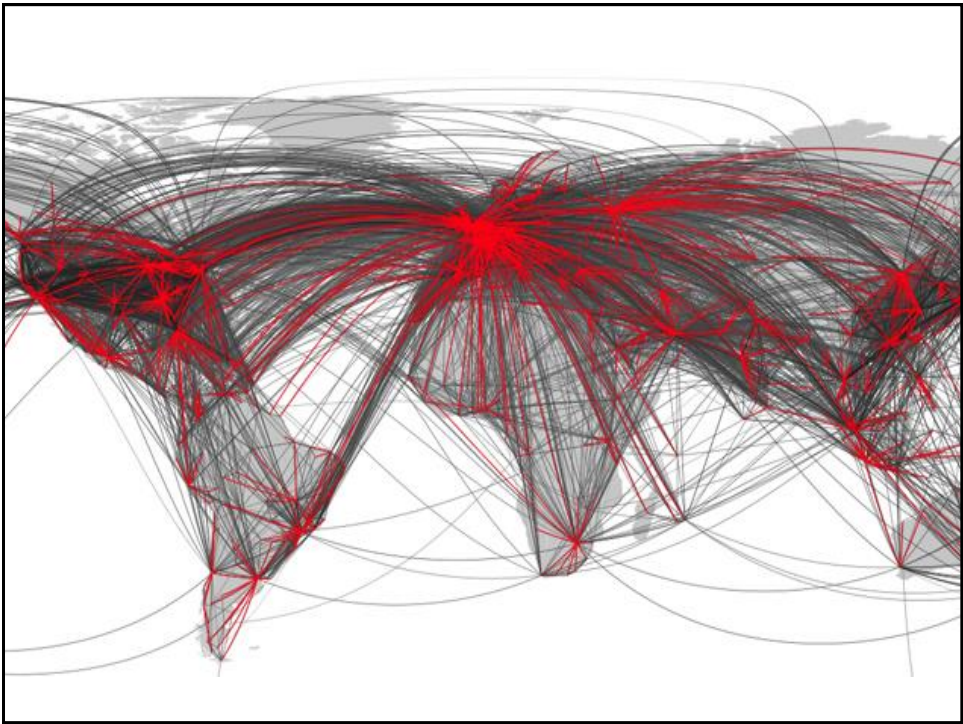
There is a significant leap from domestic to international markets. The food quality and safety standards and increasingly, sustainability standards demanded by international buyers are often quite different than the standards for domestic markets. Given the risk of food spoilage and waste, sanitation and processing needs are very high at this step in the value chain. Education and training in technical and soft skills, investments into processing and marketing capacities, and a streamlined value chain to support a steady supply of fisheries products are necessary to make and sustain this connection. Even in well-developed domestic value chains, there will be challenges in connecting to the international market. However, with dedicated resources and manpower to develop the value chain and cooperation domestically and internationally, it is within reach.

Conclusion

Fisheries MSMEs face many challenges regarding competitive inclusion in global value chains. This two day workshop examined those challenges as a starting point, and then discussed how to meet those challenges. The participants of this workshop were instrumental to its success and their knowledge and insights are found throughout this document. We found that while every economy has its own unique set of challenges and will need unique policies to meet those challenges, there were many commonalities. This framework is intended to improve the capacity of fisheries policy makers to improve policies, build capacity, and plan projects to improve data availability, increase market access, and reduce barriers to trade. Within supportive environments with adequate planning, fisheries MSMEs can grow and connect to the global value chain.

APEC, as a regionally cooperative organization, stands in the position to encourage cooperation between economies and ease the transition for MSMEs to fully engage in the global fisheries value chain. Strengthening regional ties with regard to fisheries data, easing trade along the value chain between producers and consumers, technical and soft skills training, financial education, and food safety standards are all measures that would improve the competitiveness and inclusion of fisheries MSMEs within the global value chain. The framework provided here should serve as a starting point that will allow APEC and member economies to identify the most significant challenges facing fisheries MSMEs and take action to increase collaborations and improve competitiveness in the global market. Continually providing forums and workshops to share information and resources would help the flow of knowledge to weaker economies and the flow of exports towards stronger economies. We sincerely recommend that this workshop report, which was developed under the supervision of the Ocean and Fisheries Working Group be circulated to the APEC Policy Support Unit as well as member economies for their consideration and implementation.

Appendix: Presentation Slides



Challenges of conducting business in the 21st century

Professor Claire Massey
Massey University & the NZFSSRC

Workshop: Developing a Best Practice Global Value Chain Framework for Fisheries MSMEs
Port Moresby, May 18-19, 2018

FUNDERS:



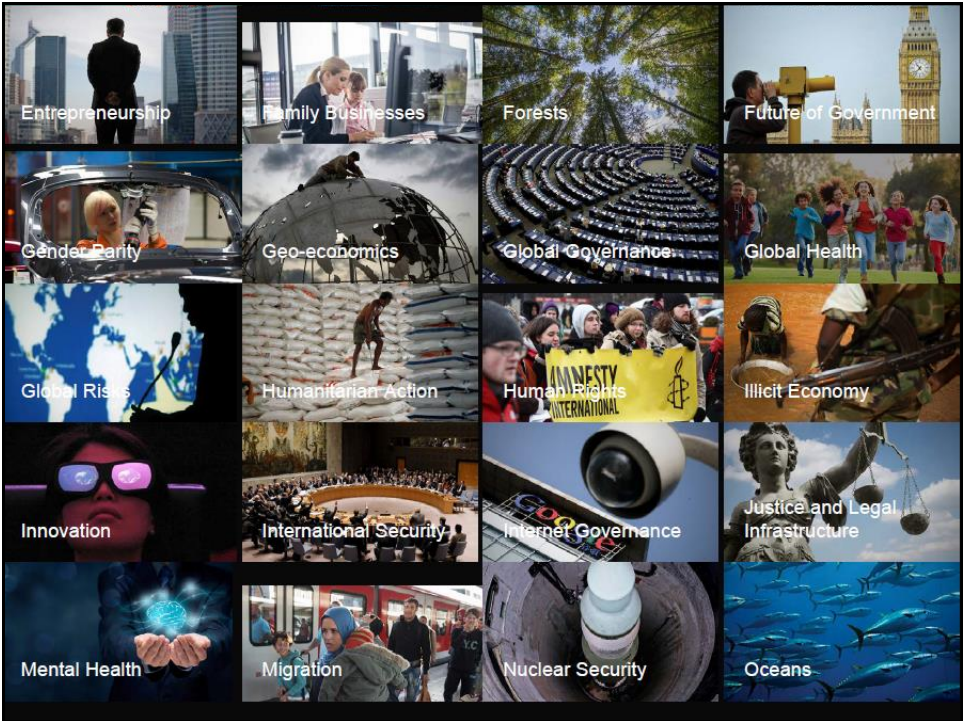
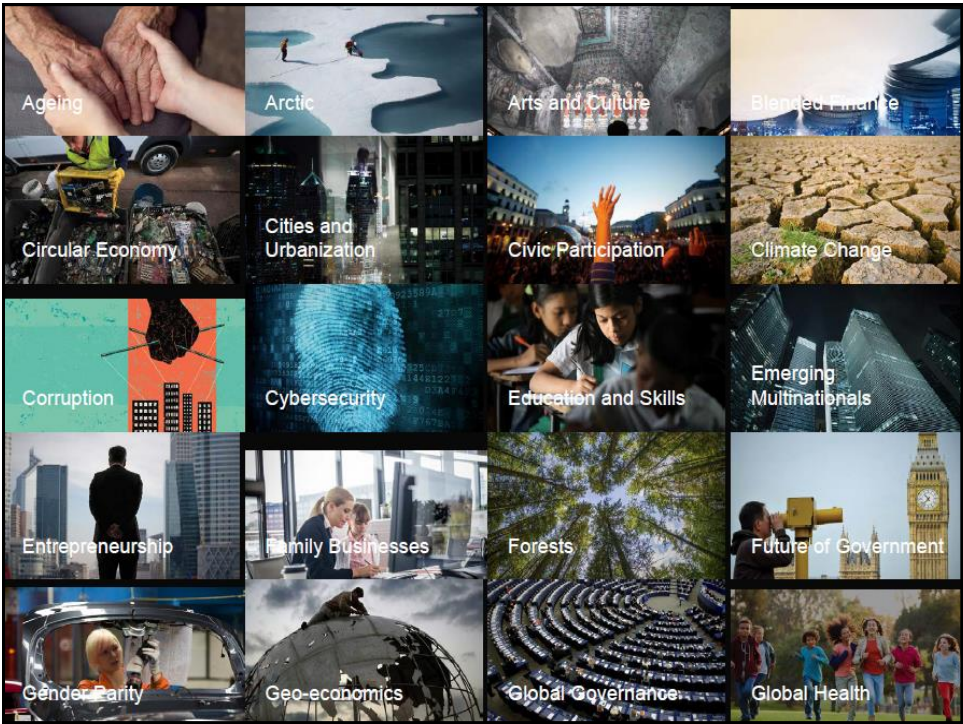
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Ministry for Primary Industries
Manatū Ahu Matua



COLLABORATING PARTNERS:





WEF INSIGHT AREAS

- 35 ECONOMIES
- 42 GLOBAL ISSUES
- 20 INDUSTRIES
- 14 SYSTEM INITIATIVES
- 14 FACETS OF THE 4TH INDUSTRIAL REVOLUTION

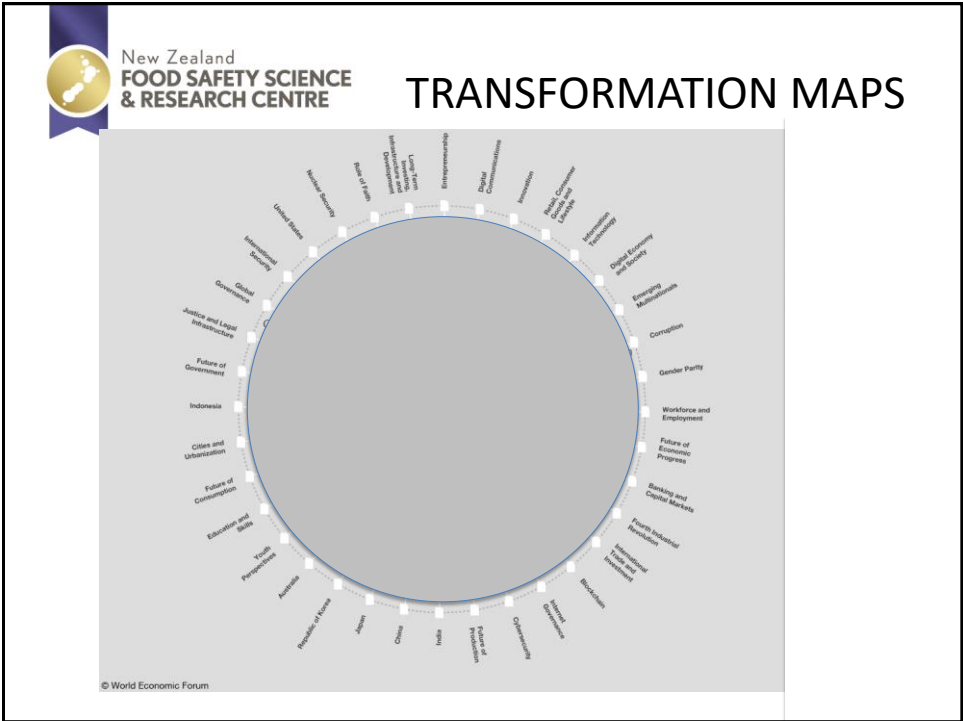



SELECTED INSIGHT AREAS

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| <ul style="list-style-type: none">• 3D Printing• Advanced Materials• Ageing• Arctic• Artificial Intelligence and Robotics• Arts and Culture• Behavioural Sciences• Biotechnology• Blended Finance• Blockchain• Circular Economy• Cities and Urbanization• Civic Participation• Climate Change• Corruption• Cybersecurity• Drones• Education and Skills• Emerging Multinationals• Entrepreneurship• Family Businesses• Forests• Fourth Industrial Revolution• Future of Government• Gender Parity• Geo-economics• Global Governance• Global Health• Global Risks | <ul style="list-style-type: none">• Human Enhancement• Human Rights• Humanitarian Action• Illicit Economy• Innovation• International Security• Internet Governance• Internet of Things• Justice and Legal Infrastructure• Mental Health• Migration• Neuroscience• Nuclear Security• Oceans• Precision Medicine• Public Finance and Social Protection Systems• Role of Faith• Sensors• Social Innovation• Social Media• Space• Sustainable Development• Values• Virtual and Augmented Reality• Water• Workforce and Employment• Youth Perspectives |
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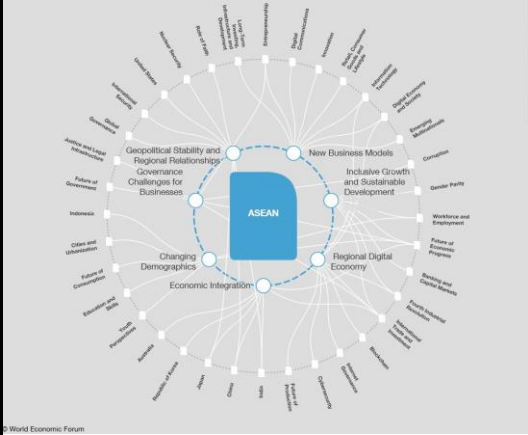
HOW TO MAKE SENSE OF THIS OVER-SUPPLY OF “INSIGHTS”?





