

# **“Strategies for Improving Livelihoods through Income-generating Activities in Mountain Regions”**

**Chambéry Workshop  
26-27 February 2004**

## **1. Introduction**

The overall goal of the six-month study on “Promoting and Protecting Local Products as a Means for Sustainable Development in Mountain Regions”, carried out by the FAO Mountain Group and funded by the French Ministry of Agriculture, is to achieve a better understanding of existing initiatives related to income-generating activities in mountain regions. Between October 2003 and January 2004, regional institutions<sup>1</sup>, collected information on initiatives where successful production and marketing of mountain products has brought significant improvements to the livelihoods of local mountain communities. A workshop was convened by FAO in February 2004 to discuss the findings of this research.

The **objectives** of the Chambéry workshop were:

- a. To report on the results of regional and inter-regional research on various aspects of developing and promoting mountain products;
- b. To develop a list of factors and enabling conditions that affect income-generating mountain products;
- c. To identify key follow-up actions and resource possibilities.

The **expected outputs** of the workshop were:

- a. A checklist of conditions (related to institutional, socio-economic, environmental and technological aspects) that need to be met for development of viable income-generating activities in mountain regions;
- b. Research areas to focus on for further investigation in the short-term (April – December 2004)
- c. Suggestions regarding the content of a “resource kit” for producers on how to meet the above conditions;
- d. A set of follow-up actions for expanding the information/knowledge base on mountain products and building institutional capacity in the

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<sup>1</sup> The Mountain Institute (USA); the Banff Center (Canada); The World Agroforestry Centre (Africa); the International Centre for Integrated Mountain Development (Asia); the International Potato Center (Latin America); Euromontana (Europe).

regions to assist countries in developing viable (small-scale) enterprises in mountain areas.

- e. A list of potential partners for a follow-up project.

The workshop was a two-day event and involved the participation of 25 people from a good cross section of fields, such as research institutions, private companies, producer cooperatives, government representatives and international organizations. See *Annex 1* and *Annex 2* for the Agenda and the List of Participants. During the first day, presentations were made to illustrate the research carried out in each region followed by working group discussions that focused on identifying a set of common factors required for the successful outcome of mountain product initiatives. The second day concentrated on using this information to make recommendations on the contents of a future potential follow-up project.

## **2. Workshop outputs**

### **2.1 List of key success factors**

The workshop identified the following list of key success factors, i.e. conditions that need to be in place in order to enable the successful outcome of a mountain product enterprise:

#### ***Economic factors***

- Generation of cash income does not occur 'in a vacuum' i.e. it must translate into concrete economic and social benefits for the community
- Communication is good and information flows freely between actors of the production chain i.e. between producers and between producers and consumers. Producers have access to market information and consumers have information on source of product and story behind it (e.g. who makes it, what is involved, who benefits, etc)
- The unique identity of a product (deriving from its cultural, natural and technological characteristics) is recognized and capitalized on – challenges are turned into advantages
- Producers have access to credit and financing reflects the reality of production processes and people involved
- Initiatives build on existing economic, social, natural and cultural assets
- Production is based on product diversification
- Strong collaboration between producers and researchers – there is constant feedback and field based research
- Production costs are not higher than those of the same goods produced elsewhere

### ***Institutional factors:***

- Certification of products (fair trade, organic, quality labels) has the potential of increasing consumer demand, i.e. depends on market
- There are laws/policies that enable access/and or ownership of natural resources (which guarantees sustainable supply of raw materials for production) and provide incentive to people to conserve environment
- NGOs are involved in building the capacity of producers to identify and develop viable products
- Marketing/fair trade organizations are promoting fair trade or favourable trade agreements
- Local institutions are involved in production, processing and/or marketing of local resources
- There are laws/policies that subsidise production or give tax breaks
- Community members have access to appropriate education

### ***Environmental factors (related to natural, social and cultural aspects):***

- Participatory approaches, such as Appreciate Inquiry (TMI) and Market Analysis and Development (FAO) are used to ask people about their needs and to focus on assets and what's working
- There is a social mobilization process that brings individuals together to produce and market mountain products collectively (collaboration to buy inputs, access markets and technology)
- Successful initiatives strengthen social and human capital
- Producers communicate amongst themselves through trade fairs, associations, conferences and markets
- Initiatives capitalize on uniqueness of natural, social (skills and know-how) and cultural assets
- Producers have developed strategic alliances with NGOs, policy makers, funding agencies, research centres, extension services, business development providers

