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ILLUSTRATIVE VALUE CHAIN SELECTION PROCESS

EXCERPT FROM AFE FIELD REPORT

II. VALUE CHAIN SELECTION

The first process in the program design was the selection of value chains. In order to carry out this selection exercise, the Team first clearly defined the target population and selection criteria by which to evaluate value chains and determine which sectors to conduct further in-depth analysis and eventually pursue for program interventions.

The Team then drafted an initial list of potential value chains for preliminary consideration. Once this initial list was generated, secondary data was collected to provide insight into each value chain as well as quantitative statistics regarding target population participation and value chain demand. Primary data was then collected through first-hand interviews with key informants and market actors in each of the value chains.

Finally, the Team underwent selection exercises to select two (2) value chains for the next steps. This section of the report explains this first-stage process and presents the final selection results.

2.1 Defining the Target Beneficiaries

The Team began by clearly defining the target population to be impacted by the proposed program - households (and their members) consuming (in real terms) less than the total poverty line of ±USD 22) per person per month.

2.2 Determining the Selection Criteria

Next the selection criteria to be used in evaluating each of the proposed sub-sectors were determined by the Team. Criteria focusing on the competitiveness of the value chains were identified as:

- Unmet Market Demand
- Growth potential
- Potential to Differentiate from International Competitors
- Presence of lead firms with willingness to invest in the value chain development

Additional criteria regarding the impacts on the target groups included:

- Potential for impact on the target population, in terms of:
    - Potential for employment generation and improved quality of work for women
    - Potential for employment generation for youth
    - Potential to increase sales for farmers/collectors

2.3 Identifying an Initial List of Value Chains

The Team initially identified seven value chains related to the tourism industry for potential program interventions. These included:

i) accommodations,
ii) rice,
v) hand-woven textiles,
vi) wood carvings, &

iii) fresh vegetables & herbs,
iv) incense,
vii) bamboo/cane crafts.

Initially the focus on vegetables and herbs was on organic produce, but following interviews with market actors, the value chain focus widened to incorporate all fresh vegetables and herbs, both organic and non-organic.

2.4 Secondary & Primary Data Collection and Evaluation

Based on the selection criteria and initial value chains the Team collected and reviewed both secondary and primary data. Secondary data was obtained from the PROJECT's resource library, colleagues, and other government agencies. Secondary sources included poverty data, employment statistics, tourism development reports, market studies, and agriculture records.

During the first field visit, interviews were conducted with key informants and market actors from each of the initial value chains considered. A few interviews took place in ____; however, the majority of interviews took place in ____ with private-sector market actors. Included were souvenir shop owners, hotel/restaurant managers, a tour operator, farmers, vegetable shop owners, a rice exporter, and an incense company owner. Appendix 2 gives a list of persons interviewed for the value chain selection as well as follow-on stages.

To facilitate the process, the Team followed interview guides developed by AFE. (See Appendix 3 for interview guides for the value chain selection phase.) The Team then split into two or three groups (one to three Team members per group, depending on the interview schedule). For this phase, there were three days of interviews with more than 20 market actors.

The Team then reviewed the data collected, summarizing key points specific to two of the main selection criteria concerning market demand and impact on the target population. This consolidated information was then used for the selection exercises that followed.

2.5 Value Chain Selection

Following the data collection and evaluation stage, AFE then facilitated a process for the Team to select two (2) value chains for further analysis (as determined by PROJECT and PROJECT clients/partners prior to the start of the program design) and ultimately to identify, with the participation of market actors in these value chains, intervention activities for PROJECT and PROJECT clients/partners to implement.

For the first exercise, a short-listing matrix was used to rank the value chains against one another according to two principle criteria: 1) unmet market demand/potential for growth; & 2) potential impact on target populations (including new employment generation, increased income and improved working conditions for the target poor).

Before beginning discussions, the Team used note cards to share the data summarized from the primary and secondary data collection. The note cards were placed on the walls around the room under the appropriate value chain and criteria headings for the entire Team to see.

