



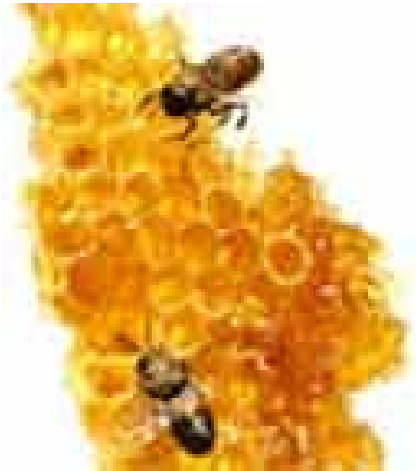
Success Factors in the Promotion of the Apiculture Value Chain Facilitator's Perspective

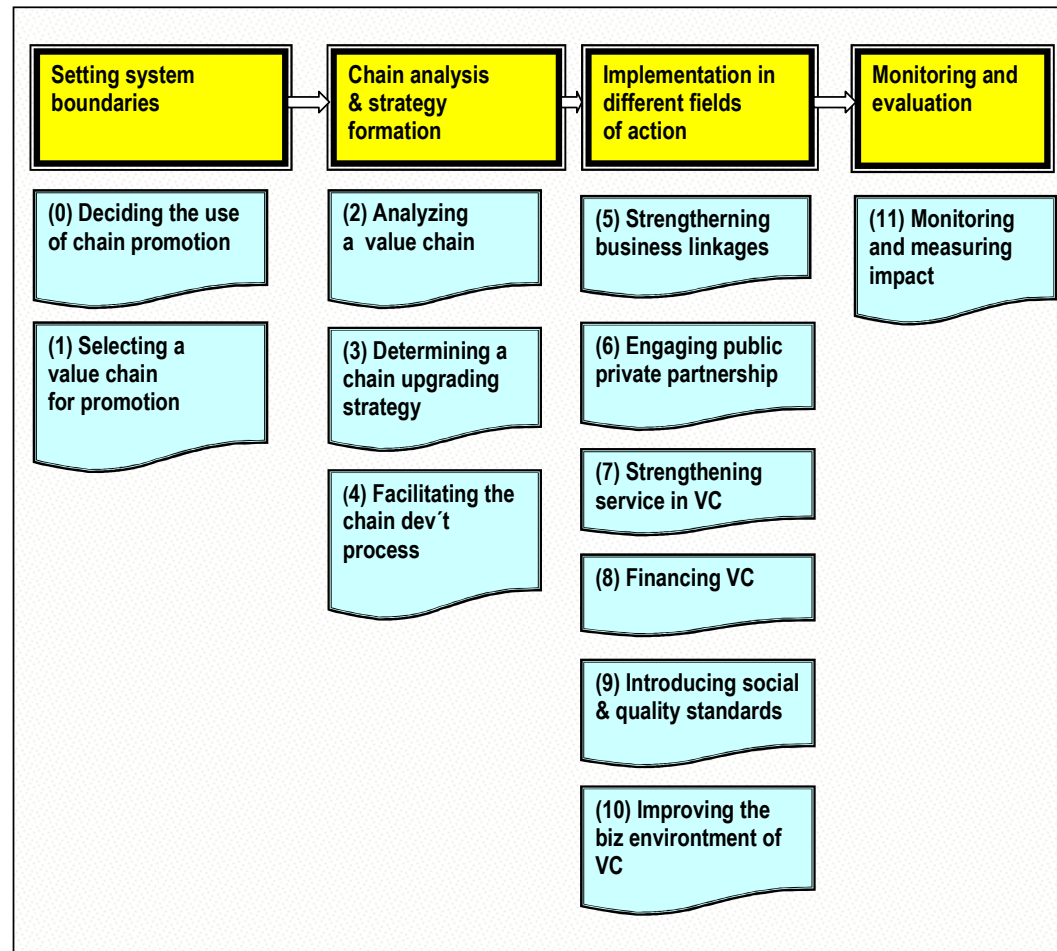
Sustainable Management of Natural Resources in Central Vietnam

Workshop on Lessons Learnt – Apiculture Value Chain
Dong Hoi, Quang Binh, 9th of December 2008
Hans-Juergen Wiemer



