CSIRO

Australia's National Science Agency

Agribusiness management, value chain analysis, and leadership

A short course for PCAARRD Industry Strategic Plan Managers

Estancia Resort Hotel, Tagaytay | 24-27 September 2019

About your mentors

- Lilly Lim-Camacho
- Michaela Cosijn
- Rodd Dyer
- Anton Simon Palo

Learning outcomes

1. Identify and define real-world issues, opportunities and constraints to agribusiness development in agri-food value chains in the Philippines;
2. Map value chains and identify appropriate investigative techniques to specific value chain challenges;
3. Evaluate partnership needs and develop appropriate approaches to broker effective collaborations;
4. Build on leadership skills through enhanced foresighting and adaptive management techniques;
5. Effectively communicate results and findings.

Our approach to the week

Day 1

Your capacity to lead and influence

AM Leadership
PM Partnerships
Dinner event

Day 2

Strategically consider value chains

AM Concepts
PM Community
Working evening

Day 3

Get hands on

AM Field visits

Working evening

Day 4

Reflect on the future

AM Your future
PM Celebrations
3PM finish

Australia's National Science Agency

The Role of the ISP Manager


ISP
R&D
projects
manager
technical
proposal
industry
technologies
monitoring
expected
important
well
transfer
implementation
activities
different
commodity
commodities
evaluation
programs/projects
stakeholders
support
assistance
PCAARRD
provide
related
time
technology
proponents
targets
facilitate
generated
planning
Prepare
farmers
reviews
needs
achieve
coordination
extension/deployment
colleagues
outcomes
programs
responding
evaluate
community
ongoing
assigned
management
leaders
must
financial
help
need
make
staff
will
role
can
part
tasks
sector
S&T
terms
properly
relation
experts
impact
requests
realized
division
think
process
ensure
necessary
attain
various
thing
problems
includes
involves
funded
effectively
activity
clients
ISPs

Australia's National Science Agency

Thinking in systems, thinking with impact

The food system

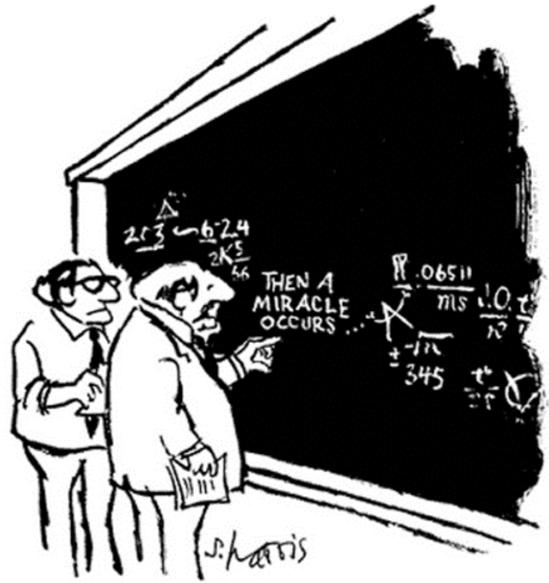
Food systems encompass the ***entire range of actors*** and their ***interlinked value-adding activities*** involved in the production, aggregation, processing, distribution, consumption and disposal of food products that originate from agriculture, forestry or fisheries, and parts of the broader economic, societal and natural ***environments in which they are embedded***.

The role of R&D for impact

- Applied research typically is to underpin positive development – ie research that is designed to have an 'impact'
- Achieving impact requires social change
- To bring about social change, human actors interact through time within a social system
- To achieve impact, research projects need to align with an implicit 'theory' about how desirable social change might occur—a 'theory of change'

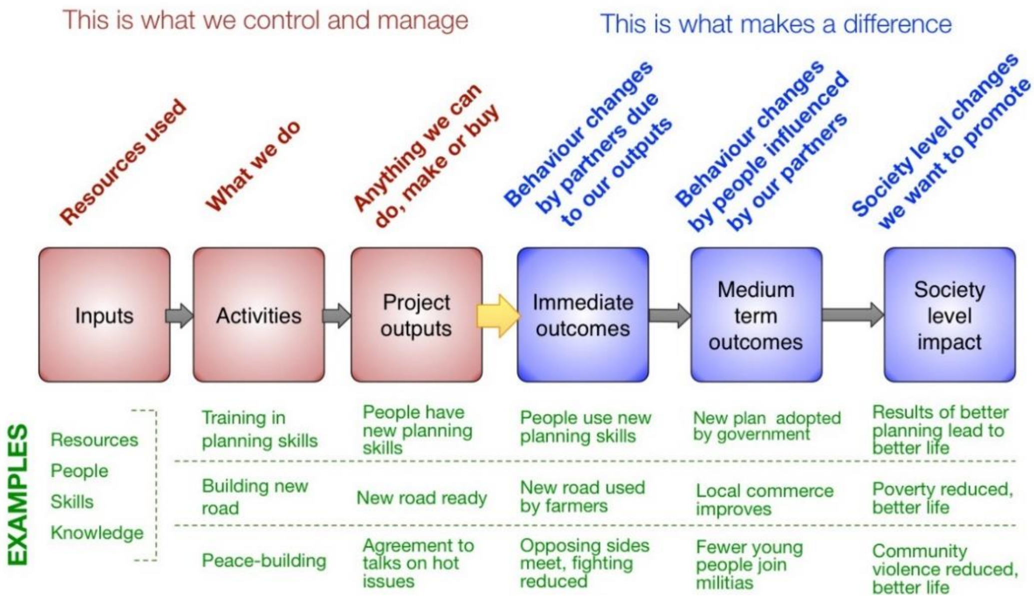
Pathways to impact: some key premises

- Essentially a road map
- Start with goals being sought by a project or program *then work backgrounds*
- Not just a tool but *an approach and process*; many ways to do it
- End up outlining a roadmap of how you get from “here” (i.e. activities, outputs) to “there” (i.e. outcomes and goals) - the ‘missing middle’ between what a project/program initiative does/funds and how these lead to desired changes



“I think you should be more explicit here in step two.”

Pathways to impact: some key premises - 2

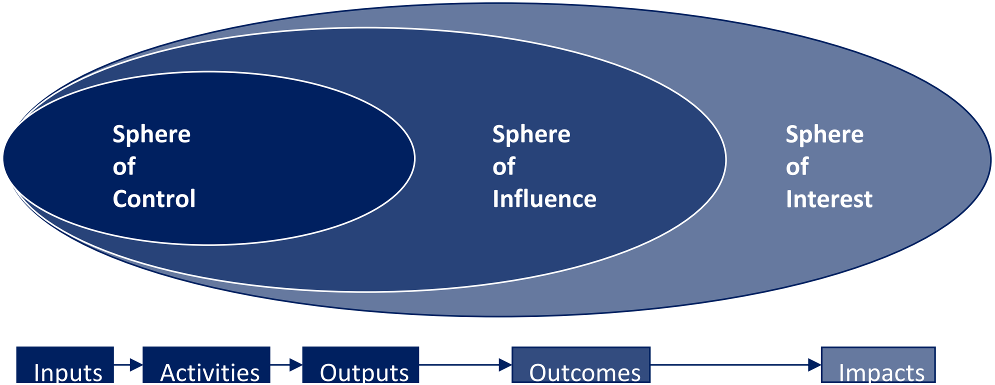


(Source: resultsbased.org 2016)

Very difficult to predict what **impacts** might be achieved in advance; and changes cannot be controlled by one programme

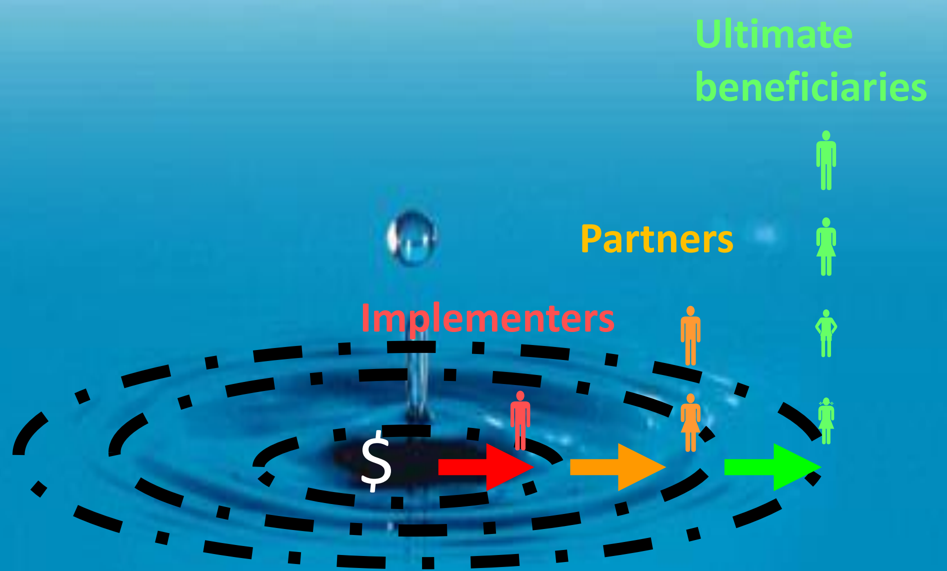
Pathways to impact: some key premises - 3

- Focus is on **outcomes**
- Recognition of limits of our influence
- Outcomes → where a programme/work can have a direct influence

