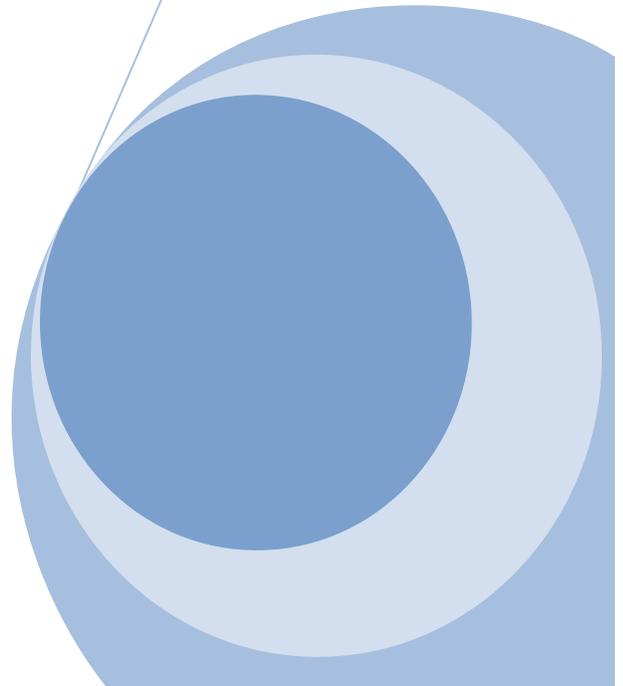


**CENTRAL UNION OF TURKISH BEEKEEPERS
STRATEGIC PLAN
(2011-2015)**



This strategic plan was prepared under the coordination and with the participatory approach of the Turkish Union of Beekeepers,



Financial and technical support of HasNa



and professional contribution of Development Workshop Cooperative



in the period June-October 2010.

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INTRODUCTION

Beyond concentrating on what needs to be done today, any organization has to think about and plan for the future to sustain itself. One of the most important means to make organizations sustainable and effective is to have all relevant stakeholders plan for their common mission, vision, objectives and activities through processes based on built consensus.

Since its very foundation, the Central Union of Turkish Beekeepers (TAB) has accomplished significant successes and activities. Its membership as well as countrywide organization is a meaningful indicator of its organizational power. As a result, the TAB comes to the fore as a prominent actor in solving the problems of beekeepers.

EXECUTIVE SUMMARY

The TAB is a higher union representing provincial unions to which more than 40,000 beekeepers in Turkey have membership. Since its foundation in 2003, the Union has made significant efforts in the field of organization as well as in minimizing the problems that the sector faces.

In June 2010, the Central Union of Turkish Beekeepers launched the strategic plan covering the period 2011-2015. Objectives include more effective, planned and sustainable management; defending the rights of beekeepers in the country; improving their life standards and preparing the sector for global competition.

The idea for such strategic planning work was first developed by TAB Board Member Fahri Saylak in April 2010 during a Programme Management Training organized by the HasNa. Upon the adoption of the idea by the Board, the TAB Strategic Planning process was given start with the technical and financial support of the HasNa and specialist support by the DEVELOPMENT WORKSHOP COOPERATIVE.

The project proposal developed by the Development Workshop in June 2010 was first shared with the TAB and HasNa to solicit their opinion and upon declaration of support by both parties the project was given start. Under the project, while the Development Workshop is responsible for expert support and overall management of the process, the TAB undertook to finance organization and meeting costs. Finally, the HasNa is committed to support the project through consultants and financing management costs.

The first step in the strategic planning process was taken with the establishment of a project team comprising experts from the TAB and Development Workshop. Of this team of 3, the project manager and assistant are from the Development Workshop and the project coordinator is from the TAB.

The second step in the process was the analysis of the existing situation by the project team. At this meeting where the sector as a whole including stakeholders was addressed in detail, also examined was the institutional position of the TAB.

The third step in the process was the TAB Strategic Planning Meeting. The meeting took place in Ankara on 9-10 July 2010 with the participation of TAB board members and relevant stakeholders, making 22 participants in total. The meeting witnessed analyses at various levels and strategic goals and objectives were formulated in broad terms. As a result of this step, data to constitute the basis for strategic planning work were obtained.

The mission and vision of the TAB was not put to discussion during this meeting. Participants were informed that the mission and vision formulation would be presented to the TAB Board of Management by the planning team and discussed there. Subsequently, a detailed discussion on mission, vision and principles was made in an evaluation meeting participated by the project team and TAB management.

The TAB Strategic Planning work consists of five major parts. The first part starts with situation analysis. This part includes overall information about TAB, its legal status, main areas of activity, stakeholders and organization analysis and a GZFT-SWOT (strengths, weaknesses, opportunities and threats) analysis. The second part deals with the future mission, vision and fundamental values of the TAB. Part three gives strategic goals, objectives and corresponding indicators under fourteen major headings. While part four focuses on strategies, the final part, part five addresses monitoring and evaluation.

Future Impact of TAB Strategic Plan

In Turkey, particularly towards the end of 2000s, preparation of strategic plans has become a common practice among large private sector firms, government organizations and agencies, governorates, municipalities, universities and larger NGOs. However, when it comes to professional organizations and smaller NGOs there is a reluctance or dissidence to engaging in such work. One of the major reasons is that organizations mentioned mostly lack staff and personnel informed and experienced in drafting strategic plans. The second reason is related to the dominant perception of these organizations. According to this perception, strategic plans are relevant only for large-scale public and private organizations and smaller ones cannot possibly manage the implementation, monitoring and evaluation of such plans. Thus, the plan we mention here is of specific importance in changing this dominant perception.

At this point, it is necessary to touch upon the impact of the plan on the future of beekeepers. In Turkey, beekeeping heavily focuses on honey production. In developed countries, on the other hand, the role and added value of beekeeping in pollination come before honey output. Therefore it is one of the priority targets of the plan to inform beekeepers thoroughly about the role of their occupation and bees in pollination including contracts acted to this end.

Meetings conducted in the drafting process revealed that beekeepers are ageing. Given that Turkey is presently facing high rates of unemployment, it turns out to be a priority to channel young people to beekeeping as an occupation and thus contribute directly to local development and employment.

In short, the strategic planning work conducted on the basis of HasNa, Development Workshop and TAB will, in near future, present new ideas to the sector of beekeeping and serve the purpose of offering consumers hygienic and affordable bee products in sufficient quantities.