New Zealand
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& RESEARCH CENTRE

ASEAN - ISSUES



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ASEAN

Economy
Co-curated with: National University of Singapore

Summary Feed Experts Sessions Projects

The 10 countries that make up the Association of Southeast Asian Nations (ASEAN) collectively form the seventh-largest economy in the world. Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic (or Laos), Malaysia, Myanmar, the Philippines, Singapore, Thailand and Viet Nam boasted a combined GDP of roughly \$2.6 trillion as of 2016, and a population of about 640 million. The establishment of the ASEAN Economic Community, in 2015, was designed to more closely facilitate a regional, single market. To realize the potential of this trading bloc, ASEAN member states must navigate delicate geopolitical considerations, promote inclusive growth, ensure sustainable development and seek to forge a common identity.

This briefing is based on the views of a wide range of experts from the World Economic Forum's Expert Network and is curated in partnership with Professor Ishraq Pasha Mahmood, Associate Professor at the Business School of the National University of Singapore.

Key Issues

New Business Models • Inclusive Growth and Sustainable Development • Regional Digital Economy • Economic Integration • Changing Demographics •



New Zealand
FOOD SAFETY SCIENCE
& RESEARCH CENTRE

AGRICULTURE, FOOD & BEVERAGE



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Agriculture, Food and Beverage

Industry


Summary Feed Experts Sessions Projects

The global population is expected to increase from about 7.6 billion to nearly 10 billion by 2050 - and demand for cereals to be used as food for humans and animals may grow to roughly 3 billion tonnes by that year, from about 2 billion tonnes as of 2009. The world's agricultural systems must address the issue of increasingly scarce water and land resources, while grappling with volatility in terms of climate and food prices. In addition, food companies must adapt to shifting consumption patterns - while playing a greater role in promoting health and ... read more

Key Issues

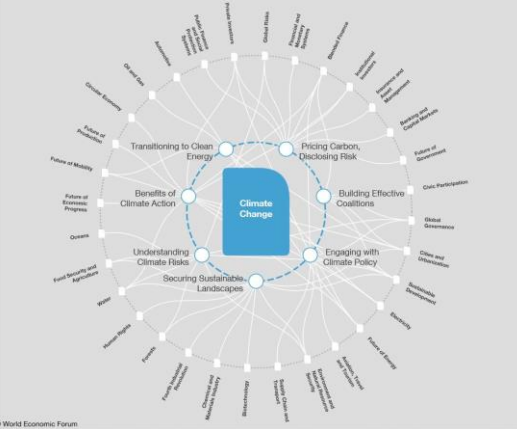
Demographic Shifts • Empowered Consumers • Resource Sustainability • Global Food Systems • Sustainable Consumption • Technology and Innovation • Health and Wellness

METHOD 1: IDENTIFY THE ISSUE & UNDERSTAND THE CONNECTIONS




New Zealand
**FOOD SAFETY SCIENCE
& RESEARCH CENTRE**

CLIMATE CHANGE



World Economic Forum



Climate Change
Global Issue
Co-curated with Yale University

Summary Feed Experts Sessions Projects

The Paris Agreement, a legally binding international instrument designed to limit global warming to well below 2°C above pre-industrial levels, entered into force in 2016 - though the US, one of the world's biggest producers of carbon dioxide emissions, has since withdrawn from the arrangement. Climate scientists have long warned that in order to have a reasonable chance of avoiding a catastrophic degree of climate change, the concentration of carbon dioxide in the atmosphere should remain below 450 parts per million. In 2016, the hottest year on record, the 400 parts per million threshold was crossed for the first time, highlighting the urgent need for accelerated climate action among all global stakeholders, including governments, businesses and civil society.

This briefing is based on the views of a wide range of experts from the World Economic Forum's Expert Network and is curated in partnership with Yale University.

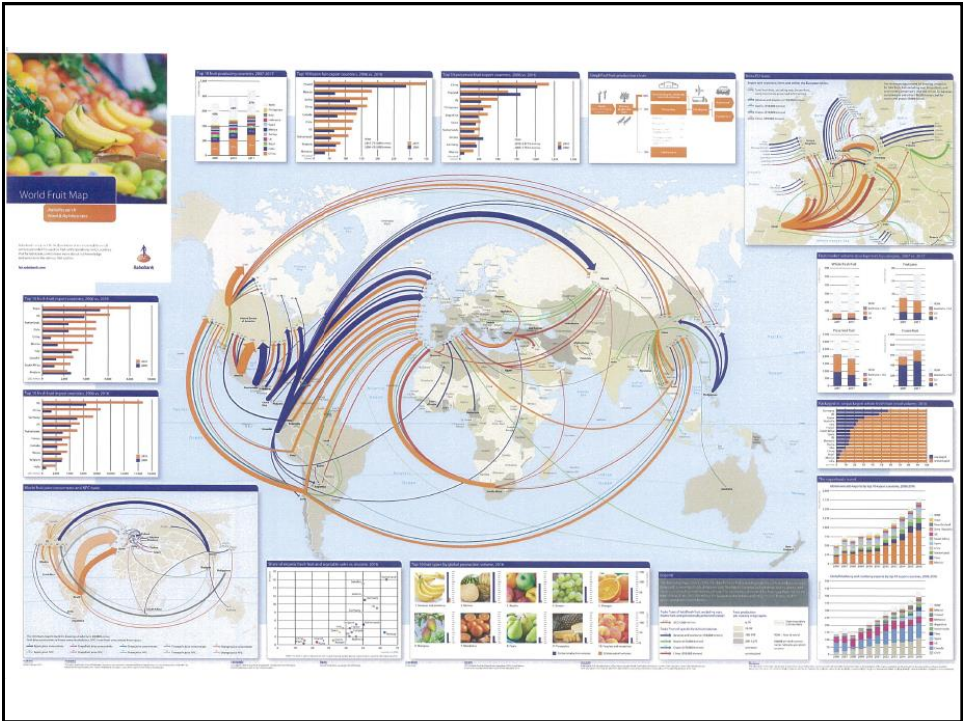
Key Issues

Pricing Carbon, Disclosing Risk • Building Effective Coalitions •
Engaging with Climate Policy • Securing Sustainable Landscapes •
Understanding Climate Risks • Benefits of Climate Action • Transitioning to Clean Energy

BUT NOT ALL CONNECTIONS
(&/OR CLUSTERS OF
CONNECTED ISSUES) ARE
EQUALLY IMPORTANT
EVERYWHERE

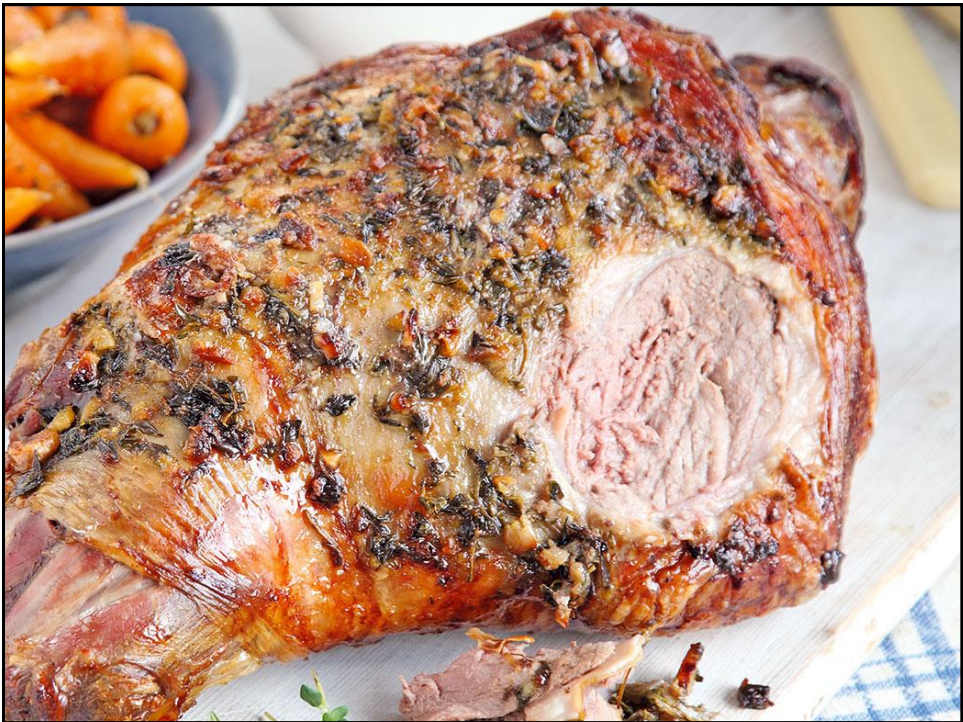


METHOD 2: ANALYSE THE DATA



ONLY WAY TO MAKE SENSE OF
CONNECTIONS & DATA IS IN
CONTEXT OF THE SYSTEM
(WHATEVER THAT LOOKS LIKE)









New Zealand
**FOOD SAFETY SCIENCE
& RESEARCH CENTRE**

GLOBAL COMPETITIVENESS REPORT

- Increasing understanding of ways of comparing economies
- Global Competitiveness Report identifies 3 stages:
 1. Factor driven economies
 2. Efficiency driven economies
 3. Innovation-driven economies
- Provides greater opportunity for comparison of policy instruments

Factor driven economies – need basic requirements such as institutions, infrastructure, macroeconomic stability & health & primary education

Efficiency-driven economies – need efficiency enhancers such as higher education & training, market efficiency, financial market sophistication, technological readiness, market size

Innovation-driven economies – need innovation & sophistication factors

New Zealand

13th /137

The Global Competitiveness Index 2017-2018 edition

WORLD ECONOMIC FORUM

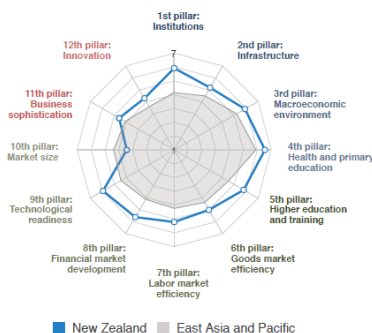
Key indicators, 2016

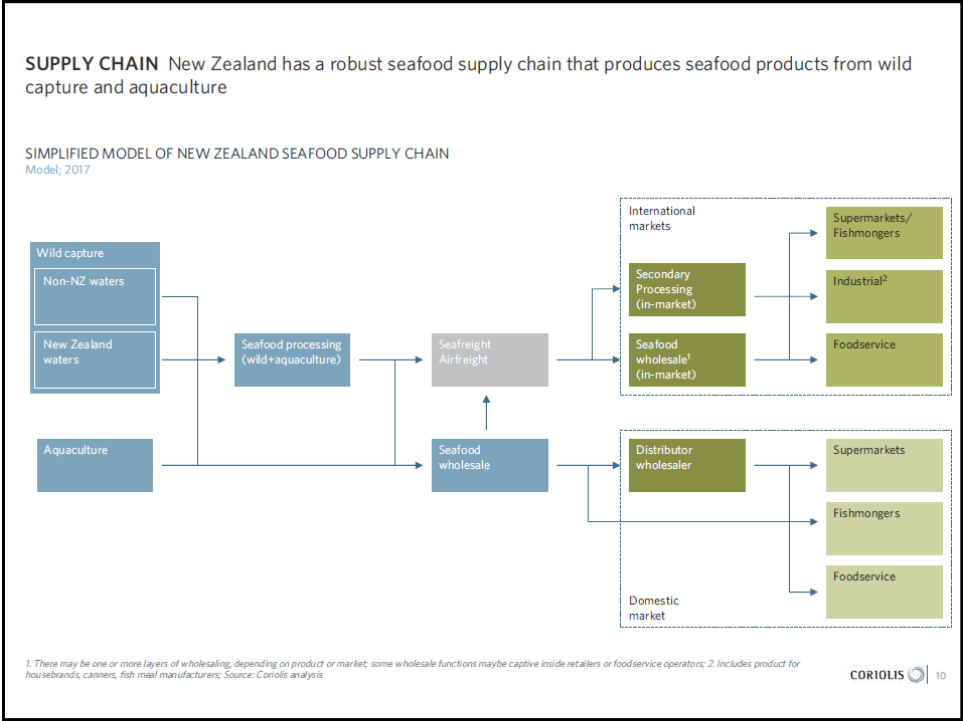
Source: International Monetary Fund; World Economic Outlook Database (April 2017)