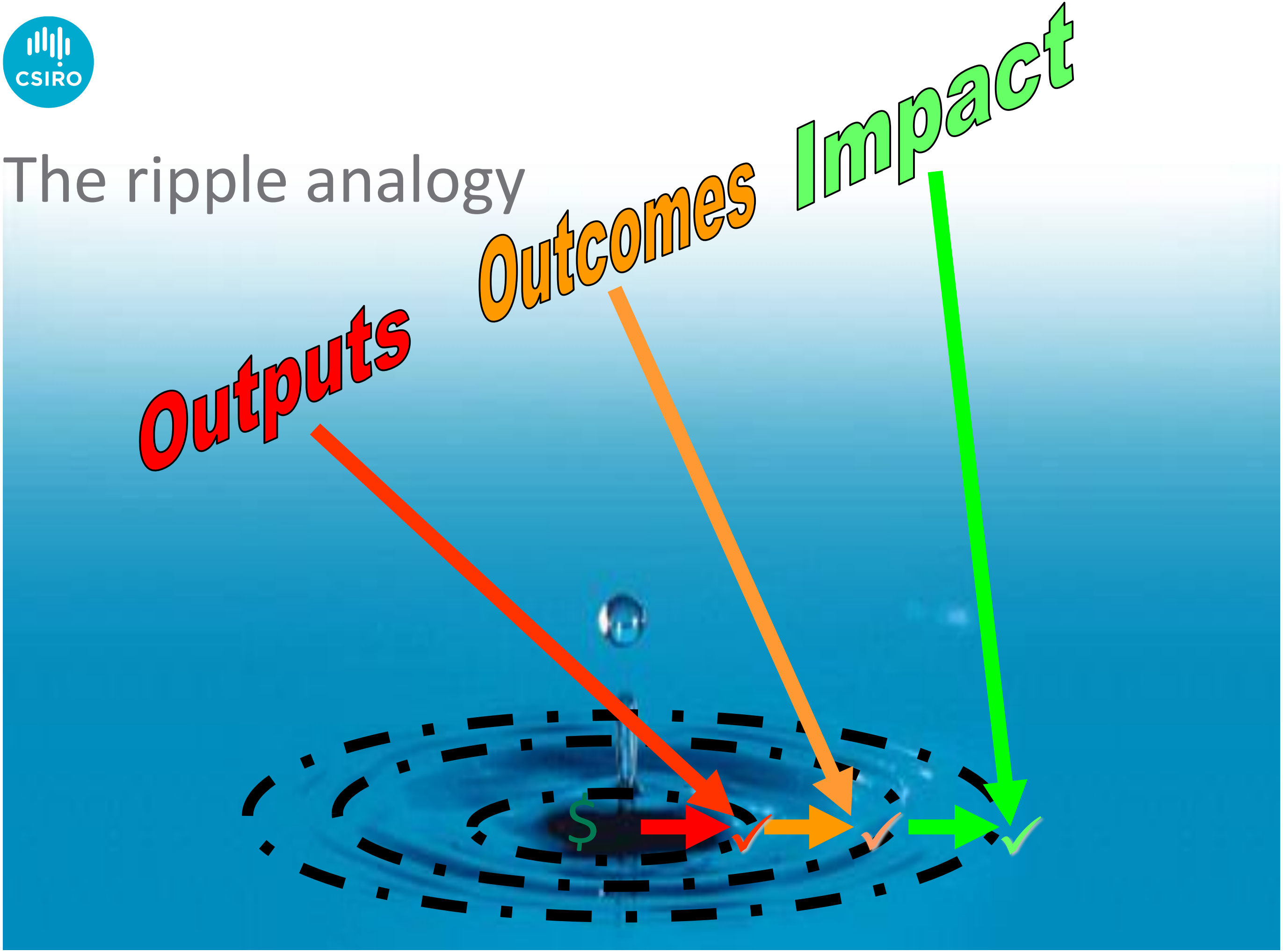


(Source: Hearn 2009 (ODI))