INTRODUCTION

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The first step in the strategic planning process was taken with the establishment of a project team comprising experts from the TAB and Development Workshop. The second step in the process was the analysis of the existing situation by the project team. At the third step, TAB management and stakeholders jointly conducted analyses at various levels and strategic goals and objectives were formulated in broad terms. As a result of this step, data to constitute the basis for strategic planning work were obtained.

After the meeting which laid the basis for the third step, the strategic planning team met two times with the TAB Management. In the first meeting the planning team solicited the opinion of the TAB decision makers on outcomes and report of the earlier meeting. In the second meeting with the TAB Management, the draft strategic planning report was opened to discussion in broad terms. The mission and vision of the TAB was not put to discussion during the meeting held on 10-11 July 2010. Participants were informed that the mission and vision formulation would be presented to the TAB Board of Management by the planning team and discussed there.

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SITUATION ANALYSIS

Overall Information about the Turkish Union of Beekeepers

On the basis of Article 4 of the Law no. 4631 on Genetic Improvement in Animals which took effect upon its publication in the Official Gazette no. 24338, dated 10 March 2001, beekeepers unions were established in provinces.

At a meeting on 5 May 2003 organized by the Ministry of Agriculture and Rural Affairs, unions from 18 provinces decided for the establishment of the Turkish Beekeepers Union (TAB) and Bahri Yılmaz was designated as founding president.

Constituent Unions: 12 provincial unions which were formally established and held their first general assembly meeting were the founding unions of the Central Union. These were the provincial unions of Ankara, Muğla, Ordu, Artvin, Tekirdağ, Konya, Adana, Mersin, Sivas, Antalya, Balıkesir and Bitlis.

Formal establishment of the Union was completed by the Provisional Board and the Union had its official registry to the Commercial Gazette no. 180443, dated 20 June 2003.

The first ordinary General Assembly meeting of the Central Union was held on 23 October 2003 with the participation of 31 provincial unions. From this date up to the end of 2005, 71 provincial unions were affiliated with the Central Union. At that time, these affiliated unions had 11,840 members. In line with the Food Codex on honey wax and honey which took effect on 22 October 2000, Honey Summit was held on 5 April 2005 with honey packers and Basic Honeycomb Summit on 22 March 2005 with honey wax producers.

At present, the TAB has 79 affiliated provincial unions and 40,207 beekeepers as members who produce 83,000 tons of honey with 4,445,694 registered hives.

Legal Obligations of TAB

The 2nd article in the TAB Main Charter reads:

“To breed high-yield bees, the Central Union performs the following tasks: implementation of regional or countrywide breed improvement programmes as determined by the Ministry for enhancing the genetic potential of domestic or imported breeds; keeping the registry of bees; evaluation of relevant data collected and completing insurance procedures; training personnel in the Union; organizing regional and countrywide contests; providing for the needs of the Union; marketing of products domestically and abroad; establishment of facilities for processing bee products; establishment and advancement of relations with other countries; implementing all kinds of genetic improvement activities as suggested by the National Committee for Genetic Improvement and approved by the Ministry and developing policies in animal husbandry.”

In Article 3, the major areas of activity of the Central Union are identified as follows:

- a) Developing regional or countrywide breed improvement programmes as determined by the Ministry,
- b) Representing member unions at national and international levels; defending their interests and guiding their activities in line with objectives specified in laws, regulations and bylaws; helping these unions to develop further; presenting relevant suggestions and applying sanctions when necessary,
- c) Ensuring that unions conduct their activities in line with national policies on animal husbandry; conveying the needs and demands of unions to central authorities and making efforts for solution to problems raised,
- d) Performing tasks that are specified in laws and regulations, identifying unions that breach their mandates and applying sanctions,
- e) With authority delegated by the General Assembly, applying for membership to international animal husbandry unions and institutes and taking part in animal fairs and other events,
- f) Taking necessary initiatives before government authorities in issues related to the exportation of animals and animal products and importation and exportation of breeders,
- g) Taking part in commissions in charge of setting prices in animal and animal products markets,
- h) Following international trends in animal husbandry and activities of related organizations and conveying novelties in these areas to its members through publications and training,
- i) Contacting government authorities for amendments needed in laws and regulations in effect depending on current developments,
- j) Assisting to state investments in the field of animal husbandry, making suggestions and working with relevant ministries for this purpose when necessary,
- k) Extending loans to member unions from domestic and external funding sources,
- l) Delivering training to member unions, organizing seminars and publishing materials on relevant issues,
- m) Providing for the needs of member unions, establishing companies for this purpose when necessary, partnering in other companies and conducting insurance,
- n) In provinces where unions are absent or inactive, launching branches to conduct registration activities and managing the operation of these branches through protocols or projects developed with neighbouring unions or governmental units,
- o) Making efforts to meet the requirements of national breed improvement programmes.

Fields of Activity

Since the 3rd General Assembly meeting in 2008, some initiatives have been taken for institutional building in the TAB and provincial unions by soliciting the opinions of the management, inspection board, heads of provincial unions and sector representatives. Consequently necessary work was given start in line with consensus reached by provincial unions.

The TAB became a member of the World Beekeepers Union 78 years after the establishment of this organization. Looking at activities carried out, after membership,

with Balkan, Middle Eastern and European Union countries it appears that the objective is to take place in the leading fronts of the global beekeeping sector. For the beekeeping sector in Turkey to introduce urgent solutions to potential problems in the process of EU alignment, there is need to analyse in detail the composition of the sector and ensure competitiveness with other honey producing countries. Solution lies in Ministry-University- Private Sector cooperation which is also the priority target for the TAB.

At the TAB General Assembly held in 2008, the main policies of the union were set as follows:

1. Planning for beekeeping sector in the country not on the basis of daily needs but sustained and future-oriented policies,
2. Urgent formation of working groups through the cooperation of the *Ministry, Universities and Private Sector*.

