

出國報告（出國類別：訓練）

參加亞洲生產力組織「農村創業發展訓練課程」（Training Course on Rural Entrepreneurship Development）

服務機關：行政院農業委員會農糧署

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派赴國家：斐濟

出國期間：104 年 3 月 1 日至 3 月 7 日

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摘 要

亞洲生產力組織(the Asian Productivity Organization, APO)於 2015 年 3 月 2 日至 6 日在斐濟(Fiji)舉辦「農村創業發展訓練課程」(Training Course on Rural Entrepreneurship Development)，總計有 14 個國家、24 位代表出席，我國代表為行政院農業委員會農糧署林鈴娜科長。

過程含專題演講、國情報告、農場參訪及分組討論等。專題演講涵蓋「創業發展之原理、觀念」、農村創業的「功能及目標」、「挑戰及問題」、「工具及作法」、「政策架構及支持體系」等。國情報告由各國代表說明該國農業及農企業發展及成功案例。參訪 Pacific Harvest Ltd 農場及育苗場之操作。分組討論後，學員報告訓練所學及行動方案，並提供課程及行政等評估。

導引學員期許自己返國後也將持續推動相關工作，承諾擴散所學之影響，帶動各國農村經濟改善、永續發展。

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壹、背景

全球 54% 的世界人口居住在城市地區。預計 2050 年以前全世界 66% 的人口將會集中於城市。都市化擴大後，農村因為就業機會缺乏、生活所需的基本設施不足、發展的機會缺乏等因素，將導致人口的大量流出。需要通過加速農村發展來減緩的農村人口外流，並確保農村社區、天然資源和糧食生產的可持續性。

創業（創業家精神、創業精神，entrepreneurship） 因為可創造就業機會，促進自然資源策略性地利用和農業永續發展，而與農村發展有較以往有更多的關聯。創業家精神可帶動有意成為企業家的當地居民更積極的思維，用創新的方法和思路，提供市場和消費者創新的產品和服務，推動創新和經濟繁榮，也同時提高農業和非農業收入。於農村人口推動創業，有其戰略性考量，取其原料、天然資源和工作力容易取得外；也可促進發展中國家的農村人口的經濟授權（economic empowerment），因為農村人口常因為主要設施不足，缺乏技能及農村地區不易接觸到資金和業務發展服務，且常是自家工，或於家庭企業和家庭農場工作而未支薪。

部分農村的工作者正逐漸成為企業家，為自己和其他人創造新的就業機會。然而，要使創業家精神成為農村發展的驅動力，促進農村企業升級，仍需要政策形塑有利環境，並持續辦理培訓和鼓勵業務發展。

為推動農村創業家精神的有效專案，需要理性規劃資源，包括資金和人力；吸引公私部門投資；強化各單位(公私部門、非政府組織(NGO)和民間社會組織等)間密切合作；並針對相關執行機構建立監測和評估系統，以瞭解其達成目標和目的效力和效率。而亞太地區大多數發展中國家，並沒有全面的計畫以迎合這種需要，或由特定機構提供更多訓練有素的專家。

亞洲生產力組織 (The Asian Productivity Organization, APO) 設立於 1961 年，總部設在日本東京，由亞太地區數個政府組成，屬非政治、非營利及無歧視的區域性政府組織，旨在透過會員國家合作，提升生產力，促進亞太地區社會經濟之永續發展。目前會員國包括中華民國、孟加拉、斐濟、香港、日本、印度、印尼、伊朗、韓國、蒙古、馬來西亞、新加坡、尼泊爾、巴基斯坦、菲律賓、斯里蘭卡、泰國及越南等。透過本課程規劃設計，亞洲生產力組織希望協助各國農村企業家、農村發展規劃、培訓人員、顧問和推廣人員向農村工作者提供企業諮詢服務的能力。在本課程結束時，期待學員提出如何應用所學的知識與技能在他們的國家行動計畫。

貳、課程目標及安排

協助農村企業家、農村發展規劃、訓練、諮商人員、推廣官員、非政府組織執行長、負責農村發展計畫規劃實施監控及評估之學界人士等相關人員，強化下列能力：

(一) 加強學員對**創業發展(entrepreneurship development)**之原理、觀念、問題與挑戰。

- (二) 加強學員對不同工具與技術在農村創業發展策略規劃、管理、監控及評估之應用。
- (三) 使學員能為農村創業發展建立觀念、政策、架構與策略。

除了透過專題演講外，並藉由實地農場參訪經驗、各國農業及農企業發展情形及成功案例分享等活動，互相觀摩學習。訓練結束前，導引參加者回顧訓練過程所學內容，並試擬行動方案分享，完成對課程及訓練評估，並由學員自行決定承諾後續可進一步推動工作項目，持續擴散訓練影響。

參、活動時程規劃

| 日期 | 星期 | 活動說明 |
|------------|----|----------------------------------|
| 2015.03.01 | 日 | 學員抵達活動地點 |
| 2015.03.02 | 一 | 開幕式、課程說明、大合照 訓練課程、歡迎晚宴 |
| 2015.03.03 | 二 | 農場參訪、訓練課程 |
| 2015.03.04 | 三 | 訓練課程 |
| 2015.03.05 | 四 | 訓練課程 送別晚宴 |
| 2015.03.06 | 五 | 訓練課程 課程評估 共識及建議 結業及頒發證書 |
| 2015.03.07 | 六 | 學員返國 |

肆、課程重點內容

一.創業發展之原理、觀念

全球化經濟自由化加劇了國際市場的競爭，競爭環境包含技術上的突破和迅速因應客戶需求和期望的變化。

為因應不斷變化的環境，世界的新經濟正調整聚焦以知識為基石的機制，驅動不斷的創新和經濟永續發展。開發中國家越來越鼓勵創業(entrepreneurship)作為經濟增長的主要驅動力之一。隨著時間的推移，有些傳統的生產經濟轉型已經發生，工業革命引起經濟從農業轉型到製造業，同樣，科學革命有其經濟和文化的影響。知識經濟(knowledge-based- economics)的觀念逐漸普及而受重視，全球經濟動態並極具競爭力，知識被認為是生產力及經濟成長的推動力，而創業(entrepreneurship)則是促進經濟持續成長的要因。

(一)創業（創業家精神、創業精神, Entrepreneurship）要因

- 具願景 (Vision)，追求願望、成就實現或問題解決。
- 不滿足於現況、發現未滿足需求 (unmet need)、有成長潛能
- 建立組織、整合資源、創造價值。
- 勇於承擔風險、創業創新、經濟成長。
- 創新的貨幣化 (Entrepreneurship is the monetization of Innovation) 。
奠基於研究發展投資、基礎技術突破、新產品或服務(特色或製程等)商品化等。

(二)比較企業家(Entrepreneur)及創業(Entrepreneurship)之差異

| Entrepreneur | Entrepreneurship |
|--------------|------------------|
| Person | Process |
| Organizer | Organization |
| Innovator | Innovation |
| Risk bearer | Risk bearing |
| Motivator | Motivation |
| Creator | Creation |
| Visualizer | Vision |
| Leader | Leadership |
| Imitator | Imitation |

(三)企業家(Entrepreneur)需要具備條件

| 技能及環境 | 思維 Mindset |
|---|---|
| <ul style="list-style-type: none"> ➤ 行銷技能 ➤ 財務技能 ➤ 認知機會 ➤ 認知劣勢 ➤ 支持性法規 ➤ 支持性的生態 ➤ 支持性的家庭 | <ul style="list-style-type: none"> ➤ 樂觀 ➤ 自信 ➤ 企圖心 ➤ 決心 ➤ 行動為本(action orientation) ➤ 彈性 ➤ 承擔風險 ➤ 有意願改變、努力工作 |

二.農村創業【功能及目標】

透過推動農村創業除了希望可以增加整體經濟，提升農村經濟及就業率;保持國家認同外，更希望可以發揮多方面功能及達到各目標。

| 功能 | 目標 |
|-------|--|
| 產品及服務 | <ul style="list-style-type: none"> ➤ 負責任的 ➤ 彈性的 ➤ 負擔得起(買得起) |

| | |
|------|--|
| 生產力 | <ul style="list-style-type: none"> ➤ 增加產出 ➤ 改善品質 ➤ 增加附加價值 ➤ 創造財富 |
| 就業 | <ul style="list-style-type: none"> ➤ 增加工作機會 ➤ 提高工資 ➤ 更多社會安全 |
| 勞動人口 | <ul style="list-style-type: none"> ➤ 能力發展 ➤ 更好的受雇條件 ➤ 族群融合 |
| 社會 | <ul style="list-style-type: none"> ➤ 減輕貧窮 ➤ 社會包容性 ➤ 政治授權 |

