

Case on DRAGON's Intervention with Indigenous People in the Ginger and Gac Value Chain. CSIP

PROSE Research Team. December 2016. Hanoi, Vietnam.

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I. Brief History and Profile of the Company and the Primary Stakeholders

Dragon Vietnam Investment Limited Company (DRAGON) was established in 2012 by the two co-founders Ms. Nguyen Thu Ha and Mr. Do Van Hiep. It is one of the first companies in Vietnam that invested in the ingredient area following GLOBAL GAP standard for gingers and gac. DRAGON supports poor small scale production farmers in the mountainous areas in the North of Vietnam to build sustainable agriculture value chain, with priority for poor households, ethnic groups in the remote area, and the disadvantage groups in the society. DRAGON support input cost, technical training and guarantee to purchase product consumption and process these products to export to international market.

Founders of DRAGON have years of experience working in non-governmental organizations such as Oxfam, Save the Children, etc.; especially in model with people's livelihood development. They have great experiences and reputations in designing programs and working with local authority; advocating and collaborating with small scale production farmers to enhance capability for business development. The community based business model in which enterprise cooperate with local people have been tested since 2005. Ms. Nguyen Thu Ha (Director) is responsible for strategy direction with many years experience in management, especially project management, financial and human resource management. Mr. Do Van Hiep (Vice Director) is responsible for market development, product development with many years experience in development and fair trade.

DRAGON started their business activities by linking between poor small scale productions farmers in Hoa Binh in 2012 and Nam Dinh in 2013. DRAGON and the small scale production farmers participated in the contract/agreement, in which company support seedling cost, provide technical training in planting ginger/gac according to technical guidance and ensure buying 100% farming volume. The success of this business model allow the company to enlarge the ingredient area in Hoa Binh, Nam Dinh province, as well as open new area in Yen Bai, Cao Bang, Son La... Moreover, DRAGON also invests in the cultivation of ginger in Indonesia.

Social Enterprise profile

DRAGON takes part in cultivation, processing and exporting products made from ginger and gac, DRAGON is the first company in Vietnam (i) invest in GLOBAL GAP for ingredient area (ii) directly export to Middle East and Asia (iii) research, testing and technical transfer centre for planting ginger and (iv) conduct in-depth researches on ginger/gac products in collaboration with International universities such as RMIT Australia, UMR PAM, Agro Sub Dijon and Natencaps France.

DRAGON directly exports to international market with huge market volume, up to a few ten thousand ton per year. Annually, DRAGON exports 3000-5000 ton fresh ginger to

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Indonesia, Bangladesh, Pakistan, Dubai, and Nepal. DRAGON exports 100 ton dry and sliced ginger to EU market, namely Holland, Turkey. Besides, around 42 ton ginger powder is annually exported to Japan, Holland and Turkey. However, DRAGON needs to continue to develop ingredient area to meet the demand of current purchase order. DRAGON also import 500-600 ton ginger/year from Indonesia to process and distribute in the domestic market when ginger is not in season

Besides exporting raw ginger/gac, DRAGON has invested in processing factory to produce fresh ginger tea (brand name ECOZINS), fresh ginger candy and instant fresh concentrated gac. The factory obtained ISO 22000:2500 in the Hapro food processing area (Hanoi). Products of DRAGON are distributed in the domestic clean grocery store, will be in the supermarket this year and plan to export to the international market.

The vision of DRAGON is to become the leading social enterprise in Vietnam in supplying fresh ginger and gac. The social mission is to develop sustainable business development through economic empowerment for each partner in the value chain and supply agriculture products with competitive advantages of Vietnam to international market.

There are 12 full time employees in DRAGON with 6 Departments: Board of Directors, Ingredient Department, Import-Export Department, Domestic Marketing and Sales Department, Administration and Finance Department, Production Department (Factory). The percentage of female staff is 66%. The percentage of women holds the key role account for 70%. Moreover, DRAGON has a network of 30 volunteers in the ingredient area and around 30-50 seasonal workers, mostly women.