To embark on ranking each value chain, the note cards were read aloud and shared among the group, facilitating the ease of decision-making regarding the rank of each value chain in turn. The Team engaged in active discussions in order to determine the score (high, medium, or low) that each value chain received for each criterion. Discussions continued until a general consensus was made. The matrix below (Figure 1) reflects the results of this process.

The Fresh Vegetables/Herbs value chain was the clear frontrunner, ranking high for both criteria. To determine the second value chain, however, the Team embarked on a second exercise, referred to as the Ranking Grid. For this exercise, four of the original value chains were selected to rank according to the full set of criteria.

Hand-woven Textiles was removed from consideration following discussions among the group, but primarily based on the decision of the PROJECT Sustainable Tourism Specialist. Given known PROJECT priorities, its current clients, and proposed future activities, PROJECT felt Textiles is less in line with PROJECT interests at this time. At the same time other development agencies already provide technical assistance in this value chain. As a result, the four value chains included in the ranking grid exercise were: Fresh Vegetables/Herbs (“Vegetables”), Rice, Accommodations, and Incense.

Figure 1: Results of Short-Listing Matrix Exercise

Unmet Market Demand/
Potential for Growth

High		**Rice**	**Fresh Vegetables/Herbs**
Medium		**Accommodations** **Incense**	Hand-woven Textiles
Low		Bamboo/Cane Wood Carvings	
	Low	*Medium*	*High*

Potential Impact on Target Populations –
New Employment Generation
Increased Income for Farmers
Improved Working Conditions

First, weights, ranging from one (1) for least important to three (3) for most important, were assigned to each of the criteria based on the priorities of PROJECTand PROJECT clients/partners. Then, each value chain was evaluated in turn. A grade between one (1) and five (5) with five (5) being the highest score was then assigned for each criterion. Next, the score for each criterion for each value chain was multiplied by the criteria weights. Finally, the weighted scores for each value chain were totaled, resulting in the final scores. The following table (Table 1) details the results of the exercise.

Table 1: Results of Ranking Grid Exercise

Criteria	Weight	Vegetable		Rice		Accommodation		Incense	
Growth Potential	*2*	4	**8**	4	**8**	2	**4**	4	**8**
Unmet Demand	*3*	4	**12**	3	**9**	1	**3**	2	**6**
Presence of Lead Firms	*2*	3	**6**	2	**4**	4	**8**	3	**6**
Potential to Differentiate from International Competition	*1*	4	**4**	2	**2**	4	**4**	4	**4**
Potential for Youth Employment	*3*	1	**3**	1	**3**	4	**12**	2	**6**
Potential for Increase Sales for Farmers	*2*	4	**8**	4	**8**	2	**4**	3	**6**
Potential for Employment or Improved Working Conditions for Women	*2*	4	**8**	4	**8**	3	**6**	3	**6**
Interest of PROJECTand Partners	*3*	3	**9**	2	**6**	4	**12**	3	**9**
			58		**48**		53		**51**

The Vegetable sector continued to be the highest-ranking value chain, with the remaining three receiving similar total scores. Accommodations, however, received the second highest score. (The two highest ranking value chain totals are highlighted in red font in the table above.) Given the results of this second exercise, the Team confidently selected two (2) value chains for more in-depth analysis and program design. These two (2) value chains were:

- Fresh Vegetables & Herbs, &
- Accommodations.

2.6 Summary of Information Used to Evaluate the Seven Initial Value Chains

The following section summarizes the information collected regarding each of the seven initial value chains considered. Based on this information, the Team made the ranking decisions presented in the previous section.

2.6.1 Fresh Vegetables & Herbs Value Chain

After speaking with several hotels, it was clear that there is a strong demand for quality fresh vegetables and herbs that are readily available. Although much produce is imported regularly and easily from __________, there is a significant preference for local produce which is viewed to be "more natural" as the local produce tends to be less chemically treated than the imported produce. Hotels and restaurants are generally willing to pay more for the local produce.

