



Sustainable Livelihoods Now and for the Future in LAC
2010-2011



Oxfam





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Introduction

This brochure is a first effort of the livelihood team of consolidating in one document the different areas of work and to present to internal Oxfam audiences the work we do.

The team is on the forefront of facing the challenge of guiding the Region in the implementation of the new Aim1: “Economic Justice: Sustainable Livelihoods Now and for the Future”.

The team believes that an holistic approach to livelihood, integrating economic, social and environmental aspects in the programme development. This will provide Oxfam in LAC with the knowledge, experience, and capacities needed to reduce inequality in our programmes, and to demonstrate public and private sector actors new models and approaches to reduce poverty and inequality.

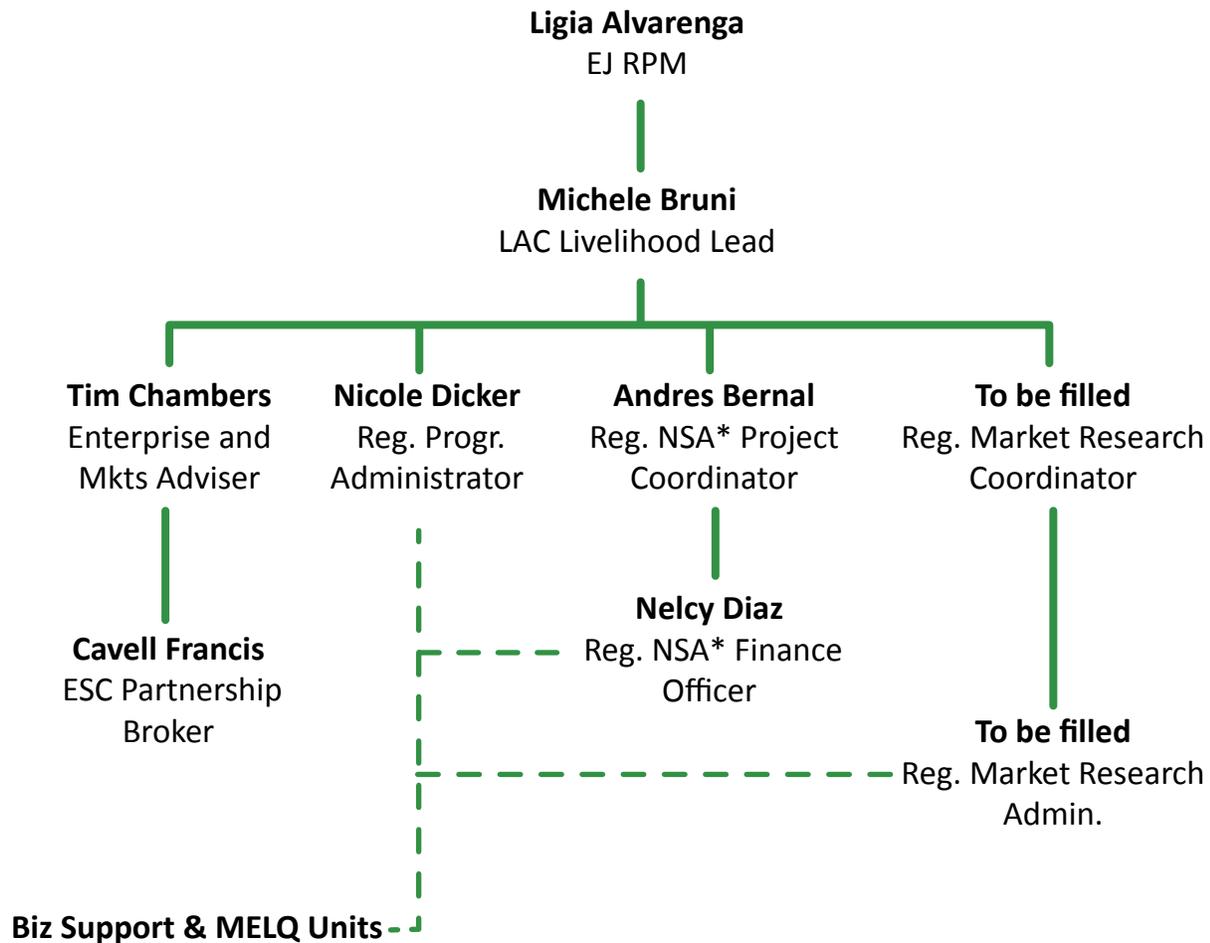
The regional livelihood programme aims at responding to the four workstreams of the Aim1, with a specific focus on the cross-cutting themes of structural inequality:

1 - Achieving gender justice

2 - Managing climate change and other risks



The Core Team



- 7 professionals
- More than 50 years of development experience from 4 different continents
- And a network of more than 40 int/ext service providers

* Linking Small-scale Producers with their Local Authorities Programme

LAC Livelihoods Programme



- One Regional PIP (P00666) and 7 Projects, with more than 2M GBP funding secured
- Regional portfolio includes two regional projects (4 countries) and flagship value chain and enterprise programmes in Guatemala, Haiti, Jamaica, Honduras, and Colombia
- The Sustainable Livelihood Learning Network (more than 40 Oxfam staff participating each year) is the primary mechanism for driving research, programme alignment to regional priorities, organisational learning, technical innovation and good practice, and the exchange of experiences
- Strong regional partners that support and deliver the programme include the Sustainable Food Lab, CIAT, and the Corporation for Rural Enterprise Development (CODER)
- The development of new partnerships at regional level is prioritised both through direct networking and participation in and support for spaces of dialogue such as the Sustainable Food Lab and Alianza de Aprendizaje
- The team delivers a mix of service delivery and programme management for achieving Aim1 expected outcomes, through innovation and networking

Scope of the Livelihoods Programme in LAC in 2010

- Women's economic leadership and value chains as Regional Priority One
- Gender justice at the household level as long term learning focus theme
- Climate change adaptation as research and programme development theme for FY11
- Private sector engagement as mechanism for market opportunity creation and scale up
- Design and innovation of business models (beyond the linkage) for inclusive value chains and enterprise development as long-term research and development collaboration
- Public sector engagement as a mechanism for the creation and maintenance of economic conditions needed for the sustainability of business models (engagement of multi-lateral on investment for Smallholders)
- Rural-urban linkages as means of raising awareness of the role of rural agriculture in urban livelihoods
- Urban livelihoods and the development of a new programmatic area of local economic development