TABLE: ACTORS IN BEEKEEPING SECTOR

On the basis of these and with the support of the Ministry of Agriculture and Rural

SUPPLIERS	PRODUCERS	MARKETERS
<p>SUPPLIERS</p> <p>Beekeeping materials Medicals for bee diseases Feeding inputs Honey wax/Basic honeycomb Queen bee Trainers Training materials (books, periodicals, etc) Loans</p> <p>INPUTS</p> <p>When beekeeping activities are concerned, major inputs include hives, queen bee, honey wax, other materials and tools, medicines for bee diseases, training materials and publications. Also, transfer of new technologies, loans and insurance services can be considered as inputs.</p>	<p>PRODUCERS</p> <p>About 40,000 families are engaged in beekeeping</p> <p>These families have 4.4 million bee colonies.</p> <p>Total honey output is around 70-80,000 tons changing by years.</p> <p>BEEKEEPERS</p> <p>Any beekeeper having 30 or more hives can become a member to the provincial union. Provincial unions are affiliated to the Central Union of Beekeepers organized nationwide. There is also another union bringing together honey producers.</p>	<p>MARKETERS</p> <p>Honey Pollen Royal jelly Bee Venom Propolis Honey wax</p> <p>Pollination Bee therapy</p> <p>Products</p> <p>Bee Services</p> <p>PRODUCTS SERVICES</p> <p>It consists of firms engaged in collecting, processing, packing and marketing products. While honey products are primarily marketed by private sector firms, there are also cooperatives, state economic enterprises and some foundations also engaged in this area.</p>
ORGANIZATIONS	ORGANIZATIONS	ORGANIZATIONS
<p>Governmental Agencies Research Institutes Private Sector Organizations (producers and exporters) Universities Beekeeping Schools Cooperatives Banks Civil Society Organizations (associations and Foundations)</p>	<p>Central Union of Turkish Beekeepers Turkish Union of Honey Producers Provincial Beekeepers Unions Beekeeping Associations Beekeeping Cooperatives Government enterprises producing honey Research Institutes</p>	<p>Private Sector Firms Governmental Agencies Cooperatives Research Institutes Foundations Associations</p>

Affairs, on 17-18 January 2010 a COMMON MIND GROUP MEETING was held with the presence of 45 participants from the beekeeping sector. At this meeting, sector problems and possible solutions were addressed from a broad perspective and a consensus was reached under 19 subject headings.

With its more than 40,000 members, the TAB is making all kinds of efforts to solve the problems of the sector and beekeepers. It must be added here that new initiatives during the past two years have taken decisions taken in the meeting mentioned above as their basis. In line with these decisions, problems of the sector were conveyed to all relevant organization and agency for partnership in solutions. Initiatives taken following the Common Mind Group Meeting are given below.

Honey Giving Plants

In line with decisions taken in the Common Mind Group Meeting, activities were launched for developing beekeeping and forestry relations with the participation of the Ministry of environment and Forestry, TAB, Hacettepe University and Bee Products Research Centre and the following protocol was given effect.

- a) Construction of water ponds for bees in forested areas.
- b) Planting of honey giving and fire resistant plants on fire stripes and forest paths.
- c) Establishment of honey forests (the first of planned 22 such forests was given start on 8 May 2010 around Ağzıkara pond in Şuhut-Afyon22 with the participation of the Minister of environment and Forestry).
- d) Honey giving brutian pine areas were taken under protection.
- e) Spaces for bees were provided in honey forests.
- f) No charge is applied to beekeepers camping in forested areas.
- g) Enhancing the competitive chance of Turkish honey by facilitating the registry of honey produced in forested areas.
- h) Support to the protection and improvement of Muğla pine honey bee ecotype.

Agricultural Credit by Agriculture Bank (Beekeeping Credits)

As a result of initiatives taken, annual interest rate on investment loans extended to beekeepers was pulled down from 13% to 6.5%.

No-interest BAŞAK KART was issued for beekeepers to be used in procuring inputs with 6 months of grace period.

In 2010 annual interest rates on operational and investment loans were reduced to 6.5% and the term of repayment in operational loans was extended to 2 years.

Beekeepers were introduced the scheme where they can access loans of 10,000 TL without mortgage and with two collaterals. Meanwhile, all materials and equipment used in beekeeping were included in 5-year investment loans. Various conveniences were also introduced in the use of harvest, vehicle, investment and Başakkart credit schemes.

Subsidization

In the context of rural development projects implemented by the Ministry of Agriculture and Rural Affairs, investments in beekeeping materials, machinery-equipment, honey packing, honeycomb, pollen drying etc were included in 50% grant scheme. Support extended to per active beehive was 4.5 TL in 2008 and 6 TL in 2009. There were initiatives in 2010 to increase 6 TL per hive, waiting for outcome.

Mobile Beekeeping

It is envisaged that initiatives to find solution to the problems of mobile beekeepers which are presently the driving force of beekeeping in Turkey will yield its fruits within 2010. The leading problems of mobile beekeepers are related to camping facilities and arrangement of bee health reports.

The Ministry of Interior sent a communiqué on beekeeping to the Governorates of 81 provinces on 21 May 2010. This communiqué also reached district governorates and provincial/district directorates of agriculture.

This communiqué includes a provision that beekeepers should be charged no fees, including camping fees, in line with Article 5 of the Regulations on Beekeeping.

In sum, various initiatives were taken on behalf of those engaged in producing honey and other bee products (i.e. honey wax, pollen, royal jelly, propolis and bee venom) in the context of employment and increasing the number of hives.

Turkey is one of the leading countries in the world as far as beekeeping sector is concerned. Activities geared to the promoting and supporting this sector will also contribute significant to national economy by improving yield and quality in farms crops through pollination. Consequently, necessary instructions have been given to relevant units.

As of the end of 2010, authorities stated that new arrangements are in their agenda including the issuance of veterinary health reports seasonally or in periods of 4-6 months and their conformance at camping locations. It is further added that these issues will be addressed in the new Veterinary Framework Law. This draft is now in the agenda of the parliament.

Illegal Bee Products-Fake Honey

Bee products entering Turkey illicitly or legally as “bird feed” constitute the greatest blow to the sector and its bars its further development. This phenomenon may harm the sector irremediably. Fake honey in the market lowers the value of real honey and undermines consumer’s trust to honey produce.

On 3 February 2010 a top-level meeting was held under the chair of the Undersecretary of the Ministry of Agriculture and Rural Affairs and it was decided to reformulate communiqués on Honey, soft drinks and labelling.

Initiatives taken before the Ministry of Agriculture and Rural Affairs and Ministry of Culture and Tourism to prevent the marketing of illicit honey as well as teamwork geared to this end have started to yield fruits. For example, as a result of inspections conducted in hotels servicing of glucose products under the title “hotel honey” was prevented.

Beekeeping Inputs (Basic Honeycomb)

Producing natural honey is of a sense of responsibility and occupational commitment on the part of beekeepers. In this area, the TAB supports a variety of activities and wages efforts. Unfortunately, however, stakeholders other than the Union have so far failed to extend necessary support in providing natural inputs for natural produce. Problems and undesired cases particularly in honeycomb production should not be attributed to beekeepers. At present, there is need to complete the sterilization of all honeycomb producing facilities. Honeycomb processing by enterprises without sterilized systems will be banned and attempt to continue this activity will be reported to authorities. In its communiqué no. 2010/02, the Directorate General of Protection and Control of the Ministry of Agriculture and Rural Affairs announced that inspections on honeycomb production facilities were given start.