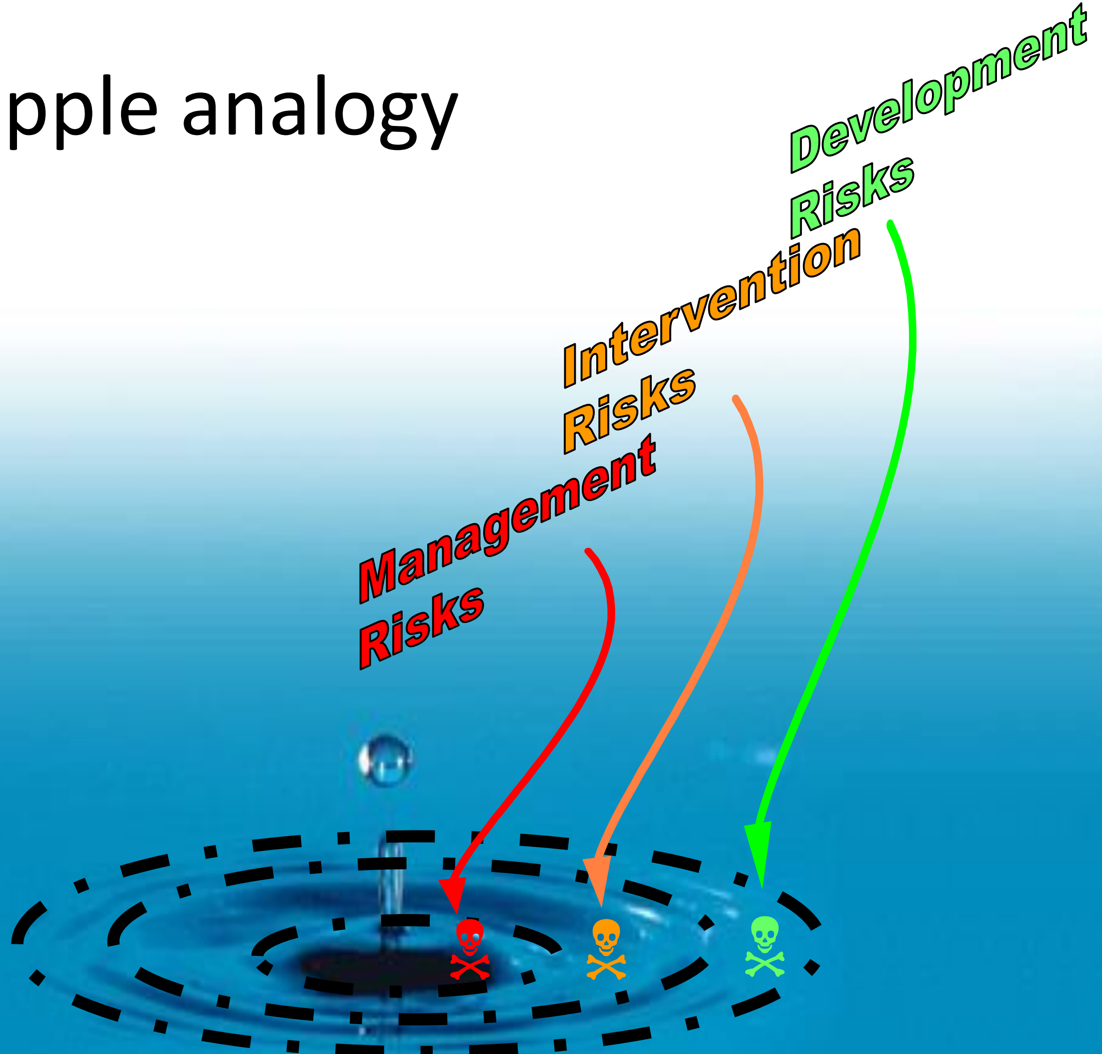
The ripple analogy



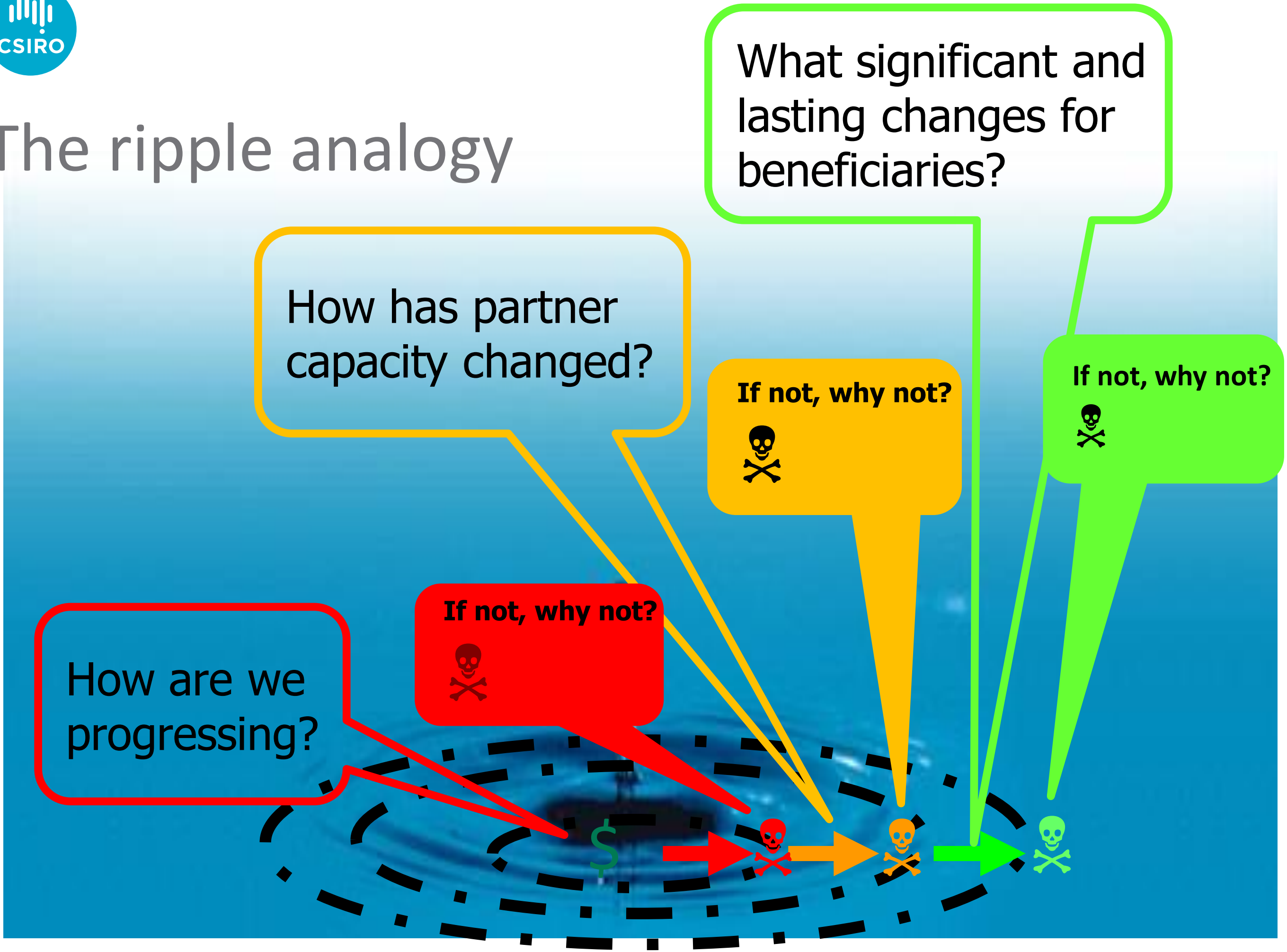
The ripple analogy

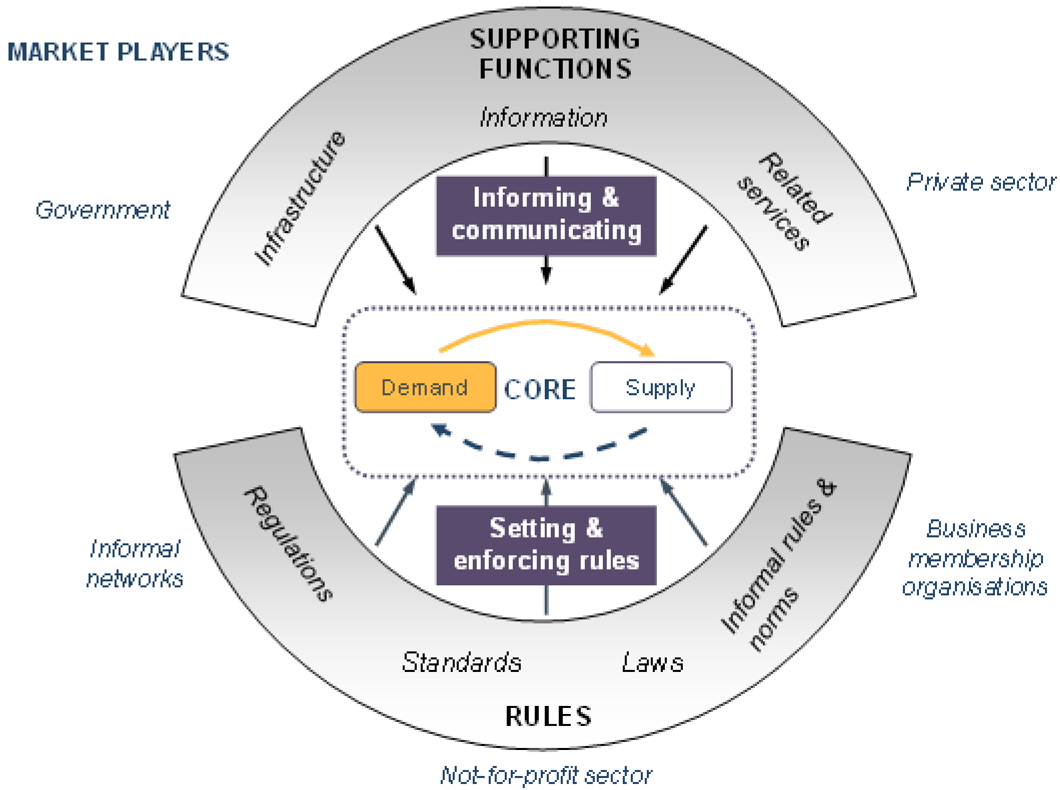


The ripple analogy



The ripple analogy





Springfield Centre | Making markets wrk

Australia's National Science Agency

Adaptive leadership

Link to slides

CSIRO

Australia's National Science Agency

Partnership brokering

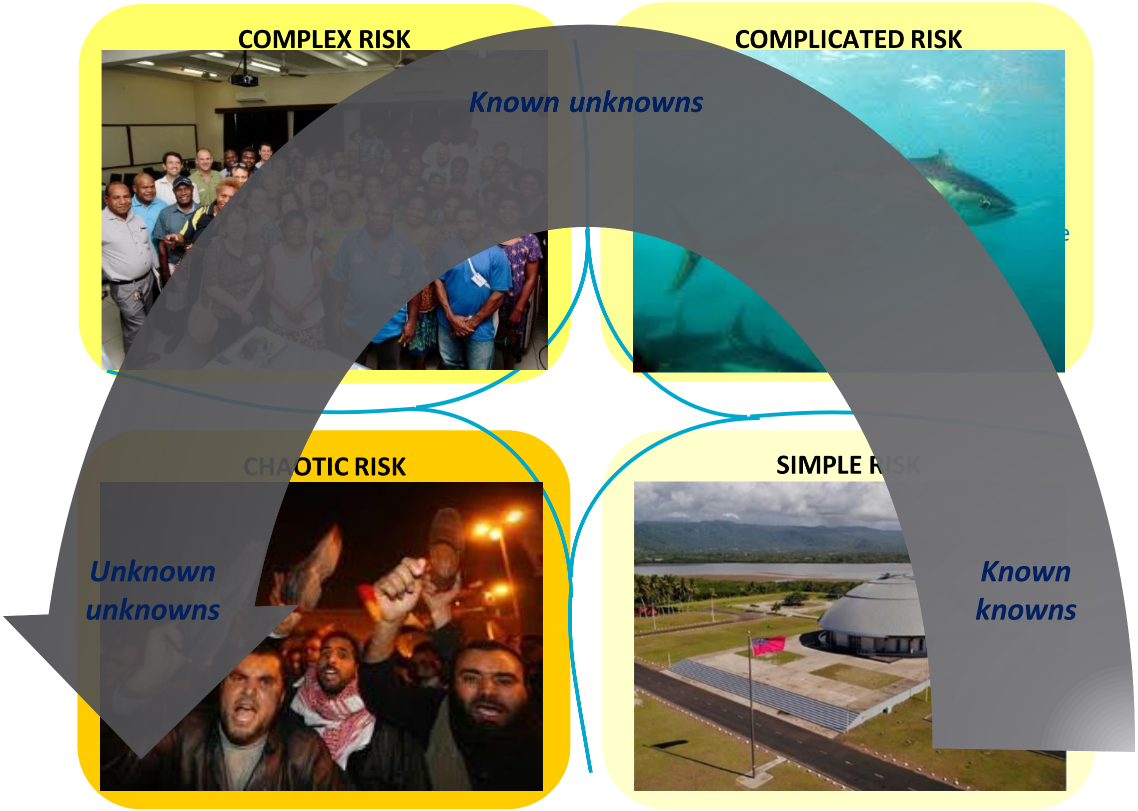
Michaela Cosijn

Partnerships and Brokering

Write down (5 mins)

- Why are partnerships important
- What have you gained from partnering
- What have been your challenges

Typology of future risk and knowledge brokering



Cynefin Framework; adapted from Snowden et al., 2007; Graves, 2010
Rumsfeld, 2002; Harvey et al., 2012

Partnership brokering roles within this model

When complex

- Hold the space for creative thinking; lack of knowing
- Be alert to emergent patterns and insights

When complicated

- Assist to identify the expertise and / or training
- Support the partnership to bring in the experts needed

When chaotic

- Assist to stabilise so that the partnership has something to work with
- Look for opportunities to innovate

When simple / obvious

- Work with the partners to develop templates, checklists, fact sheets, guidelines as needed

Defining the term ‘partnership’

Based on a dictionary definition the term partnership can be understood as:

an **ongoing working relationship** where **risks and benefits are shared**

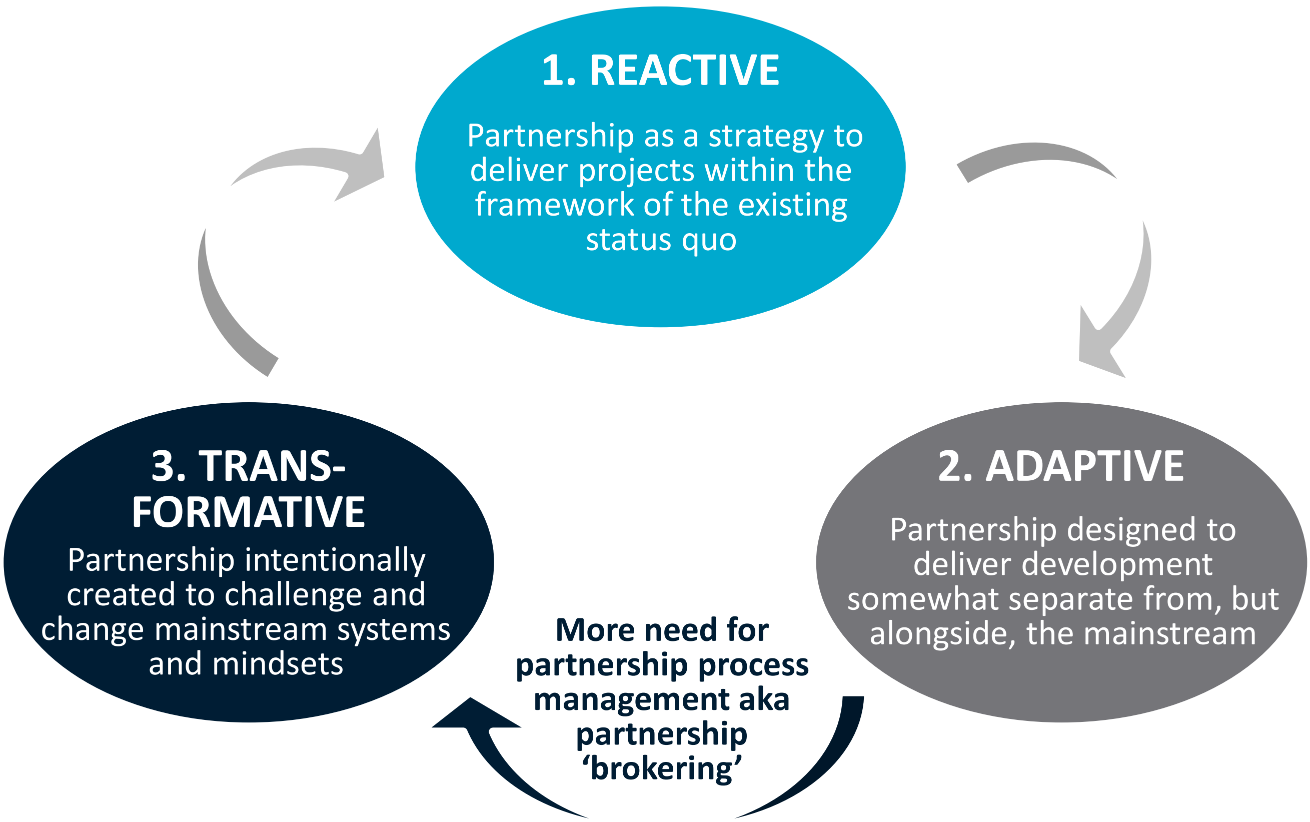
In practical terms this implies that each partner is equally involved in:

- **Co-creating** the partnership’s activities
- Bringing **contributions** (or different kinds to the partnership
- Committing to **mutual accountability**

What matters is not so much whether partnerships conform to this definition but that all partnerships share / agree a definition