三.農村創業【挑戰及問題】

(一)主要的挑戰

改善農村微型和小型企業的購買力；並協助其取得銀行承兌（Bankable）

(二)常見問題

| | |
|---------|--|
| 思維待突破 | <ul style="list-style-type: none"> ➤ 企圖心不大 ➤ 遵從他人行為 ➤ 自卑，自認無法達成 ➤ 害怕改變、害羞 |
| 技術或知能不足 | <ul style="list-style-type: none"> ➤ 企業競爭力／技巧／經營知識、人力資源及素質、生產力待提升 |
| 環境限制或威脅 | <ul style="list-style-type: none"> ➤ 當地環境：經營規模及當地市場受限，離目標市場遠。 ➤ 地處偏僻：需物流及運輸上的協助。 ➤ 外部資源受限（Limited outsourcing）/不易取得財務、市場、企業發展服務(Business Development Services, BDS)及相關知識。 ➤ 面臨農村跨國企業MNCs(MultinationalCorporation，MNC) 的威脅 |
| 政策或資源整合 | <ul style="list-style-type: none"> ➤ 過度調節機制可能造成反效果。 ➤ 不友善或不足的育成環境，初期運作應協助避免過度樂觀或過度放大需求等問題。 ➤ 財務支援不足，未能及時提供資金協助。 |

四.農村創業【工具及作法---觀念導入、策略規劃、專案管理】

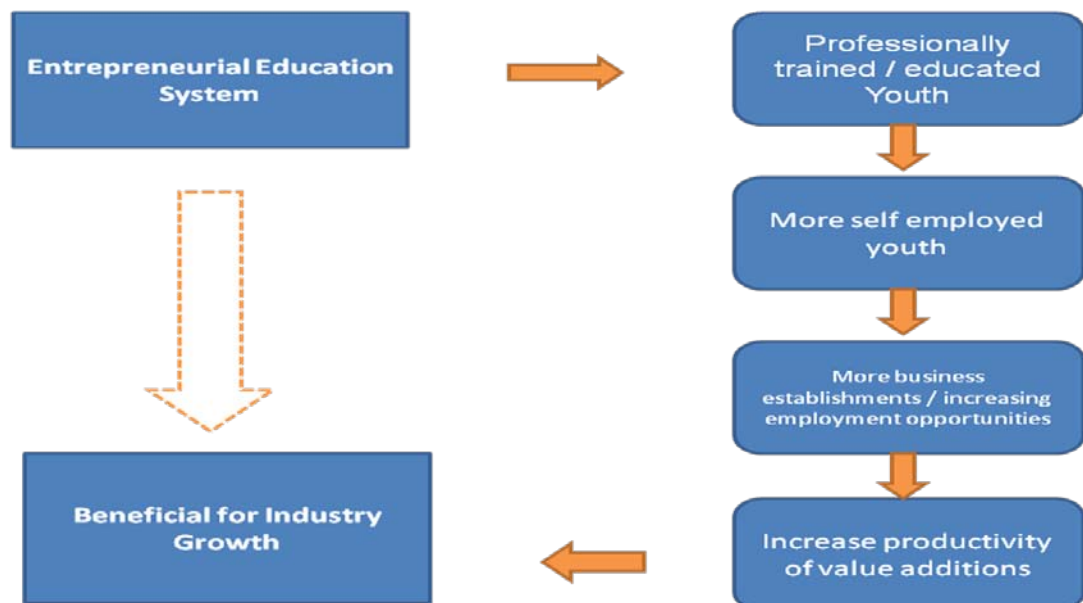
(一)建立觀念

A shift in attitude demands that the entrepreneurial mindset becomes of second nature 需要態度轉變：讓創業心態成爲第二天性。



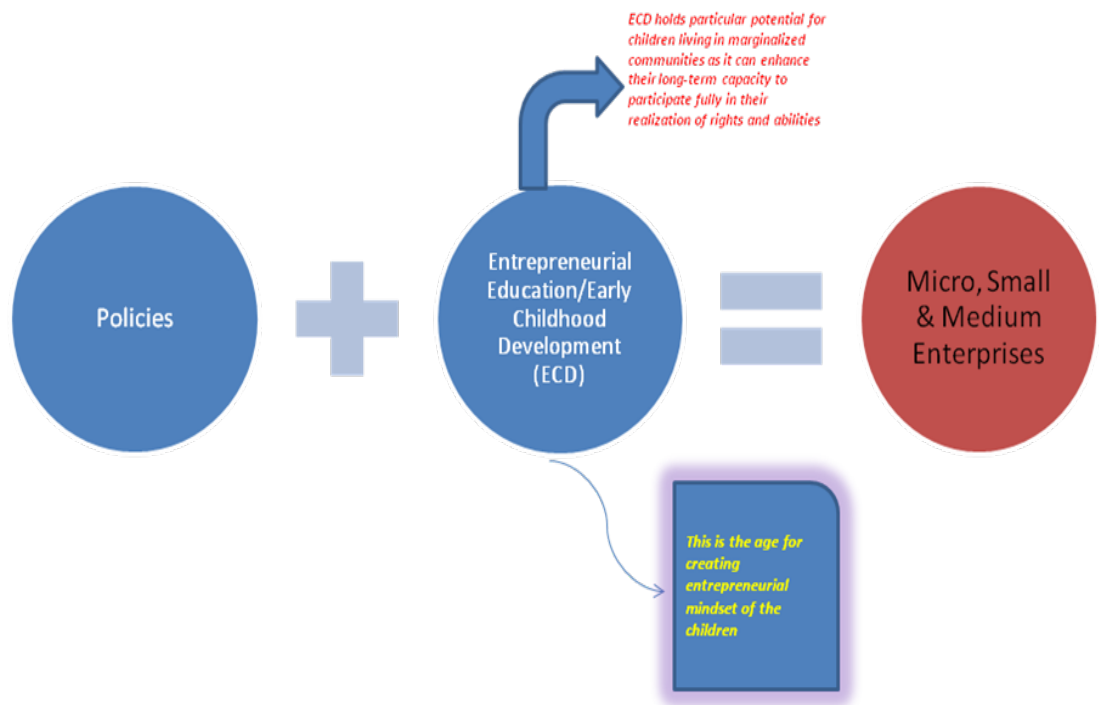
(二)建立人才培育體系

- 培育青年創業能力，協助青年創業，增加就業機會、提高生產力及附加價值，進而促進產業發展(包含微型、小型及中型企業發展)。如下圖所示：



Linkage between entrepreneurial education and MSMs' development

- 創業相關訓練，並配合幼年早期發展（early childhood development）尤可誘發邊緣化社區（marginalized communities）小孩潛力，有助於發展他們長期能力，充分瞭解其權力及能力後積極參與，佐以相關的政策，可以有助於微型、小型及中型企業育成及發展。如下圖所示：



(三)策略規劃

利用 80/20 原則掌握重點，進行獲利及產業鏈價值分析，以視覺化資料及時間序列、生產曆等說明呈現，讓他們容易理解，有利於日後他們可以獨力運作。

1.生產曆

依所知及未來預估產銷情形，化為各項量化資料，釐清各段時期、工作內容、產出及勞動力等。可進一步加入更多數據，有助於確認各時段所需費用，及專案何時可獲最大收益。如下表：

| Activity schedule | | List activity, person/hours, yield (in units of sale) | | | | | |
|-------------------|---------|---|----------|---------------|----------------|----------------|--------------------|
| Crop/Field | Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 | Week 7 |
| broccoli, field A | seed, 4 | water, 1 | water, 1 | transplant, 4 | water, weed, 2 | water, weed, 2 | harvest, 8, 40 lbs |

2.財務分析

強調創業初期、營運時期、現金流、單位生產成本等資料。

註：單位生產成本：可區分直接成本、間接成本、資本投資等。可用以決定定價、保本銷售量 breakeven sales volume、預測改變成本的影響、決定單一產品的獲利率、考量降低成本優先性。