Vegetable consumption is also increasing in the domestic market. With improving road access, more vegetables are being bought and sold throughout the country. Although the LOCAL purchase many goods coming from _________, they are becoming more health conscience and prefer the more naturally cultivated LOCAL produce.

During the season (referring to the primary vegetable harvest season in the summer), there is a plentitude of fresh vegetables, and hotels/restaurants purchase a majority of local produce. The winter cultivation is less, however, increasing the reliance on imported goods.

The local market in _______ is only once a week on Sundays, limiting the access to regularly supplied fresh vegetables. This is the primary venue for farmers to sell their goods. Occasionally early arrivals begin selling on Saturday afternoon. On any day, however, a few farmers can be seen on the street corner or going door-to-door, selling vegetables such as spinach, radishes, beans and asparagus from their baskets on their backs. Similar activities can be seen at the local markets (strategically located in a selected number of Gewogs). From time to time general shops will purchase and resell farmers' goods along with the tissue, shampoo, pens, shoes and cookies in the shops.

In addition to these venues, produce can be found at a few vegetable shops in _______. Some hotels have regular suppliers yet many buy on the open market from whoever is offering the freshest produce. One trader in particular services a handful of hotels, the army, schools, and a monastery in addition to selling at the weekly market. A few of the high-end hotels have direct links to nearby farmers who provide herbs, eggs, chickens, and vegetables. The quantity obtained in this manner, however, does not sufficiently meet the needs of the hotel restaurants.

Initially the Team was looking at the demand and interest in organic produce. Given the global growth in organic vegetables, 17-22% in the last decade as compared to 2-3% for non-organic foods, the potential for LOCAL organic produce was explored.[1] It was found, however, that still an insignificant number of tourists and restaurants request organic produce. There is also a limited supply in the area as farmers do not understand what "organic" means. Local farmers, however, do use a limited amount of pesticides, and fertilizers are usually natural.

The potential to export fresh produce is also of interest. Vegetables such as asparagus, French or round beans, broccoli, LOCAL chilies, cauliflower, ginger, and tomato can be exported to _________ and even Bangladesh from the end of May until the end of August, particularly if cold transportation were made available.[2] Given the limited availability of arable land in COUNTRY, however, there is a need for production of high value products for export to niche foreign markets.[3]

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[1] MoA (2007a) A Guide to Organic Agriculture in COUNTRY, NOP, DoA, p. 41-42.
[2] MoA (2004) Country Summer Vegetables in Bangladesh: Prospects and The What Forward, Ministry of Agriculture, Agriculture Marketing Services, p. 1.
[3] Tobgay, S. (2005) Agriculture Diversification in COUNTRY. Poster paper prepared for International Association of Agricultural Economist Conference, Australia 2006, p. 22.

Growth in this value chain could potentially affect up to the 65,000 farming households in COUNTRY.[4] With agriculture equating to 95% of rural household income, it is clear that growth in the fresh vegetable industry could have high impact on the rural population.[5]

One challenge to the growth of the sector is that an increasing number of youth are leaving the rural areas for urban employment. Yet the unemployment rate for urban youth is alarmingly high. The urban migration is causing farm labor shortages which further result in abandoned land or low productivity.[6]

Given that this industry involves farmers, many of whom are women, the potential to impact the target population continues to be high.

Scoring for Short-Listing Matrix:

Unmet Market Demand/Potential for Growth: *High*
Potential Impact on Target Populations: *High*

2.6.2 Rice Value Chain

Rice is one of the primary staple foods of the LOCAL population. In 2005, more than 67,000 tons of rice was consumed. [7] Even with much of the population cultivating rice (about 28,930 households in COUNTRY and 2,197 rice farmers in _______ District in 2007 alone), a majority of the rice cultivated is largely for home consumption with only 15% of the domestic production going to the market.[8] As a result, in 2005, 30,000 tons had to be imported to complete the LOCAL demand for rice. [9]

With more visitors to the country each year, the demand for rice is also increasing. Besides being a staple food for the local population, rice is the primary base to most restaurant cuisine offered in the _______ valley. An added draw to the tourist experience is tasting the LOCAL cuisine, which begins with the LOCAL Red Rice. Although both red and white rice are grown in COUNTRY and the preference is for white rice, it is the famous red rice that restaurants and hotels market as the traditional LOCAL dish.