### ***Technology factors:***

- Technology is compatible with the local environment (i.e. linked to social, economic and cultural reality)
- Technology is introduced step by step, i.e. progressively at community level
- Quality standards have been developed
- Introduction of new technology is accompanied by extension training of farmers as well as feedback from farmers
- There is joint collaboration between producers, consumers and researchers/scientists
- Investment is made in new technology

- A network/mutual learning alliance is set up between stakeholders or at the very least there are email links between producers and consumers (which encourages transparency of information)
- On-line sales of products

## **2.2. Areas for further research in preparation for a follow-up project**

- Inventory of existing methodologies for identification and development of viable mountain products
- Analysis of legal and institutional mechanisms for promotion of mountain products (including labelling and certification at different levels)
- Stakeholders analysis (study relationships, identify limits, strengths; create linkages)
- Continue investigating/documenting experiences of different types of product (traditional or innovative) and technological processes involved
- Expand regional research of mountain product initiatives to other countries not included so far and carry out synthesis of cross-cutting and unique issues
- Document concrete benefits (inquiries into local/ household benefits – social, economic, cultural and environmental)
- System analysis systems (ways to adapt the system into existing structures and include market and consumer trends and developing models of best systems)
- Investigate the territorial approach further

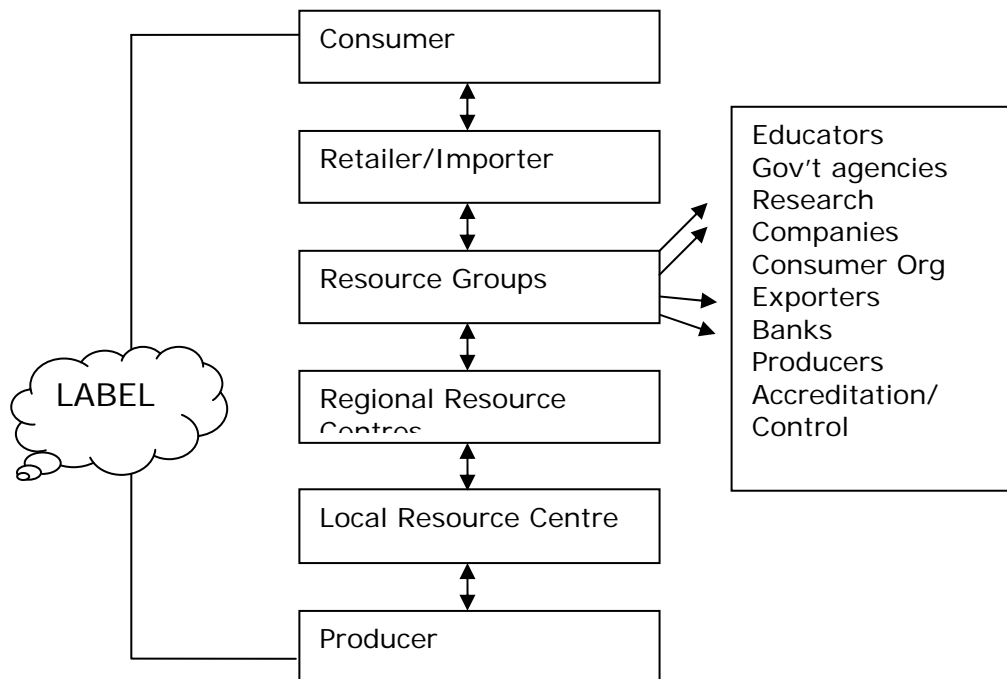
## **2.3 Recommendations on expanding the information/knowledge base**

Discussions revolved around target groups and sources of information (where?), types of information (what?) and dissemination (how?).

### ***Target groups and sources of information***

- Organize feed back of information from field projects at the beginning.
- Identify sources of information (funding agencies, NGO's, Research Institutions, IGO, Ministries, etc) from existing projects.
- Potential partners involved in food chain (Fair Trades, consumers, firms, exporters, etc.) – what are their information needs
- Resource centres based at local community (cooperative groups)
- Federation of resource centres at regional levels (market analysis, organize production diversification)

Fig. 1 shows the different stakeholders involved in the flow of information that goes from producer to consumer and back.