PARTNERSHIP BROKERS ASSOCIATION
LEARNING • TRAINING • TRANSFORMING

Positioning partnerships and partnership brokering

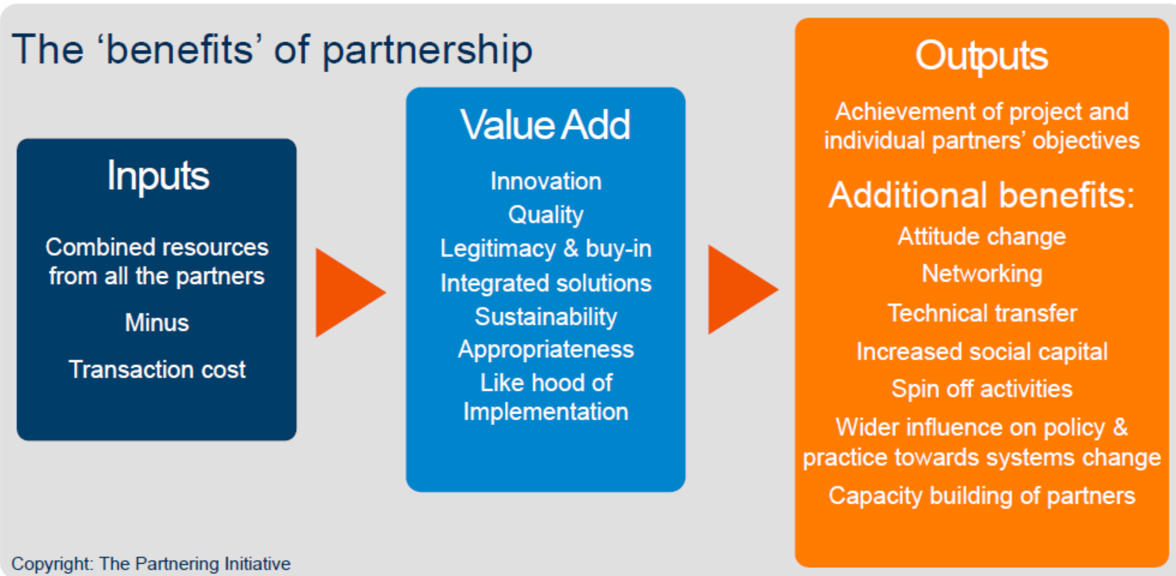


Transactional	Consultative	Collaborative	Transformational
PROBLEM-BASED	PROBLEM-BASED IN BROADER CONTEXT	SYSTEMS ORIENTATED	SYSTEMS-CHANGING
FIND PRACTICAL SOLUTION TO CLEARLY DEFINED TECHNICAL PROBLEM	FIND PRACTICAL SOLUTION TO DEFINED PROBLEM THROUGH CONSULTATIVE PROCESS	TO INFLUENCE INDIVIDUALS, ORGANISATIONS TO MEET CO-DEFINED GOALS	SYSTEM-LEVEL CHANGE IN POLICY AND PRACTICE
LIMITED TO TERMS OF THE CONTRACT	CONTRACT-BASED BUT RELATIONSHIP EXISTS OUTSIDE CONTRACT	SHARED: COLLABORATE TO DEFINE GOALS, PROBLEM.	SHARED: DELIBERATIVE PROCESS WITH EACH EQUAL DRIVERS IN THE PROCESS. ACTIVITIES SUPPORT ADAPTIVE MANAGEMENT AND LEARNING WITHIN PARTNERSHIP.
		ROLES ASSIGNED BASED ON RELATIVE STRENGTH.	STRATEGIC, LONG-TERM RELATIONSHIP

Short term

Long term

The value add of partnering



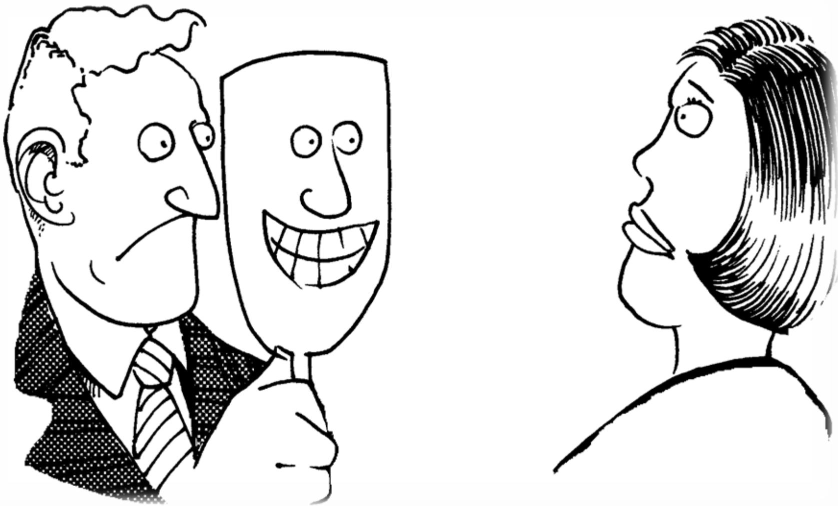
Common partnering challenge:
ANXIETY ABOUT DIFFERENCE

Key principle: **DIVERSITY**

Common partnering challenge:
POWER IMBALANCE

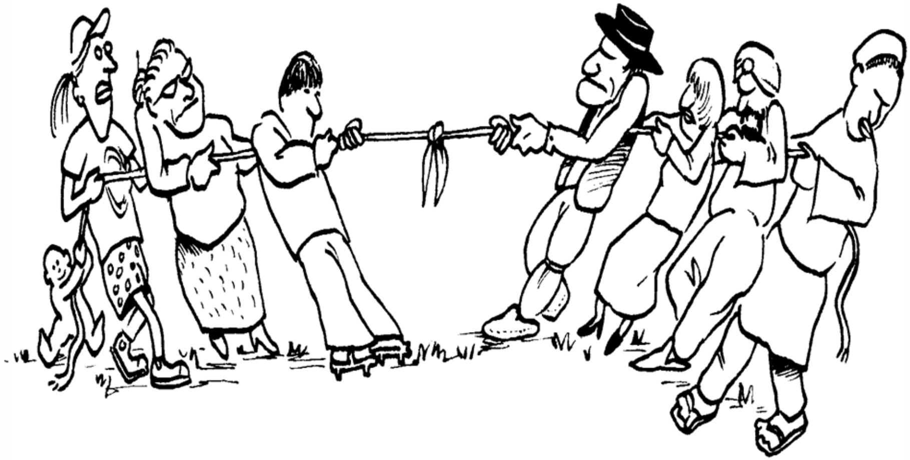
Key principle: **EQUITY**

Common partnering challenge:
HIDDEN AGENDAS



Key principle: **OPENNESS**

Common partnering challenge: **COMPETITIVENESS**



Key principle: **MUTUAL BENEFIT**

Common partnering challenge:
UNCERTAINTY

Key principle:
COURAGE

Why do partnerships need these **CORE PRINCIPLES?**

DIVERSITY	leads to	NEW VALUE
EQUITY	leads to	RESPECT
OPENNESS	leads to	TRUST
MUTUAL BENEFIT	leads to	COMMITMENT
COURAGE	leads to	BREAKTHROUGH RESULTS

Role of partnership broker

A **partnership broker** is an active ‘go-between’ who supports partners in navigating their partnering journey by helping them to create a map, plan their route, choose their mode of transport and change direction when necessary.

THOSE OPERATING IN THE PARTNERSHIP BROKERING ROLE HELP PARTNERS TO OPERATE IN COMPLEX SPACE

Role of a partnership broker

The term ‘broker’ is widely used internationally, but if is problematic in certain contexts there are a number of alternative terms

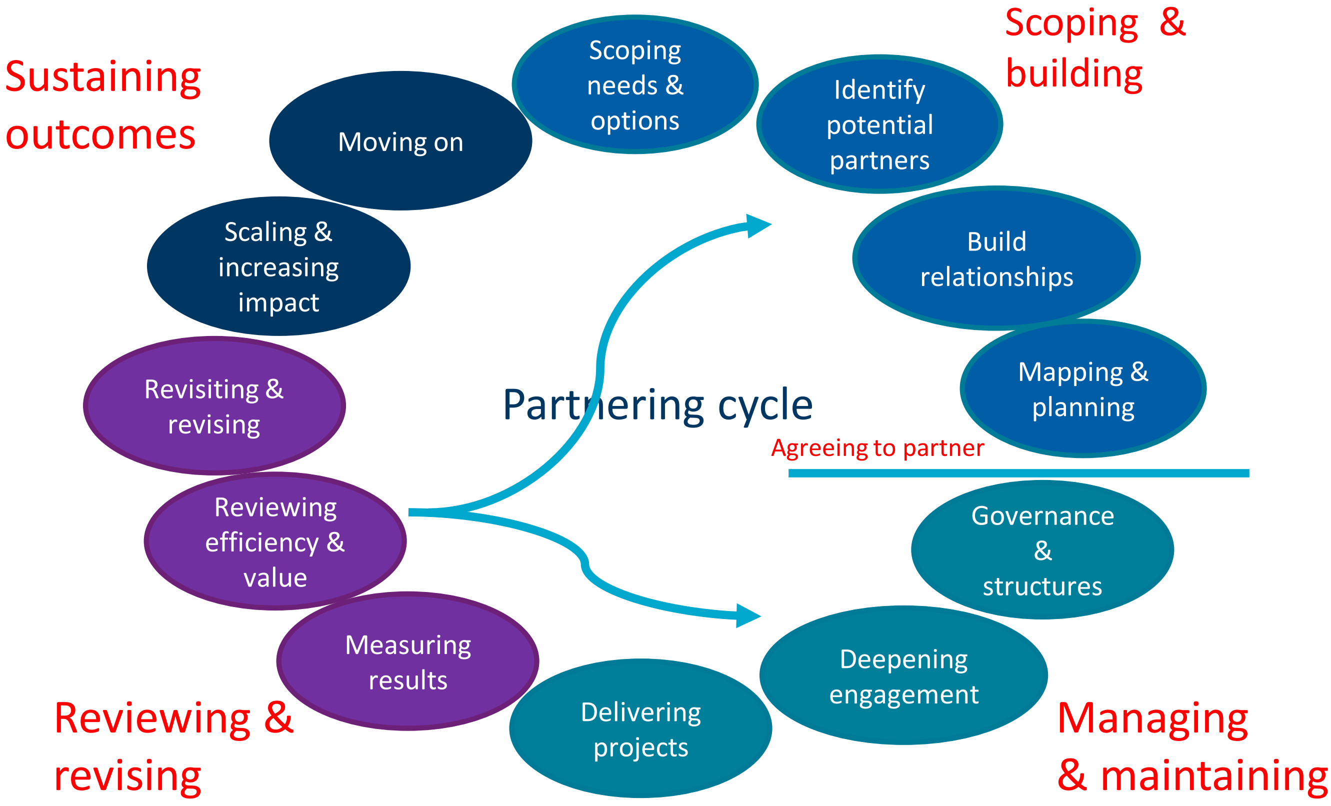
- Change maker
- Animator
- Intermediary
- Servant leader
- Boundary spanner
- Process manager
- Integrator / connector
- Bridge builder

Partnership brokers' relationship to a partnership

An **internal** partnership broker is an individual who helps to: prepare their organisation to be effective partners by negotiating partnerships and / or maintaining and managing a partnership arrangement and / or tracking the partnership's impacts.