Breeders

For rich genetic diversity of honey bees, Turkey enjoys the status of a gene centre. This richness incorporates breeds and various ecotypes of *Apis mellifera*. These ecotypes are Anatolian, Caucasian, Black Sea, Muğla, Thrace and Southern Anatolia. The Project on Protecting and Improving Gene Resources of Honeybees in Turkey has already been developed and presented to the relevant units of the Ministry of Agriculture and Rural Affairs.

Institutional Structure

The TAB attaches specific importance to institutionalization. All provincial unions are asked to assume effective functions administratively and financially. To this end, training programmes are delivered by securing support from relevant institutions and Ministries. There are plans to ensure the recording of all bee products in Turkey through the Bee Registry System (AKS) and to prevent unfair competition.

Pollination

Since its establishment, the TAB has continuously been stressing the importance of bees for farming areas and crops at every platform. This emphasis on the importance

of bees in plant pollination and corresponding advocacy activities will continue until tangible outcomes are achieved in terms of pollination support to beekeepers.

Marketing

Marketing appears as one of the most pressing problems in beekeeping. This leads to under-pricing and difficulties in marketing bee products because of flaws in organization. Initiatives to ameliorate the problem include:

- ❖ On 2 July 2009, cost of 1 kg of honey to the producer was calculated and it was communicated to provincial unions as 6.50 TL asking that no honey should be marketed at any price lower than this. Market prices of honey vary from 12 to 30 TL.
- ❖ The target is to offer cheaper produce to consumers through direct sales without intermediaries.
- ❖ Coming together with honey packers some initiatives were taken for solution. There were two meetings, one in Muğla and the other in Ankara for this purpose and recommendations of this sector were taken on how TAB could intervene in setting honey prices.
- ❖ There were also efforts, through visual and printed media, to sensitize the public about the importance of the issue. The outcome was putting the issue in the agenda of the media weekly in September, October and November 2009.
- ❖ The TAB organized a rally in Muğla participated by beekeepers. Issues addressed and made public during this rally included the causes of all in honey prices, shares of responsibility of actors in the sector in this situation and thins that could be done as the Central Union and provincial unions. Also in the same rally, hones samples were introduced to consumers.
- ❖ Beyond representing those producing honey, the TAB also intends to be the processing and marketing actor to adjust the market in favour of producers. This will minimize intermediaries between the producer and consumer. Each provincial union should target TAB trade marking of its own produce and to offer it in domestic and international markets.

Consumption of bee products in developed countries is quite high. Looking at honey imports, we see imports of 60,000 tons in Japan, 94,000 in Germany and 105,000 in the US. These figures clearly show that honey produced in Turkey in highly unfavourable circumstances can well be exported. Taking this into consideration, **honey houses project** was given start in 22 provincial unions for trade marking and domestic marketing.

Beekeeping Legislation

At the centre of all problems, is the fact that beekeeping which is the guarantee of farming activities in Turkey is presently managed on the basis of daily and random policies. Political parties in the National Assembly were informed about the importance of the issue and an interview was held with the chair of the Agriculture commission in the parliament. Upon positive outcomes of these initiatives, a work was launched on draft beekeeping legislation.

TAB Activities and Evaluation

The following can be said concerning the activities and observations of the TAB:

- Intensive efforts in regard to new legislation,
- Initiatives regarding bee diseases and bee health,
- Positive developments in the field of financing conveniences, ,
- Initiatives to promote international relations,
- Launch of work in relation to nature protection,
- Steps taken forward in organization, but yet long way to go in institutionalization,
- While there is abundance of ideas about training only few could be translated into life,
- A project on bee breed improvement is ongoing only with weakness in implementation,
- Areas where TAB activities are relatively rare are also those in which government support and contribution is needed most,
- Division in sector organization gives impression of weakness,
- Important efforts underway in the field of bee health,
- Active work within the Apimondia'da (World Beekeepers Organization),
- Seminars for producers are still weak,
- Absence of any common training content and curriculum,
- Need to take the issue of training in a holistic manner around the axis of beekeeper-trainer-consumer-children,
- Need for holistic policies addressing all stakeholders together,
- Provincial unions may launch some appreciable activities independently of Central Union,
- Need to publish a guidebook on medicine residues,
- Need for exchange quotation,
- Need for the cooperation of producers' and industrialists' organizations,
- Ever increasing interest in organic products,
- Need for new projects and practices in the field of monitoring,
- Absence of any holistic analysis on the sector.

Analysis of the Organization

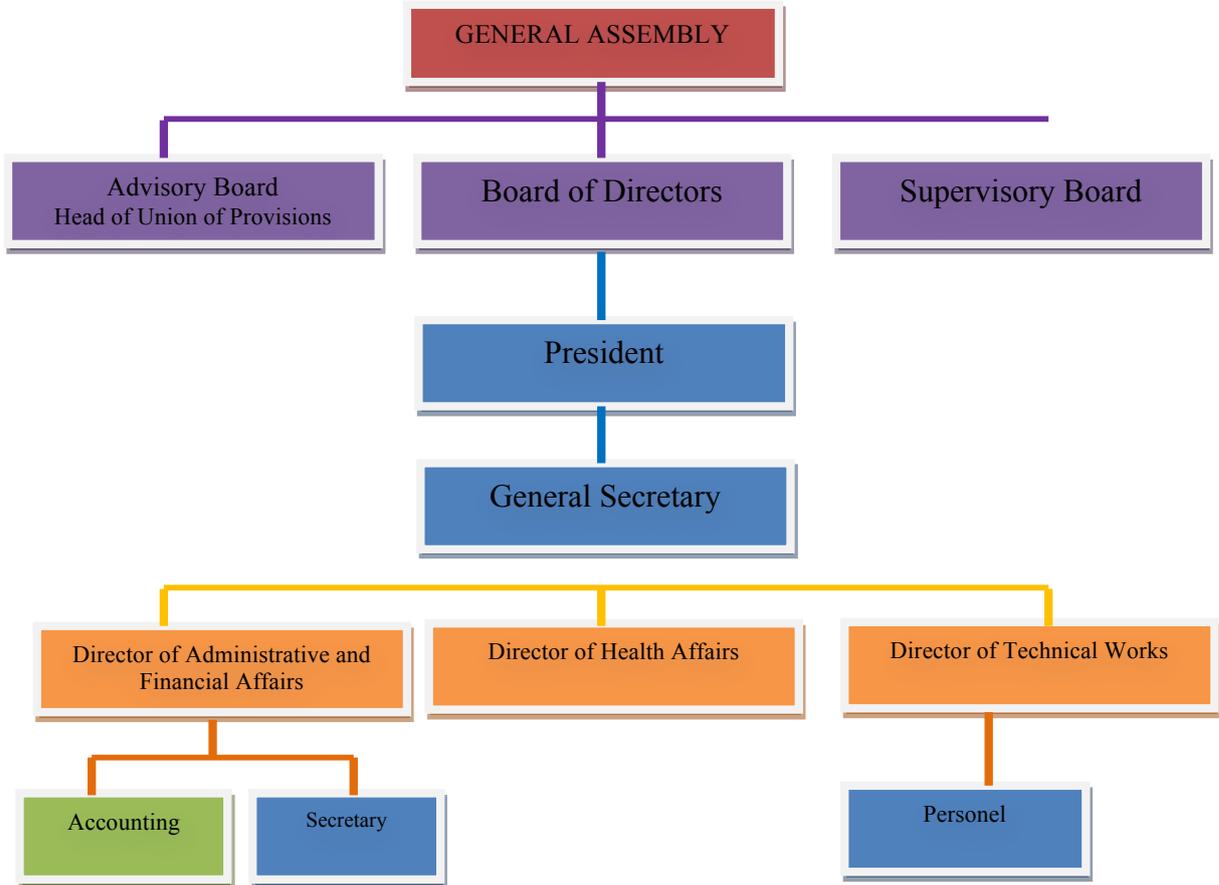
Informational about the organizational and financial status of the Union