### ***Types of information***

- Guidelines to navigate the world of certification
- Consumer expectations and trends
- Training materials (distance learning, on site farmer training)
- Methodological tools for community mobilization
- Technological/ processing techniques
- Production farming sustainability
- Existing project successes and failures
- Diversity of product uses (traditional and new)
- Funding sources (microfinance, loans, grants, etc.)
- Description of existing products (for importers and retailers)

### ***Dissemination***

- Farmer to farmer exchanges
- Web database
- Product labelling to give information to consumers
- Link to extension services/NGOs
- Resource Kit
- Community service centres

## 2.4 Road map and resource/tool kit

Discussions on this topic focused on the need to develop a road map with guidelines/information for each of the actors, as well as supporting agencies, along the supply chain:

Producers Processors Shippers Importers Wholesalers Retailers  
Consumers

Extension Funding institutions Researchers Governments authorities  
(local, national) Cooperatives and associations NGOs

A resource/tool kit for producers should contain information and practical step by step guidelines on:

- Understanding what makes your product unique (so that it can be used in the marketing strategy)
- Understanding your target audience
- Financing products from the field to the market
- What makes a successful entrepreneur
- Understanding labelling and certification (What is right for you?)
- The EU and you: what do you need to know?
- Accessing resources: training, business training, design, science and research, etc.
- Supply chain management: where does my product go and what is my role?
- Who "steals" my money? Following the Money trail.
- Promoting and advertising: How do I do this? (the Platinum Programme, The Bronze Programme, On-a-shoestring, allies and networks)
- Building networks and strategic alliances: what is out there? (producers associations, Fair Trade Association, Marketing associations, cooperatives)  
What can I create?  
How can I share and learn with others?  
Who should be involved?  
How do we cooperate?
- Defining success/ what are the hidden costs of success: Are you ready for the transition from domestic to export?

Mechanisms for exchanging information and promoting products:

- Mountain products trade fairs and conferences
- Producer meetings
- Meet the players meetings (bring all the actors together in the same room)
- Mountain products network (mountain products accreditation system)

## 2.5 Regional action plans

<b>AFRICA</b>			
<b>Action steps</b>	<b>Who</b>	<b>When</b>	<b>Other remarks</b>
1. Identify region and product	Focal point: Joseph MF, AHI, MOA, FAO	Short term	
2. Identify partnerships/ collaborators to be involved	Internal organizations, ICRAI, ILRI, CIAT, NGOs, Action, KIOF, CARE, World Vision	Short term	
3. Identify criteria for participation	Stakeholders	Short term	
4. Create awareness/ initiative	Focal point:	Short term	
5. Criteria for methodology	Stakeholders	Medium to long-term	
6. Select best practices	Stakeholders	Short to medium-term	
7. Choice of Pilot project	Stakeholders	Short to medium-term	
8. Implementation <ul style="list-style-type: none"> <li>• Capacity building training</li> <li>• Producer level exchanges</li> <li>• Improve product technology/ design/ marketing</li> </ul>	Stakeholders, communities	Medium to long-term	

## LATIN AMERICA

Action steps	Who	Other remarks
1. Find existing network to coordinate Andean Products Network for information sharing such as:	CONDESAN INFO/ANDINA REDARES RIPA	Identify resources and partners  Find regional coordinator and funding
2. Trade Fairs (regional) in connection with other similar networks, regional meetings and democratically represented.	Programa de Cemelidos Sur America online, Inc. Fito Feria	Find communication expert, marketing and promotion experts
3. Awareness Campaigns for products, region, eco-issues, cultural issues, political issues	Conservation organizations, publications, tourism	Staff could come from members of the network
4. Identify partners (to strengthen market presence, social capital and others)	CIAP, CIP, IFAT, ASOCAM, CATIE, BALAM, UNDP	
5. Develop fundraising proposals	Coordinator and stakeholders	

ASIA		
Action steps	Who	Other remarks
1. Regional Fair <ul style="list-style-type: none"> <li>• Face-to-face</li> <li>• Virtual</li> </ul>	Partners: National Chambers of Commerce, ICMOD/ WMPA, MF, Existing Fairs (Intl Expo, Japan 2005 –China 2010	Entrance fees City Gov't hosting EU ADB, IGOs, Bilateral aid
2. Roadmap (from production to consumption) – different tool kits to address issues of Marketing, Certification, Identification of viable mountain products/ enterprises (see Alexia's presentation)	IFA Businesses	National Chambers of Commerce Corporations
3. Building long-term information network in the process (through 1-3)	Sub-regional focal points to be identified	Identify multiple sources of funding for all steps

A list of personal implications proposed by participants to carry this mountain product initiative forward is included in *Annex 3*.

### 3. Next steps

- i) Write and publish final project report (April 2004)
- ii) Develop proposal for follow-up longer term project (April-June 2004)
- iii) Identify activities (e.g. developing web-based mountain product database and developing methodology for identifying and developing viable mountain enterprises drawing on existing methodologies) to carry out in 'bridging phase' from June – December 2004, before the start of a potential new project in January 2005.