Population millions	4.7	GDP per capita US\$	38,345.4
GDP US\$ billions	182.0	GDP (PPP) % world GDP	0.15

Performance overview

Index Component	Rank/137	Score (1-7)	Trend	Distance from best	Edition	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Global Competitiveness Index	13	5.4			Rank	23 / 144	18 / 148	17 / 144	16 / 140	13 / 138	13 / 137
Subindex A: Basic requirements	5	6.0			Score	5.1	5.1	5.2	5.3	5.3	5.4
1st pillar: Institutions	3	6.1									
2nd pillar: Infrastructure	23	5.5									
3rd pillar: Macroeconomic environment	16	6.1									
4th pillar: Health and primary education	6	6.6									
Subindex B: Efficiency enhancers	9	5.4									
5th pillar: Higher education and training	7	6.0									
6th pillar: Goods market efficiency	9	5.3									
7th pillar: Labor market efficiency	5	5.5									
8th pillar: Financial market development	1	5.8									
9th pillar: Technological readiness	13	6.1									
10th pillar: Market size	64	3.9									
Subindex C: Innovation and sophistication factors	25	4.8									
11th pillar: Business sophistication	24	4.9									
12th pillar: Innovation	20	4.7									





QUANT ANALYSIS DOESN'T TELL
THE WHOLE STORY...



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& RESEARCH CENTRE**

HOFSTEDE'S CULTURAL DIMENSIONS

0 ←----- HOFSTEDE'S CULTURAL DIMENSIONS -----→ 100

**LOW POWER
DISTANCE**

PDI

HIGH POWER DISTANCE

COLLECTIVISTIC

INV

INDIVIDUALISTIC

FEMININE

MAS

MASCULINE

LOW UNCERTAINTY AVOIDANCE

UAI

HIGH UNCERTAINTY AVOIDANCE

SHORT TERM ORIENTATION

LTO

LONG TERM ORIENTATION

RESTRAINT

IND

INDULGENCE



New Zealand
**FOOD SAFETY SCIENCE
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ANHOLT'S GOOD COUNTRY INDEX

Country Index

The Good Country Index, a new way of looking at the world

We're not making moral judgments about countries. What we mean by a Good Country is something much simpler: it's a country that contributes to the greater good of humanity. A country that serves the interests of its own people, but without harming - and preferably by advancing - the interests of people in other countries too.

The idea of the Good Country Index is simple: to measure what each country on earth contributes to the common good of humanity, and what it takes away, relative to its size. Using a wide range of data from the U.N. and other international organisations, we've given each country a balance-sheet to show at a glance whether it's a net creditor to mankind, a burden on the planet, or something in between.



The Good Country Index is one of a series of projects we'll be launching over the coming months and years to start a global debate about what countries are really for. Do they exist purely to serve the interests of their own politicians, businesses and citizens, or are they actively working for all of humanity and the whole planet? The debate is a critical one, because if the first answer is the correct one, we're all in deep trouble.

POLICY IS ALL ABOUT
INFLUENCING THE BEHAVIOUR
OF PEOPLE, AND CONTEXT
MATTERS...





CHALLENGES AND OBSTACLES IN THE GLOBAL VALUE CHAINS: PERSPECTIVES OF THE FISHERIES MSMES IN THE DEVELOPING COUNTRIES

Irna Sari

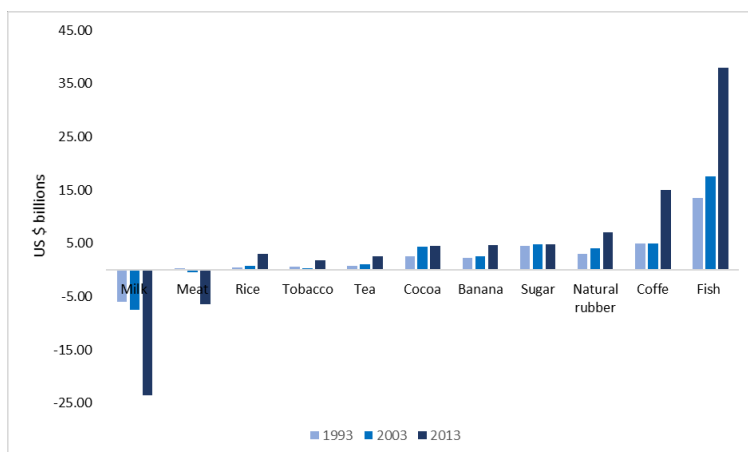
Sustainable Fisheries Advisor

Presented in

The Second APEC Senior Officials Meeting (SOM2) and Related Meetings and MRT
18 - 19 May 2018
Port Moresby, Papua New Guinea.



Net exports of primary commodities from developing countries

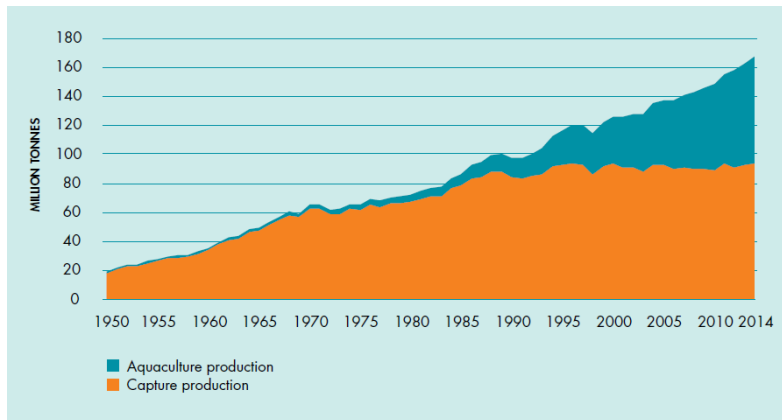


- Fisheries is important sector.
- Fisheries in developing countries is dominated by medium- and small-scale.

Source: Vannuccini 2017

2 of 17

World capture fisheries and aquaculture production

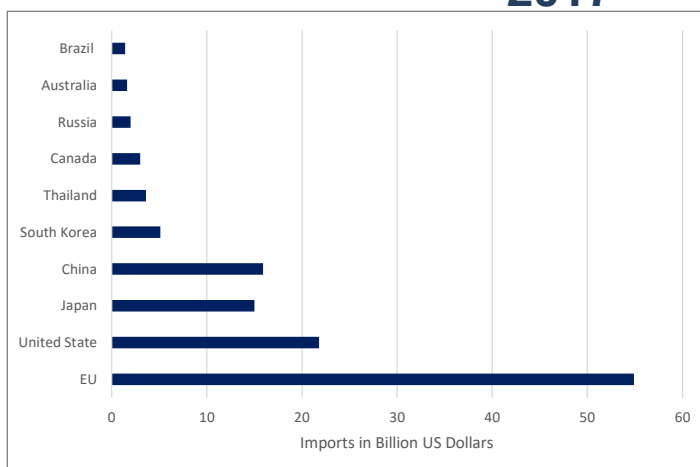


Source: FAO 2016



3 of 17

Leading importers of fish and fisheries products 2017



Source: Statista 2018

The EU, the United States of America and Japan are dependent on fishery import for domestic consumption.

63 % in value and 59% in quantity combined for 2014.

Source: FAO, 2016

4 of 17

Governance in global trades of fish and fishery products

- Fisheries GVC is defined as “Buyer-driven GVC
- Buyer-driven GVC -> Buyers determine product specifications

Challenges and opportunities

Multi-actors global trade governance

State-based governance

Markets'/buyers' governance

Traceability
Eco-label certification

Food safety
Fisheries resources management measures
IUU measures

Quality, Quantity
Niche specifications
Cost effective
Market intelligent

EXPORTING COMPANIES

17

Governance in global trades of fish and fishery products

Traceability becoming a necessity

By Steven Hedlund
March 15, 2009

SHARE    



Implementing a traceability option for seafood suppliers, i panelists at Sunday's conferer It's Good for the Seafood Industry International Boston Seafood

UK supplier, MCS, MSC launch foodservice seafood guide

By SeafoodSource staff
September 24, 2014

Committed to Category Leadership.

EU, Norway mackerel upgraded on fish to eat list

By Jason Holland
May 16, 2013

Canada's largest herring fishery scores MSC certificate

By Madelyn Kearns
December 1, 2016

SHARE    



Canada's largest herring fishery, operating out of the Bay of Fundy area, has achieved certification from the Marine Stewardship Council (MSC).

18-21 June 2018
Barcelona, Spain

NMFS announces SIMP to begin with "informed compliance" period

By Steve Bittenbender
December 22, 2017

Industry's challenge to seafood import monitoring program rejected

By Cliff White
August 29, 2017



A legal challenge to the Seafood Import Monitoring Program (SIMP) - a set of regulations requiring

McDonald's introduces new Japanese-inspired salmon burger
May 8, 2018

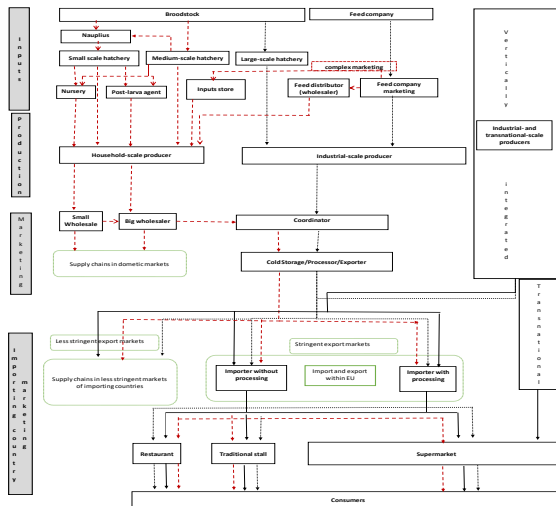


Burger King to introduce cod pie in Chinese market
May 2, 2017



6 of 17

General attributes of GVC for medium- and small scale - enterprises

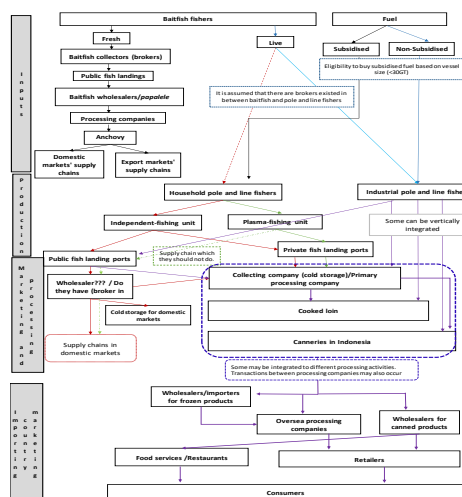


Indonesian Farmed shrimp GVC

- Small production.
- Small-, and medium scale's GVCs are very fragmented.
- Involve many intermediaries.
- Lengthy supply chains.

7 of 17

General attributes of GVC for medium- and small scale - enterprises



Indonesian handline tunas GVC

- Often scattered across wide geographical range and at remote areas.
- Limited access to services and capitals.
- Limited skills and knowledge.
- Often practices are determined by common practices.
- Lack of R&D support in determining market innovation and product competitiveness.