The organs of the TAB consist of General Assembly and Management and Inspection Boards. It employs 4 persons professionally.

Stakeholder Analysis

EXTERNAL STAKEHOLDERS	PRIORITY	INTERNAL STAKEHOLDERS	PRIORITY
Ministry of Agriculture and Rural Affairs	1	TAB Management	1
TEDGEM	1	TAB Inspection Board	1
TAGEM	1	Producers/Farmers	1
TÜGEM	1	TAB Personnel	1
KORGEM	1	Man. Of Prov. Unions	1
Ministry of Environment and Forestry	1	Personnel of	1
Directorate General of Forestry	1		
Undersecretariat of Foreign Trade	2		
Institution for Supporting Agricultural sand	1		
Ministry of Culture and Tourism	1		
Honey Packers	1		
Transporters	1		
Provincial Governorates	1		
District Governorates	1		
Consumers	1		
Packing Sector	1		
Filling and Packing	1		
Advertisement Sector	1		
Suppliers	1		
Producers of beekeeping materials	1		
Basic honeycomb producers	1		
Consumers	1		
Insurance companies	1		
Analysis labs	1		
Universities	2		
Beekeeping Schools	2		
Agriculture Bank	2		
Farmers/Villagers	2		
Gendarme	2		
Hello food	2		

TURKISH UNION OF BEEKEEPERS ORGANIZATIONAL CHART



The TAB has its revolving fund and revenues from various activities of its members. The TAB also benefits from occasional incentives, loans and grants of the central government.

TAB has no periodic publication. It must be added, however, that it intends to launch such a publication under the title “Technical Beekeeping”. The TAB regularly participates to the bi-annual Apimondia World Beekeeping Congress encompassing all beekeeping organizations in the world. It also responds to requests of opinion conveyed by relevant public and private sector organizations and universities and is invited to various events related to the sector.

SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. It is the largest organization representing beekeeping sector in Turkey 2. Grassroots demand of beekeepers to get organized 3. An extensive organization with over 40 thousand members in 79 provinces 4. Communication and information sharing with provincial unions 5. Existence of the word "Turkish" in its title 6. Having a bee registry system 7. A management board working in harmony 8. Cooperation with universities 9. High lobbying capacity 10. Communicative power such as conveying bulk messages to beekeepers 11. Having its work on the ministry in cases related to beekeeping 12. Capable of guiding beekeeping activities nationwide 13. Open to innovations 14. Attaching importance to training 15. Deriving its power from law as a formal organization 16. Power deriving from material production since all members are active honey producers 17. Being under the 	<ol style="list-style-type: none"> 1. Weakness of relations with the Ministry of Agriculture and Rural Affairs 2. Limited budget 3. Gaps in institutionalization 4. Incompleteness of its organization 5. Insufficient representation in the media 6. Main contract is determined by the Ministry out of the organization 7. Dependence to the Ministry 8. Shortage in staff, facilities, tools and other infrastructure items 9. No sanction on provincial unions 10. No control over products produced by members 11. Weak TAB-industrialist cooperation Weak dialogue with other unions whether within or out of beekeeping sector 12. Weak position in negotiations with bureaucracy 13. Weakness of institutional culture 14. Low level of sector awareness on the part of members 15. Weakness in lobbying activities 16. Underutilization of the capacity of union heads by the Central union 17. Shortfalls in national and international promotion activities 18. Incomplete marketing infrastructure 19. Weakness in international relations 20. Not being able to ensure quality in production 21. Shortcomings in training members 22. Time management not at desired level 23. Absence of culture of being briefed by provincial unions 24. Gaps in planning due to failure of the TAB in determining priority areas 25. Insufficient plan for agricultural combat 26. Insufficiency in solving the camping problems of mobile beekeepers 27. Absence of training models in management/organization/training/agricultural combat

<p>umbrella of the Ministry</p> <ol style="list-style-type: none"> 18. Trusted by the society 19. Management and distribution of honey output 20. Power to promote pollination 21. Enjoying informatics infrastructure 22. Acting as intermediary in inputs to be used by members in production 23. Using State support to strengthen its organization 24. Persistence and insistence in bureaucratic procedures 25. Democratic methods in electing management 26. Coordinating role over provincial unions 	<ol style="list-style-type: none"> 28. Not being able to expand the spectrum of target groups in advocacy activities 29. TAB database not open to public 30. Insufficiency of advocacy work in supporting members with standard equipment and tools
<p>Opportunities</p>	<p>Threats</p>
<ol style="list-style-type: none"> 1. 50% grant support in rural development initiatives 2. Availability of funds in the context of Social Support Project (SODES support) 3. 70% grant support in the context of GAP 4. Project support for Development Agencies 5. Low interest rates in Agricultural Bank loans 6. Expansion of land under industrial crops culture 7. Ban on honey imports 8. Possibility of securing support from the Prima Ministry Promotion Fund 9. Government support for participating to Apimondia 10. Active membership to Apimondia 	<ol style="list-style-type: none"> 1. Natural events/climate change 2. Negative news features in the media regarding honey and honey products 3. Monopolization in honey marketing 4. Insufficiency of legislative arrangements relating to camping, TB and membership 5. Existence of middlemen in honey marketing 6. While conducting independent field work, universities may remain unaware of TAB's reports and publications 7. Narrow focus of the State in beekeeping, reducing it merely to honey production 8. Underutilization of other contributions of beekeeping to national economy 9. Government's reluctance to regard professional organizations as counterparts 10. Absence on a product-centred organizational charter and existence of legislation not in alignment with the EU 11. Marketing of fake and out-of-standard products 12. Instability of honey prices 13. Resistance of Government to delegate authority to the Union