DRAGON is an enterprise with social responsibility to solve some social issues in the value chain of ginger and gac. DRAGON is targeted to small scale production farmers, who are poor and ethnic groups in the remote area as the main subject to cooperate and improve income for these households and promoting gender equality within the family and community. DRAGON takes part in environment protection by avoids using pesticide, and using compost. DRAGON increases added vale for gingers and gac through investing in processing factory to make ginger tea, candy and concentrate gac. Many years experience in non-governmental organization, especially livelihood development models for farmers and community based business model of DRAGON founders should be a rational explanation for the social-driven missions.

Strategies and Services to the Poor and Women

DRAGON attracts 2,000 poor small scale production farmers participating in their supply chains as ginger and gac producers. The small scale production farmers are organized into interest groups in raw material areas, mostly poor districts. It is estimated the percentage of poor small scale production farmers account for 70%. Of the 2,000 poor

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small scale production farmers, there are approximately 1,000 women participate in production contract.

The important strategic approach of DRAGON for small scale production is expressed in effort to establish and operate the Interest group of small scale production and set tight relations with local community. This makes it easy to access to local people to provide services. On the other hand, DRAGON can mobilize available resource and take advantage of the government role in propaganda activities to participate in production and promotion the role of DRAGON itself.

Cooperation between DRAGON and farmers is established through production contract. Contracts are signed by three parties including (1) representatives of interest group of farming household farmers; (2) representatives of Commune Development Department and (3) representatives of DRAGON. Households joining Interest group is chosen by some basic criteria: (1) hardworking (2) owning cultivate area (3) poor household is put in priority; (4) fond of planning ginger and (5) volunteer to join. Each interest group has around 10-30 members. Each interest group is managed by one team leader and team leader is their representative to do transactions and sign ginger planting contract. In the cooperation contract, the main task of farmers is to plant and take care of ginger following guidance of quality and technical standard of DRAGON to meet quality standard. Commune development department represent for local authority to propagandize local people to take part in production process and monitor the compliance of technical and cooperation regulation between farmers and enterprises especially ensure ginger not to be sold to the market. DRAGON is responsible for technical support during production and purchase procedure of farmers.

Regarding the initial support, DRAGON, households which signing production contracts is given non-refundable support of 5% of total amount for seedling cost, equivalent to 465,000 VND (approximately 21 USD). Moreover, DRAGON is given 6% advance of seedling cost, equivalent to 558,000 VND (approximately 25 USD) and will be deducted when selling ginger for DRAGON. If household produce well and complied all regulations of DRAGON, they are supported with 6% advance of seedling cost. As the result, households can be supported maximum value of 11% of seedling cost, equivalent to 1,023,000 VND (approximately 46 USD). If households face with difficulty for objective reasons, DRAGON will consider supporting all seedling cost depending on each household. Moreover, households are supported with compost cost, preparation of compost and pesticide. In which, fertilizer support value is 350,000 VND (approximately 16 USD) and pesticide value of 130,000 VND (approximately 6 USD). In short, each household will get the total support value from DRAGON of around 1,568,000 VND (approximately 71 USD) for 1000 m² (0.1 ha) of cultivation land.

To ensure farmers to follow technical procedure and ensure product quality, DRAGON assign technical staff to give direct technical support and guidance to household in all part of production process, including soil preparation, planting, caring, fertilizing,

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protection and harvesting. Moreover, in each stage of production, DRAGON holds technical training for farmers to ensure farmers have sufficient knowledge and skill for production as request. Training course is combined between theory (studying in the meeting hall) and practicing (in the ginger field). By this approach, all farmers can follow technical requirement of DRAGON in specific stage. In the production procedure, farmers can participate 3 training sessions, including (1) one session in planting and taking care of ginger; (2) one training session in composting (3) One training session in harvesting technique. After each training course, farmers are continued to get consultation and technical assistance from technical staff of DRAGON.