An **external** partnership broker is an independent third party contracted to: scope, plan or facilitate the early stages of a partnership; develop a partnering agreement; research, maintain, monitor, review or evaluate a partnership over time.

Partnership Cycle



Potential roles for brokers at different stages in the partnering cycle

SCOPING & BUILDING

Scoping the partnership's potential

Exploring drivers, expectations and underlying interests

Embedding key partnering principles

Enabling partners to differentiate between their partnership and its projects

Negotiating a detailed agreement to underpin the partnership

MANAGING & MAINTAINING

Co-creating appropriate governance arrangements

Helping partners to work through complex internal and external challenges

Building partner capacities to strengthen and optimise the partnership

Enabling partners to explore new ways of transforming systems

REVIEWING & REVISING

Supporting partners in reviewing added value and effectiveness

Assisting in revising the collaboration agreement

Helping partners implement changes needed to improve the partnership

Guiding partners to plan for sustaining outcomes and moving on

SUSTAINING OUTCOMES

Exploring moving on options and supporting decisions

Managing closure / moving on processes collaboratively

Helping partners celebrate and learn from their partnership 'story'

Ensuring outcomes are able to be sustained / embedded / scaled /transferred

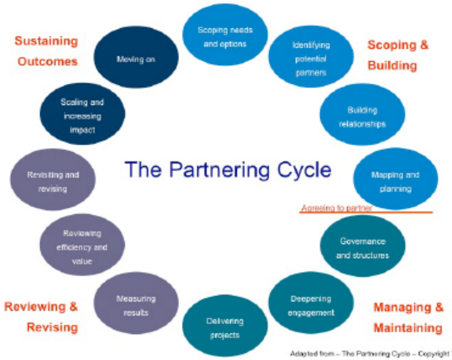
KEY PARTNERING SKILLS INCLUDE:	KEY PARTNERING ATTRIBUTES INCLUDE:
Relationship management	Empathy & interest
Communications	Using plain language
Facilitation	Capacity for active listening
Synthesising complex information	Paying attention to detail & diversity
Goals management	Professionalism & integrity
Interest-based (not position-based) negotiation	Patience & persistence

Australia's National Science Agency

Partnership Brokering Exercise

SCOPING & BUILDING

- Initiating the idea of partnering
- Making the case to key stakeholders
- Scoping the possibilities
- Energising and enthusing
- Early relationship building
- Managing expectations
- Initial / outline planning
- Helping partners to reach agreement



Adapted from – The Partnering Cycle – Copyright The

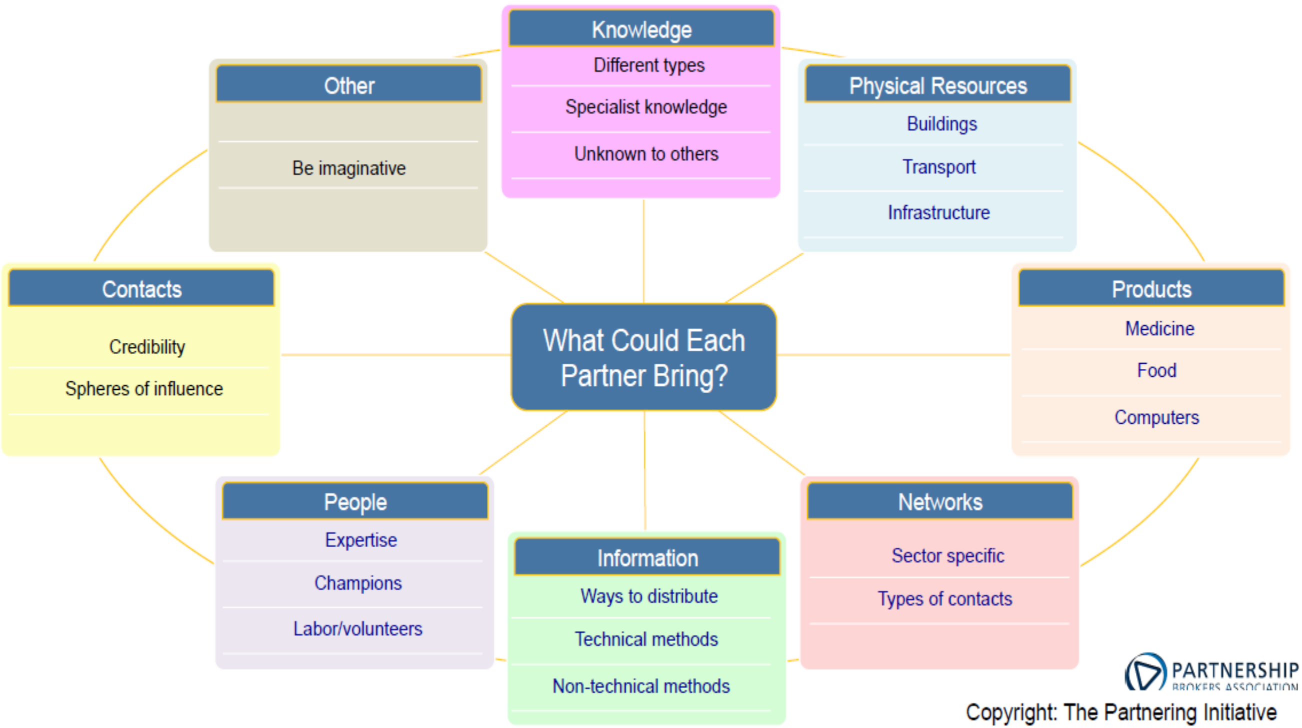
Exercise 1

Your table will be assigned one Stakeholder group – you are invited to make the case for partnering from that perspective by addressing the following questions:

1. Why do we want to partner? *(what do we need?)*
2. What are the benefits? *(what's in it for us?)*
3. What are the challenges? *(what do we fear?)*
4. What can we bring to the table? (*what do we offer?)*

You have 20 minutes (5 per question!)

Partner resource mapping



Exercise 2

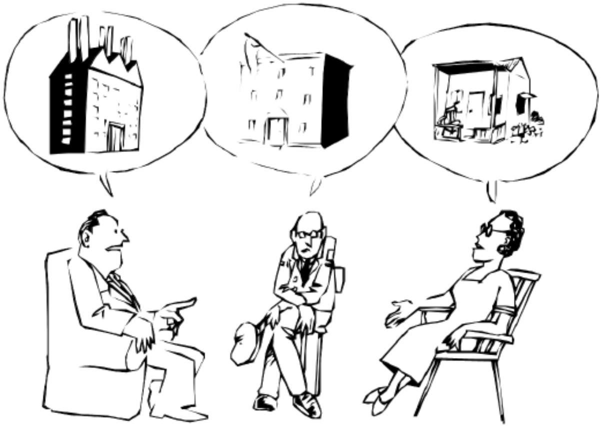
1. Move tables to form multi-stakeholder groups of 4
2. Hold a meeting of the five key players in the scenario that is scoping the potential of forming a partnership to develop an inclusive value chain programme
3. The representative of the **donor** organization is chairing the meeting
4. **The explicit aim of the meeting is to see if there is genuine partnership potential here (and if so, in what ways)**
5. The underlying aim of the meeting is to check each other out and broker better understanding of each other

You have 30 minutes

Debrief

- How many groups agreed to move forward as a partnership?
- What happened?
- How did each party feel?
- What were the key factors in this decision?
- What behaviours helped?
- What behaviours hindered?
- Other observations?

What makes successful partnerships



… each sector plays its appropriate part and contributes from core competencies and strengths

Preconceptions – how sectors are understood and characterised…

Government	Business	International Agencies	Community	Civil Society/ NGOS
Bureaucratic Buck passing Dogmatic Short-term Inflexible Controlling	Profit driven Quick fix Hard-nosed Self-centred Greedy Inconsiderate	Arrogant Latest 'fad' Overpaid Multiple focus Wasteful Insensitive	Demanding Lazy Uneducated Difficult Hot-tempered Weak-willed	Unprofessional Point scoring Self-righteous Narrow focus Unrealistic Unaccountable

If we can't (and if we can't persuade others) to get beneath stereo-types there is little chance of building genuine partnerships…a key benefit / value of partnering may be the role it can play in understanding why each one of these sectors is critically important and needs to be respected (and, perhaps, also improved!)

Golden rule l - BUILD ON SHARED VALUES
(because successful partnerships are values-driven)

Golden rule 2 - BE CREATIVE
(because every partnership is unique)

Golden rule 3 - BE COURAGEOUS
(because all partnerships involve risk)

Source: *The Partnering Toolbook*

Resources

Partnership Brokering Association website - https://www.partnershipbrokers.org/

McManus, S. and Tennyson, R. (2008)Talking the Walk: A Communication Manual for Partnership Practitioners.

Partnership Brokers Association (2017). Brokering Better Partnerships by investing in the partnering process.

Tennyson, R. (2005) The Brokering Guidebook: Navigating effective sustainable development partnerships. The Partnering Initiative.

Tennyson, R. (2011). The Partnering Toolbook: An essential guide to cross-sector partnering. The Partnering Initiative.

Australia's National Science Agency

Stakeholder engagement

We didn't cover this during the presentation, but material is available here

Business Model Canvass for: (Type your team name here)

7.

Who are our key partners?
Who are our key suppliers?
What are we getting from them & giving them?

5.

What key activities do we require?

6.

What key resources do we require? (i.e. financial, physical, technology, people)

1.

Which of our customer's problems are we helping to solve?

4.

How will we Get, Keep & Grow customers?

3.

Through which channels do our customers want to be reached?
How will we get our idea to the customer?

2.

Who are our most important customers?
What are their archetypes
What job do they want us to get done for them?

