



Food and Agriculture Organization  
of the United Nations

# STRENGTHENING ENTREPRENEURSHIP OF SMALL AQUACULTURE PRODUCERS

Webinar 'Aquaculture and value chains' organized by the Network for  
Development of Agricultural Cooperatives in Asia and the Pacific  
(NEDAC), 17 July 2020

Tipparat Pongthanapanich, Ph.D.  
Aquaculture Officer

FAO Regional Office for Asia and the Pacific, Bangkok

# Highlights

- Small-scale producers (farmers and processors)
  - They are the main producers and vulnerable.
  - Aquaculture is a business – high capital and high risk.
- Developing sustainable value chain
  - **Inclusiveness** – allows engagement of small producers to benefit more from their participation.
  - **Being organized** – strength to negotiate, attain economy of scale and access to market and supporting services.
  - **Upgrading** – from traditional farmers to aquaculture entrepreneurs – capacity building of the association on technical, professional and management skills
  - **Other support** – Building enabling environment and establishment of institutional, legal and policy frameworks – e.g. investment on infrastructure, technology and innovation, financing, knowledge and information system, capacity building programmes, risk management

# Value chain development

**Value chain:** The set of interlinked businesses and actors that participate in the coordinated production and value-adding activities needed to make products that consumers are prepared to purchase.

**Value chain development aims to:**

improve business linkages across the chain to increase performance and competitiveness.

**Note that:**

the performance of one actor is affected by the actions of the others, which results in either a good or poor performance of the entire chain.

# Benefits from developing an 'inclusive' value chain.

- For small farmers: increased income, secure linkages to markets, and access to new services to aid production.
- Processors: improved quality and flow of raw materials, reduced transaction costs.
- Traders: reliable supply of products, higher quality products
- Government: less regulatory burden, generation of tax revenue

Example: Case study of BRIC  
Binmaley Rural Improvement Club, Pangasinan, Philippines  
A 31 year-old association of women milkfish farmers and processors

- 1989: 5 pioneers, 15 members
- 2017: 120 members (2 men)
- 2018: modern facility

Source: Gonzal, A., Pongthanapanich, T. and Bueno, P. 2019. Strengthening small aquaculture entrepreneurs: the case of a women's association in the Philippines. FAO Fisheries and Aquaculture Circular No. 1183. Rome. FAO. 36 pp.  
<http://www.fao.org/3/ca4982en/ca4982en.pdf>



When they started (1989)

- Half-hectare communal farm of association
- Nursing milkfish fry then growing them to table size
- Sold their fresh harvest around the neighborhood



- From farming....they ventured into small scale processing of traditional product forms: deboned & marinated fish



**RIC members splitting and washing the bangus**



**Deboning proper.**

- After 10 years (1998), they had a brand: 'BRIC Seafood Products'.
- Increased output, more product forms, expanded the market.
- Sourced fresh fish from suppliers.



# Their path to building entrepreneurial capability:

- Organized for managing the association
- Organized for production, processing and product promotion (supervisors for each of the 13 product forms)
- a lot of training

## Officers of Binmaley Rural Improvement Club Buenlag, Binmaley, Pangasinan

President	Mrs. Milagros T. Buenafe
Vice President	Mrs. Norma R. Rosario
Secretary	Mrs. Cresencia B. Ferrer
Asst. Secretary	Mrs. Marlyn C. Bruan
Treasurer	Mrs. Renita E. Soriano
Asst. Treasurer	Mrs. Jehla B. Lee
Auditor	Mrs. Maricris F. Escano
Asst. Auditor	Mrs. Jesabel P. Buenafe
Business Manager	Mrs. Gina B. Buenafe
Asst. Business Manager	Mrs. Mila C. Villanueva
PRO	Mrs. Vicky de Vera
	Mrs. Julie Aquino



# Institutional support services

- Bureau of Fisheries and Aquatic Resources (BFAR)
  - National Integrated Fisheries Technology Development Center
- Department of Trade and Industry
- Department of Science and Technology
- Department of Labor and Employment
  - Technology Education and Skills Development Authority
- Local Government Units: Provincial and Municipal
- College of Fisheries of the Pangasinan State University
- Mass media



**Technology and extension:** The [fisheries bureau](#) provided technical training on good management practices in fish farming, processing, packaging, labelling and entrepreneurship.