3.行銷規劃

強調定位、目標市場、行事曆等；製作統計資料提供銀行。

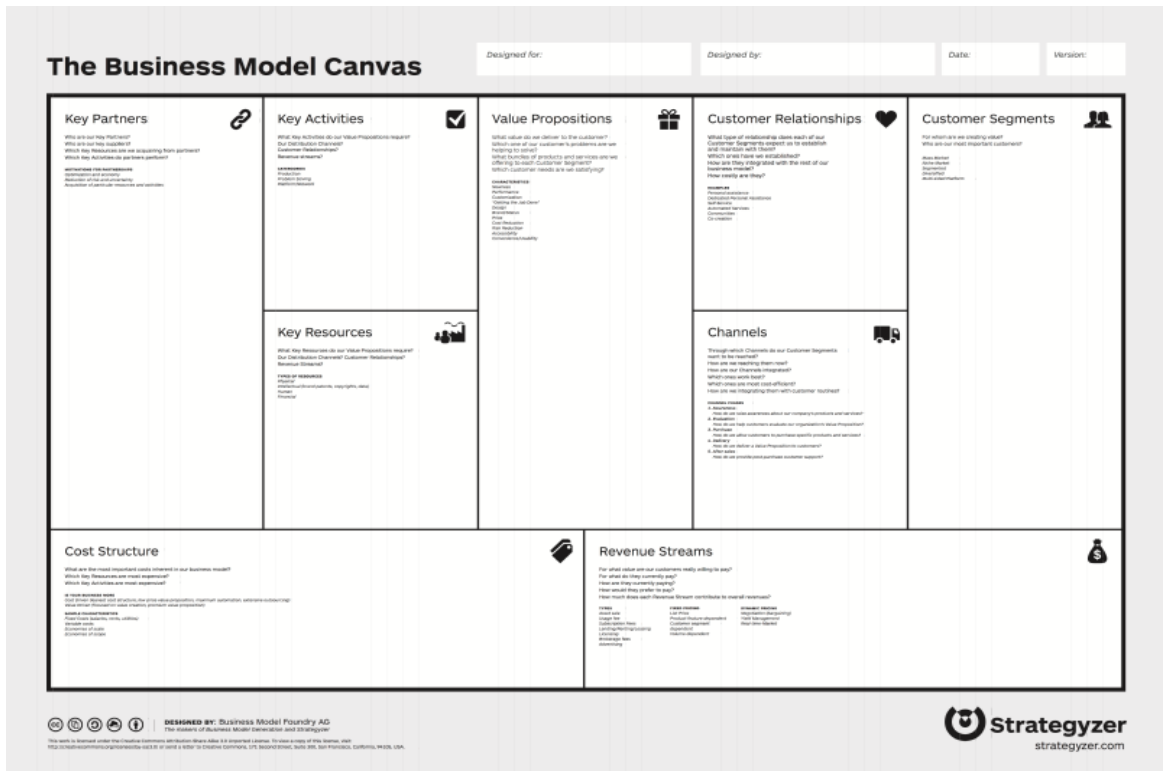
針對行銷 4P(Price, Product, Place/distribution, Promotion)，配合腦力激盪制定策略，並配合策略規劃推動時程及目標。

4.商業模式圖（Business Model Canvas）

「描述一個組織如何創造、傳遞及獲取價值的手段與方法」。

「商業模式圖」是由《獲利世代（Business Model Generation）》的作者 Alexander Osterwalder 與其團隊所提出的，**將商業模式透過 9 個要素，系統化地組織，聚焦在市場需求，一一解釋企業如何獲利**。可用於分析及規劃階段，盤點可行性及利基。以下是 9 個要素的說明：

| | |
|--|------------------------------|
| 1.目標客層 (Customer Segments, CS) | 企業或組織所要服務的一個或數個客群。 |
| 2.價值主張 (Value Propositions, VP) | 以種種價值主張，解決顧客的問題，滿足顧客的需要。 |
| 3.通路 (Channels, CH) | 價值主張透過溝通、配送及銷售通路，傳遞給顧客。 |
| 4.顧客關係 (Customer Relationships, CR) | 跟每個目標客層都要建立並維繫不同的顧客關係。 |
| 5.收益流 (Revenue Streams, R\$) | 成功地將價值主張提供給客戶後，就會取得收益流。 |
| 6.關鍵資源 (Key Resources, KR) | 想要提供及傳遞前述的各項元素，所需要的資產就是關鍵資源。 |
| 7.關鍵活動 (Key Activities, KA) | 運用關鍵資源所要執行的一些活動，就是關鍵活動。 |
| 8.關鍵合作夥伴 (Key Partnership, KP) | 有些活動要借重外部資源，而有些資源是由組織外取得。 |
| 9.成本結構 (Cost Structure, C\$) | 各個商業模式的元素都會形塑你的成本結構。 |



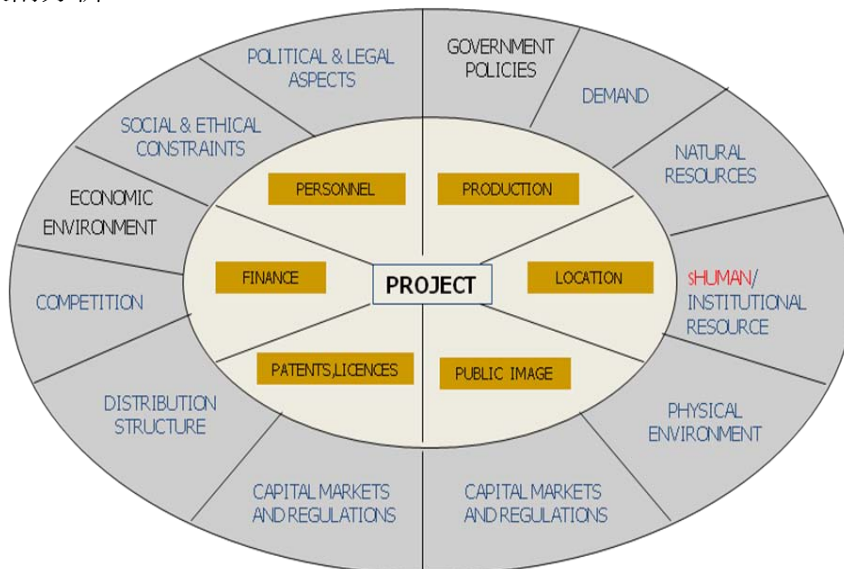
補充資料來源：<http://buzzorange.com/techorange/2013/03/12/what-is-business-model/>

(四)專案管理（Project Management）

以策略規劃為基礎，協助系統化組織及釐清優先次序，利於追蹤進度及促進發展。

1.專案形成前

應先進行外部環境和內部環境各項因子（詳如下圖）分析，合作社及生產者團體等執行單位為成功關鍵，並可考慮建立資訊平臺協助資料提供及績效審查所需。進行市場分析、財務分析及技術分析。



專案規劃前考慮之內外環境因子

a.外部環境分析

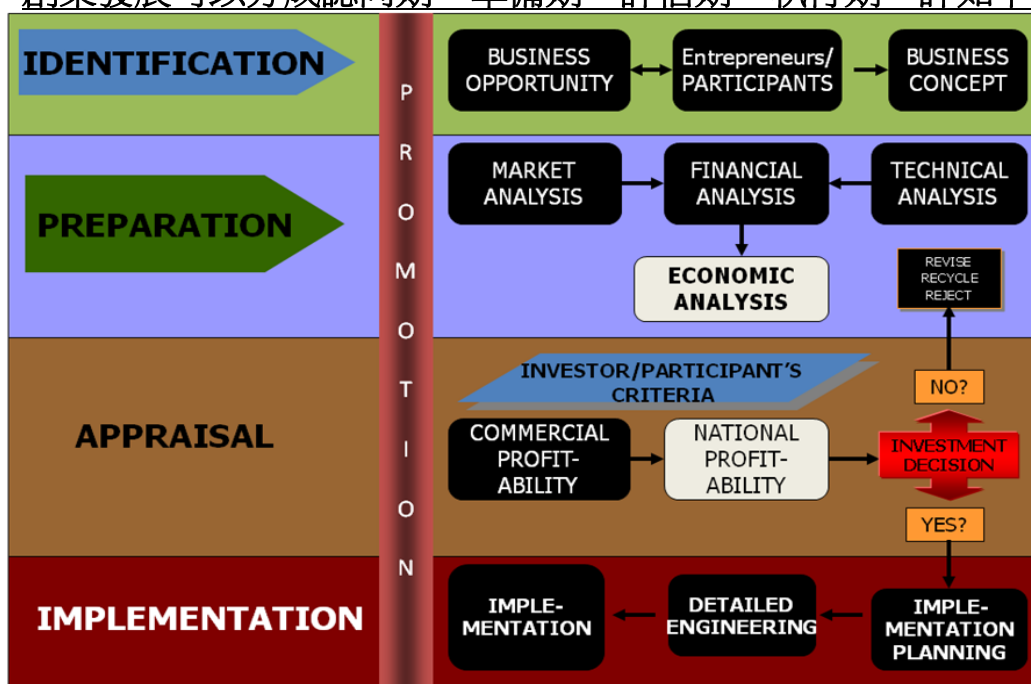
| | | |
|------|---|--|
| | 簡單的、有利的 | 中等複雜但有利 |
| 有利的 | <ol style="list-style-type: none"> 1.設立戰略及擬定計畫 2.設立企業發展推動部門 3.列入中央部門的優先事項 4.建立農場及非農部門品牌 | <ol style="list-style-type: none"> 1.與強力主長的組織適度競爭 2.部門缺乏具田野表現的多樣性 3.將現有企業性能改進列為優先 |
| 具挑戰性 | <ol style="list-style-type: none"> 1.過去經驗擁有干預市場需求的價值鏈 2.高度有意協調領導之研究和文件 3.綠色創業的需求;垂直發展需要 | 持續推動的專案，讓工作人員可持續進行組織學習；[帶來能見度及學習的專案] |
| | 具挑戰性但有利的 | 具挑戰性又不利的 |

b.內部環境分析

- 組織的任務、使命
- 農村創業的委託經營
- 遵循策略規劃
- 目前工作人員結構和其熟練程度
- 有潛力作出貢獻的人力資源
- 投入或資源、結構和它的輸出
- 性能和服務