<ol style="list-style-type: none"> 11. Academic theses on beekeeping 12. Unions guiding production by checking database 13. Muğla Union of Beekeepers organizing an international conference 14. Facilitation of camping of beekeepers in forested areas 15. Incorporation of beekeeping in government programmes 16. Development of international projects in the field of beekeeping 17. Having a word in international advocacy and promotion activities 18. Richness of flora 19. Positive impact of bee products on public health 20. Increase in consumption of natural honey products/rising interest in natural products 21. Wide membership at country level 22. Ranking second in the world in terms of the number of colonies and genetic diversity 23. Banks supporting the model of marketing by honey houses 24. The Ministry is seeking cooperation with unions in decision relating to organic farming 25. Possibility of beekeepers elected as deputies in provinces where TAB has large number of members 	<ol style="list-style-type: none"> 14. TAB legislation arranged out of TAB itself 15. Absence of standards in subsidies 16. Beekeepers having to submit too many document when applying for subsidies 17. Insufficient technology and information 18. Varying interpretation and enforcement of beekeeping legislation by different governorates 19. Provincial unions not taking TAB too seriously 20. No technical staff employed by provincial unions 21. Different practices in documents related to disinfection, bee origin, bee transport system, camping, etc 22. Ministry organizing beekeepers in a separate organization as “honey producers” 23. Low level of awareness on the part of consumers in relation to bee products 24. Risk of having jarred and foreign trademark honey allowed by the Government 25. Increase in fake honey marketing mainly because of difficulty in distinguishing pure honey 26. Denial by muhtars (village headmen) the right of mobile beekeepers to camp or charging fees for camping 27. Mobile beekeepers inability to move up to highlands because of infrastructure and transportation problems 28. Prejudice of bureaucracy towards provincial unions 29. Obstacles put by national marketing chains to honey marketing, cheap honey and delayed repayment.
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FOR THE FUTURE

Our mission

Ensuring the sustainability of beekeeping in Turkey as a sector; improving productivity; capitalizing on beekeeping as an instrument to boost local development and employment; improving the socioeconomic status of beekeepers; promotion of Turkish beekeeping nationally and at international platforms and ensuring that natural bee products flow from producers to consumers smoothly and sufficiently at affordable prices.

Our vision

Within the framework of the principle of sustainability, securing a respected, prominent and authoritative place in the world for Turkish beekeeping and improving as an innovative and strong sector organization capable of reaching natural bee products to consumers.

Fundamental values

Institutional independence; The Union only enters into cooperation with any other institution or person and upholds its independent status in such processes.

Scientific basis; The Union adopt as is major guide scientific approaches in all its activities and makes utmost effort to give objective and scientific basis to its work.

Openness and transparency; The Union acts open and transparent in its activities and pays attention to sharing its work with relevant organizations, institutions and persons.

Originality; The Union makes best efforts to exhibit an original and innovative line in the institutionalization of sustainable development.

Efficiency; The Union attaches utmost importance to efficiency in its work and utilizes all available resources accordingly.

Democracy; The Union manages all its activity and internal organizational relations on the basis of democracy.

Division of labour, cooperation, solidarity and participation; The Union is open to cooperation and solidarity in its relations and activities and conducts its activities in a *participatory* manner.

Impartiality; The Union strictly preserves its impartiality in all processes and procedures it is engaged to.

Reliability; The Union upholds the principle of mutual trust in its relations with cooperating organizations and agencies. It assigns importance and priority to actions that enhance mutual trust.

Accountability; The Union is accountable to its members and other relevant parties for the content and financial aspects of all of its activities.

Sharing; The Union shares information, experience and other assets it has with its members.

Informing; The Union regularly informs its members and public about its activities.

THEMES, STRATEGIC GOALS AND OBJECTIVES

1. Legislation

1. Strategic Goal: ensuring that the TAB actively takes part in arrangements related to beekeeping legislation.

1.1 Strategic Objective: Conducting work, until the end of the planning period, together with governmental units and universities for identifying camping sites of mobile beekeepers together with their colony capacity; until 2015, developing a camping map for Turkey and ensuring its implementation.

Indicator: Camping map.

1.2 Strategic Objective: Until the end of 2012, ensuring that subsidies in the beekeeping sector are implemented so as to encourage efficiency, product diversity and quality.

Indicator: New legislative arrangements pertaining to subsidies in the beekeeping sector.

1.3 Strategic Objective: Ensuring that legal gaps in technical and health related support and grants are eliminated until the end of 2011.

Indicator: New legislative arrangements in credit schemes favouring beekeepers.

1.4 Strategic Objective: Working in close cooperation with government units until the end of 2011 to ensure that the bylaw of the Union is arranged in a way to respond to existing needs.

Indicator: New draft bylaw for the Union

2. Breed Improvement

2. Strategic Goal: Initiating and maintaining breed improvement work.

Strategic Objective: Starting from 2011 and until the end of 2015, conducting work for protecting gene resources and genetic improvement for different bee breeds in Turkey in at least 3 regions in cooperation with universities and Ministry of Agriculture and Rural Affairs and maintaining this work under various projects.

Indicator: Allocation of isolated areas for protecting gene resources and breed improvement.

Indicator: At least 3 projects developed and implemented in cooperation with relevant government units, universities and the private sector.

3. Bee Health

3. Strategic Goal: Conducting comprehensive work in the field of bee health.

3.1. Strategic Objective: In 2012 developing a bee health monitoring programme in the Ministry of Agriculture and Rural Affairs and universities.

Indicator: A monitoring programme for bee health developed in cooperation with and used by the Ministry of Agriculture and Rural Affairs and universities.

3.2 Strategic Objective: By working with relevant ministries, ensuring that legislative arrangements are introduced until the end of 2015 so provide for collective agricultural medication with due account of crop patterns.