Once the tourists have tasted the LOCAL dish, however, the restaurants then offer and still serve a majority of white rice dishes. Locals along with the tourists have a preference for the _________n imported white rice. The local white and red rice grains are often broken from the drying and milling processes. Regional tourists are accustomed to the _________n fragrant white rice and thus order this rice for most rice-based meals. In addition to there being a preference for imported white rice, it is also significantly less expensive. Some

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[4] MoA (2007a) A Guide to Organic Agriculture in COUNTRY, NOP, DoA, p. 17.
[5] MoA (2007a) A Guide to Organic Agriculture in COUNTRY, NOP, DoA, p. 17.
[6] MoA (2005) Small Farmers and Food System in COUNTRY, Ministry of Agriculture, Agriculture Marketing Services, p. 19.
[7] MoA (2007) Rice Commodity Chain Analysis, Ministry of Agriculture, RNRRC Bajo, p 10.
[8] MoA (2007) Rice Commodity Chain Analysis, Ministry of Agriculture, RNRRC Bajo, p 1, 46.
[9] MoA (2007) Rice Commodity Chain Analysis, Ministry of Agriculture, RNRRC Bajo, p 10.

LOCAL farmers actually sell their home-grown red and white rice at a higher cost and then buy the imported rice for home consumption.

In _______, there is one red rice exporter who sells about 200 metric tons of red rice to the USA each year (up from 100 metric tons in 2007).[10] Despite the worldwide economic downturns, the exporter expects sales to increase in the near future, particularly if the company is able to penetrate the European market. Additionally, the red rice exporter is turning to domestic sales of both red and white rice, realizing the untapped potentials. The company intends to open a local mill in the next year or two.

The MoA reported that there is demand for organic red rice for the USA, UK, and Germany, but the high costs related to obtaining certification and insufficient documentation to prove organic certification of the rice are limiting the exportation.[11] Additionally, the costs of exporting through _________ further increase the export costs.

Like with the vegetables sector, there are numerous farmers including women that could be impacted by growth in the domestic rice industry. Youth, however, continue to be disinterested in farming and will be difficult to impact through this value chain's development.

<u>Scoring for Short-Listing Matrix:</u>

Unmet Market Demand/Potential for Growth: *High*
Potential Impact on Target Populations: *Medium*

2.6.3 Accommodations Value Chain

The explosion in the number of accommodations in the past four years in _______ reflects both optimism in the industry's growth as well as ignorance to the market demand. Having seen the successes of other accommodations in _______, many new hotels of various sizes and quality have been built and are continuing to be built in the _______ valley.

Demand, however, has not exploded at the same rate, but rather has increased slightly overall. The result is low occupancy rates even in the "high"/"peak" season (with the exception of the week of the _______ festival in early spring). Seasonal weather conditions and the lack of festivals and other events has limited how tour operators market their services resulting in fewer tour groups and lower occupancy rates in the regular season (summer and winter). This coupled with the excessive supply and fierce competition among accommodations also contributes greatly to the low occupancy rates of _______ hotels which further restrict employment to the minimum level during these periods.