**AGENDA**

**Thursday, 26 February**

- 0845 Registration
- 0900 Welcome  
Representative from French Ministry of Agriculture
- 0910 Overview and Introductions  
Workshop Overview  
Participant introductions  
Workshop Objectives, Outputs, and Expectations
- 0940 Presentation 1 – Latin America research  
0955 Presentation 2 – Asia research  
1010 Presentation 3 – Europe research  
1025 Questions of Clarity
- 1040 Coffee Break (Coffee from Dean's Beans coffee company)
- 1100 Presentation 4 – Inter-regional research  
1115 Presentation 5 – Africa research  
1130 Questions of clarity
- 1145 Presentation 6 – North America research  
1200 Presentation 7 - Mountain Fisheries research  
1215 Questions of clarity
- 1230 Lunch Break
- 1400 Brief review and Working Group Instructions  
A brief review of key points from the presentations  
Working Group Instructions
- 1430 Working Groups  
Discussion session to identify key conditions for production and promotion of mountain products.
- 1530 Break
- 1600 Report back to Plenary  
Reports on the conditions or factors for success.

- 1700 Brief Review of the day
- 1715 Announcement and closing of session
- 1800 Cocktail
- 2000 Dinner

**Friday, 27 February**

- 0900 Opening session – presentation of day agenda
- 0915 Presentation 8 – Moving towards a follow-up project
- 0930 Questions of clarity
- 0940 Working Groups. Recommendations for strengthening the information and knowledge base on mountain products.  
Mixed groups.
- 1030 Coffee
- 1115 Reporting back to Plenary
- 1230 Lunch Break
- 1330 Working groups. Action steps for building institutional capacity in the regions to assist countries in developing viable (small-scale) enterprises in mountain areas.  
Regional groups.
- 1430 Reporting back to Plenary
- 1530 Coffee
- 1600 Potential Partners for a follow up project  
Brainstorming on potential partners and resources
- 1630 Workshop reflection and next steps
- 1700 Closing Remarks  
French Government Representative  
Italian Government Representative
- 2000 Dinner

## List of Participants

	<b>Name</b>	<b>Title</b>	<b>Contact details</b>
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## **Organizational and Personal Implications (participant remarks)**

### **Cecile Levret, EUROMONTANA**

1. Give access to European experiences network on the internet website for mountain products.
2. Information exchanges on
  - Legislation issues (in Europe)
  - Key studies
  - Analysis of strategies/ initiatives
  - Links
  - Contacts
  - Others

### **Dean Cycon**

1. Will work on creating the Roadmap
2. Work to identify and set up links with funding and marketing sources, at least in the coffee sector, maybe others, too.

### **Denis Blamont (WMPA, board member)**

1. Can act as a relay and as an actor for all the identified actions on mountain products promotion, identification through its network.
2. Work on e-conference (ally with Mountain Forum to prepare a face to face conference)
3. Work on identification, labelling, certification (find out who is certifying, controlling the various labelling decisions?)

### **Emmanuel Mingasson**

There is work to do, to identify more precisely the roadmap and the useful tool box to build mountain projects.

### **Gerd Marmulla**

Identify potential partner with the World Fish Centre (previous name: ICLARM) for technical and funding resources. Contact: Pedro Bueno

### **Massimo Diomedi**

Collaborate with SARD in mountain regions project on the Policy/Institutional Framework to improve livelihoods through income-generating activities.

### **Patrick Murangu**

1. Strengthen networking and collaboration between projects and organizations working in mountain communities esp. on livelihood initiatives.
2. Re-evaluate our African case study projects in view of the workgroup deliberations in preparation for up-scaling the activities.

### **Joseph Tanui**

What my organization can do to foster mountain products:

- Provide a platform/forum for a coalition of partners
- Continue with database collection on mountain products
- Engage in awareness creation/ training of partners

### **Sonia Salas Dominguez (CIP)**

Expanding information about lessons what we learned on methodologies to improve Andean people, products, knowledge, processes, markets, etc.

### **Elizabeth Byers**

Mountain Forum:

1. Dissemination of workshop results to global and regional mountain networks, including e-mail and web (On-line library) media.
2. Continued network support to mountain peoples and environments
3. Web/Internet network development as requested

The Mountain Institute:

1. Community mobilization using "Appreciative Participatory Planning and Action approach, especially in Andes, Himalayas and Appalachian Mountains.

### **Hilary Thorndike**

Get mountain producer cooperatives/ associations to join IFAT (Intl Fair Trade Assoc). [www.ifat.org](http://www.ifat.org)

### **Roger Oliver**

I would like to work on an analysis of the practices of successful and unsuccessful businesses particularly in developing countries, by a search of literature and phone interviews. This would help in formulating clear recommendations on best business practices for small businesses.

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