2.專案發展階段

創業發展可以分成認同期、準備期、評估期、執行期，詳如下圖

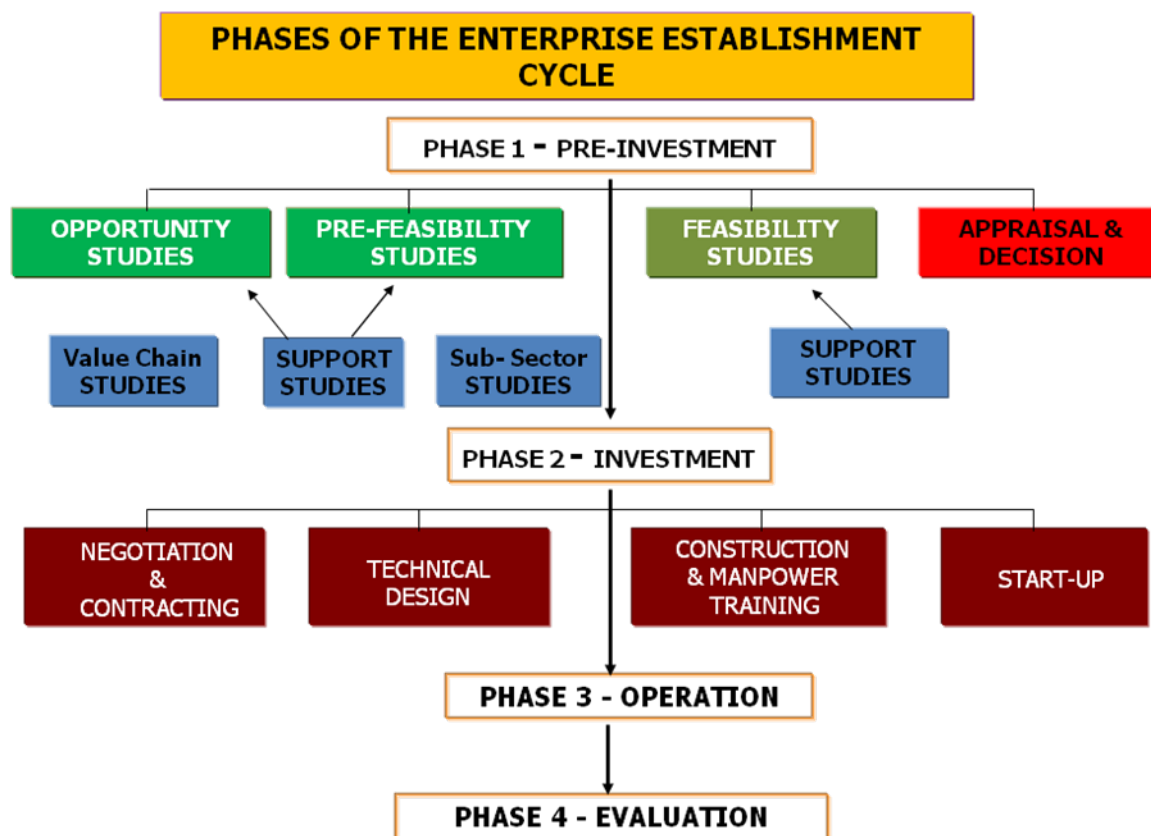


創業發展的過程

企業創建可分為投資前、投資、操作、估算等四個時期（如下圖）

第一個時期：為提供評估及做決策所需，投資前的研究分述如次

| 研究 | 目標 | 特性 |
|----------|--|--|
| 機會研究 | <ul style="list-style-type: none"> ➢ 經營理念的完善具體化 ➢ 替代方案的初步評價 ➢ 優點和缺點的初步評 | <ul style="list-style-type: none"> ➢ 並非詳細的分析 ➢ 僅為粗略的分析 |
| 事前的可行性研究 | <ul style="list-style-type: none"> ➢ 專案的初步評價 ➢ 確認專案的替代方案 ➢ 確定需要特別支援的研究的關鍵項目 | <ul style="list-style-type: none"> ➢ 以初級、次級資料為基礎 ➢ 詳細程度-中級 |
| 支持研究 | <ul style="list-style-type: none"> ➢ 針對關鍵特點，提供詳細的技術分析 | <ul style="list-style-type: none"> ➢ 限定特定範圍 ➢ 由技術專家執行 ➢ 回答關鍵問題 ➢ 嚴謹程度相當於專案發展階段 |



3.品質管理循環 PDCA(Plan-Do-Check-Action)



- PDCA (Plan-Do-Check-Action) 循環是品質管理循環，針對品質工作按規劃、執行、查核與行動來進行活動，以確保目標之達成，並促使品質持續改善。由美國學者愛德華茲·戴明 (Edwards Deming) 提出，也稱為戴明圓環 (Deming circle/cycle/wheel)。
- 考量各工作細節間的從屬或順序關聯性，系統化、邏輯化拆解問題，訂定改善目標、查核點及行動方案，應用於提高產品質量和改善產品生產過程。
- 應特別注意檢核 (C) 與行動 (A) 兩個步驟，確實定期檢查、追蹤任務進度，轉化成實際行動，才能持續發現問題並解決。
- PDCA 每轉動一次，就能改善部分問題，提昇到下一個層次後，再展開新的 PDCA 循環，追求更高的工作品質，持續進行改善。

4.審批申請(vetting applicants)

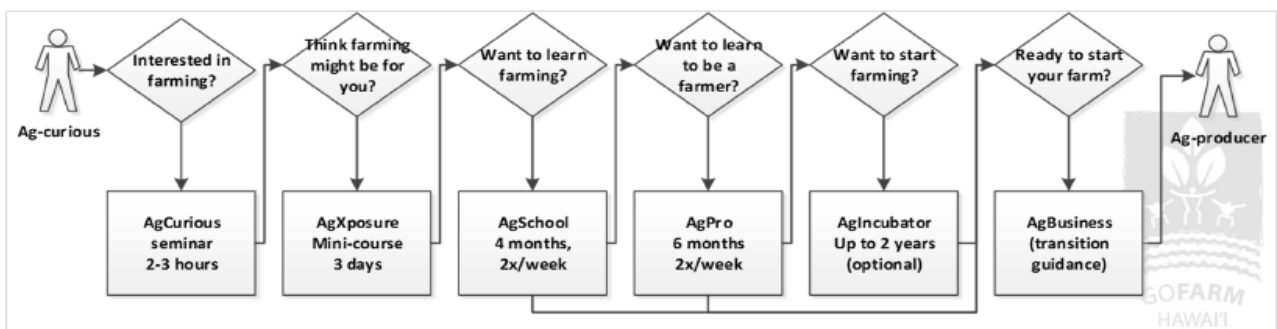
- 篩選並將資源集中於適當人的重要手段，創業思維(entrepreneurial Mindset)至為重要。
- 可詢問申請者：為何要申請？如果申請並執行了對生活的改變為何？倘未通過執行對生活的影響為何？

(五)讓農村創業戰略納入主流經濟發展政策

- 讓農村創業融入經濟發展框架，以增長社會經濟平衡。
依據聯合國 1997 年資料，世界上的超過 13 億人生活在貧困之中，四分之三貧窮人口居住在農村。
- 單就倡議創業本身不會導致農村發展，整體 (HOLISTIC) 政策，需能確保所有相關部門履行其職能以創造有利環境。
 - 有關教育的政策，青年、微小中型企業和發展部門必須收斂到一個焦點；並由充滿活力的機構以有效推動實施。
 - 微、小、中型企業的敏捷性、活力和可伸縮性，主要取決於政策結構、當地專案的擁有權和有利的環境。
- 事實顯示
 - 中小型企業一直世界各地許多國家最近經濟增長的骨幹。透過國家支持，農村企業家得以發展及繁榮，對小型企業設阻礙者，則發展得不好。
 - 微型、小型及中型企業
 - 對 GDP 貢獻度大於 30% ,創造近 80%就業率(含農業及非農業)；

- 約有 70%的小企業在最初 5 年結束營業；在美國為 40%。只有 4%存活超過 15 年(例外馬來西亞、新加坡、日本、韓國)
- 少於 10%是能夠獲得正式的融資
- 經濟領域和的決策過程，常常忽視青年的參與。
- 要發展農村創業，青年需要發展環境發展相關的正確的能力，使易於啓動和經營業務。並協助其逐漸由產品取向(Product Driven) ,提升為市場取向(Market Driven)、知識取向(Knowledge Driven)。
- 完整、連貫的政策及整體推動才能有助於協助微型企業升級至小型企業。