Despite these warning signs, investors continue to build new accommodations in _______. Currently, twelve (12) are under construction, and seven (7) new hotels have been

[10] MoA (2007) Rice Commodity Chain Analysis, Ministry of Agriculture, RNRRC Bajo, p. 7, and interview 2009.
[11] MoA (2007) Rice Commodity Chain Analysis, Ministry of Agriculture, RNRRC Bajo, p. 10.

proposed.[12] These will add to the 35 already licensed in 2008. [13] COUNTRY's 2007 tourism report warned that hotel owners are not taking into account the projected growth in arrivals, which could potentially further decrease the already problematic occupancy rates.[14]

At present, 1,057 people are employed in the tourism sector in _______ (including all direct employment through hotels, restaurants, handicraft shops, horse contractors, etc.), with another 119 seasonal employees hired during peak periods.[15] While the "service" sector (including tourism and restaurant industries) accounts for 18% of private sector employment, the employment potential is estimated to be less than other industry categories such as production and manufacturing, trade, and contract/construction.[16] Nonetheless, with an increasing number of hotels being built and an increasing number of tourists still projected for the future, employment in the accommodations sector is expected to rise.

Regarding youth, tourism is the highest employment provider in the country. The social stigma towards menial jobs such as sweepers and doormen, although high in demand, deter unemployed, undereducated youth to enter into the tourism industry. Employee turnover varies across hotels, with the higher-end hotels paying a more attractive salary resulting in lower employee turnover. Women are often employed in various positions in the hotels from laundry and housekeeping to restaurant and even front desk staff.

Scoring for Short-Listing Matrix:

Unmet Market Demand/Potential for Growth: *Medium*
Potential Impact on Target Populations: *Medium*

2.6.4 Incense Value Chain

Essential for the numerous practicing Buddhists, incense is a part of the daily ritual of the local people. A long-standing tradition of incense making from natural ingredients primarily collected from the wild, incense is available throughout COUNTRY.

Increasingly, incense is a popular item sold in tourist souvenir shops. Given the low cost, ease of transport, and associations with the LOCAL Buddhist culture that attracts tourists to COUNTRY, incense is an appropriate souvenir. As a result, in _______, most souvenir shops carry at least one brand of LOCAL incense. Presently, quantities produced are sold quickly, indicating strong current demand.[17] Secondary and primary data further indicate that there is definite growth potential in domestic and niche export markets for incense.[18]

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[12] COUNTRY personal communication.
[13] COUNTRY personal communication.
[14] COUNTRY (2008) International Tourism Monitor 2007, Tourism Council of COUNTRY, p. 42.
[15] COUNTRY personal communication.
[16] South Asian Survey (2008) Development of Small and Medium Enterprises in COUNTRY: Analyzing Constraints to Growth, p. 254.
[17] Tideman, K. (2006) Country Incense Feasibility Study, Ministry of Trade and Industry, Department of Industry, p. 3.
[18] Tideman, K. (2006) Country Incense Feasibility Study, Ministry of Trade and Industry, Department of Industry, p. 3.

In 2007, there were a reported 17 licensed incense manufacturers in COUNTRY.[19] The number of rural peoples collecting is unknown. However, the quantities of ingredients extracted each year and recorded by the authorities indicate a significant number of people are involved in ingredient collection, particularly for supplementary or additional cash income.

One incense producer who owns a company just outside of _______ buys 180 sacks of juniper alone equating to approximately 5-6 metric tons of raw materials. Throughout COUNTRY the amount of juniper extracted is estimated at 33,780 kg per year for incense purposes.[20]

In Laya Gewog of Gasa Dzongkhag, 112 households (more than 700 people) are engaged in collecting ingredients used in incense. Each household earns approximately Nu. 2,860 per year selling an average of 124 kg of incense. This results in a collective total of about Nu. 320,320 from incense.[21] Many other communities in COUNTRY are also engaged in non-wood forest product harvesting and benefiting from the needed supplementary income.

Due to strict extraction regulations in COUNTRY, many of the ingredients are currently sourced from _________. Secondary data indicated that there is potential to source as many as 23 of the ingredients for incense in COUNTRY (rather than importing).[22] Recognizing the significance of this industry on the population, RGoB is considering a change of regulations. If regulations allowed for propagation or increased extraction of the incense ingredients, economic benefits could reach an increased number of people particularly in the marginalized areas of COUNTRY. Furthermore, it would result in increased growth in the already strong industry.