8 of 17

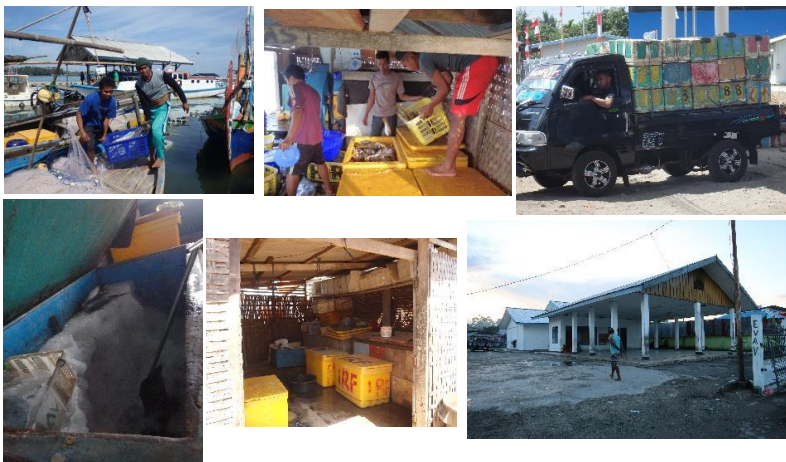
Challenges and obstacles of SMES to meet the global market needs

- Poor post harvest handling and quality.



9 of 17

Challenges and obstacles of SMES to meet the global market needs



- Limited fishery infrastructures : cold storage, clean water & ice supplies and cold chains.
- Fishery infrastructures do not meet hygienic and food safety standards.

10 of 17

Challenges and obstacles of SMES to meet the global market needs



Fishers in remote areas are often dependent on a limited buyers; limited market access.



11 of 17

Challenges and obstacles of SMES to meet the global market needs

- Limited abilities to comply with global management measures and traceability.
- Lack of data landing monitoring and integrated production/catch data.
- Weak fishery management policies.
- Limited technical supports



12 of 17

Challenges and obstacles of SMES to meet the global market needs

- Limited abilities value adding (limited access to the added value chains, knowledge and skills, capitals).



13 of 17

Best practices fish handling General Santos, the Philippines



14 of 17

Moving forward for medium- and small scale – enterprises in GVC

- **Partnership** among government-private sector-non-government organization is a way to alleviate barriers.

- **Holistic strategies** is a must; many government investments tend to be random.

- Prioritize fisheries (commodities) target.
- Understand the context of the fisheries: fishing communities, fisheries and fishers socio-economic attributes, existing government program and etc.
- Understand the GVC of the fisheries /commodities targets.
- Establish and strengthen database system for monitoring and evaluating the investment target.

15 of 17

Moving forward for medium- and small scale – enterprises in GVC

Institutional supports	Technical supports	R&D support	Infrastructures
<ul style="list-style-type: none"> • Enabling policies • Institutional development for efficient value chains. 	<ul style="list-style-type: none"> • Access to finance. • Access to technology. • Access to markets and efficient supply chains • Access to skills, knowledge and information. 	<ul style="list-style-type: none"> • Innovations. • Business intelligent 	<ul style="list-style-type: none"> • Well managed fisheries infrastructures; ice plant, cold storage, fish landing and ports, integrated and connectivity.

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Thank You

Global Value Chains for fisheries and aquaculture

Smallholder access to financial services- challenges, experiences and new opportunities

Presented by Guy Watson

May 2018

Global Value Chains for fisheries and aquaculture



Presentation summary

The challenge in traditional value chain improvement methodologies

How we have addressed these

Case study- Aceh Aquaculture Cooperative, Indonesia

Learnings

GVCs- a framework

What issues are we addressing
when looking at SME and
smallholder challenges in Global
Value Chains?

GVCs- a framework

In primary production, a significant
proportion (eg 80% in aquaculture
across Asia) comes from
smallholders.

And if we agree that agricultural
value chains are to be the leverage
point for economic growth in an
economy.....

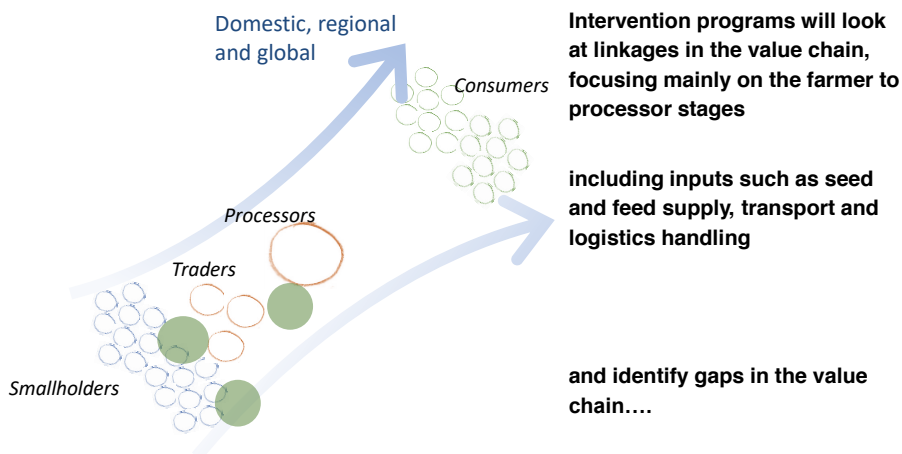
GVCs- a framework



... then the challenge is to improve the value chains in a way that strengthens and benefits smallholders.

Do the current models for intervention do this?

GVCs- a framework



GVCs- a framework

Intervention theory

To provide capital, grant funded interventions invest public capital to:

- Provide technical assistance to farmers
- Improve linkages between players
- Make infrastructure investments- such as hatcheries



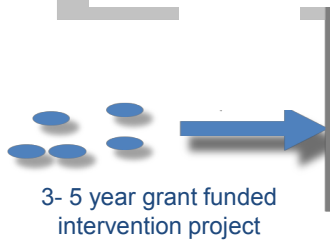
GVCs- a framework

Does this work?

Current intervention models
sometimes
struggle to do this because they
focus on a bottom-up approach.

GVCs- a framework

A typical intervention model



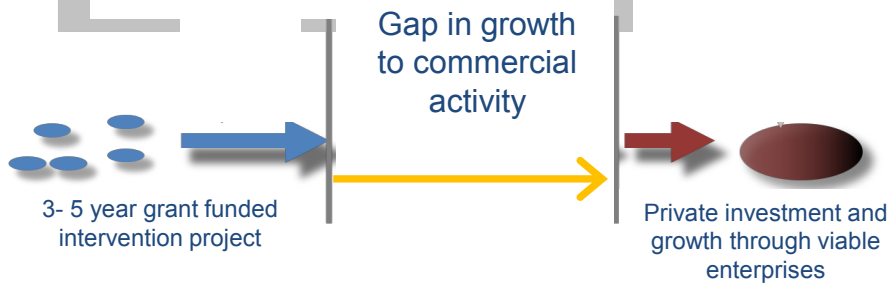
GVCs- a framework

A typical intervention model



GVCs- a framework

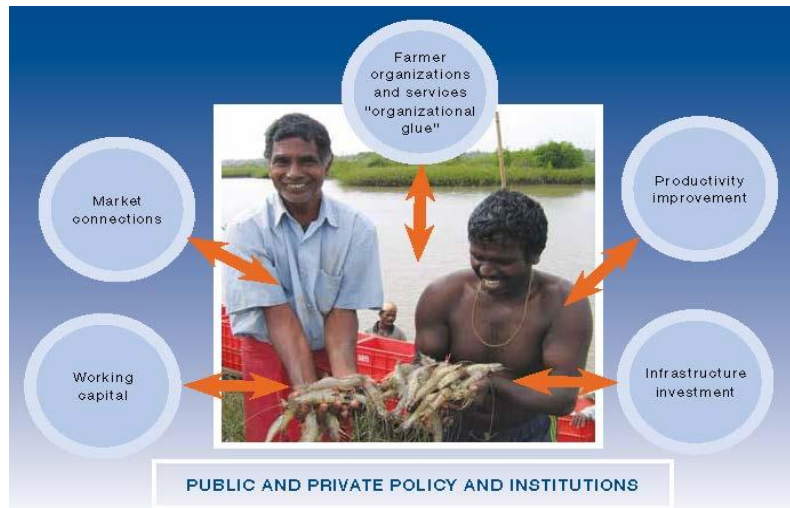
A typical intervention model



The challenge

How do we address this challenge?

The challenge



The challenge

How do we address this challenge?

- Strong farmer organisations
- Productivity improvements
- Infrastructure investment
- Market connections
- Access to capital
- Underpinned by public and private policy institutions

The challenge

WordFish 'plank'	Solved by simple interventions?
Strong farmer organisations	YES
Productivity improvements	YES
Infrastructure investment	NO
Market connections	MAYBE
Access to capital	NO
Public policy institutions	NO

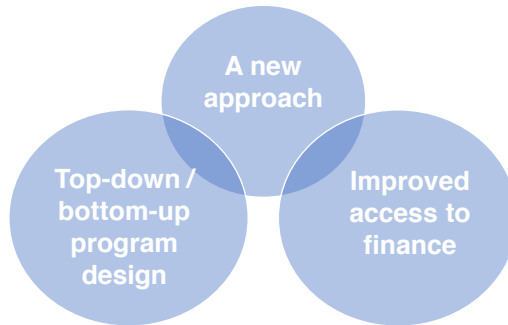
The challenge

From this slide we can see that the key barriers to this successful intervention are:

- Infrastructure
- Building public and private institutions
- Providing access to capital and markets

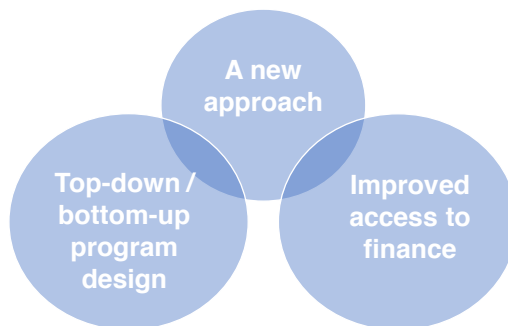
A new approach

A new approach



A new approach

A new approach

**Addresses:**

- Infrastructure
- Building public institutions

Addresses:

- Access to capital

Case study- Aceh Aquaculture Cooperative



This model focuses on the path to building sustainable businesses, and is based on a WorldFish sustainable trade project in Aceh, Indonesia, in conjunction with the IDH Sustainable Trade Initiative

Case study- Aceh Aquaculture Cooperative

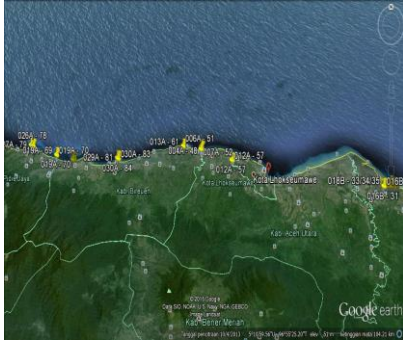


WorldFish provided technical support for an shrimp farming cooperative in Aceh.

From 2003 to 2017 it grew from 43 members to over 650.

The cooperative procures seed and feed for farmers, and manages the extension work through a lead-farmer cluster model.