(六)支持性的作法



- 藉由階段式的培養，初期致力招募新成員，找出有興趣項目，簡化,讓學習及改變不困難。
- 培育其企業家思維至關重要；培養每階段的成功及自信，促有意願改變，提高其承諾及承擔能力。企業家養成後自有能力面對並克服困難。
- 藉由同儕共同訓練學習強化思維，減少其擔心或害怕。
- 透過個人化諮商及培育，提供技術協助，強化其改變的思維及風險承擔意願。
- 透過指導(mentorship)培養樂觀及改變意願。
- 輔以成功案例，鼓舞類似階段的學員具備樂觀、企圖心、放大夢想、有信心可達成目標。
- 形成正式人際網絡，增加與市場及專家的接觸，分享設施,共同經營或共同操作，提高技術及規模經營效率。
- 階段式培養其產業專長(如農業生產、食品加工及農業旅遊)，整合相關資源並適時協助取得土地、資金等。
- 進行市場區隔；簡化經營管理加速獲利。
- 協助行銷，導引其思考週延，但不幫忙做決定。

五.農村創業【政策架構及支持體系】

(一)理念

- 當創業政策及管理落實每一級的管理，經濟可持續成長。
Growth Happens when Policy and Management at every level in the economy turns Entrepreneurial.
- 經濟發展帶動社會均衡發展，促成公平、平等社會，屆時，GDP 用以評估社會經濟發展才有其意義。

(二)政策架構

- 與其他國家政策緊密結合。
- 加強有效執行的體制。
- 確立相關利害關係人、擁有權。
- 衡量社會經濟之變化，觀察點：微觀層面的 TFP（Total Factor Productivity，全要素生產率，指“生產活動在一定時間內 的效率”，是衡量單位總投入的總產量的生產率指標。）

(三)先決條件

(1)特定國家：

- 回顧早期政策倡議(例如中小企業政策)；
- 法規環境(創業審查、抽檢)；
- 氣候調查事實、實地的事實。
- 確定利害關係人
- 建立公私立夥伴關係下的執行機構、及其執行評估
- 建立 KPIs、KPIs 及財務效益之連結

(2)政策範圍

- 獲得融資的管道—中小企業銀行家、現金流為基礎的貸款、專案貸款辦法（部門）、中央銀行委員會的代表
- 市場准入、法律地位給群集管理公司（**Cluster Management Companies**），與金融機構及發展類金融機構（FIs & DFIs）貸款進行談判。
- 創業教育（Entrepreneurship Education, ECD）技能發展（優惠券交換程式 Coupon Exchange Program）
- 創業支援基金：創業服務模型（Venture Services Mode，VSM）法律結構。
- 技術交流和創新（政府、學術界）育成中心、工業區中小企業發展中心
- 結合專業、宣傳、推廣及網絡

- 關鍵效能指標（Key Performance Indicators, KPI）。分享最佳做法。
- 監督及評估

(四)建立農村創業的支持體系--支援、服務提供者的網路和集群發展

1.商業發展服務（Business Development Services, BDS）

被認為是一個主要的工具，指提供給微型、小型和中型企業的廣泛服務，有助於提高生產力，改善產出，降低或適當投入，增加它們的盈利能力、經營效率、促進當地經濟發展和就業。其對農村創業的成功很重要，開發中經濟體較已開發經濟體擁有更大前景及潛力。農村企業家在軟實力上的落差，需要獲得正確和發展中的市場資訊和計畫，能迅速、有效地、經濟性地開展他們的產品。

2.環境需求及競爭加遽的時代

隨著全球化、技術不斷改進、管制減少(deregulations)所造成的競爭加遽，其所牽涉的產品表現、種類、成本及短生命週期，因應企業主沒有時間學習，針對創業、建立團隊、品牌、投資產品、供應鏈、外銷等提供協助。包括

- 培訓和技術之協助
- 技術和產品之開發
- 市場訪問
- 政策及宣傳
- 替代融資安排

3. 商業發展服務（Business Development Services, BDS）所面臨的挑戰

包括對 BDS 不瞭解、無力負擔、不信任、不容易接觸到。

克服的方法包括：提高可接受性、擁有權、可負擔的起、以部門為基礎的培訓（教導區域/國際的最佳做法）、取得信任、中期和長期財務和非金融規劃、容易實施的"專案貸款辦法"、創業服務模型、部門 KPI。

4.產業價值鏈

進入市場前一連串針對產品或服務之改善，以確保其有效和高效率的產品或服務。使過程中的參與者均受益。

- 貼近市場需求，工作和消費者、市場、產業價值鏈參與者緊密結合。
- 企業家為一個重要的利益相關者。
- 持續創新，讓今天比昨天更好。
- 強化團隊組織運作。

- 特許經營（Franchising）為有力的鼓勵措施。

5.選擇部門的方法

明確、單一及需求導向的專案。以部門為基礎專案貸款的標準如次：

對 GDP 的貢獻度、所創造的就業率、外銷實績及未來潛力、進入新市場、部門中微、小、中型企業家之比重。

伍、心得與建議

- 一.各國國情、政經環境、人才教育及天然資源不同，各有其不同階段的各種挑戰待克服。為能建立可持續推動的合作制度，各國宜參採農村創業發展理論，掌握自身發展的歷程及階段，配合中長程策略規劃，建立系統化行動計畫及良善的監控及評估配套措施。
- 二.導引企業家精神深入輔導機關、執行機關、參與農民，宜配合由上而下、下而上的聚焦及共識形成，形塑共同願景，確立地方的發展方向，並持續辦理系統性觀念傳遞及計畫，配合年度執行檢討，落實 PDCA(Plan - Do-Check-Action)循環，促使參與群體及企業均能螺旋往上成長。
- 三.執行方式尤其應力求簡化再簡化，該更多參與者能夠理解、跟上預期進度、在良好的組織氛圍中，促成共識，共同面對農村及社區的問題，鼓勵創意改進方式，突破資源限制，讓大家都有充分的機會表達意見、實際參與、共創未來。並在日後讓參與者可以獨立運作，更加入其多元創意，帶動農村創業在各地發展出在地特色及各式各樣的成果。
- 四.相較於許多 APO 會員國，我國在導入企業管理應用於農業上，起步相當早,成果也豐碩，回溯我國農業界經營管理理念的導入，真要衷心感謝陳前主委武雄及石總經理滋宜，因為其領導人的遠見及堅持，加上當初許多企業管理顧問、農業專家、農民團體的努力；更有優秀農民的勤奮、創意，持續堅持，儘管臺灣資源受限，我們仍擁有傲人的成績的，令來自其他會員國學員稱羨不已。

近年在農村再生各項專案，側重於人才培育及思維的建立，長期以來致力農村社區生產、生活、生態及文化發展，強化社區夥伴相互學習成長，深入探討農村發展課題，並透過跨域合作方式，整合各部會資源，匯聚最大的力量，以協助社區整體發展。本次訓練過程中，我國透過國情報告簡報分享「由下而上、計畫導向、社區自治」的推動策略時，獲熱烈迴響。

- 五.參與國際活動時，積極、勇敢提出問題或疑問、請教主辦單位及參加者，可以有助於初期的適應；以樂觀、自信、企圖心、決心、彈性、冒險、願意改變、努力等企業家思維 (mindset)，在共通語言(英語)基礎下（雖有各種口音問題），積極配合多媒體圖文說明及簡報技巧、發問及說明，發現可有效傳達資訊及執行成果，奠定自信，收穫滿滿。

六.各國國際交流的機會日益頻繁，倘能及早掌握各類國際組織年度訓練及各項活動，有計畫規劃並鼓勵各機關參加，以利長期人才培育；除了由學員各自努力增進能力之外，建議針對歷次參加人選建立資料庫、知識庫、交流管道，提供後續參加者請益、諮詢所需，發揮團體學習功能，持續有系統培養具國際觀的人才。

註:

撰寫報告之際，農委會已開始整合 APO 年度各計畫請各單位報名，倘能繼續盤點各項國際活動及訓練，預期將可更為週延，有利人才培育、業務拓展及國際交流。

陸、附錄

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1. 講師

| 姓名 | 職稱/單位 |
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| Manoj Mishra | Ph.D. (Economics), Veer Narmad South Gujarat University |
| Steven Chiang | Co-Director at GoFarm Hawai'i, Director at Agribusiness Incubator Program, University of Hawaii |

2. 學員,計 24 位/14 個國家代表

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| IR Iran | Ms. Laleh Bashirzadeh Senior Officer Responsible for Rural Women Agriculture Extension Training and Research Management of Hormozgan Agricultural Jihad Organization | Iran-Bandar Abbas-Samadoo str. Valfajr 3 alley, Aflak3 Buldg. Tehran Telephone:98-7633662542-6 Fax:98-7633662061 e-Mail:Hengamilale@yahoo.com |
| Mongolia | Ms. Davaakhuu Khandaa Director | Zagasan Nud and Zagastai Co. LTD in Jinst Bagh, Uliastai City Zavkhan Province |

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| Pakistan | Mr. Muhammad Iqbal Deputy Secretary Ministry of Industries and Production, Government of Pakistan | Pak Secretariat, F-5/1 Islamabad Telephone: 0092-51-9103890 |
| | Mr. Usman Adil Assistant Manager National Productivity Organization, Ministry of Industries | 2nd Floor, Software Technology Park Building, F-5/1 Islamabad Telephone:0092-51-2823304-08 Fax:0092-51-2823309 e-Mail:usmanadil.apo@gmail.com |
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| Sri Lanka | Mr. Gayan Udara Kaushalya Algewattage Divisional Secretary-Buttala | Telephone:055-2273933 Fax:055-2273938 e-Mail:gukalgewattage@gmail.com |
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二. 議程表