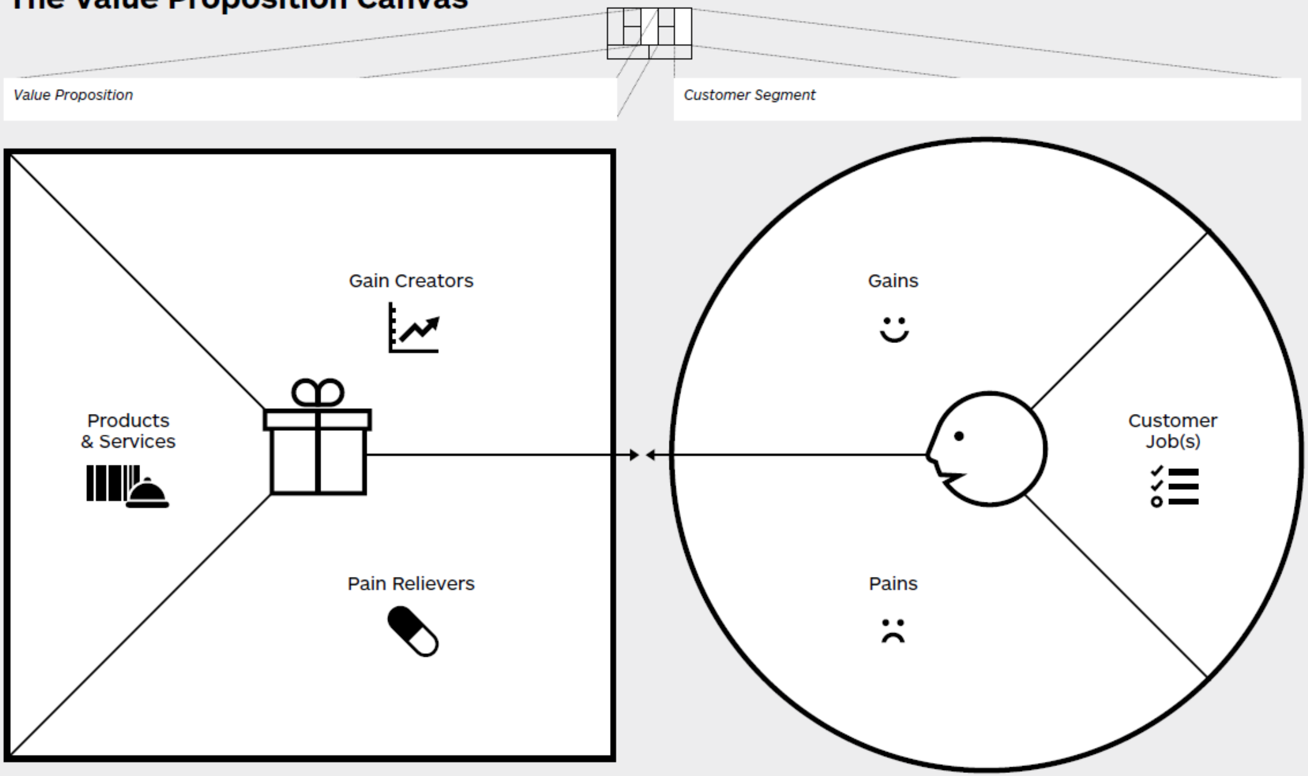
9.

What are the most important costs inherent in our business model? Fixed & Variable?

8.

How do we make money? What's the revenue model?

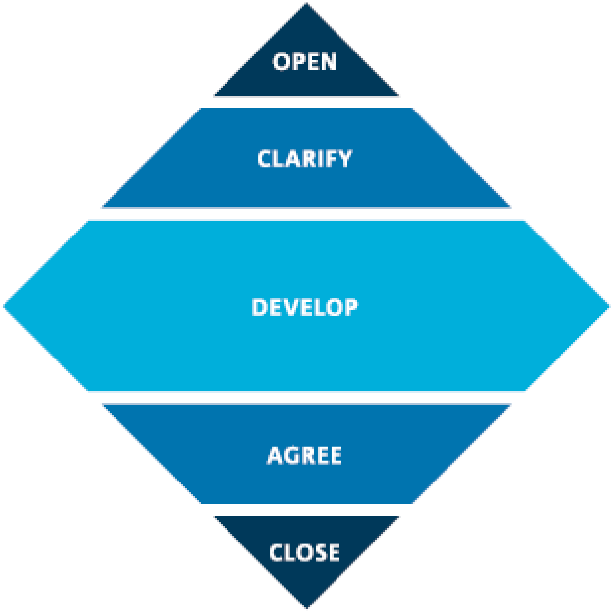
The Value Proposition Canvas



Customer conversation planner

“Most people do not listen with the intent to understand; they listen with the intent to reply.”

- Stephen Covey



Briefing: Field visit preparation

Australia's National Science Agency

Value Chain Leadership – Day 2

A short course for PCAARRD Industry Strategic Plan Managers

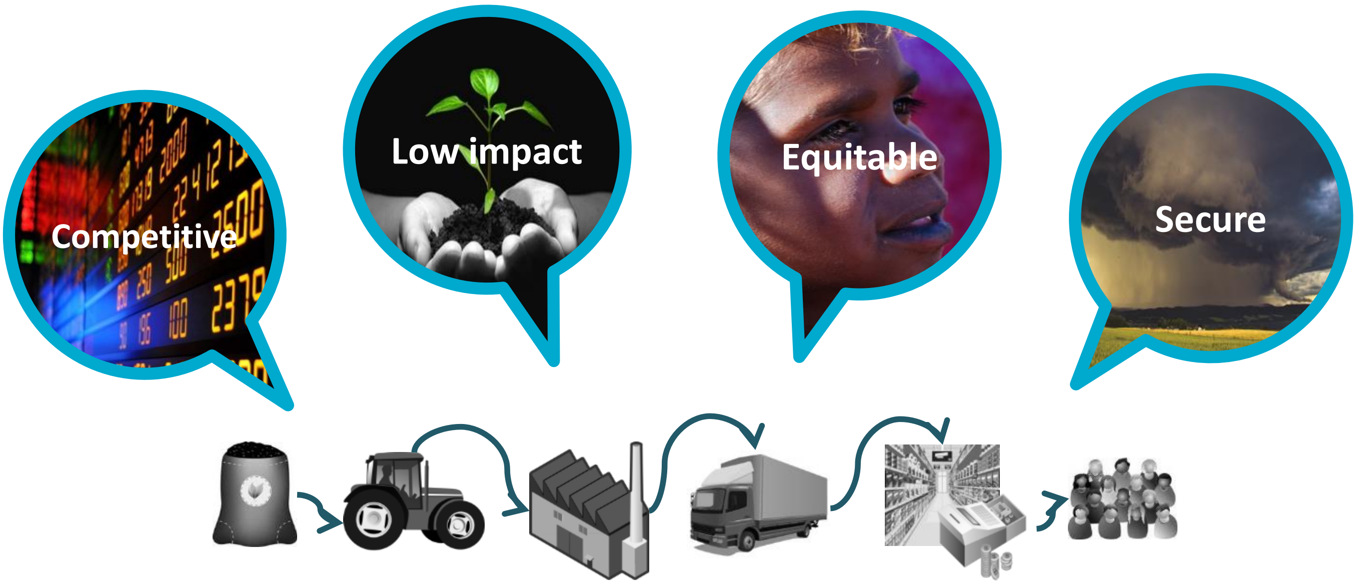
Estancia Resort Hotel, Tagaytay | 24-27 September 2019

Australia's National Science Agency

Considering multiple value chain priorities

Lilly Lim-Camacho | 24-27 September 2019

What do chains aim for?



We need to capture broader objectives

Profitable and innovative; able to sustainably meet economic objectives for its stakeholders; sustaining needs, income and livelihoods now and into the future

Minimised environmental resource impact; does not deplete resources now and into the future; minimal disruption of social and cultural values; innovative use of physical and social resources

Provide equitable opportunity for stakeholders, in line with their resources and needs; provide opportunities for competition, collaboration, growth and progression; do not lock stakeholders in or out

Manage risk and disruptions proactively and effectively; able to bounce back or adapt in response to risk and change; able to transform to avoid risk and take advantage of change

Australia's National Science Agency

Prioritising and selecting value chains

Link to slides

CSIRO

Australia's National Science Agency

Value chain and market development principles

[Link to slides]

How do you visualise a value chain?

Why is chain visualisation important?

- A common objective of VCA is to describe how a chain works – mainly because it is something that is not well understood
- Mapping a chain, often diagrammatically, is an accessible way to communicate the structure of a chain.

Disadvantages of mapping

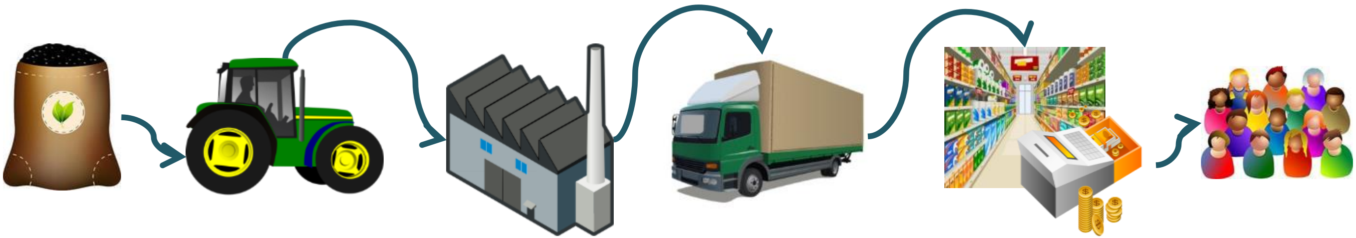
- They can be too complex
- They can be too simple
- They can be considered as The Truth
- They can’t really convey how the chain works in reality

But, mapping a chain is a great way to start the conversation about chains.

A map is a powerful boundary object.