Scoring for Short-Listing Matrix:

Unmet Market Demand/Potential for Growth: *Medium*
Potential Impact on Target Populations: *Medium*

2.6.5 Craft Sectors – Textiles, Bamboo/Cane, & Wood Carvings

While most tourists come on pre-packaged tours to COUNTRY, tourists make additional purchases for entrance fees to museums, beverages, and souvenirs. Popular souvenirs for international tourists include post cards/stamps, books, DVDs and CDs. Beyond these items LOCAL crafts are also of interest, but are of limited availability in _______.

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[19] Namgay, K. (2007) Beyond this, what? Can the sustainable harvesting and marketing of incense plants contribute to the livelihood of the Laya people, A series of case studies on community based forest and natural resource management in COUNTRY, p. 10.
[20] Tideman, K. (2006) Country Incense Feasibility Study, Ministry of Trade and Industry, Department of Industry, appendix.
[21] Namgay, K. (2007) Beyond this, what? Can the sustainable harvesting and marketing of incense plants contribute to the livelihood of the Laya people, A series of case studies on community based forest and natural resource management in COUNTRY, p. 9.
[22] Tideman, K. (2006) Country Incense Feasibility Study, Ministry of Trade and Industry, Department of Industry, p. 4.

Overshadowed by imported items from Nepal (e.g., Buddhist metal works, jewelry, t-shirts, etc.) and _________ (e.g., silks and scarves), LOCAL crafts in _______ are less popular. Regional tourists rarely buy crafts as they perceive goods from their home country as similar and/or lower in price.

LOCAL crafts are primarily from Central or Eastern COUNTRY, depending on the craft. Very few are made in _______ if at all. Some shops have employees making crafts, but many of these artisans are from areas outside of _______. Often these distant areas are less economically developed; thus their support is of interest to PROJECTand clients/partners.

Unfortunately, there is a social stigma on blue collar jobs, including handicraft production. As a result few youth are pursuing these traditional trades. At the same time, the opportunities are there for inclusion of youth and income generation. Significant assistance in design and new product development is needed to spark increased interest among tourists.

Textiles

The number one selling LOCAL craft is hand-woven textiles. Although modern textiles are incorporating imported silks, modern dyed yarns, and _________n motifs, the methods remain traditional. At least two shops in _______ have women weaving in their shops, an attraction to tourists as well.

Shops owners purchase textiles from traders or artisans who bring the goods for sale to their shops. The shop owners tend to buy a few small quantities from each salesperson. They do not retain the contact information of the trader and never place orders in advance.

Preferences are shifting toward products with natural dyes, as there is increasing environmental concern regarding the use of synthetic dyes.[23] This has the potential to spark a greater interest in traditional LOCAL yarns which use vegetable and other natural dyes.

One factor discouraging _______ shops from selling textiles is the increasing cost. One comparative analysis study of similar LOCAL and Laos-derived hand-woven textiles showed that LOCAL products are about 40% more expensive. The back-strap looms used in COUNTRY are unsuitable for large scale commercial production. Additionally yarns and dyes are high in cost. Finally the lack of uniformity, absence of effective supply chains and lack of proper knowledge and experience in yarn quality, dying techniques and systematic pricing methods lead to the high costs of LOCAL textiles.[24]

[23] MTI, 2005, International Market for Select Country Handicrafts, p. 5-6.
[24] UNDP (2008) Press Release: Analyzing the Costs of Country Textiles, p. 1.

Given that hand-woven textiles are a long-standing way of life for most rural LOCAL women, the potential to increase incomes for targeted women populations with growth in this industry is high.

<u>Scoring for Short-Listing Matrix:</u>

Unmet Market Demand/Potential for Growth: *Medium*
Potential Impact on Target Populations: *High*

Bamboo/Cane Products
Shop owners also mentioned that bamboo/cane products are sold in their shops, but demand is low. Most bamboo/cane products are inexpensive, small, light, and thus easy to transport. For tourists that participated in treks, bamboo/cane satchels like those seen and used on the treks are an attractive souvenir.