The Subsector of Natural Honey Production and Marketing







- **Strategy:** strategic positioning, options, mental barriers, consultancy strategies for Capacity Development. **Objective: a clear and plausible strategic orientation**
- **Cooperation:** with internal partners: the cooperation system, form and content of cooperation, roles and responsibilities, networks
with external partners: formation of partnerships, shaping exchange relationships, establishing competitive advantages, negotiating
Objective: A clear understanding of who it will be cooperating with and how
- **Steering structure:** the steering or governance model for the upgrading project, decisions on key topics , communication and responsibility in management,
Objective: An adequate steering structure to achieve objectives/impacts
- **Processes:** internal process improvement, interface management, change management processes together with the partners
Objective: a clear understanding of key strategic processes
- **Learning and Innovation:** design of mainstreaming and up-scaling processes – which processes and how they should be managed. Innovation and learning architecture
Objective: measures to develop and consolidate learning capacities are in place





Module 0:

Deciding whether to engage in chain promotion

Implementation in Apiculture VC

- ❖ **Multi-sector, multi-stakeholder LED workshops on provincial and District Levels**
- ❖ **Strategic planning, ranking and priorities**
- ❖ **Decision to choose VC approach for implementation**



Module 1:

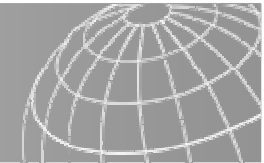
Selecting a value chain for promotion

Implementation in Apiculture VC

Apiculture identified among the most promising in terms of

- **Economic growth for the region**
- **Poverty reduction for rural households**
- **Environmental concerns**

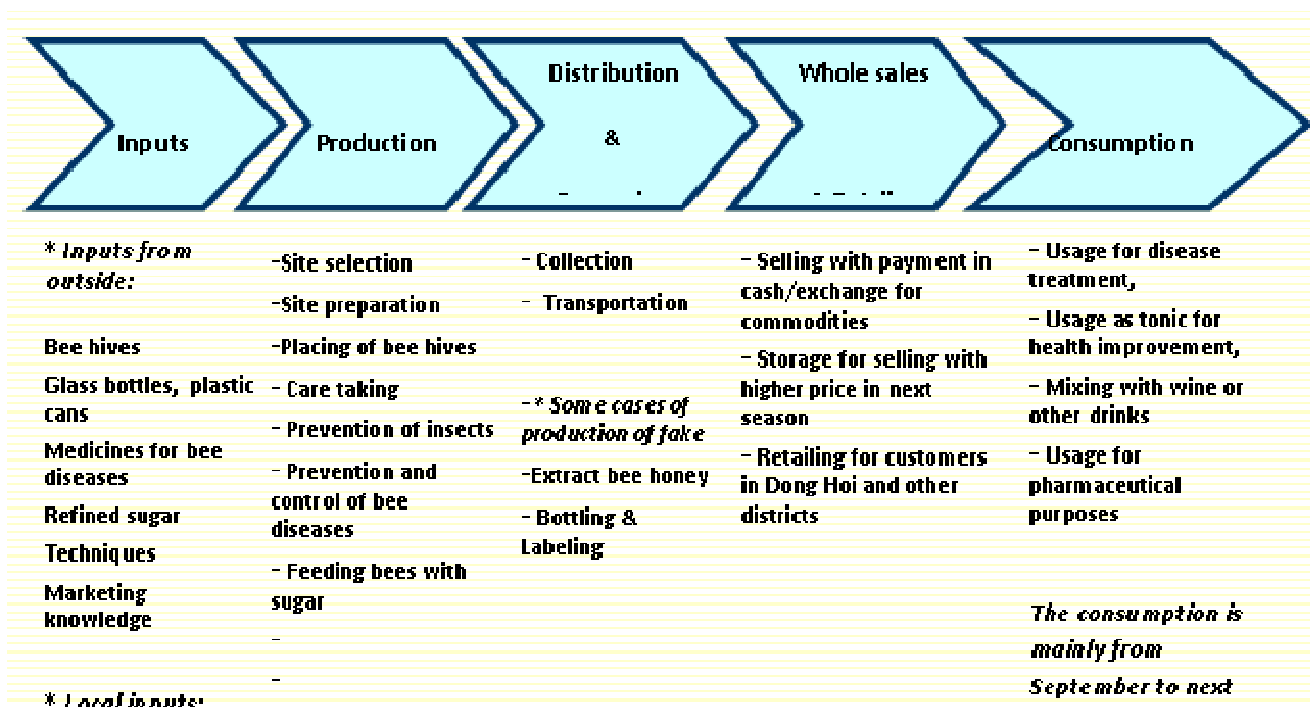




Module 2: Analyzing a value chain

Implementation in Apiculture VC

2 VC stakeholder workshops on analysis of Apiculture in Tuyen Hoa and Minh Hoa districts → Value Chain Map





Module 3:

Determining a chain upgrading strategy

Implementation in Apiculture VC

Key elements of the upgrading strategy:

- Demand driven and market oriented
- Focusing on the local markets
- Natural, environment friendly products
- Consolidating performance of existing producers



Module 6:

Engaging in public- private Partnership

Implementation in Apiculture VC

- ✓ Identify roles and functions of different partners involved in the cooperation landscape
- ✓ Internal partners: VC actors in the project region (beekeepers, traders, input suppliers)
- ✓ External partners: business development service providers (VCCI, CEFE), technical backstopping (BRDC), CPC, DPC and Department of Science and Technology
- ✓ Creating public private partnership: local bee trainers become active in business with support from DPC and other projects (ADB, CPI)



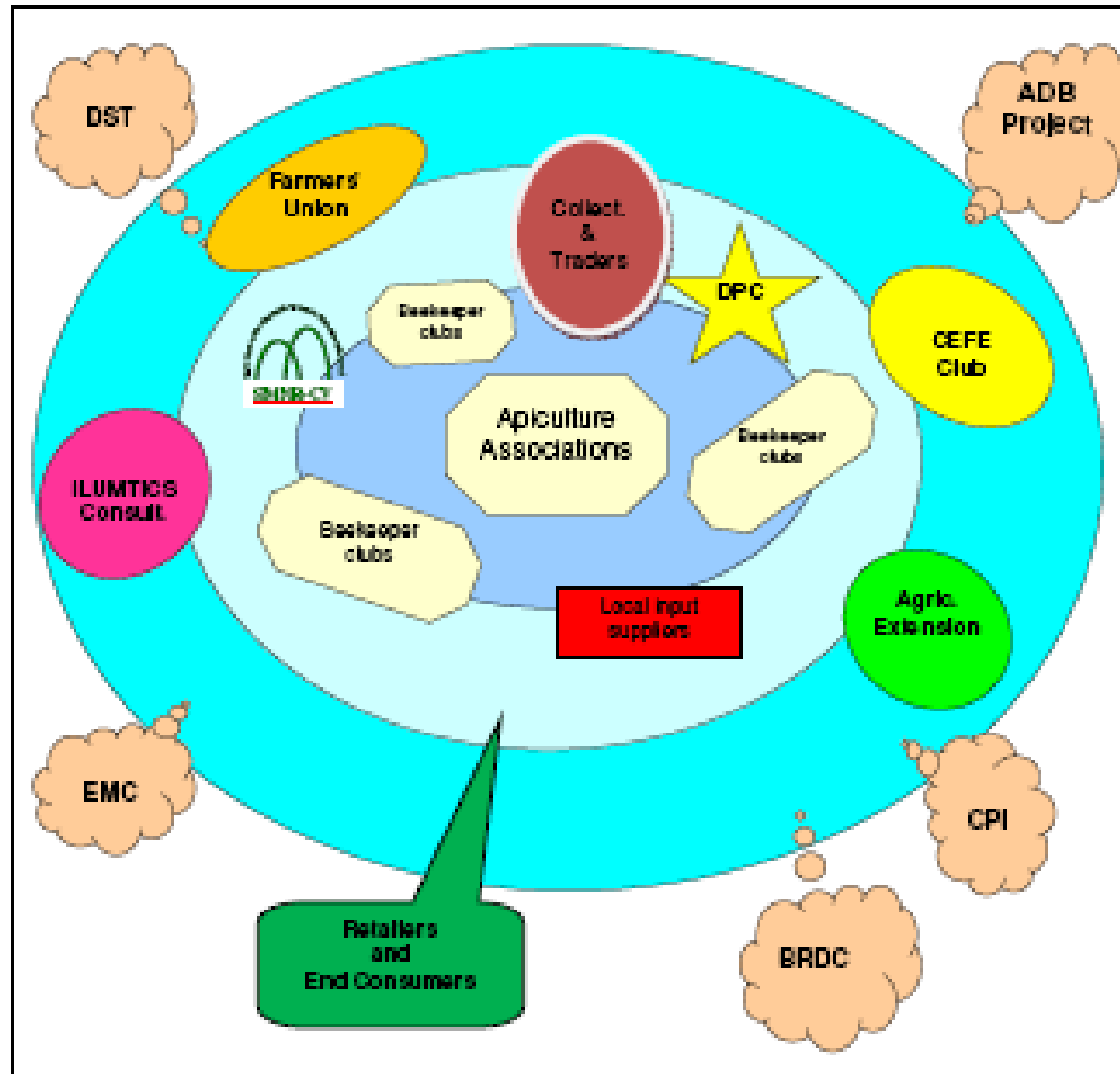


Apiculture Value Chain

Internal Stakeholders

and

External Cooperation Partners





Module 7:

Strengthening services in VC

Implementation in Apiculture VC

- Create Win-win relationships
sharing experience and know-how with advantages for all supporting partners:
 - DPC provides political backup
 - SMNR-CV provides technical and management know how
 - ADB provides budget for up-scaling

- Improve and harmonize the delivery of services needed
 - inputs provision services
 - technical extension services
 - organizational marketing and management services





Module 5:

Strengthening business linkages

Implementation in Apiculture VC

- **Consolidating existing Beekeeping Clubs by awareness raising, need assessments and technical trainings**
- **Assisting VC actors in the formation of the Apiculture Association**
- **Assisting the association in formulating the charter, upgrading strategy (master plan and work plans)**
- **Management trainings and coaching for the association to become an operational VC steering structure with regards to internal linkages (harmonized production and quality standards) and external linkages (more negotiation power towards buyers)**





Module 5 to 10:

Implementation in Apiculture VC



Focus on Core Processes

➤ **Transfer of technical know-how**

Ongoing coaching, advice and technical trainings to the clubs and the association

➤ **Organisation**

Management and organizational trainings, including topics of principles of team work, financial management and planning skills, better product reputation as advantages of the association, mobilization further external support; dissemination to other areas, especially to extremely poor areas with ethnic minorities

➤ **Market Position**

Training on marketing of products, more effective marketing and reduction of marketing and logistics costs

Unexpected outcomes: Buyers (consumers and traders) trust in the pure quality of local honey, producers find out that direct marketing with the buyers coming to their farm is the most effective way