Training Course on Rural Entrepreneurship Development

2 – 6 March 2015, Nadi, Fiji

PROVISIONAL PROGRAM OF ACTIVITIES

| Time | Activities/Events | Organizer/ Facilitator/ Speaker/ Discussant |
|---|--|--|
| Sunday, 1 March 2015: | | |
| Arrival of Participants in Nadi, Fiji | | |
| Hotel: Name: Hexagon International Hotel Villas & Spa Address: Queens Rd., Martintar, Nadi Phone: (679) 672 0044 Fax: (679) 672 0071 Website: www.hexagonfiji.com | | |
| Day 1: Monday, 2 March 2015 | | |
| 08:30-09:00 | Registration | Organizing committee |
| 09:00-09:45 | Opening session - Welcome remarks by Fiji National University - Welcome remarks by the APO - Inaugural address by the Chief Guest - Vote of thanks - Introduction of participants and resource persons - Overview of the program - Group photo | Organizing committee |
| 09:45-10:00 | Coffee break | |
| 10:00-10:15 | Program orientation | Muhammad Saeed |
| 10:15-11:15 | Module 1: Rural entrepreneurial system: concepts and principles of and problems and challenges in entrepreneurship development and unique features of rural entrepreneurship development | Speaker: Saquib Mohyuddin Discussant: Manoj Mishra Steven Chiang |
| 11:15-12:30 | Module 2, Part I: Rural entrepreneurship development-strategies, tools and techniques | Speaker: Manoj Mishra Discussant: Saquib Mohyuddin |
| 12:30-13:30 | Lunch break | Steven Chiang |
| 13:30-14:30 | Module 2, Part II: Rural entrepreneurship development-strategies, tools and techniques | Steven Chiang |
| 14:30-14:45 | Coffee break | |
| 14:45-16:15 | Module 3: Incorporating rural entrepreneurship into economic development infrastructure | Speaker: Saquib Mohyuddin Discussant: Manoj Mishra Steven Chiang |
| 16:15-17:15 | Special Presentation: Challenges and Opportunities in Rural Entrepreneurship Development in Fiji (Fiji' s model of rural entrepreneurship development) | Wasanthi Wickramasinghe |
| 17:15-17:30 | Orientation of field/company visit(s) | Organizing committee |
| 18:00-20:00 | Welcome dinner hosted by APO at Hexagon International Hotel | |
| Day 2: Tuesday, 3 March 2015 | | |

| Time | Activities/Events | Organizer/ Facilitator/ Speaker/ Discussant |
|---|---|--|
| 08:30-13:30 | Module 4: Field/company visits: Observational visits: Group assignment : Assessment of rural entrepreneurship development sites | Organizing committee |
| 13:30-14:30 | Lunch break | |
| 14:30-15:30 | Module 5, Part I: Formulation of rural entrepreneurship development plans and projects: key components of a project, planning and execution of a project, and : project cycle management | Speaker: Manoj Mishra Discussant: Saqib Mohyuddin Steven Chiang |
| 15:30-15:45 | Coffee break | |
| 15:45-17:15 | Module 5, Part II: Formulation of rural entrepreneurship development plans and projects: main causes of project failure, key success factors, and examples of successful models of rural entrepreneurship development projects | |
| Day 3: Wednesday, 4 March 2015 | | |
| 09:00-10:30 | Module 6: Monitoring and evaluation models of rural entrepreneurship development | Speaker: Manoj Mishra Discussant: Saqib Mohyuddin Steven Chiang |
| 10:30-10:45 | Coffee break | |
| 10:45-12:30 | Module 7, Part-I: Creating AgriPreneurs out of farmers (and non-farmers): Using lessons from 10 years of consulting to farmers, aspiring farmers, and small food manufacturers, Mr. Chiang will share his best practices in identifying characteristics for entrepreneurial transformation, the highest-value business consulting tools and methods, and the all-important human side of creating entrepreneurs. | Speaker: Steven Chiang Discussant: Manoj Mishra Saqib Mohyuddin |
| 12:30-13:30 | Lunch break | |
| 13:30-15:00 | Module 7, Part-II: Creating AgriPreneurs out of farmers (and non-farmers): A practical, non-academic session with discussion of the technical tools | |
| 15:00-15:15 | Coffee break | |
| 15:15-17:00 | Module 8: Supporting rural entrepreneurship: building support and service provider' s network and cluster development | Speaker: Saqib Mohyuddin Discussant: Manoj Mishra Steven Chiang |
| Day 4: Thursday, 5 March 2015 | | |
| Module 9: Sharing of Country Experiences | | Resource persons to act as discussants |
| 09:00-10:30 | Models of rural entrepreneurship development | Participants |
| 10:30-10:45 | Coffee break | |
| 10:45-12:30 | Models of rural entrepreneurship development | Participants |
| 12:30-13:30 | Lunch break | |
| 13:30-15:30 | Models of rural entrepreneurship development | Participants |
| 15:30-15:45 | Coffee break | |
| Module 10: Group breakout session (details to be provided later) | | Resource persons to act as facilitators |
| 15:45-17:30 | Group breakout session-I | Participants |
| 18:00-20.00 | Farewell dinner hosted by NPO Fiji at Sitar Restaurant | |

| Time | Activities/Events | Organizer/ Facilitator/ Speaker/ Discussant |
|--|---|---|
| Day 5: Friday, 6 March 2015 | | |
| 09:00-10:45 | Group breakout session-II | Participants facilitated by resource persons |
| 10:45-11:00 | Coffee break | |
| 11:00-12:30 | Presentation of group discussion output in a plenary session | Participants |
| 12:30-13:30 | Lunch break | |
| Module 11: Formulation of Action Plans and Program Evaluation | | |
| 13:30-14:00 | Formulation of individual action plans | Participants |
| 14:00-14:30 | Program Evaluation | Participants, resource persons, and implementing organization |
| Closing session | | |
| 14:30-15:00 | <ul style="list-style-type: none"> - Closing remarks by Fiji National University - Closing remarks by the APO - Awarding of Certificates - Vote of thanks | Organizing committee |
| 15:00-15:15 | Coffee break | Organizing committee |
| 15:30 - Onward | Free time | |
| Saturday, 7 March 2015 | | |
| Participants departure to their home country | | |

三. 活動照片



Rural Entrepreneurship
development / Fiji

上左:Muhammad Saeed (PhD)Senior Program Officer/Agriculture Department Asian Productivity Organization

上中及上右:

Jioje Konrote , Minister for Employment, Productivity and Industrial Relations

下左/同學們 Classmates

下右(後排由左而右,講師,前排主辦專家)

- 1.Saquib Mohyuddin Chairman/Pakistan Enterprise Development Facility (PEDF) Fresh N Easy BSR Organic Farms, Papa Kebab (Pvt) Ltd
- 2.Steven Chiang Co-Director at GoFarm Hawai`i, Director at Agribusiness Incubator Program, University of Hawaii
- 3.Manoj Mishra Ph.D. (Economics), Veer Narmad South Gujarat University
4. Kamlesh Prakash, NTPC director
5. Muhammad Saeed (PhD)



開幕式後的大合影 (有部分同學仍努力趕來途中.....)



APO Welcome Party



泳池邊的歡迎派對,同學們開始各式各樣的英文交談....



【參觀民營農場 Pacific Harvest Ltd】

接待人員說明農場經營概況、規模，並回答大家問題。

【心得】

比較兩國差異詢問，或積極從同學發問中更深入進一步發掘問題，或請教主辦單位安排的考量及預期目標，讓學習之旅更有深度。



【參觀簡易設施育苗場】

- 1.以簡易設施培育蔬菜(如甜椒等)、果樹等種苗情形。
- 2.來自臺灣農友種苗公司種子品質在當地頗受肯定。
- 3.屋頂下沿設置蒐集雨水導管，引入網室內使用（下右、下左圖）。

【心得】

1. 我國耕地面積雖然有限，單位生產成本偏高，但盤點既有技術及育種等優勢，仍可找出利基在國際市場居一席之地，農友種苗公司以其高品質為當地農民所稱道，讓我深覺與有榮焉，尤其在國外體認更加深刻。
2. 簡易設備即可部分克服水資源不足的現象，體現企業家對自有及天然資源的掌握與應用。



【育苗用土壤消毒標準作業程序】

- 1.將有機質拌入土壤中,加水放入筒中，並放入適量水，下方升火。（右上）
- 2.翻動土壤確認土壤溫度達殺菌需求。（右中）
- 3.取出殺菌完成的土壤，過篩。（左）
- 4.將殺菌過篩後土壤，移入網室使用。（右下）

【心得】

以科學知識為基礎，制定簡單、容易操作、成本低廉的標準作業流程。



農場參訪途中

在車上隨手拍的風景，斐濟果然“美的名不虛傳”。

下圖為高爾夫球場及水上樂園。



農場參訪回程

主辦單位考量滿檔的課程中，學員沒有機會去海邊的，特別在海邊停留 15 分鐘，讓我們欣賞斐濟美麗的海景並留影紀念，美麗呵！！

【心得】

主辦單位多一份小小用心，就能為大家帶來滿滿回憶，滿意度激增！！



Fiji food

當地的特色飲食

好吃，但臺灣的食物又更好吃.....