Most bamboo/cane products are made in the Central/South and Eastern parts of COUNTRY. In one community, Bjoka (132 households), several artisans are involved in the making of such crafts. Around sixty-six percent of the community's gross monetary household income is from bamboo/cane crafts. The income of Bjoka has doubled since groups were formed which created a stronger bargaining power.[25] Despite this community's participation in the industry, the potential impact on additional communities is limited to few in a dying trade.

<u>Scoring for Short-Listing Matrix:</u>

Unmet Market Demand/Potential for Growth: *Low*
Potential Impact on Target Populations: *Medium*

Wood Carvings
Wood carvings were the least noted LOCAL craft of interest to tourists in _______. Perhaps due to the poor workmanship, weak designs, and poor store placement, wooden crafts are currently in low demand.

The potential to export wooden handicrafts is also of little interest as international competition is high and LOCAL artisans would struggle to meet the quality and quantity in time.

A school, located in Thimphu, trains new students in wood carving every year. Once students complete their training, however, a decreasing percentage goes on to continue in the trade. Given the limited example successes, the number of applicants for the 2009 school year was less than the number of places available at the school.

[25] Meijboom, M. (2008) Sustaining Non-Timber Forest Products in COUNTRY: A Case Study on Community-Based Management of Cane and Bamboo, p. 22.

Nonetheless, wood carving could potentially impact the target youth and women populations (though few women are involved in the sector).

Scoring for Short-Listing Matrix:

Unmet Market Demand/Potential for Growth: *Low*
Potential Impact on Target Populations: *Medium*

APPENDIX
INTERVIEW GUIDES FOR VALUE CHAIN SELECTION

Crafts/Household Products

1) Which craft/household products* are being produced in [target area]. Which of these products have the greatest number of producers involved and what functions do they perform?

2) Which of these products have the strongest unmet market demand and growth potential? Explain.

3) To what extent do these products have:
    a. supportive policies from local authorities and government
    b. negative effect on the local environment
    c. participation of women

4) For those products that best meet the criteria - please describe the market players and their roles (all actors from production to final market).

5) For donor projects or government - do you have any programs or initiatives in this area - if so please explain.

* Craft/household products include both decorative and/or utilitarian products made from leather, ceramics, glass, textiles, metal, wood, etc.

Agribusiness

1) Which agricultural and/or non-timber forest products* are producers producing in [target area]? Which of these products have the greatest involvement of producers and what functions do they perform?

2) Which of these products has the strongest unmet market demand and growth potential? Explain.

3) To what extent do these products have:
    a. supportive policies from local authorities and government
    b. negative effect on the local environment
    c. participation of women

4) For those products that best meet the criteria - please describe the market players and their roles (all actors from production to final market).

5) For donor projects or government - do you have any programs or initiatives in this area - if so please explain.

* These products include both raw and processed fruits, vegetables, grains, cash crops, non-timber forest products, animal products, etc.

Tourism

1) How are rural people participating in the tourism industry of [target area]? Which tourism activities* have the greatest involvement of rural people and what functions do they perform?

2) Which of these products has the strongest unmet market demand and growth potential? Explain.

3) To what extent do these products have:
    a. supportive policies from local authorities and government
    b. negative effect on the local environment
    c. participation of women

4) For those activities that best meet the criteria - please describe the market players and their roles (all actors from production to final market).

5) For donor projects or government - do you have any programs or initiatives in this area - if so please explain.

* These activities include hotel/ accommodation services, food and restaurant services, transportation, tour guide services, visits to a cultural village, performances by traditional dance troupes or musicians and choirs, nature trail trekking /camping, traditional dance instruction, demonstrations of traditional craft and textile production, sampling of local cuisine, spiritual retreats, etc.