**Enterprise development and management:**

- The [Department of Trade and Industry](#) ensures fair competition. Under its ‘Micro, Small and Medium Enterprise Development Program’, it provided machinery, equipment & tools, (and training in their use).
- The Livelihood Assistance Programme of the [Provincial government](#), provided an operational loan.

## Technical education and skills development:

- The Department of Labor's Technology Education and Skills Development Authority provided training on management and operation, health and sanitation, and food safety.



## Product development, promotion and marketing:

- Departments of Trade and Industry and Science and Technology, and the fisheries bureau supported with product development, processing, promotion and marketing.
- They made the association their model group at agriculture and food exhibitions.
- The nearby College of Fisheries tested the association's new products.





**Legal matters:** The Fisheries bureau, as a development and a regulatory agency, requires and issues several certifications for farming and processing.

## Public information:

- Association's awards of recognition publicized by the gov't agencies supporting them.
- A national magazine features success stories of enterprises supported by the Department of Trade and Industry.
- Association is featured in the mass media for their achievements as an organization of smallholders.

### BRIC's Presence in Mass-Media

14, 2016

President Benigno S. Aquino III visited the province of Pangasinan



President Benigno Aquino III attends the Turnover of Shared Facilities (SSF). With him in the photo is Milagros Buenaflor, president of Bimaleay Rural Improvement Club Seafood Products. (Photo from the Malacañang Photo Bureau)

**Broadcast Media:**  
<https://www.youtube.com/watch?v=Y7IBtYUQINQ>

### Pangasinan women find livelihood opportunities from milkfish processing

By Eva Vesperas (The Philippine Star) | Updated November 15, 2015 - 12:00am



Milagros Buenaflor, president of Bimaleay (Pangasinan) Rural Improvement Club Seafood Products. MANILA, Philippines—Milkfish processing business has become a profitable source of income for a group of women who used to spend their afternoons playing tong-its, enabling them to earn their first million pesos through sheer hard work.

## BRIC Participation in Agri-business Exhibition



Photo credit: Milagros Buenafe and Josrael Tiraña  
Data credit: Milagros Buenafe



2013 Exhibit in Mega Mall Manila



Trade Fair during the Sigay Festival in Binmaley, Pangasinan



2010 Exhibit in Mapandan, Pangasinan



2014 Exhibit in CSI Stadia Dagupan City

## Participation in Trade Fairs

**BRIC Facility Improvements**



**Deboning proper.**



# Achievements and impacts

## **On Members: family welfare, entrepreneurship**

- Part-time employment, additional income + health insurance benefit.
- Entrepreneurship training: how to start a home-based business.
- Strengthened work values: ethical behavior as association member and in business relations.

## **On partners: additional business opportunities**

- Increased demand for raw materials improves business of input suppliers.
- More, better quality & reliable supply of products for trading partners & end markets.

## **On community: employment, rural development**

- More employment, government revenue from payment of taxes, license and permits.
- Enhanced reputation of the town as “Home of BRIC Processed Milkfish” - promote Agro-tourism.
- Farm provides seasonal employment for farm workers, who are from the community.

# FAO's training manual and materials on aquaculture value chain development

Developed from case studies and workshops in [Philippines](#) (BRIC's milkfish farming and processing), [Thailand](#) (tilapia farmers' group) and [Viet Nam](#) (shrimp farmers' cooperative)

- Value Chain Theory and Practice
- Good Aquaculture Management Practices
- Utilization and Processing of Aquaculture Products
- Developing a Business Plan
- Financial Planning for Aquaculture Enterprise