Case study- Aceh Aquaculture Cooperative



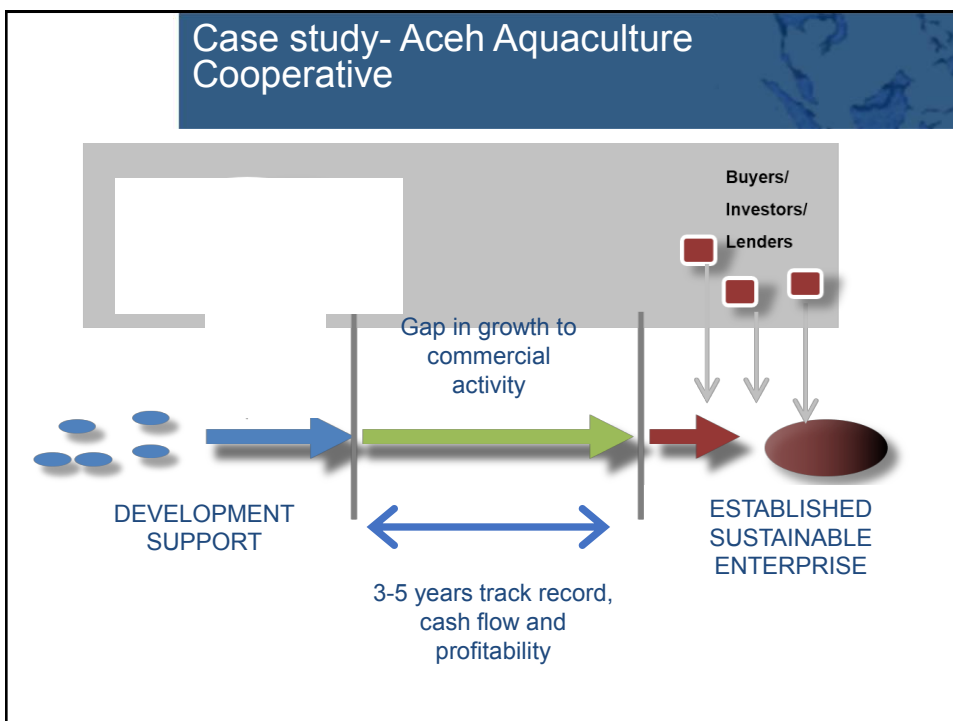
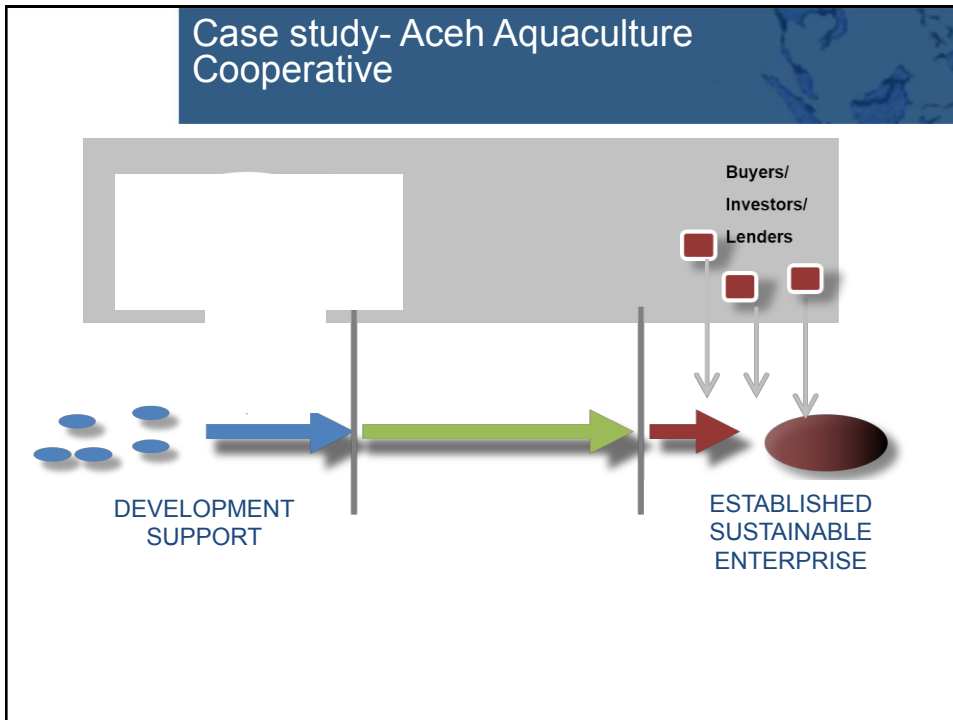
Over this period the cooperative could raise much needed expansion capital from commercial banks without a track record or collateral.

In 2016 Rabobank Foundation agreed to lend USD25,000 at risk for lending to farmers for expansion capital.

This was extended into 2017, and 2018.

Case study- Aceh Aquaculture Cooperative

The theory behind this model....

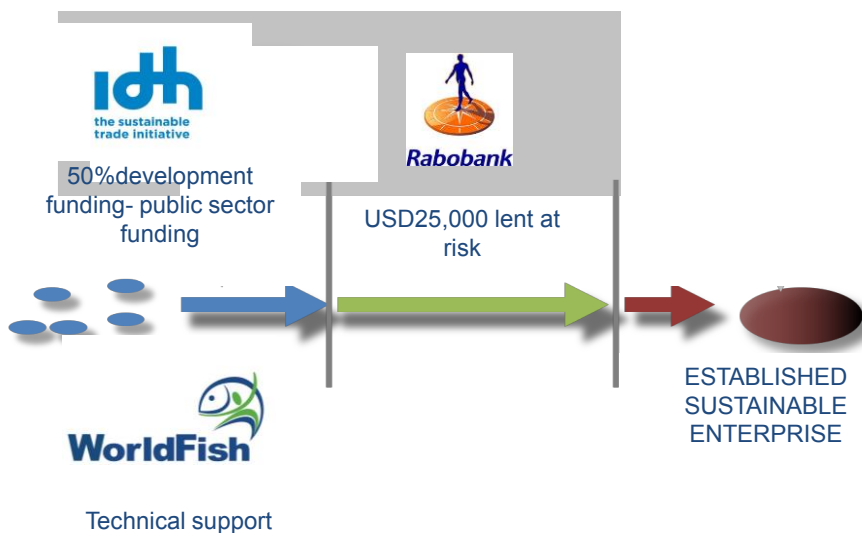


Case study- Aceh Aquaculture Cooperative

Aceh Aquaculture Cooperative-
Indonesia- partnership between IDH,
WorldFish and Rabobank



Case study- Aceh Aquaculture Cooperative



Key learnings



The key lessons learned from this project were:

- Grant-funded programs encourage 'aid-dependency' and recipients should be encouraged to move away from this as quickly as practical

Key learnings

The key lessons learned from this project were:

- Grant-funded programs encourage 'aid-dependency' and recipients should be encouraged to move away from this as quickly as practical

Key learnings

(Key lessons)

- Private sector lending or investment will not appear at the end of a project with no pre-planning;

Key learnings

(Key lessons)

- Private sector lending will only be available to enterprises with collateral, and a track record- a business may require 3-5 years to build this up

Key learnings

(Key lessons)

- This 3-5 year period should be integrated into the project, and a transition model implemented that provides capital at risk (eg Rabobank Foundation model);

Key learnings

(Key lessons)

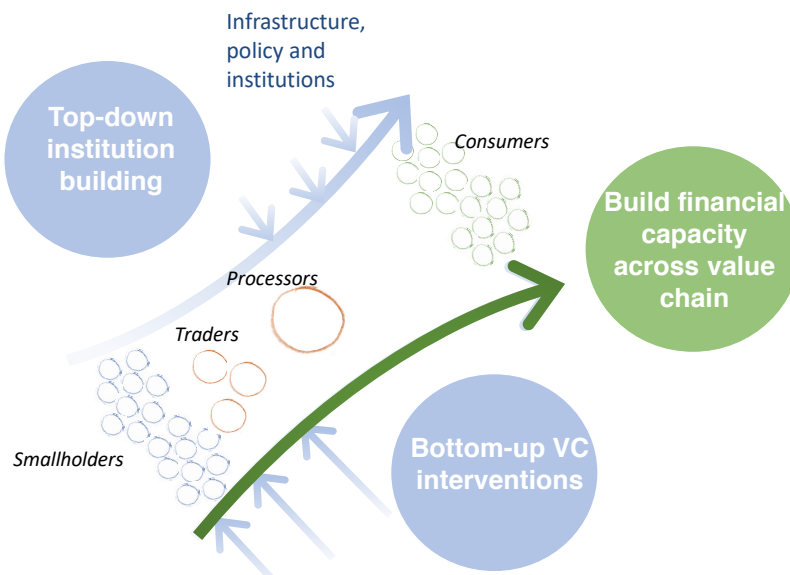
- A range of finance solutions can be leveraged to bridge this gap such as:
 - Cooperatives as micro-lenders
 - Loan guarantees,
 - Cash for collateral,
 - First 5% default coverage,
 - Blended finance models etc.

Key learnings

(Key lessons)

- The integration of private capital (as commercial debt, or private equity) into these programs needs to be planned from the outset, and not added onto at the end of the program.

Conclusion



Access to finance

Thank you

Guy Watson
Global Edge Fifth Pty Ltd (Australia)

GLOBAL*edge.*

Partnerships (PPP+) in Fisheries MSME



Bill Downing – 18th June 2018

This presentation

- Current thinking on multi sector partnerships;
- Frameworks;
- Partnerships within APEC;
- Policy recommendation;
- Questions

Partnerships – current thinking



recognizes multi-stakeholder partnerships as important vehicles for mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the sustainable development goals in all countries, particularly developing countries.

encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.



a framework – that while engaging the private sector – acknowledges and structures the role for government in ensuring that social obligations are met and successful sector reforms and public sector investment achieved.



Over the past five years, the World Economic Forum's New Vision for Agriculture (NVA) initiative has supported leaders in 19 countries across Asia, Africa and Latin America to develop action-oriented partnerships on the ground. These partnerships have mobilized over \$10.5 billion in investment commitments, of which \$1.9 billion has been implemented to date, benefiting 9.6 million farmers.

Frameworks

- Many and varied but similar elements ⁽¹⁾:
 - A common agenda on and agreement about what change is desired;
 - Alignment of interests around that agenda;
 - Competency based role clarity with incentives designed to reward these roles;
 - Share risks fairly among partners and include risk management mechanisms to protect the most vulnerable;
 - Collective action to foster inclusion and to reduce transaction costs;
 - Effective management, support and monitoring and evaluation systems

(1) FAO – review of 70 PPP's

Partnerships within APEC

National Aquaculture Development strategy in Timor Leste

- Aquaculture
 - identified by the Government as means of diversifying livelihoods
- National Aquaculture Development strategy (NADS) 2012 -2030 to:
 - improve food and nutrition security;
 - diversify livelihoods;
 - contribute to economic growth
- Multi dimensional (commercial and small scale)
- Partnership approach embedded in NADS

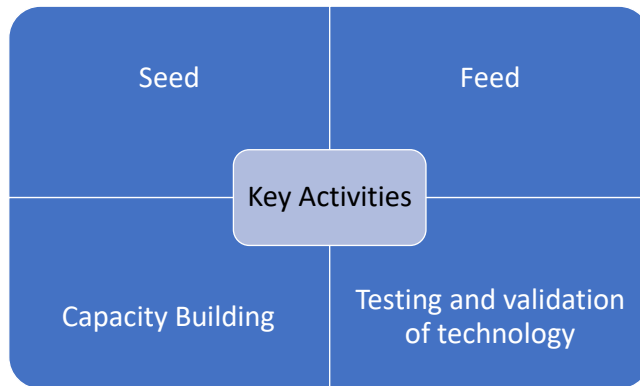
Partnerships within APEC

National Aquaculture Development strategy in Timor Leste

Partner	Organisation
Farmers	Community /farmer groups
Global research institution	Worldfish
I/NGO's	Mercy Corp and HIVOS
Government agency	Ministry of Agriculture and Fisheries
Private Sector	Suppliers – KMANEK and DiliMART

Partnerships within APEC

National Aquaculture Development strategy in Timor Leste



Partnerships within APEC

National Aquaculture Development strategy in Timor Leste

- **Critical success factors**
 - Alignment with government policy and strategy;
 - Reason to be involved by stakeholders;
 - Building on existing simple and low cost livelihood technology;
 - Participatory approaches to engaging stakeholders;
 - Strong market forces – growing demand for outputs and inputs, high prices
 - Research and learning focus

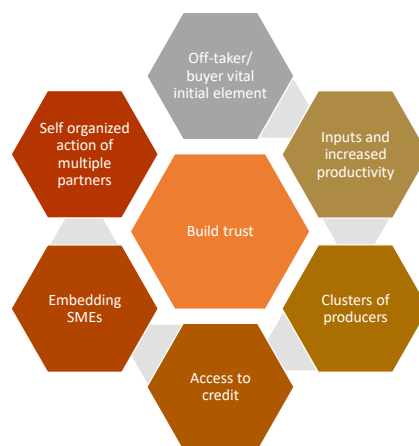
Partnerships within APEC



- Economy based multi stakeholder partnership platform that catalyses action on inclusive and sustainable agricultural development in South East Asia
- Each economy has Working Groups focused on targeted value chains;
- Brings together companies, governments, NGO's and other stakeholders to help smallholder improve their production and livelihoods;

Partnerships within APEC

Grow Asia




Focus next on improved practices, extend reach, pathways to scale & diversification of partners

Potential policy recommendation

- Establish and partnership strategy to nurture, grow and sustain multi stakeholder partnerships that support inclusive and sustainable value creation for stakeholders in the value chain. The strategy should be supported by platforms and principles that have been co developed by stakeholders and a backbone organization to provide a range of services to ensure the they are effective and meaningful to all.