【國情報告心得】

透過國情報告書面資料編撰及簡報製作
回溯我國農業界經營管理理念的導入
真要衷心感謝陳前主委武雄及石總經理滋宜
領導人的遠見及堅持，是可以成就許多事的！！
加上當初許多企業管理顧問、農業專家、農民團體的努力。
更有優秀農民的勤奮、創意，持續堅持
儘管臺灣資源受限
我們仍可擁有傲人的成績的，真的，
臺灣真棒！！！！！！

【感謝】

謝謝水保局吳菁菁組長熱心提供農村再生成果（內容精彩，且中英文版均有）
謝謝遠見雜誌百大黃金農民專刊，我將專刊當禮物送主辦單位（可惜只有中文版）
天空的院子案例分享，體現民間創意及活力。



頒發受訓證書並團體大合影



惜別派對 瞧我們開心的，各式各樣的英語已不再是問題了.....

四. 媒體訪問

Media report/ Fiji Sun online



HOME ARCHIVE ABOUT US CONTACT US Friday, Mar 27, 2015

FIJI Sunonline

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Something To Take Back



March 08 11:09 2015

by Sheetal Prasad, NADI

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<http://fijisun.com.fj/2015/03/08/something-to-take-back/>

Participants of the National Training and Productivity Centre of the Fiji National University in partnership with the Asian Productivity Organisation (APO) have something to take back home.

The week-long training course on Rural Entrepreneurship Development at Hexagon International Hotel in Nadi ended last Friday.

Fourteen APO member countries including Fiji took part which was facilitated by three key international resource persons.

Some of the countries participating are Republic of China, India, Nepal, Indonesia, IR

Iran, Lao PDR, Malaysia, Pakistan, Philippines, Cambodia, Mongolia and Sri Lanka.

Each participant took back a certificate in recognition to their participation at the workshop here in Fiji.

Wendell Tamayo, chief of staff of Development Academy of the Philippines was happy with his achievement.

“It was a great workshop. Something that really opened our eyes to the role of entrepreneur and enterprises in the national development,” Mr Tamayo said.

“It focuses on what is needed in terms of achieving national development by promoting entrepreneurship through the divergence of different stakeholders.

“We think of ideas and these ideas are converted into initiatives. So the ideas generated at the workshop will be converted into initiative.

“We convert it into training programs, and we train people who will actually implement the changes.”

Ling-Na Lin is a section chief of the Agriculture and Food Agency Council of Agriculture in Taiwan.

She found the workshop interesting and learned many things.

“We have many action plans in my country. I learned that we can modify some of our action plan for the better.”

National Training and Productivity Centre’s Kamlesh Prakash closed the workshop.

“There was a lot of wisdom shared by the resource persons, a lot of knowledge and input made by every single one, based on your own unique experiences from your respective countries and context that is very heartening.

“One of the primary objectives of the APO is to create a multiplier effects through all its projects and service,” he said.

Most of the participants departed the country yesterday.

五. 國情報告

Country Report 14-AG-GE-TTC-B

Training Course on Rural Entrepreneurship Development Republic of China

Ling-Na Lin

Section Chief, Agriculture and Food Agency, Council of Agriculture, Executive Yuan

Abstract

Due to the globalization and trade liberalization, Taiwan's agriculture industry, with its small scale management and high producing cost, has to face tremendous foreign competition. Promoting entrepreneurship development is regarded as one of the important approaches to lift agriculture competitiveness, elevate rural economy and upgrade living standard.

To propel rural enterprises development forward, the government has promoted various policies to assist young farmers and agriculture entrepreneurs smoothly acquire land, technology, loan, facilities and equipment, personnel etc., in the meantime non-government enterprises, whether invested directly or sponsored agriculture industry, concern outmigration and aging of rural populations, they also bring in talent, funds, advanced technology, logistics etc.. Cooperation of government and enterprises lower the difficulty of industry management, and improve efficiency and profitability.

Case study that describes about the fulfilled dream of young agricultural entrepreneurs. He determined to reconstruction rural traditional buildings since he was a university student, and took the initiative in learning of architecture, aesthetics etc,. After rebuilding completely, he struggled with loan repayment, advertisement to improve the visibility of "SKY YARD", getting more customers. Finally he succeeded by sustaining effort and the help from the famous musician composer and social enterprises consultant. His next step is to share the successful experience with local community. By using local bamboo, fruits and vegetables, soap etc. to be daily necessities or souvenir for customers, Mr. Ho did not only increase local employment opportunities and the economy ,but also led enterprise and the rural community benign cycle and develop sustainably.

This article also illustrates how the government integrate and apply various active industrial policies to develop a more friendly environment, which would encourage agriculture entrepreneurs and social entrepreneurs to help rural development sustainably.

An Overview of the current developments and trends in rural entrepreneurship development in Taiwan

1. Taiwan Agriculture

Taiwan's agricultural sector today generates an economic output valued at nearly **US\$16 billion per year**. In this output, plant crops account for 46.64%, livestock 31.06%, fisheries 22.22%, and forestry products 0.08%. Some **540,000 people**, or **5%** of the total population, are engaged in farming. Primary agricultural output creates **1.8%** of Taiwan's **GDP**(gross domestic product). When related activities such as agricultural processing and farm-based recreation are also taken into account, the percentage rises to **11% of GDP**. Agriculture plays a vital role in Taiwan's food security, rural development and ecological conservation

In bygone days in Taiwan , farming was the most important occupation. But arable land was limited , as some 60% of the island was covered with forests. On average, each farm family cultivated around **1.1 hectare**. This traditional small farm model kept operating efficiency and profit margins low.

In the 1980s, Taiwan's economic transformation from agriculture to manufacturing and service sectors, domestic market was opened to import staple foods. Large areas of farmland began to be left idle as people moved out of rural areas, the problem of less labor and farmers aging became more serious year by year.

In recent years, the government has introduced a new policy to **reactivate idle farmland**. The goals are to ensure food security, enhance food self-sufficiency, and inject new vitality into agriculture. Old farmers who are unable or unwilling to keep on working are encouraged to lease or sell their land to younger people who want to go into farming.

Then more programs have been introduced to enhance farmers' income and encourage young people to return to or stay in rural areas. Besides loans and equipment subsidies, practical , hands-on training in farming skills is provided by the Farmers' Academy Meanwhile, many residents of rural areas are eager to get involved in community regeneration. A bottom-up consensus has thus emerged to forge a brighter future for rural communities. In 2012, Taiwan' s cultivated fields were about **802 thousand hectares**, cultivated land rate was **22.3%**.

2. key player

(1) Registered farm, Agricultural Production and Marketing Groups

➤ Registered farm

When farms reach a certain size Area, should have at least one of the technicians, and registered with the local authority.

➤ Agricultural Production and Marketing Groups (**APMG**)

which bring together of small farmers whose lands are connected and grow the same products, can reduce the cost of materials, facility equipment and other expenses through production materials, procurement cooperation, co-shipping as well as co-marketing. By sharing resources, farmers can increase overall benefits and bargaining power, so that small-scale farmers can enjoy the same benefits as larger-scale farmers.

(2) Rural community

Revitalizing agricultural communities to showcase the new features of the ecology, landscape, LOHAS lifestyle, and culture in the rural area.

(3) Entrepreneur or Social enterprise

Taiwan has always been known for its flexible small and medium enterprises. Taiwan's SMEs in farming, forestry, animal husbandry and fisheries industry are about 11, 900 in 2013, including 1,000 social entrepreneur, 597 NPO.

Agricultural entrepreneurship is considered an important way to promote competitiveness and ensure farmers income.

3.service providers

(1) Government

- Applying the service, for instance, loan assistance, consultation of technology, research and development, promotion of production and marketing, personnel training, regulation, a platform built, resource integration assistance.
- integrating the resources of human, land, water and industries to develop the agricultural value chain.

(2) Farmers' organizations

There are government-assisted farmer organizations throughout Taiwan, including 302 farmers' associations, 40 fishermen's associations and 17 irrigation associations. They provide a range of **services**, including **agricultural extension, supply and distribution, and financial services**, such as **credit and insurance**. They represent an important channel through which the government can communicate with and serve grassroots farmers

4. policies and programs for rural entrepreneurship

Facing the climate change, global population growth and high oil price, many countries have taken **Food Security** as the most important issue. Taiwan's average food self-sufficiency rate was 33.5% in 2011, the ratios of rice, vegetables, fruits, meat and fishes was above 83% respectively. However, wheat, corns and soybeans rely on import.