One of the most important provisions for cooperation relationship between DRAGON and farmers is to purchase all production for farmers. According to the agreeable principle between DRAGON and producers, the product purchase price is calculated based on the flexible market price at the time of purchase. However, the minimum purchasing price is 6000 VND/1kg fresh ginger (approximately 0.3 USD). It benefits farmers in case the market price goes down and ensures farmers do not break the production contract with DRAGON when the market price increases.

At the moment, farmers are considered as an important factor in the ginger and gac value chain by DRAGON, because they are not only ensure product quality but also maintain stable ingredient supply for this company. As the result, in the strategic approach, DRAGON will establish the relationship on the principle of strategic partnership and shared interest. It reflected the effort of DRAGON in strengthening the capacity for Interest group of farmers and make them become “extended arm” of the company to farmers. Also, during the operation, DRAGON will detect positive team leaders to train them become “the focal point” to organize production activities and collect production for DRAGON in the ingredient area.

Impact

One of the most important social impacts is to increase income from agricultural production, especially the vulnerable group (the poor and the minor ethnic group). In the ingredient area of DRAGON, households often obtain advantage in cultivation land (average from 1-2ha). However, their livelihood activities face with many difficulties, due to the fact that their currently main plant and raising animal are low value plant (for example corn, rice, etc.). On the other hand, the volatility of the market price, high input cost and lack of market for agriculture products are the main risk for small scale production. However, DRAGON establishes connection with small scale farmer in production consumption principle, supports farmers to maintain stable and long term consumption market. On the other hand, the minimum committed price of 6,000 VND and the actual price based on market price will support farmers to get stable income from planting ginger and gac. Interview result of household shows that if only planting corn, with production capacity of 3.5 ton/ha and current market price of 6,000 VND/kg, the total income is only 21 million VND per 1 ha. Meanwhile, if planting ginger, the production capacity is 30 ton/1 ha and the minimum price of 6000 VND, the total income

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can be 180 million VND/ha. Thus, it can be seen that income from planting ginger and gac is many times higher than planting corn and rice.

Story 1: Income improvement after joining market cooperation.

Ms Ly Thi Dung, H'mong people, 27 years old, was born in Lao Chai Hamlet, Lao Chai ward, Mu Cang Chai District, Yen Bai province. Ms Dung has three children who are all in studying age. Her family possess 1.5 ha cultivation land in which 0.5 ha for rice planting and 1 ha for corn planting. In the early of 2016, after joining the meeting with Representative of Commune Development Department and DRAGON, she talked to her husband about using 2,000 m² (0.2 ha) from corn planting area to ginger planting area. Ms Dung and her husband decided to plant ginger because of higher efficiency than planting corn and the commitment to purchase all products therefore she feel secure to invest. At the moment, her household has not harvested therefore she does not sure how much she earn, however, due to observation of Ms Dung and other farmers in the hamlet, planting ginger has higher potential for high productivity and higher income for farmers. She is surprised that from one small ginger branch, can harvest 1-2 kg fresh ginger. She estimated that her family can harvest 6 ton ginger in the total area of 2,000 square meters and with the lowest selling price of 6000 VND/kg (company committed price); her family can earn 36 million VND. Compared to corn cultivation, income is 5-10 times higher.

(The story captured from in-depth interview with Ms Ly Thi Dung, H'mong, 27 years old, Lao Chai commune, Mu Cang Chai District, Yen Bai).