Indicator: Legislative arrangements at national level ensuring that agricultural medication activities are carried out with r-due regard to beekeeping activities.

3.3. Strategic Objective: Introducing legislative arrangements until the end of 2013 to provide for microbiologic control of manufactured honeycombs.

Indicator: Legislative arrangements providing for microbiologic control of manufactured honeycombs.

3.4. Strategic Objective: In the period 2011–2015 working with relevant institutions to determine timing in agricultural medication and supporting partners in informing parties about this timing.

Indicator: Announcements and information supplied to relevant parties about the timing of agricultural medication.

4. Bee Inputs

4. Strategic Goal: Bringing beekeeping sector inputs in alignment with relevant EU standards.

4.1 Strategic Objective: Until the end of 2012, developing a road map for the adaptation of EU beekeeping input standards to country conditions.

Indicator: A road map for catching up with EU standards in beekeeping inputs.

4.2 Strategic Objective: Until the end of 2015, building capacity in ministerial authorities, suppliers and beekeepers to observe EU standards in beekeeping inputs.

Indicator: Activities for capacity building in EU standards and the list of stakeholders taking part in capacity building activities.

5. Bee Products

5. Strategic Goal: Ensuring compliance with EU standards in bee products

5.1 Strategic Objective: Until the end of 2012, developing a road map for adapting EU standards in bee products to country conditions.

Indicator: A road map for complying with EU standards in bee products.

5.2 Strategic Objective: Until the end of 2015, building capacity in ministerial authorities, marketers of bee products and beekeepers to observe EU standards in bee products.

Indicator: Activities for capacity building in EU standards and the list of stakeholders taking part in capacity building activities.

6. Marketing

6. Strategic Goal: Enhancing institutional capacity in marketing.

Strategic Objective: Until the end of 2013, building capacity in provincial unions so as to enable them to act as mediators in marketing bee products.

Indicator: Number of provincial unions with enhanced capacity.

7. Financing

7. Strategic Goal: Improving financial resources of the TAB

7.1 Strategic Objective: Until the end of 2015, increasing the TAB budget by 25% annually mainly on the basis of resources accruing from projects implemented.

Indicator: Regular annual increase by 25% in the budget of TAB.

7.2 Strategic Objective: Expanding the TAB budget by organizing at least two activities each year for fund raising purposes.

Indicator: Budget expansion through at least 2 activities each year.

8. Subsidies

8. Strategic Goal: Diversifying subsidy policies in the beekeeping sector and ensuring their translation into practice.

8.1 Strategic Objective: Until 2013, securing direct support from the public sector for pollination.

Indicator: Amount of support extended to beekeepers for pollination.

8.2 Strategic Objective: Coming up with different support models to improve the quality of bee products and putting at least two of them to implementation.

Indicator: Number of models put to implementation.

9. Advocacy

9. Strategic Goal: Enhancing advocacy capacity of TAB

9.1 Strategic Objective: Within 2012 assigning a person within TAB to be in charge of international relations.

Indicator: Assignment of tasks within the TAB in the context of international relations.

9.2 Strategic Objective: Creating an advocacy group for the beekeeping sector.

Indicator: An advocacy group created for the beekeeping sector.

9.3 Strategic Objective: For the next five years, at least one promotional activity a year within the country or abroad

Indicator: Promotional activity each year either in the country or abroad.

9.4 Strategic Objective: In the context of international relations, participation to at least one international meeting a year.

Indicator: Number of meetings participated each year in the context of international relations.

10. Mobile Beekeeping

10. Strategic Goal: Improving efficiency in and quality of bee products for mobile beekeepers.

10.1 Strategic Objective: Until 2012 creating a database for mobile beekeepers and making it usable by the sector.

Indicator: Mobile beekeepers database used by the sector.

10.2 Strategic Objective: Until the end of 2015, ensuring that the legislative framework for the elimination of factors restricting mobile beekeeping is ready.

Indicator: Legislative framework geared to the elimination of factors restricting mobile beekeeping.

10.3. Strategic Objective: Until the end of 2015 taking initiatives before the Government for the purpose of revising existing beekeeping equipment, materials and tools.

Indicator: Initiatives taken before the Government for the revision of existing beekeeping equipment, materials and tools.

11. Organization & Institutionalization

11. Strategic Goal: Strengthening the process of TAP organization and institutionalization.

11.1 Strategic Objective: Completing beekeepers database until 2015.

Indicator: An effective database for beekeepers.

11.2 Strategic Objective: Until the end of 2013, conducting a survey geared to exploring socioeconomic and cultural characteristics of beekeepers.

Indicator: A report exhibiting the socioeconomic status of beekeepers.

11.3 Strategic Objective: Until 2015, tripling number of activities by the centre of the TAB in administrative, technical and financial areas.

Indicator: The number of activities by the centre of the TAB in administrative, technical and financial areas.

11.4 Strategic Objective: Until 2015, ensuring that provincial unions submit the TAB annual progress reports and having these reports evaluated and shared with other unions.

1. **Indicator:** Number of provincial unions submitting annual progress reports.
2. **Indicator:** Number of provincial union reports evaluated.

11.5 Strategic Objective: Until 2015, holding at least three meetings a year to enhance the institutional capacity of provincial unions.

Indicator: Number of provincial unions with enhanced capacity.

11.6 Strategic Objective: In 2011, creating an effectively functioning advisory board with terms of reference.

Indicator: An effective advisory board with well-defined terms of reference.

11.7 Strategic Objective: Until the end of 2012, reviewing the central organization of the TAB and ensuring a structure as envisaged in the bylaw.

1. **Indicator:** Central organization reviewed.
2. **Indicator:** Amended bylaw.

11.8 Strategic Objective: Until the end of 2015, organizing at least one in-service training a year to enhance the capacity of the TAB management, inspection board and TAB personnel.

Indicator: Central organization with enhanced capacity.

12. Training

12. Strategic Goal: Enhancing technical and social capacity in provincial unions and local beekeepers through visual and applied training models.

12.1 Strategic Objective: Conducting advocacy work to ensure that provincial unions employ at least one technical staff for training, monitoring and evaluation functions.

Indicator: Number of technical staff within provincial unions employed for training, monitoring and evaluation tasks.

12.2 Strategic Objective: Until the end of 2012, improving interactive technical training curriculum and developing at least three training modules.

Indicator: Interactive technical training curricula and the number of training modules.

12.3 Strategic Objective: Until the end of 2013 training all provincial union boards in the diversity of bee products.

Indicator: Number of unions trained in diversity of bee products.