(1) " Small Landlord, Big Tenant" Policy scale up the farmland

The government started the Small Landlord and Large Tenant Policy in 2009. This project encourages land owners to rent their fallow lands to “large tenants” for the production of rice, forage corn, forage, silage corn or crops of organic farming. The major advantage of the policy is to **adjust agricultural labor structure, expand agricultural business scale and prompt agricultural transformation**. The policy also encourages young professional farmers or groups to rent agricultural land and **grow some corps that can substitute imported products or export-oriented**.

- Small landlord measures provide the “incentive” for senior farmers. As those aged over 65 years old with participation in agricultural insurance over five years lease their land to tenants, they can receive the monthly incentive of NT\$2,000 per hectare. The maximum is no more than three hectares and NT\$72,000 per year.
- Big tenant-farmer measures assist youths determinedly devoted to agriculture to enter the threshold successfully, conduct enterprise and mechanized production, lower business risk, and improve profit. The measures as follows:
 - a. Subsidy of improving leased agricultural land
 - b. Subsidy of contract farming for big tenants

- c. Assistant packages of enterprise management (including subsidies of purchasing production equipment and applying for verification of healthy safe agricultural products)
- d. Zero-interest rent and low-interest (1%) loan
- e. Assistance on natural disaster

(2) Reactivating idle farmland drives rural development

In recent years, the government has introduced a new policy to **reactivate idle farmland**. The goals are to **ensure food security, enhance food self-sufficiency, and inject new vitality into agriculture**. Old farmers who are unable or unwilling to keep on working are encouraged to lease or sell their land to younger people who want to go into farming.

The program from 2013 to 2016(estimated increasing food self-sufficiency rate 1.4%) to encourage farmers especially the tenant farmers to produce import substitution crops, marketing potential crops, local product and organic product on the farmland under contract, encouraging people to consume the local products and facilitating the setup of farmer’ s market island-wide to provide local produced fresh-safety-quality agricultural products.

- Continue the “**Small Landlords, Big Tenant**” Policy. The lease incentives, originally applied to the farmland continuously left fallow between 2006 and 2007, are now relaxed to include those left fallow between 1994 and 2003.
- Adjust fallow subsidies. The farmland left fallow in one cropping season is still given with subsidies while in the next cropping season, it is encouraged to resume production and given with contract farming subsidies of NT\$15,000-45,000 per hectare.
- The Agricultural Research Institutes organize the “fallow farmland rehabilitation service group” . It provides counseling and services about technical questions like seed, pest control and farm management. In addition, in combination with agricultural water resources, it plans appropriate corps areas, promotes drought-resistant grains, and introduces water-saving irrigation systems.
- Synchronously implement quit-farming incentives. As farmers aged over 65 years old with participation in agricultural insurance over five years lease their farmland to big tenant-farmers qualified for the “Small Landlords, Big Tenant” policy, they can receive the monthly payment of NT\$2,000 per hectare.

(3) New value chains boost competitiveness

Agriculture in Taiwan is no longer confined to the production of primary products. Nor is it content with basic processing of its produce. Today, Taiwan's agriculture is pursuing the

strategic goal of creating new **“agricultural value chains”** by adopting new enterprise models with enhanced innovative value-added and cross-sectoral integration; forging more links with businesses outside the agricultural sector; developing large-scale, quality-oriented competitive enterprises; setting up boutique specialty businesses; and taking advantage of market liberalization to bring Taiwan's agriculture into line with international needs and so to gain access to market opportunities worldwide.

Ornamental fish make an excellent example. Besides **developing new varieties**, Taiwan's fish farmers are also proactive in **developing product lines in aquarium equipment and materials**. Exporting these items together has become a competitive line of business.

(4) Science and technology underpin agricultural development

Improved crop varieties, advanced growing techniques, and continuous innovation in business models combine to provide the strongest basis for Taiwan's agriculture to remain competitive.

Taiwan is home to a world-famous electronics industry. This technological strength also carries over into local agriculture, helping it to improve production capabilities and adapt to climate change.

The government works closely with the private sector. Transfers of improved plant varieties and animal genetics, as well as other technology transfers, are underpinned by comprehensive protection of intellectual property rights. This brings great commercial benefits to farmers and businesses.

(5) Invigorate agriculture by encouraging young people to take up farming

Special programs have been introduced to enhance farmers' income and encourage young people to return to or stay in rural areas. Besides **loans and equipment subsidies**, **practical, hands-on training in farming skills** is provided by the **Farmers' Academy**. Meanwhile, many residents of rural areas are eager to get involved in **community regeneration**. A **bottom-up consensus** has thus emerged to forge a brighter future for rural communities.

(6) Agro-tourism - a new look for agriculture

The past few years have seen agricultural tourism gaining popularity in Taiwan. **Recreational districts** have been built up around farming and fishing villages by **integrating their local specialty products, cultural festivals, and natural scenery**. More than 70 recreational farming zones have been established and nearly 300 recreational farms have been **licensed**. In every season of the year, growing numbers of domestic and foreign visitors now spend time at **farms of many different styles**; harvest fruit at pick-your-own fruit farms; go hiking or bird-watching in forest parks; or take boat trips for angling or whale-watching. Agricultural tourism gives people the opportunity to open up their senses and experience Taiwan's flavors to the fullest.

The major Challenges and impediments in rural entrepreneurship development in Taiwan

Taiwan's agriculture enterprises are now facing internal and external challenges, including **trade liberalization, increasing concerns about food safety, food security, climate change, small-scale farming, farmers aging and environmental sustainability.**

To meet these challenges, the government has integrated the resources of human, land, water and industries to develop the agricultural value chain. The approaches are devoting in innovation, enlarging managing Scale, enterprise management capacity building of young farmers, rural village revitalization, etc .

The successful case of rural entrepreneur in Taiwan

SKY YARD/Mr. Ho Pei-jun

This is a story how the young entrepreneurs fulfilled his big dream step by step.

1.background

The story begins with 4 photos taken by the young university student, **Mr. Ho Pei-jun.**

While traveling around the rural area, he determined to reconstruction rural traditional buildings. He started to take the initiative in learning the knowledge of architecture, design and aesthetics.

He finally gained the loan application after the numerous rejection by bank. While the reconstruction was completed, he still struggled with loan repayment, advertisement to improve the visibility of "SKY YARD", getting more customers. The management of B&B (Bed and Breakfast) in the remote village had a difficult beginning. He was advancing slowly with passion and integrated face book and blog to broadcast his dream.

Finally he succeeded by sustaining effort and the help from the famous musician composer and social enterprises consultant. "SKY YARD" B&B gradually wins a high admiration and is widely welcome in Taiwan and abroad. Some tourists acclaimed it as the most beautiful scenery they had ever been.

With all the progress the management has made, Mr. Ho started to concern the rural surroundings. He found that the outmigration of rural populations is serious in the small town. Lack of jobs and opportunity for future push the youth to depart from hometown. The aging population and low income must be conquered.

He tries to share the successful experience with local community. By using local bamboo, fruits and vegetables, soap etc. to be daily necessities or souvenir for customers, Mr. Ho

not only increases local employment opportunities and the economy ,but also add the innovation power and leads enterprise and the rural community benign cycle to develop sustainably.

2.approach/strategy

Nowadays agro-tourism has become increasingly popular in Taiwan and many people are crazy about it.

The core value of "SKY YARD" lies in

- applying the first-hand experience of traditional and modern rural building , the ever good times.
- consumers tend to yearn for the past while pursuing new experiences.

3.methodology and contribution to rural entrepreneurship in the project area

He tries to build and share the successful experience with local community.

- Reconstructing of traditional rural buildings, providing the demand of leisure and rural experiences for the ever good time, and inducing people to cherish Taiwan nature resources.
- By using local bamboo, fruits and vegetables, soap, ceramic products etc. to be daily necessities or souvenir for customers. Mr. Ho succeed to promote the local character, market segments. He does not only increase local employment opportunities and the economy ,but also add the innovation power and leads enterprise and the rural community benign cycle to develop sustainably.
- Convincing villagers cut down betel nut trees, pushed landscape and ecological develop well.
- Integrating the nearby tourist attractions, increased rural experience diversity.
- Handling diverse and creative activities, for instance, "Open Air Cinema ", "Expertise Exchange Free Accommodation", and night marathon, forums and other events attracted enthusiastic participation of youth and made continuous growth and innovation.

4.main reasons of success, among others.

We are glad to support the youth's dream and the well development of social entrepreneurship in rural area.

Concluding Remarks

- 1.To meet challenges in the future, the agricultural policy must further integrate the resources of human, land, water and industries to develop the agricultural value chain instead of just agricultural production concerned.
- 2.To promote enterprise or social entrepreneurs in agriculture investment, the government must integrate and apply various active industrial policies to develop a more friendly environment, for example, incubation, financial assistance, disaster prevention and relief, services(such as research and development, personnel training, regulation adjustments).
- 3.Cooperation of government and civil society institutions will push further expansion of agricultural enterprises and farmers to promote agricultural competitiveness, create occupation opportunities, increase income, elevate profit.