Questions?






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Creating GOOD policy & regulatory environments for MSMEs


Professor Claire Massey
Massey University & the NZFSSRC

Workshop: Developing a Best Practice Global Value Chain Framework for Fisheries MSMEs
Port Moresby, May 18-19, 2018


FUNDERS:




**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HIKINA WHAKATUTURI




Ministry for Primary Industries
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**UNIVERSITY OF
OTAGO**
Te Whare Wānanga o Ōtago
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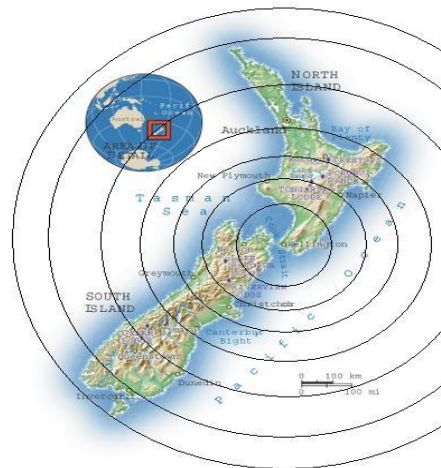
STEP 1: EXAMINE THE CONTEXT

(INFLUENCING THE BEHAVIOUR OF PEOPLE STARTS HERE...)



A PERSPECTIVE FROM NEW ZEALAND

- Modern, deregulated economy, oriented towards Asia & Pacific, dependent on exports (mainly from agricultural products & tourism)
- Population 4.7 m
- Land area 270,000 sq km
- First settlers indigenous people (Maori) - now 15% of population
- European settlement since 1830s – now 80% of population
- More recent immigrants from Pacific Islands (6% of pop.) & Asia (7% of pop.)

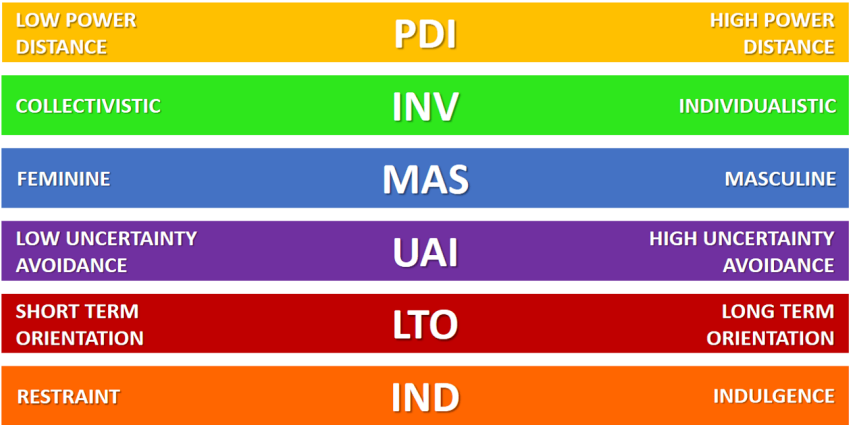




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HOFSTEDE'S CULTURAL DIMENSIONS

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New Zealand

13th /137

The Global Competitiveness Index 2017-2018 edition

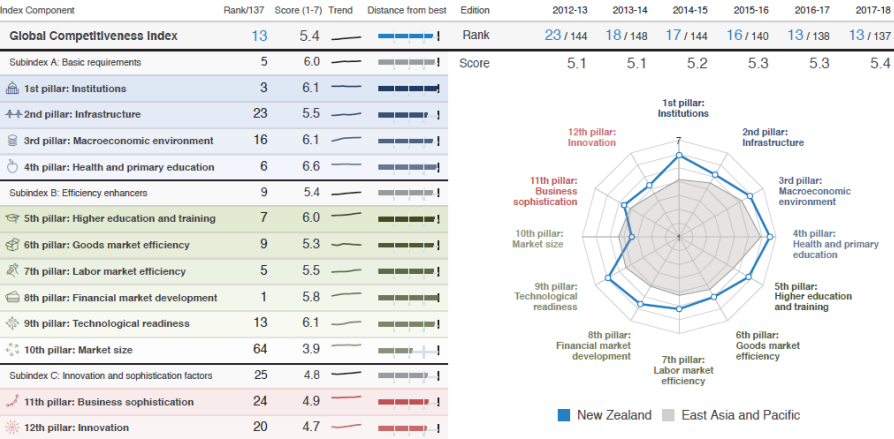


Key indicators, 2016

Source: International Monetary Fund; World Economic Outlook Database (April 2017)

Population millions	4.7	GDP per capita US\$	38,345.4
GDP US\$ billions	182.0	GDP (PPP) % world GDP	0.15

Performance overview



STEP 2: LOOK AT THE STORIES BEHIND THE DATA



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All images © Tim Searle



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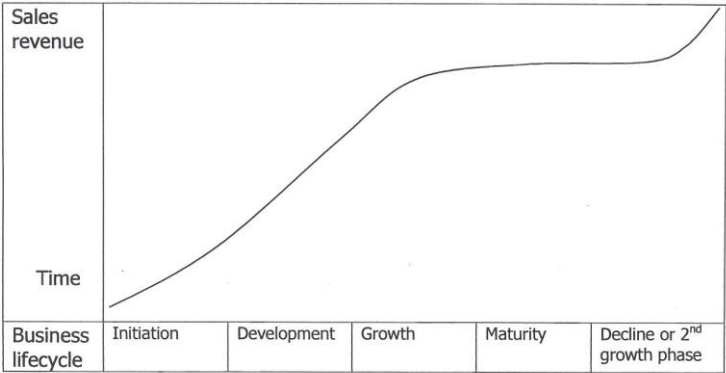


All images © Tim Searle

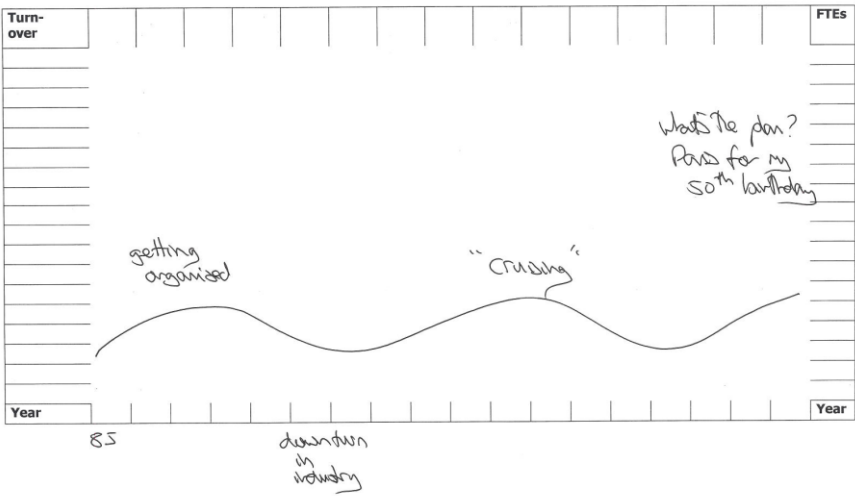


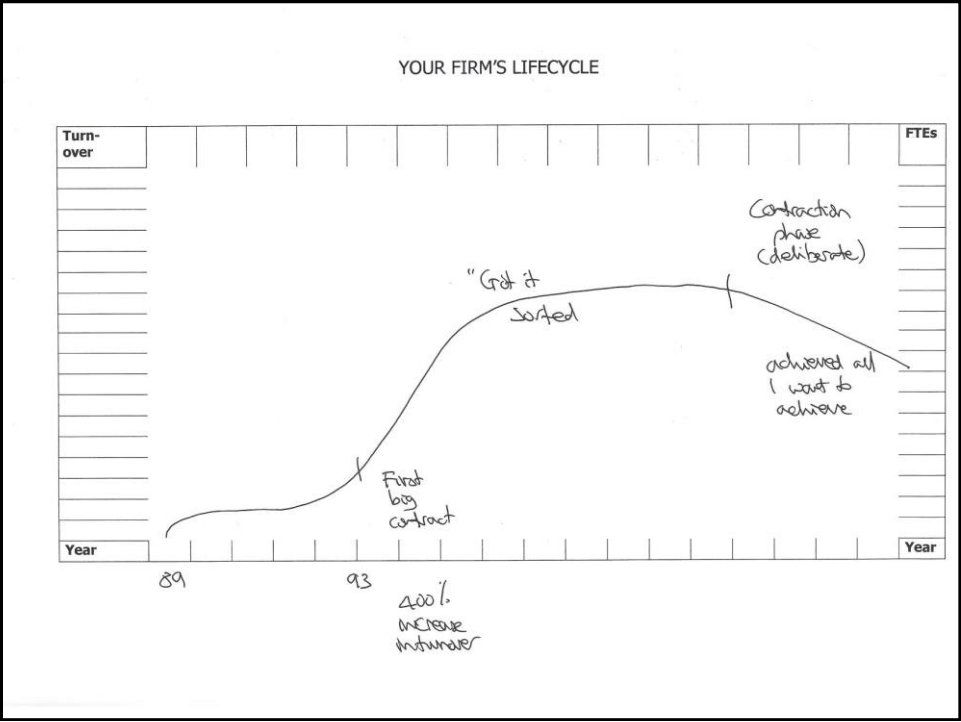
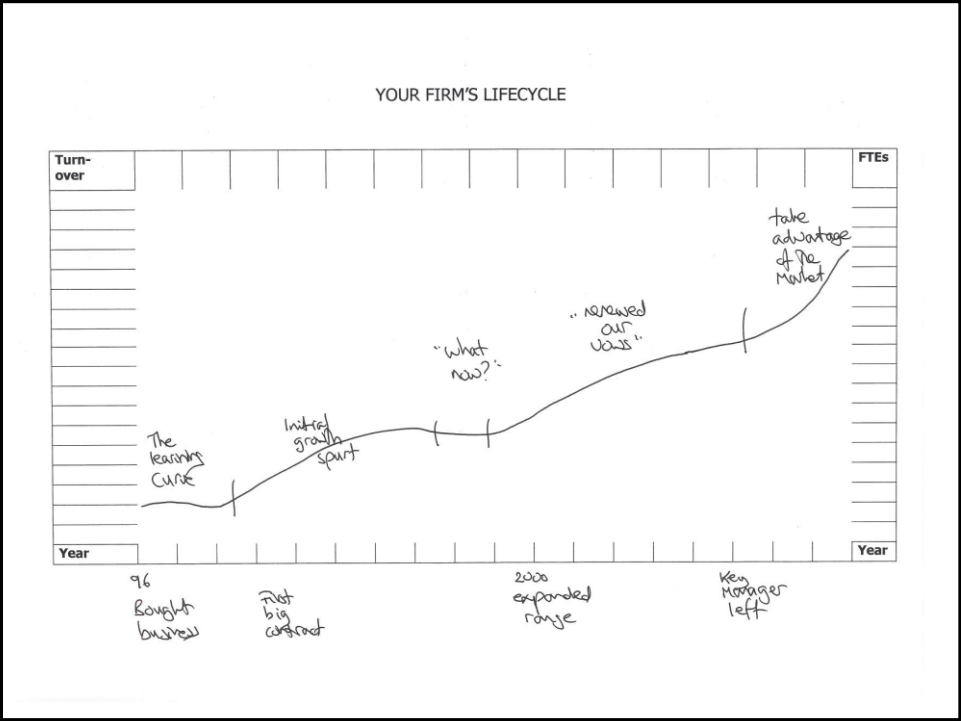
All images © Tim Searle