The concept of chains

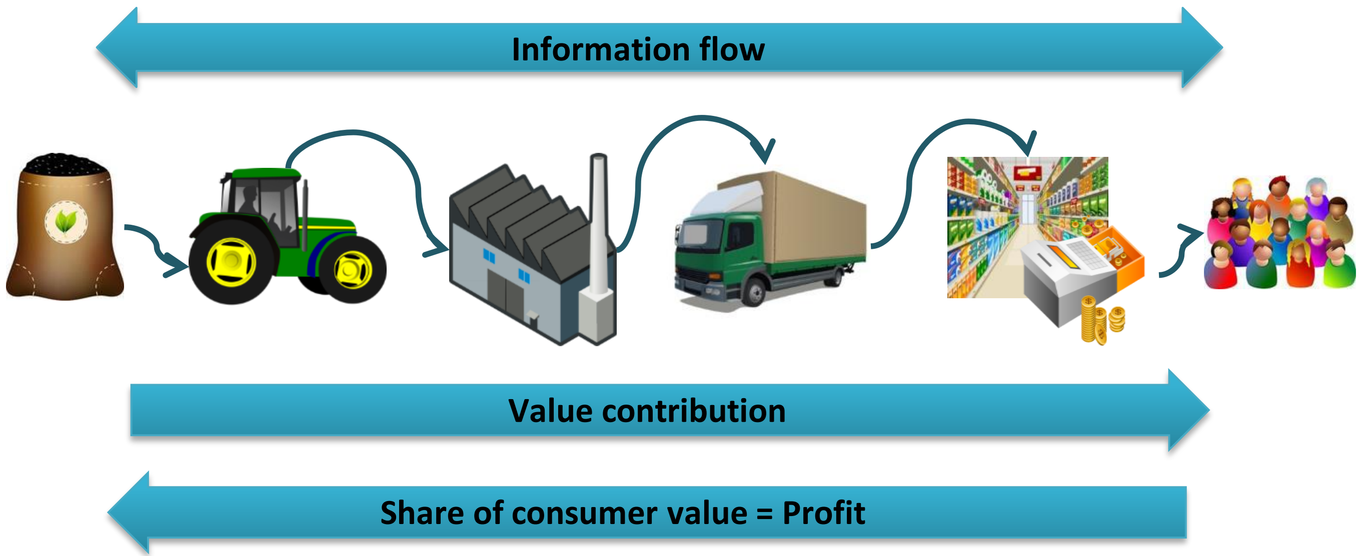
Structure



Other input suppliers
Finance
Governance and regulatory structures
Industry associations and services

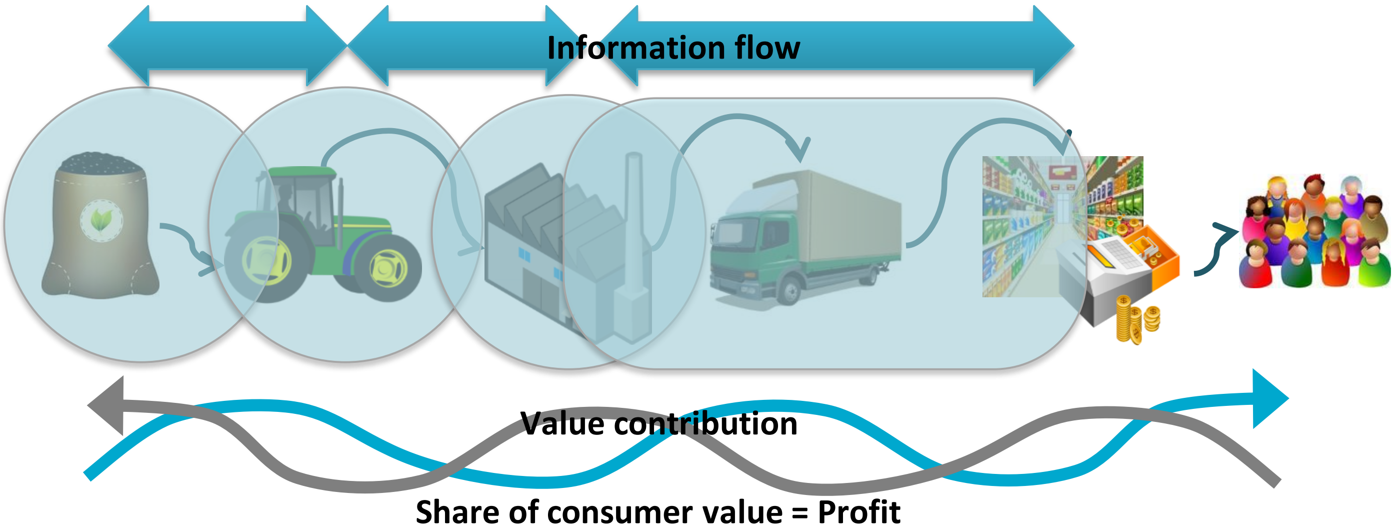
The concept of chains

Flows

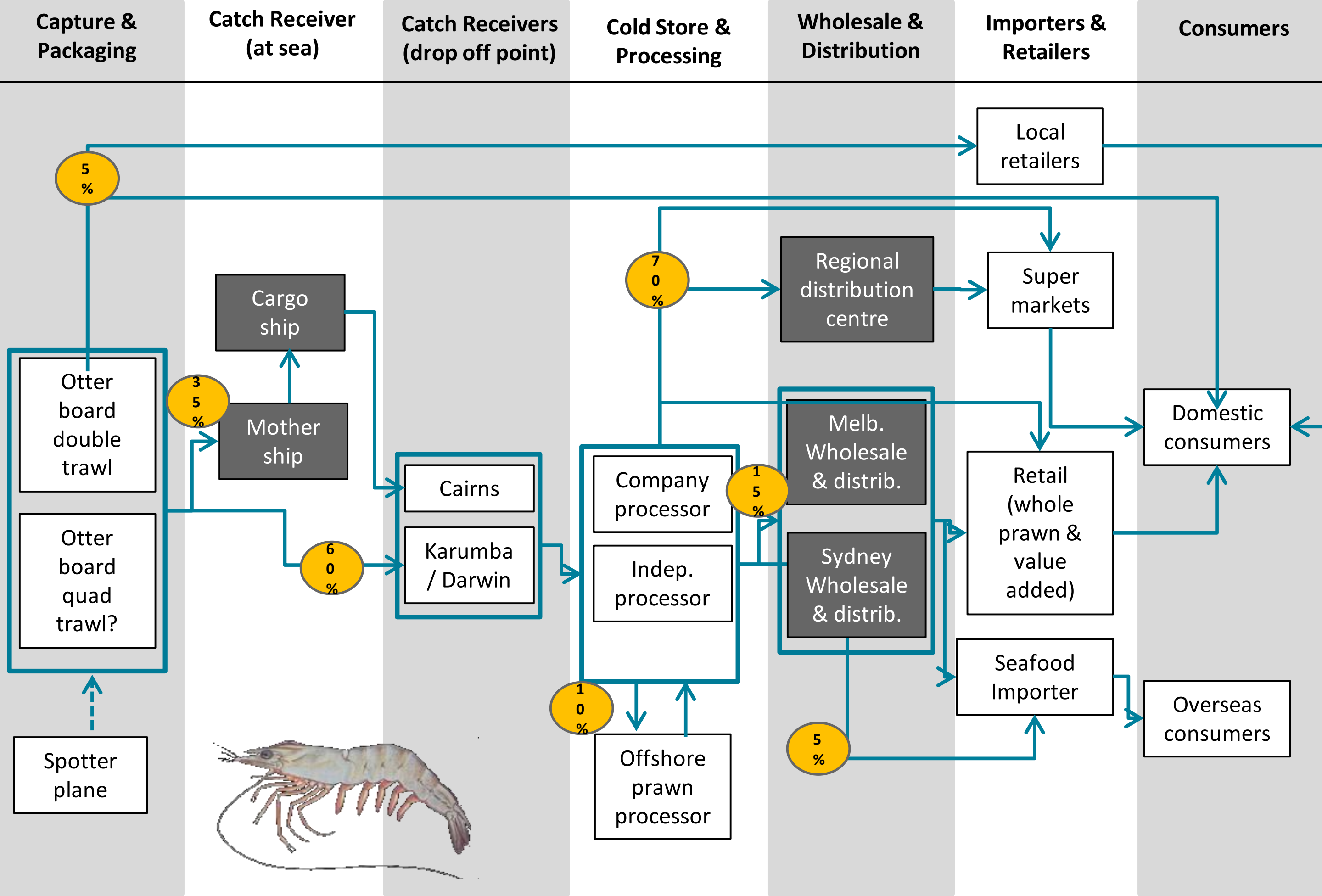


The concept of chains

Relationships

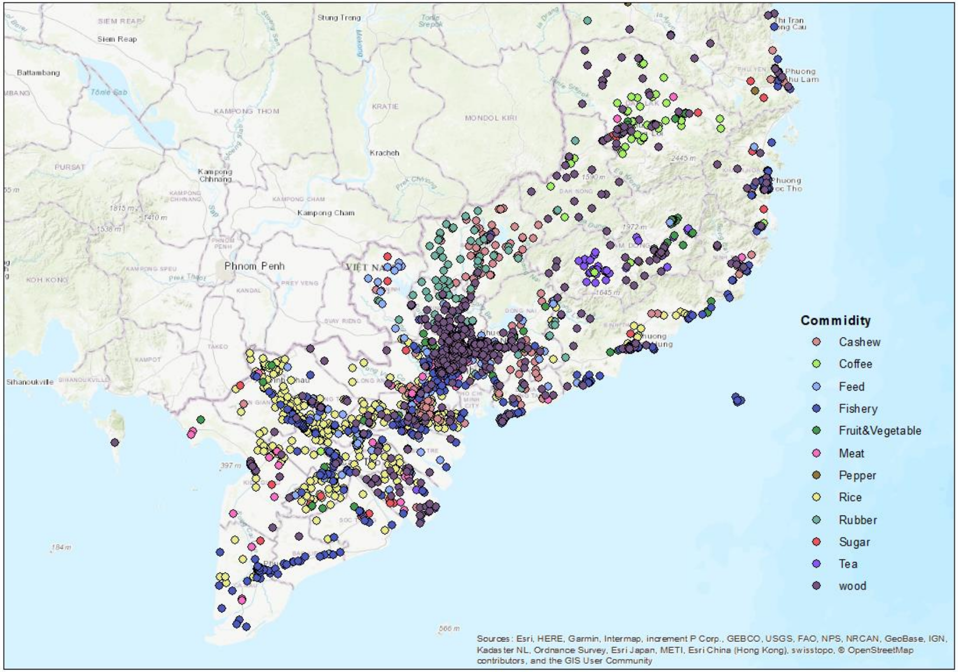


What can mapping output look like?