One of the other impacts for establishing relation between DRAGON and farmers is to raise awareness and change production practice toward developing organic agriculture. In this cooperation relation, DRAGON is not only support farmers to develop livelihood based on their strength and experience but also improve knowledge and understanding the role and significance of organic agriculture to human health and develop sustainable agriculture and forestry development. From this understanding, farmers change their cultivation habit from unsustainable cultivation to sustainable cultivation. With DRAGON technical support, farmers have changed their habit from using chemical fertilizer to compost fertilizer. All households who participate in cultivation and consumption of ginger must abide by the commitment of not using herbicide, limit the usage of pesticide. Through training on composting technique, farmers know how to make compost and use local available material to make compost. On average, one ginger planting household can make around 10-15 ton compost (equivalent to 8-12 ton organic waste). So, each ingredient area can make 3000-5000 ton equivalent to disposal of 2400-4000 ton of organic waste annually, reduce the risk of environmental pollution. On other hand, biological compost have high nutrient content, good for plant and productivity improvement, soil improvement, limit the use of chemical fertilizer. Recognizing the effect of using biological compost, farmers make compost to use not only for ginger but also for other plants. Currently, all ingredient area of DRAGON has

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followed all criteria of Global GAP, in which, one ingredient area has been certified Global GAP standard in 2014.

Story 2: Knowledge and practice changes after joining production linkages

Ms. Sung Thi Ninh, H'mong, 30 years, 2 children, lives in Lao Chai ward, Mu Cang Chai district, Yen Bai province. After the meeting with DRAGON and commune development department, Ninh's family decided to spend 1300m³ (0.13 ha) of 10,000 m² (1ha) corn planning area to plant ginger. Since starting production linkage with DRAGON, she joined 2 training courses, in which one course in planting and taking care of ginger and one course in making compost. Moreover, staffs of DRAGON often visit local area to give technical guidance for farmers. Thank to these training course, she understood the techniques to plant and take care of ginger. Although she has experience in planning ginger but after joining training course of DRAGON to improve knowledge in ginger plant techniques, her ginger planting area has higher productivity and fewer pests. Especially, thank to training course, she know how to use local available ingredient to make compost and use compost for ginger. Therefore, her family can reduce cost for chemical fertilizer.

(The story captured from in-depth interview with Ms Sung Thi Ninh, H'mong, 30 years old, Lao Chai ward, Mu Cang Chai district, Yen Bai province)

The cooperation procedure between DRAGON and farmers is to change farmers' perception and livelihood development from self-sufficient to market oriented agriculture activities. The fact that in many years, small scale farmers, especially the poor and the ethnic groups, face with the volatility of market price or lack of market for consuming agricultural products. The clear trend is that farmers no longer consider agriculture as the main livelihood of the families, and tend to leave agricultural production for seeking jobs in urban area to bring better income for families. Even if they still continue the agricultural production, farmers do not dare to invest on agricultural products due to lack of consumption market and volatility of market price. On the other hand, small production farmers often chase market trend but without clear orientation and sustainable production plan, the market become more and more unstable. Previously, in the ingredient area of DRAGON, households have experience in planting ginger and gac, but the cultivation land is small and decentralized for family consumption so that it cannot meet the market demand. However, since there is cooperation with DRAGON, the issues have been solved. Thank to the technical support from all stages and production volume has been purchased with market price, farmers and local authority consider ginger and gac as key products in driving local development. Ginger and gac production has changed the habit from self-sufficiency to market orientation, especially effort to create cooperation with corporation. As a result, ginger area has been expanded. For example, in the ingredient area in Yen Bai province, farmers proposed to expand ginger cultivation area from 22.46ha to 70 ha in 2017.

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Moreover, creating linkages between small scale production farmers and DRAGON support the realization the policy of sustainable poor reduction project, contribution in supporting poor household and community joining the linkages of farming, processing and consumption; enlarge the poor reduction model by linking poor households and enterprise; poor households and market by developing production service providers and product consumption. In some districts, DRAGON is the first enterprise that set the linkage with small holders by purchasing all farming products. In these cooperation linkages, the biggest contribution of DRAGON is shown in supplying technical support for farmers and purchasing all farming products. They do not only support farmers to access new knowledge and technology but also reduce market risks.