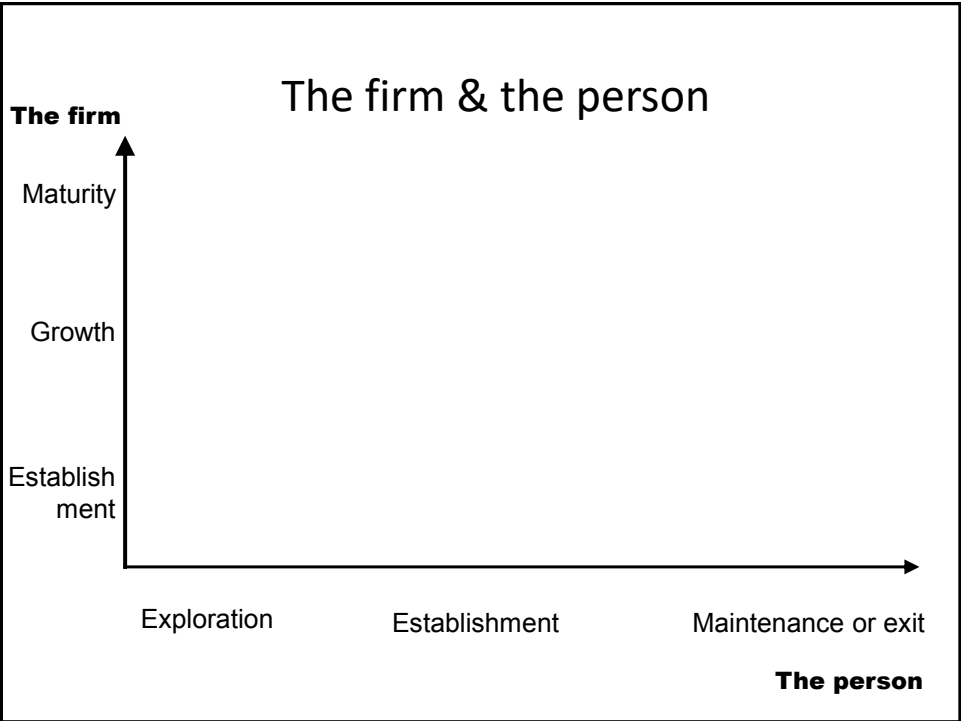
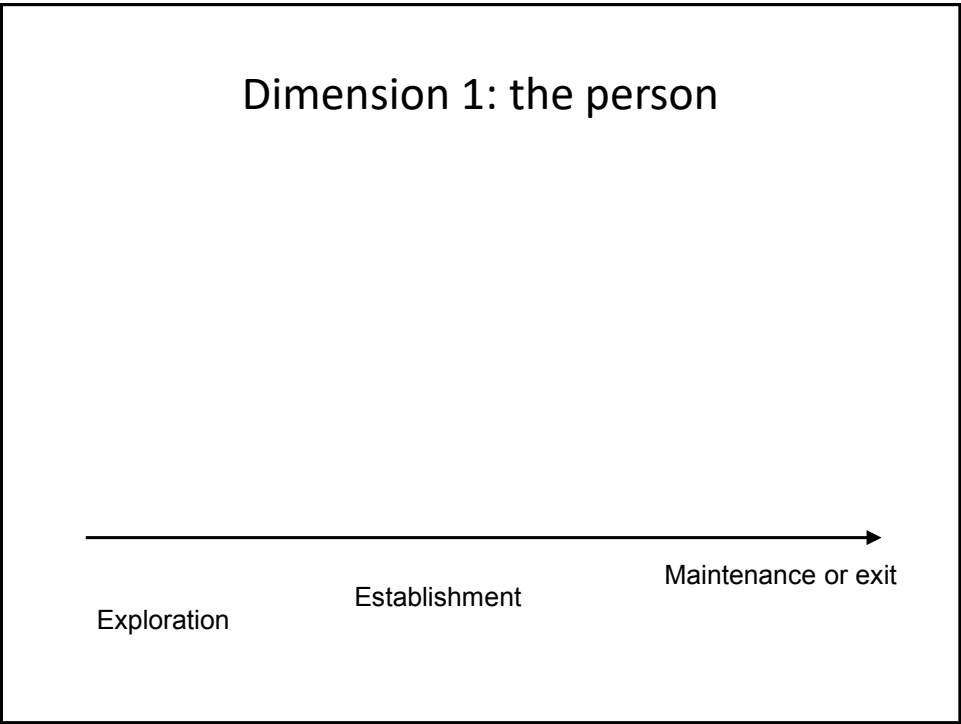
THE BUSINESS LIFECYCLE

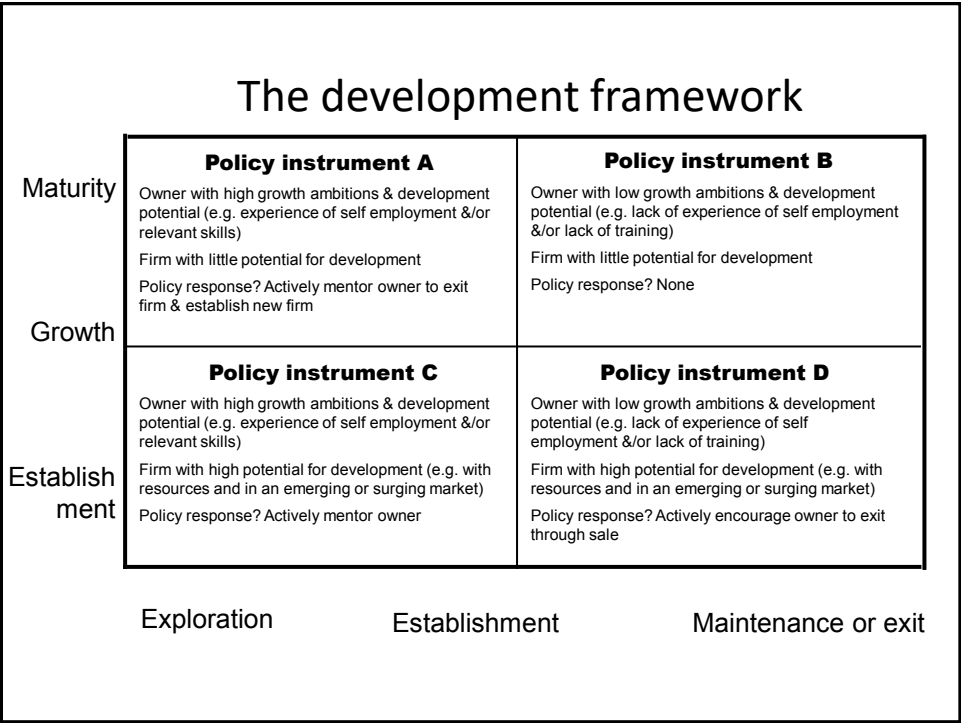
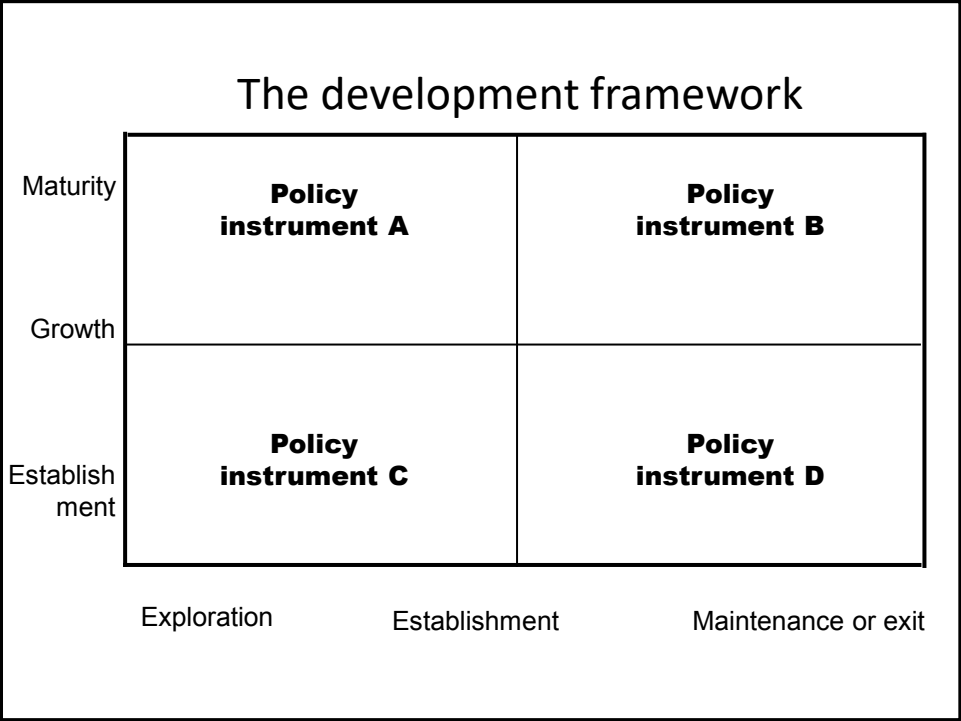


YOUR FIRM'S LIFECYCLE









STEP 3: TAKE ADVICE FROM THE EXPERTS (AKA PROF DAVID STOREY...)



SUCCESSFUL POLICY

- Storey (2000 & in multiple places since then) argues that successful policy-making starts with clear objectives (e.g. reducing unemployment or increasing the number of start-ups) & has evaluation built in
- Relies on
 - accurate data
 - clear thinking
 - an awareness of reality of SMEs
 - an environment where there is an acknowledged link between all aspects of the situation (PEST) & the appropriate response(s)



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POLICY FOR TODAY

- Clear thinking does matter:
- Priorities change over time:
- Resource constraints a reality:
- Policy is made in a context (political, social, cultural):
- Identifying underpinning assumptions /worldview helps:
- Need to set SMART objectives
- Need to minimise policy lag
- But cannot drive policy
- No single answer will be effective for all countries
- Is SME policy designed to redress imbalances or because the sector offers the best option of addressing objectives?



New Zealand
FOOD SAFETY SCIENCE
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TAKE AWAYS...

- There are a variety of “development pathways” for firms in different industries and run by different people
- There are different roles for the parties to economic transformation
- A single model doesn’t exist – but smart people working in the context of their own economies do....

A well-known Maori proverb provides an answer to the question “He aha te mea nui o te Ao”

(what is the most important thing in this world?)

The answer is obvious - He tangata, he tangata, he tangata

(it is people, it is people, it is people)

Multi Stakeholder engagement



Bill Downing – 19th June 2018

This presentation

- What is it;
- Why is it important;
- How is it done;
- Policy recommendation;
- Questions

What are they?



Multi-Stakeholder Engagement Processes (MSEPs) are (structured) processes that are used to ensure participation on a specific issue and are based on a set of principles, sometimes inspired by the rights-based approach to development . They aim to ensure participatory equity, accountability and transparency, and to develop partnerships and networks amongst different stakeholders



**Asia-Pacific
Economic Cooperation**

-
- Facilitates the attainment of APEC goals through appropriate partnerships
 - Strengthens the quality of APEC's work by drawing on relevant insight and expertise
 - Strengthens understanding and support for APEC's goals through openness, transparency and a broad-based partnership that seeks multiple perspectives from the community.
-

Why is it important ⁽¹⁾?

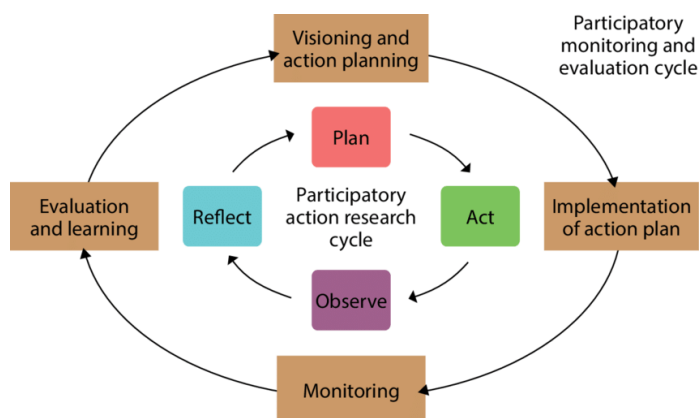
- here all voices particularly the vulnerable;
- identify priorities, opportunities and benefits;
- identify potential constraints and conflicts;
- learning from and incorporating local knowledge;
- providing a feedback and monitoring mechanism;
- providing meaningful access to dialogue and decision-making

(1) UNDP Stakeholder Engagement - 2017

How to do it⁽¹⁾?