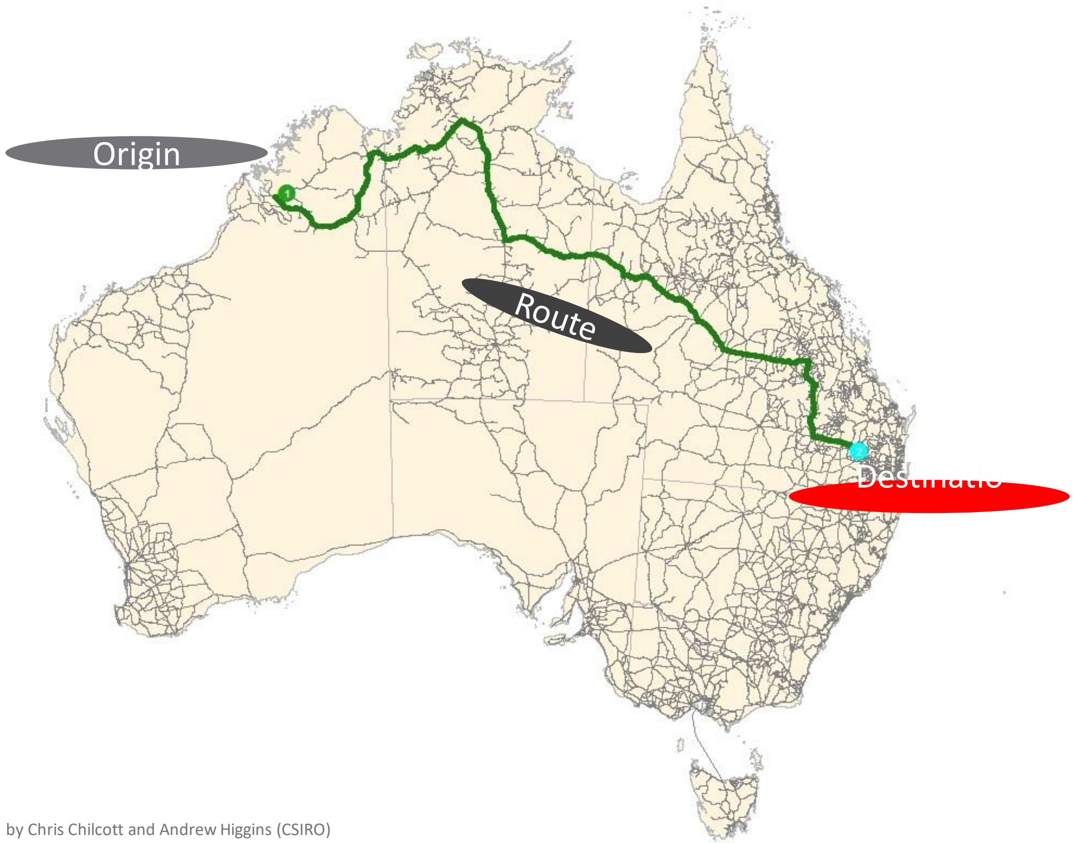


Example 1: Mapping actors in a chain

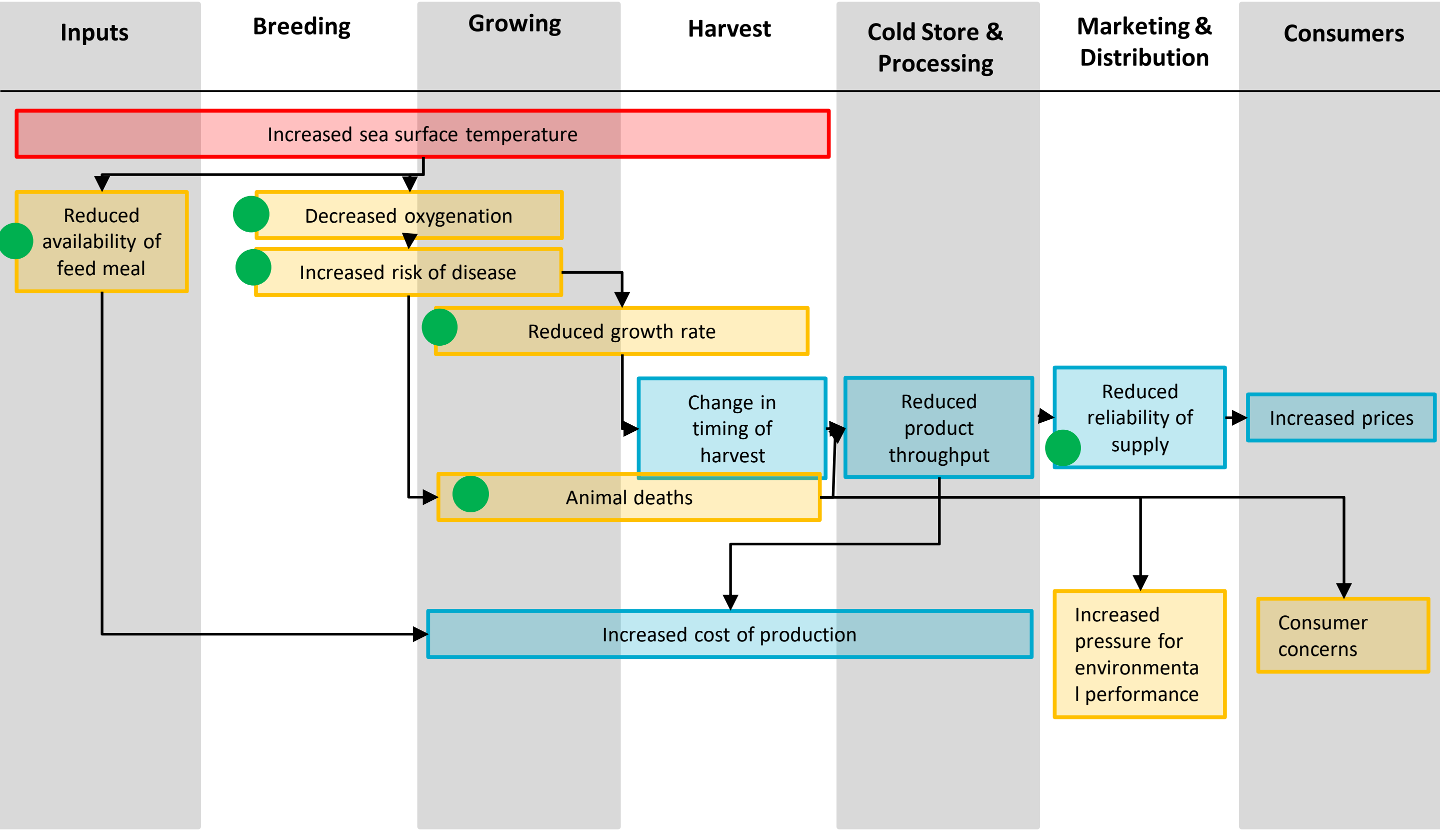
Example 2: Mapping enterprise location for different commodities



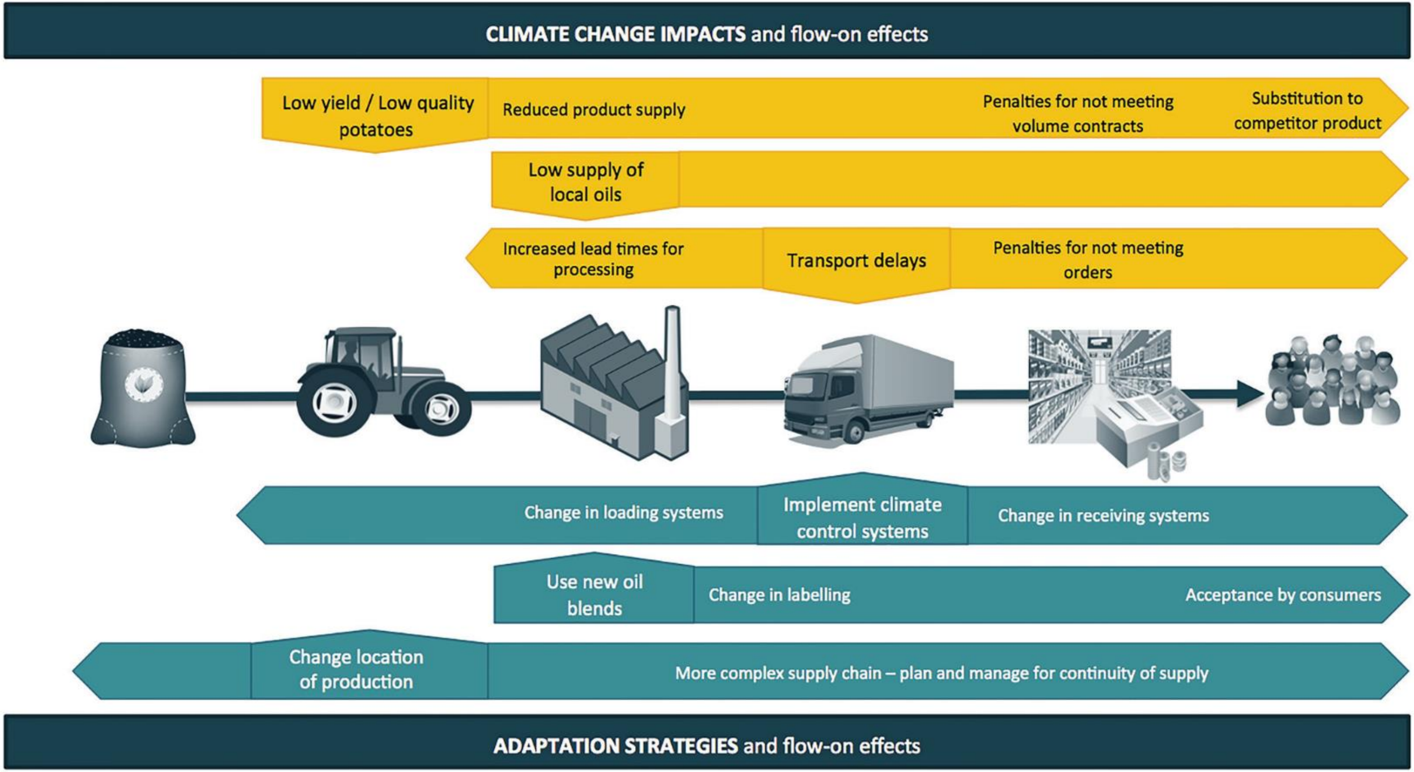
Example 3. Mapping transit routes



Example 4: Mapping events as they take place across the chain



Example 5: Mapping risks and strategies against actors



Activity: Chain mapping

1. In a group, select a commodity that you would like to focus on
2. Map its chain, including:
   a. The activities along the chain
   b. The actors (businesses and other organisations) that you know of who conduct those activities
3. Output: A map, drawn on butchers paper, put up on the wall

20 minutes

Australia's National Science Agency

Value chains at a community level

Link to slides

Activity: What is value?

1. *Do we do the banana activity to start?*
2. *Insert instructions from BAU activity on what is value*
3. Output: What is the value of your commodity for the community that you have selected?

20 minutes