Implementation in Apiculture VC

➤ **Initial Innovation:**

Organized bee keeping replaces traditional “honey hunting”

➤ **Learning**

Continued Learning and dissemination of

- Technical Knowledge
- Organizational and Management Knowledge
- **Marketing Knowledge**

Examples:

- Participation in provincial trade fair to assess behavior of customers
- Test improved packaging and labeling of products
- Explore possibilities for further quality improvement and quality control
- Test quality certification standards



Lessons Learnt (Facilitator's Perspective)

- 1. The selection of apiculture was a good choice in terms of poverty reduction and pro-poor growth. It is suitable for the local conditions in remote mountainous areas and creates income and employment among the poor.**
- 2. The promotion strategy for the Apiculture VC is based on sufficiently in-depth research on market demand and real needs of the stakeholders. The strategic option of targeting the local market was the best choice.**
- 3. At the beginning of the promotion, the main challenges included technical issues and the problem of “how to work together”. The project applied a participatory approach, based on ownership and self-help initiatives of the stakeholders.**
- 4. The collaboration with the two apiculture associations is considered the most important success factor. Capacity building measures by the project have led to effective operations of the associations, which in turn have brought about a real change to the way the value chain works.**





Lessons Learnt continued (Facilitator's Perspective)

- 5. Awareness raising is essential for organizational consolidation. The members of the associations have become more motivated to work together. However, benefits need to become tangible (increased individual income) for the “collaborative” action” to sustain on the longer term.**
- 6. The duration of project support is an important success factor. For the apiculture VC in Quang Binh, this support has started more than a decade ago with the predecessor project IFSP. The SMNR-CV project has contributed in terms of technical and management knowledge. The conditions in remote rural areas make a continued support over a number of years (at least 6) indispensable to produce a sustainable impact.**
- 7. After phasing out the support, it is now left to the dynamics of the associations to fully exploit the potential of local markets and possibly beyond. New barriers are bound to emerge in the future (market saturation or serious competitors). New opportunities might arise (new markets or new niche products). To successfully face these challenges and opportunities, the apiculture VC needs to become even more competitive.**





Thank you!