13. Nature Protection

13. Strategic Goal: Contributing to efforts geared to the protection, improvement and promotion of plants used in bee products.

13.1 Strategic Objective: Until the end of 2015, organizing at least one activity a year geared to creating awareness concerning the ecological benefits of beekeeping.

Indicator: Number of activities organized each year for building institutional and social capacity on ecological benefits of beekeeping.

13.2 Strategic Objective: Until the end of 2015, conducting or supporting at least one project a year for protecting and promoting such plants as milk-vetch, thyme, chestnut, lime, verbascum, Brutian pine, etc.

Indicator: Number of projects implemented or supported to protect and promote the culture of crops that enhance honey yield.

14. Production

14. Strategic Goal: Improving the position of beekeepers in Turkey so as to enable them to compete globally in bee products.

14.1 Strategic Objective: Developing a model to ensure that at least 80% of all bee products are traced.

Indicator: A model capable of tracing 80% of bee products produced in Turkey.

14.2. Strategic Objective: Until 2013, developing models for on-contract beekeeping and best farming practices and implementing these models in at least 5 provinces.

Indicator: Number of provinces where the model developed in the context of on-contract beekeeping and best farming practices is implemented.

14.3 Strategic Objective: Until the end of 2015, having at least 10 provincial unions each year to develop and implement a project in beekeeping.

Indicator: Number of provinces developing projects in the field of beekeeping.

14.4 Strategic Objective: Until the end of 2015, implementing at least 3 projects a year to increase yield in beekeeping and sharing outcomes with sector representatives.

1. Indicator: Number of projects implemented.

2. Indicator: Number of projects whose outcomes are shared with sector representatives.

MONITORING AND EVALUATION

Implementation of the TAB Strategic plan and monitoring the extent to which original objectives have been achieved is of crucial importance. In this context, criteria of measurement developed, participation of executors and decision makers to the process of transformation and their progress along this line are among major targets. Consequently, a person within the TAB will be assigned the task of monitoring the implementation of the plan. This person will be in charge of submitting to the Management Board progress reports corresponding to each action.

In the process of monitoring which is critical in ensuring the success of the strategic plan, outcomes of the process measured in the light of established criteria will be compared to original objectives in regular intervals. Progress, outcomes and shortfalls will be reported, by the person in charge, to the Monitoring and Evaluation Team. In the light of these assessments, the Management Board will introduce measures and, if necessary, modify the strategy accordingly.

Performance Indicators

For ensuring timely and effective monitoring and evaluation of progress towards strategic goals and strategic objectives under them, a Strategic Plan Monitoring and Evaluation Team will be established within the TAB. Monitoring and evaluation will be performed by taking due account of performance indicators specified in the plan.

The TAB Management Board which has the primary responsibility in the achievement of strategic goals and objectives will, in every six months, prepare reports on activities and projects in two copies and file them to be communicated to the Evaluation Team and General Assembly. The Monitoring and Evaluation Team and report to the Management Board the consistency annual activities with annual budgets and to what extent outcomes obtained are in line with original goals and objectives as stated in the Strategic Plan. Pending to decision to be made by the Management Board, plan implementation may continue in its course or be revised.

What is stated above will provide a sound approach whereby any setbacks in implementation can be timely spotted and necessary corrective measures can be introduced in the course of achieving desired performance. The concrete measure that will reveal performance in plan implementation is certainly whether strategic goals and objectives have been achieved or not. For each goal a tentative budget within the TAB must be allocated and it must be made certain that spending from this budget is entirely for achieving the strategic goal in question. Eventually, if and when all goals and objectives are achieved, this will mean that the plan has been fully implemented.

Estimated Strategic Plan Budget by Years

Strategies	Objectives	2011	2012	2013	2014	2015	TOTAL
Legislation	1.1.	10,000	20,000	20,000	10,000	10,000	70,000
	1.2.	5,000	5,000				10,000
	1.3.	-					0
	1.4.	-					0
Genetic Improvement	2	20,000	20,000	20,000	20,000	20,000	100,000
Bee health	3.1.		50,000				50,000
	3.2.	5,000	5,000	-	-	-	10,000
	3.3.	5,000	5,000	5,000	-	-	15,000
	3.4.	-	-	-	-	-	0
Bee Inputs	4.1.	20,000	20,000				40,000
	4.2.	30,000	40,000	40,000	30,000	10,000	150,000
Bee Products	5.1.	20,000	20,000				40,000
	5.2.	50,000	50,000	50,000	50,000	50,000	250,000
Marketing	6	50,000	50,000	50,000			150,000
Financing	7.1.	10,000	10,000	10,000	10,000	10,000	50,000
	7.2.	10,000	10,000	10,000	10,000	10,000	50,000
Support	8.1.	5,000	5,000				10,000
	8.2.	10,000	10,000	10,000	10,000	10,000	50,000
Advocacy	9.1.	15,000	15,000	15,000	15,000	15,000	75,000
	9.2.	20,000	10,000	10,000	10,000	10,000	60,000
	9.3.	50,000	50,000	50,000	50,000	50,000	250,000
	9.4.	5,000	5,000	5,000	5,000	5,000	25,000
Mobile Beekeeping	10.1.	50,000	50,000				100,000
	10.2.	10,000	-	-	-	-	10,000
	10.3.	-	-	-	-	-	0
Advocacy	11.1.	10,000	10,000	10,000	10,000	10,000	50,000
	11.2.	-	100,000	50,000	-	-	150,000
	11.3.	10,000	10,000	10,000	10,000	10,000	50,000
	11.4.	10,000	10,000	10,000	10,000	10,000	50,000
	11.5.	50,000	50,000	50,000	50,000	50,000	250,000
	11.6.	10,000	10,000	10,000	10,000	10,000	50,000
	11.7.	10,000	10,000	-	-	-	20,000
	11.8.	20,000	20,000	20,000	20,000	20,000	100,000
Training	12.1.	5,000	5,000	5,000	5,000	5,000	25,000
	12.2.	50,000	50,000				100,000
	12.3.	20,000	20,000	20,000			60,000
Nature Protection	13.1.	30,000	30,000	30,000	30,000	30,000	150,000
	13.2.	50,000	50,000	50,000	50,000	50,000	250,000
Production	14.1.	50,000	50,000	50,000	50,000	-	200,000
	14.2.	100,000	100,000	100,000	100,000	100,000	500,000
	14.3.	20,000	20,000	20,000	20,000	20,000	100,000
	14.4.	20,000	20,000	20,000	20,000	20,000	100,000
Total		865,000	1,015,000	750,000	605,000	535,000	3,770,000