Story 3: Recognition of local authority on DRAGON's contribution

In poor reduction strategy of Mu Cang Chai District in period 2015-2020, improving linkages between enterprises and farmers is put in the orientation and in many year, local authority of Mu Cang Chai District take effort to hold workshop to attract investment and improve linkages between enterprise and farmers but they found no partners because almost enterprises are to provide inputs for farming (seedling, fertilizer, plant protection pesticide) and are in small scale. In 2015, District's People Committee know DRAGON and their activities in linkage with farmers that are suitable with local authority orientation in searching enterprises commit to purchase products for farmers. For this reason, poor reduction project management unit advised local authority at district and commune level to cooperate with DRAGON.

With the commitment to purchase all products for farmers, DRAGON become the first enterprise in Mu Cang Chai district and highly appreciated by District People Committee and Poor Reduction Project Management Unit because it not only builds motivation for farmers to invest in farming but also support the local authority to carry out the implementation policies on improve linkages between farmers and enterprises. Technical training course and direct guidance from technical staff improves essential knowledge for farmers to participate more family farming activities.

(The story captured from in-depth interview with Mr. Giang A Su, staff of Poverty Reduction Project Management Unit, Mu Cang Chai District, Yen Bai province)

Besides investing to develop sustainable ingredient area, DRAGON Vietnam also builds the purchasing network in the North and in the Central. This network takes part in job creation for local people, increases family household income and connects the consumption market for ginger and gac products in local area.

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Specific result in women empowerment and leadership (WEL)

Thank to the linkage with DRAGON, the women confidence in the ethnic groups in decision making process has been improved. In all ingredient area, according to the community perception, the role of women is taking care of children and doing housework, when men must be the bread winner. This perception prevents women from joining household economy activities, which is considered as men' strength. Consequently, women have no experience in manufacturing and lack of confidence in making decision in developing household economy. From joining interest group of planting ginger and gac, knowledge women in ethnic group has been improved in cultivation, taking care and harvesting ginger and gac. As the result, women can do production activities more easily and effectively than before. Thus, mostly women are more confident in discussion and decision making on production with men. These contribution ideas of women in interest group and in family are more respectable than before. Not only more confident in communication, women in ethnic groups are also more confident in choosing livelihood solutions and make decision on farming investment.

Besides, developing production linking model through interest groups also increases the participation of women in decision making process and gradually supports women in confirming their role in developing household economy. Through periodic meeting of interest groups, all participants, especially poor women in the ethnic group can exchange and share the issues they care about as well as difficulty and challenges in farming and difficulties and challenges in farming process and discuss how to overcome these difficulties and challenges. By this way, knowledge, experience and initiative of women have been promoted and encouraged to applying in farming activates of family households. Before joining interest group, mostly women are passively joined in farming activities under the assignment of their partners. Thank to the improvement in knowledge and skill after joining interest group, women are more actively discuss and share with her husband about related issues on household economic development. On the other hand, women also ensure their role in developing household economy thank to the economy effect from joining production linkage with DRAGON. Thus, women economic contribution is recognized and women become more equal partner with men in farming activities, instead all decisions were made by men in the earlier time.

One of characteristic of production zone is both women and men joining agriculture activities but women face with more production difficulties due to lacking of technical and market technique. On the other hand, men are easier to obtain job opportunities to increase income than women are. Due to poor education, language barrier, poor production knowledge and social perception on taking care of children, women in ethnic groups are more difficult to access better livelihood opportunities, especially from outside community. Currently, the main livelihood activities of women are based on agricultural activities; therefore they have free time between rice seasons but less outside job opportunities. Therefore, DRAGON introduction in livelihood solution in

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planting ginger and gac as well as direct technical support through training course and guidance at site not only support farmers in general and women in particular to improve knowledge and skill and new livelihood activities together with locally available agricultural activities. Especially, commitment to purchase all products of DRAGON not only help farmers to feel secure on product consumption market but also build motivation for farmers, especially women to participate more positively in ginger and gac cultivation activities. On the other hand, introduction of new model of planting ginger and gac not only can take advantage of labour during the free time between agriculture activities, especially local women labour but also “keep farmers stay” with agricultural activities, instead of finding job opportunities outside the community. Establishing these linkages can support women to access livelihood activities and necessary resource to effectively implement the economy development responsibility of women in the family and community.