- Develop and sustain a culture of participation;
 - Strength based development;
 - [Theory of Change](#) and Impact Pathways;
 - Scenario planning
- Build/buy key capacity and competency:
 - Facilitation;
 - Negotiation;
 - Relationship;
 - Communication
- Start early
- 3 C's - Communicate, communicate, communicate

How to do it



Potential policy recommendation

- Establish, nurture and grow Innovation and Learning platforms to provide safe spaces for stakeholders to engage, plan, implement, reflect, learn and adapt. Guided by inclusive and participatory approaches these platforms will build confidence, and trust between different actors and serve as a mechanism for providing mutually acceptable solutions, a greater sense of ownership, transparent and inclusive decision making, stronger stakeholder networks, accountability, and a sense of empowerment, thereby contributing to improved governance.

Global Value Chains for fisheries and aquaculture

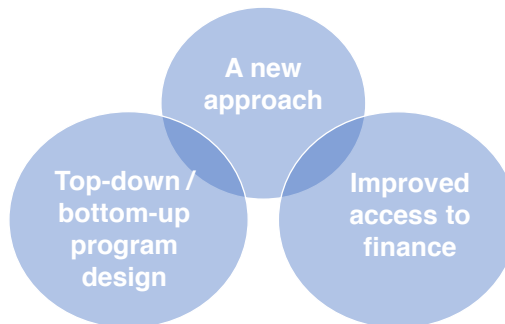
Project design and planning

Presented by Guy Watson

May 2018

Project design and planning

A new approach



Project design and planning

A new approach

Top-down /
bottom-up
program
design

Project design and planning

1.0 Set some
goals



Traditional project planning

Project design and planning

1.0 Set some goals



Eg “improve value chain by addressing capacity gaps”

Traditional project planning

Project design and planning

2.0 Design a program to do this



Traditional project planning

Project design and planning

3.0 Build support
and raise funding



Traditional project planning

Project design and planning

4.0 Implement
program



Traditional project planning

Project design and planning



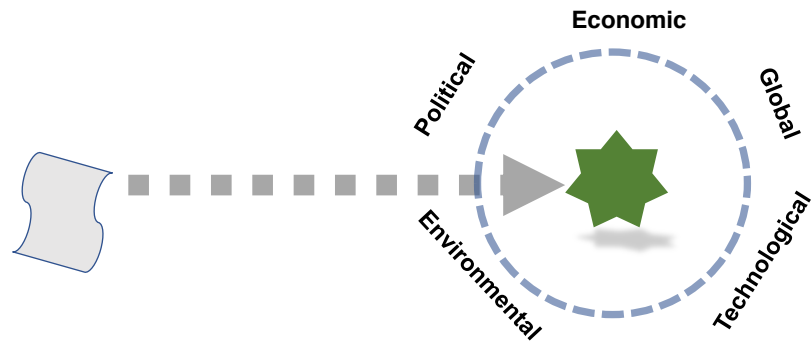
Traditional project planning

Project design and planning



Traditional project planning

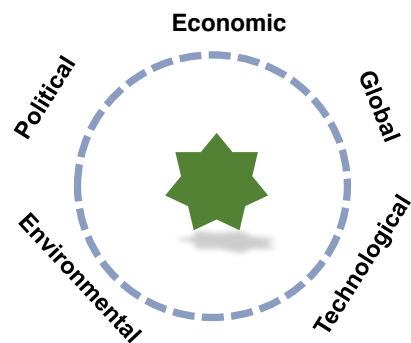
Project design and planning



Traditional project planning

Project design and planning

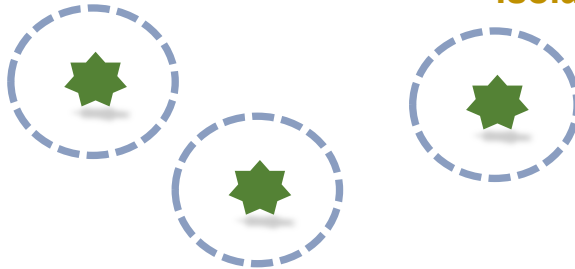
External risks



Traditional project planning

Project design and planning

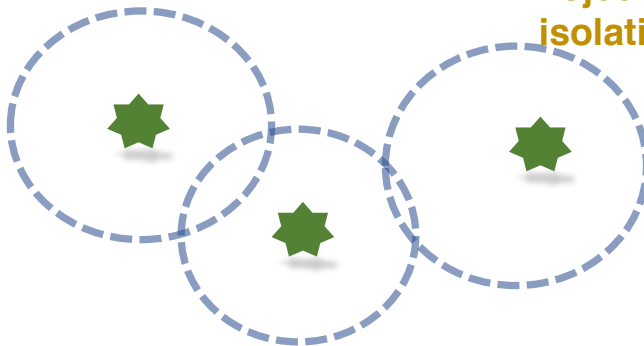
**Projects in
isolation**



Traditional project planning

Project design and planning

**Projects in
isolation**



Traditional project planning

A new approach learnings

Project 'design' instead of a
linear approach:

Set goals of
PROJECT IMPACTS
and **OUTCOMES**
rather than **filling**
capacity gaps



A new approach

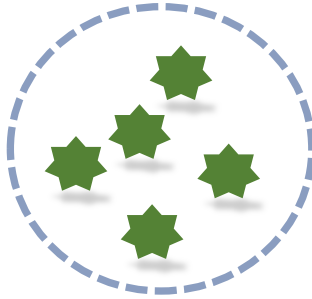
Project 'design' instead of a
linear approach:



Consider the **CONTEXT**
as part of the design., not
an externality to
manage

A new approach

Collaborate with
others in same
context

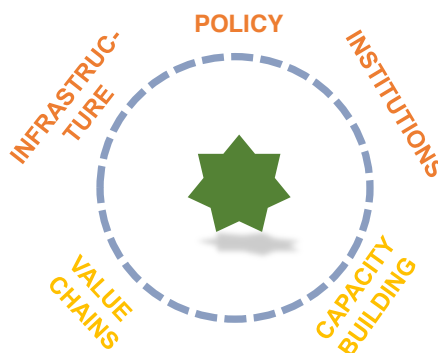


Traditional project planning

A new approach



Work from the
TOP DOWN as
well as.....



The **BOTTOM
UP**.....

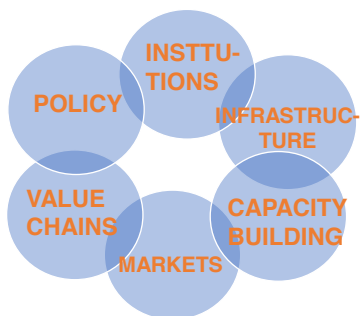


A new approach

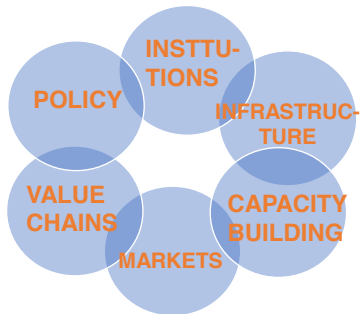
Set out strategic goals,
over a time frame: eg 3,
5, 7+ years



A new approach

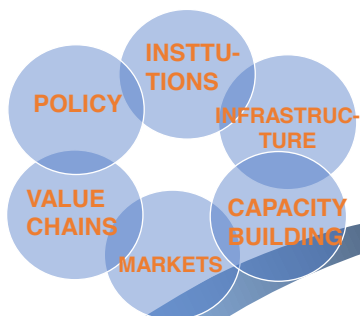


A new approach



Understand the broader context of the sector, and other sector activities.

A new approach



Map a pathway that draws in **these variables**, and **integrates a number of smaller projects**, and **longer term external plans** (eg infrastructure).

Conclusion

Project plan will contain:

- **Clear goals** that are evidence-based, achievable and quantifiable.
- **Methodologies and processes for partnerships and collaborations**, within the sector and from outside the sector
- **A series of sub-projects and programs** that are packaged and integrated with broader economic strategies, and informed by external variables.

Conclusion

Key steps for a design approach:

- **A base of evidence** that is determined through market assessment and analysis.
- **Establishing organizational and programmatic goals** to ensure that there is a measurable end state that the design seeks to achieve
- **Developing a solution that requires engagement across the organization**, that builds bridges between program, funding, and outside experts

Conclusion

Key steps for a design approach:

- **Establishing broad-based ownership of the solution**
- **Testing the approach** not simply with the traditional “top down, inside out” approach to case inter-views but with cohorts of people
- **Establishing performance metrics,** programmatically for the entire design,

Project design and planning

Thank you

Guy Watson
Global Edge Fifth Pty Ltd (Australia)

GLOBAL*edge.*

Capacity Development



Bill Downing – 19th June 2018

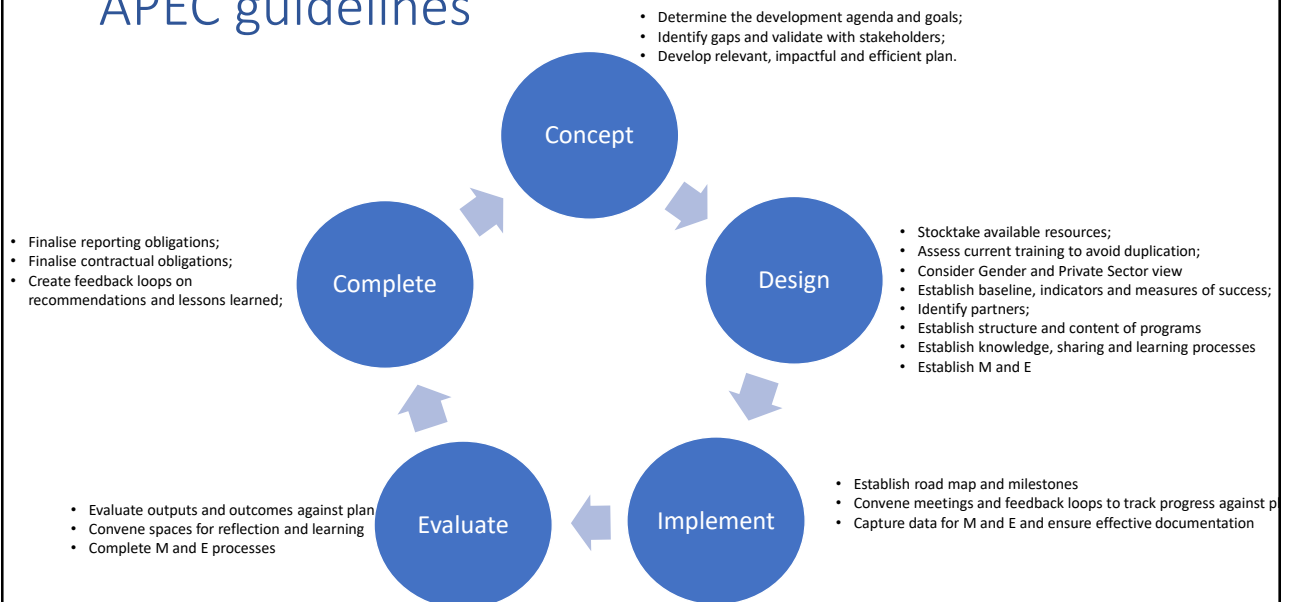
This presentation

- Brainstorming
- APEC guidelines
- Examples
- Policy recommendations

Brainstorming

- What are the important capacities required to create best practice GVC?
- How would you go about building capacities?

APEC guidelines



Capacity Development within APEC

National Aquaculture Development strategy in Timor Leste

Scale	Activity
International	tilapia hatchery and grow out training in AIT Thailand
National	training/mentoring/workshops: <ul style="list-style-type: none"> • Hatchery technology; • Feed formulation; • National Aquaculture Forum; • ToT training –tilapia aquaculture; • Hatchery Database management/online database system
Local	organization of farmers cross visits and facilitation of knowledge, sharing and learning

Potential policy recommendation

- Building capacities is central to the success of a best practice fisheries value chain. Informed by constant and rigorous assessment of existing and required capacities, plans will be designed, implemented, evaluated and adapted to ensure all stakeholders in the value chain have the knowledge, understandings and skills to maximise their participation and contribute to its sustainable and inclusive growth.

Questions?