Analysis

DRAGON has been selected as a good case study on social enterprises in Viet Nam because of the clear impacts on addressing social issues and successful linkages between production and market, between enterprises and small scale production farmers as well as having long-term vision to develop strategic partnership with small scale production farmers in the ginger and gac value chain.

In which, DRAGON has been addressed three major social issues including poverty reduction, environment protection and gender equality.

One of social and gender benchmarks created by DRAGON as social enterprises is that the company has **progressively promoted position women and men small producers to reap greater benefits from their engagement in value chain development over time** by working with vulnerable target groups, who are ethnic minority people, the poor and women living in mountainous area. In our field survey, the percentage of poor small scale production farmers in Lao Chai commune, one of main material areas of the company, reaches 60%. By signing the production contract with those vulnerable groups, the company provide them basic knowledge and understanding on care and harvesting ginger and gac so that the quality and productivity of production have been improved very much. The involvement of these vulnerable groups into value chain help small scale production farmers increase their incomes by 3-5 times in comparison with rice/maize cultivation. In addition, DRAGON has been successful in developing linkages between production and market and relationships between the company and the small scale production farmers. The company participates in and coordinates all activities of the value chain of gingers/gac, from cultivation to trading, processing, and exporting. They provide supports to all necessary inputs for the small scale production farmers from seedling to technical training, compost. They guarantee to purchase 100% for the small scale production farmers. More importantly, they have been earned trust from the small scale production farmers. DRAGON considered the strategy relationship with small scale household

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production as long term vision. From the beginning, the business model is community based and empowering the small scale household production is main principle to declare social responsibility of the enterprise. Choosing and building capacity to producers and encouraging them to become partners in the market are one of the main strategies of DRAGON.

The other social and gender benchmark contributed by DRAGON as social enterprise is to **Promote appropriate technology and community-based/ oriented innovations that are friendly to small producers and women.** To do this, the company provide target households, especially women training courses on producing and utilising compost for cultivation and practicing all Global GAP criteria. This simple technique introduced by DRAGON not only help both men and women to save their input costs, but also changing the habits of using chemical fertilizers into good practice in agriculture production. This support also results in better health and environment conditions for the small scale production farmers.

In terms of gender equality, this linkage enhances women confidence in making decision on developing household economy and supporting women to approach to alternative livelihood option and basic resources to improve economy development by introducing ginger and gac cultivation technique. Before having Dragon at the village, the ethnic minority did not see the economic potentiality of ginger and gac for poverty reduction. The roles of women in economic development is not high appreciated by men within their family and community. But since women are involved as key actors in production of ginger and gac, they have improved their knowledge and skills so that they have more confidence to discuss with men within the family and have capacity to make decisions on economic development for their households. At community level, DRAGON support to establish the interest groups of ginger and gac production. Working with other as a team makes ethnic minority people have improved their confidence because they have more chance to talk and share with other people including men and other stakeholders. They also have more chances to discuss about issues and difficulties they have been faced with and what kind of solutions they should do together to overcome these issues. The women also have more power to access to needed resources such as training, loans and other materials to make their production better.

Research process

Case study research uses the field research and document review to collect information. Field research is carried out in Mu Cang Chai District, Yen Bai District. Consultancy group conducted in-depth interview with two representatives of leaders, one manager of material supply department of DRAGON. The main target of the interview is to study about production activities and the cooperation between DRAGON and small holders in the value chain of ginger and gac. In-depth interview is also conducted for two representatives of local authority. The main task of the interview is to

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find out the assessment and feedback of local authority towards the contribution of DRAGON for local area and their role in the value chain. Focus group discussion is taken in 5 small scale households, with representative of both male and female to find out the impact on life of local people and their awareness about the relationship between DRAGON and local people. All these discussion is recorded and analysed. Moreover, the consultancy group also use the available documents which are provided by DRAGON and CSIP.

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ANNEX 1: LIST OF INTERVIEWEES UNDER HITEACO'S CASE STUDY

Hiep Khanh Tea Joint-Stock Company

Name	Position	Address
Nguyen Thi Tham	CEO	Trung Son commune, Luong Son district, Hoa Binh province
Pham Vu Xuan	Head of Chieng Khoa Primary Processing Factory	Chieng Khoa commune, Moc Chau district, Son La province
Sa Van Quy	Staff of Chieng Khoa Primary Processing Factory	Chieng Khoa commune, Moc Chau district, Son La province

Female workers at HITEACO

Name	Position	Address
Lo Thi Yen	Part-time workers	Chieng Khoa commune, Moc Chau district, Son La province
Hoang Thi Hong	Part-time workers	Chieng Khoa commune, Moc Chau district, Son La province

Local Authority Representatives

Name	Position	Address
Dinh Cong Nguyen	Former Chairman of People Committee	Chieng Khoa commune, Moc Chau district, Son La province
Pham Thi Bich	Chairwomen of Women Union	Chieng Khoa commune, Moc Chau district, Son La province

Small scale production farmer's representatives

Name	Gender	Address
Ngan Thi Y	Female	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Vi Thi Bich	Female	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Luong Thi Chung	Female	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Dinh Thi Hieu	Female	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Ngau Thi	Female	Tin Toc village, Chieng Khoa commune, Moc Chau district,

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Uon		Son La province
Lo Thi Mien	Female	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Mung Thi Loan	Female	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
La Thi Ngan	Female	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Ngan Van Giao	Male	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Ngau Van Tinh	Male	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Luong Van Khe	Male	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Ni Van E	Male	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Hoang Van Quang	Male	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Ha Van Vien	Male	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province
Ngau Van Son	Male	Tin Toc village, Chieng Khoa commune, Moc Chau district, Son La province

ANNEX 2: LIST OF INTERVIEWEES UNDER DRAGON'S CASE STUDY**Dragon Vietnam Investment Limited Company**

Name	Position	Address
Do Van Hiep	Director	12 Doc Ngu street, Vinh Phuc, Ba Dinh, Hanoi
Nguyen Thu Ha	Vice Director	12 Doc Ngu street, Vinh Phuc, Ba Dinh, Hanoi
Le Van Long	Manager of Ingredient Supply Department	12 Doc Ngu street, Vinh Phuc, Ba Dinh, Hanoi

Representative of local authority

Name	Position	Address
Ha Ma Vang	Deputy Manager of Lao Chai commune,	Lao Chai commune, Mu

Case on DRAGON's Intervention with Indigenous People in the Ginger and Gac Value Chain. CSIP**PROSE Research Team. December 2016. Hanoi, Vietnam.**

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	Mu Cang Chai district, Yen Bai province	Cang Chai District, Yen Bai
Giang A Su	Livehood staff, Poor reduction PMU of Mu Cang Chai District, Yen Bai province	Mu Cang Chai District, Yen Bai

Representative of small holders

Name	Gender	Address
Ly Thi Dung	Female	Dao Xa Village, Lao Chai commune, Mu Cang Chai District, Yen Bai
Sam Thi Ninh	Female	Dao Xa Village, Lao Chai commune, Mu Cang Chai District, Yen Bai
Cu Thi De	Female	Dao Xa Village, Lao Chai commune, Mu Cang Chai District, Yen Bai
Giang A TUA	Male	Dao Xa Village, Lao Chai commune, Mu Cang Chai District, Yen Bai
Ly A Chu	Male	Dao Xa Village, Lao Chai commune, Mu Cang Chai District, Yen Bai