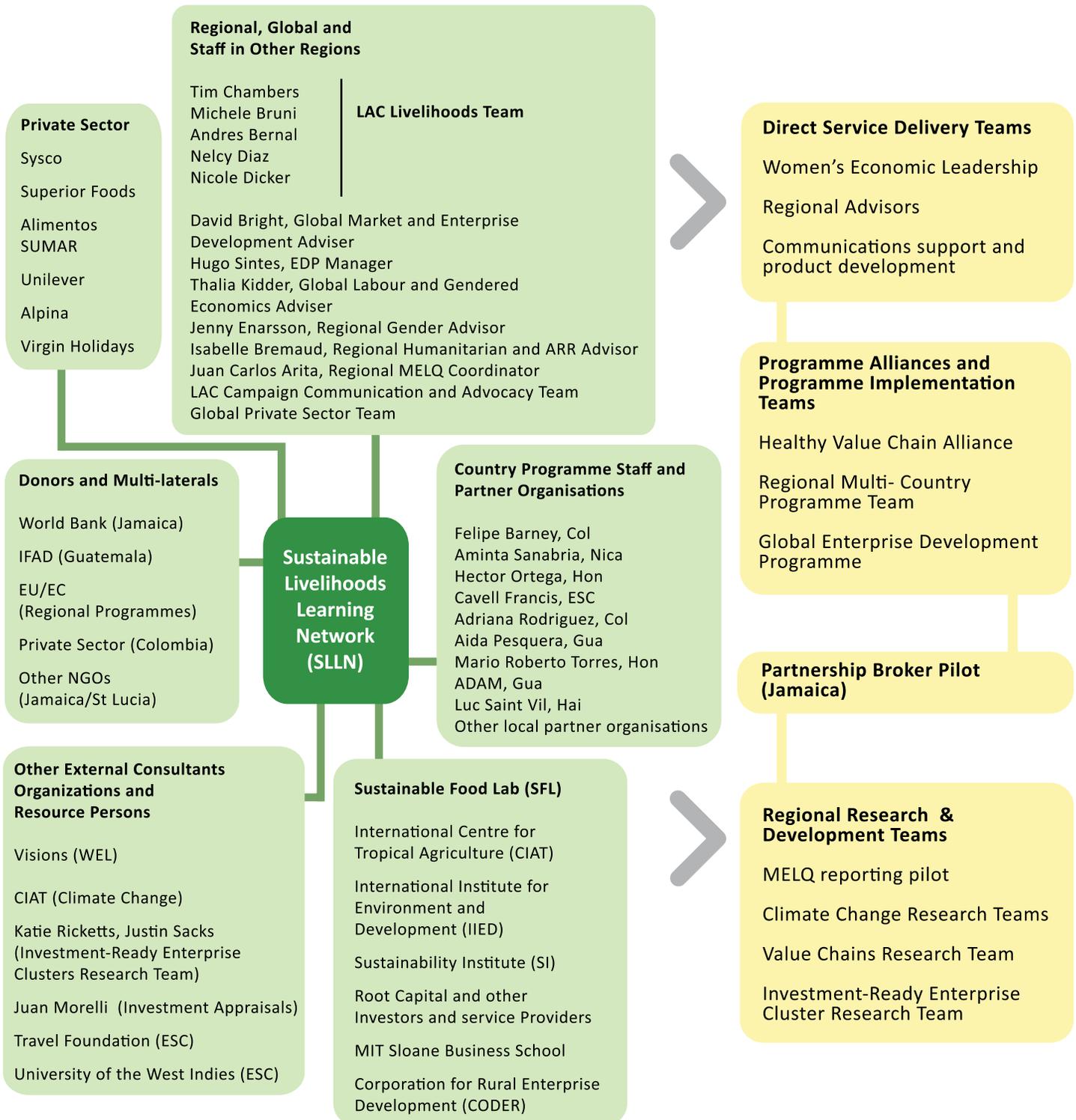
LAC Livelihood Team Value Proposition

"Creating Value"

'Networking'



'Team and Alliance Building'



“Delivering Value”

‘Client Focused Service Delivery’

‘Outcome Enhancement’

Oxfam at
Global
Level

Oxfam at
Regional
Level

Oxfam at
Country
Level

Private
Sector
Donors
Other NGO’s

Building a common approach across the region on Gender Justice in livelihoods programmes through the large scale mainstreaming of Women’s Economic Leadership

Building and growing with country programmes a LAC regional portfolio of enterprise and value chain work that promote women and men smallholder agriculture, feeding into regional and global movements of smallholder agricultural development, innovation and investment

Supporting learning, change and quality in programmes in the LAC region across all components the Oxfam global AIM I Strategy (main focus on climate change and gender justice)

Raising the profile of the LAC region across Oxfam Globally to a position of leadership, inspiration and learning across the organisation in market-based livelihoods

Generating internal coherence and strategic alignment of markets based livelihoods programming across the LAC region

Driving innovation in new approaches to operations for Oxfam GB at country level moving from the role of implementers to facilitators of change

Opportunities and Challenges in LAC

- Rural women are playing an increasing role not only in food security in rural areas but in markets and value addition in agricultural processes, but gender justice and household gender inequality remain a challenge
- An increasing global demand for food is a key opportunity for smallholder farmers to access new markets, whilst rapid urbanisation is increasing pressure on local food supply channels as well as reducing resource availability for rural areas
- There is an increasing role of the private sector in the food industry in the region, particularly supermarkets, and offers a new market opportunity for smallholders but brings with it challenges of quality and reliability
- Environmental vulnerability is on the rise in the region, particularly in rural areas which are neglected by both markets and the state or where climatic conditions are changing rapidly. Planning for programmes that reduce poverty while addressing climate change related risks is still a challenge
- Macro-economic instability is contributing to a further reduction of resource availability in rural areas and migratory pressures that contribute to urbanisation



Case Study: LAC Sustainable Livelihood Learning Network (SLLN)

- Started in 2009
- First regional conference in Haiti in Feb 2009 focusing on women rural producers, value chains and enterprise development
- Brought together 40 programme and advisor staff and partner representatives from Colombia, Honduras, Mexico, the UK, Guatemala, ESC, Nicaragua, Haiti
- The first conference resulted in:
 - Improved capacities and understanding of value chains and enterprise development.
 - The commitment of regional advisory and programme staff to lead Oxfam GB globally in the implementation of gender justice as a core component of ALL markets based livelihoods programmes in LAC
 - A full year of investment by the regional advisors for livelihoods (Michele, and Tim) and gender (Jenny Enarsson) and the global livelihoods and gender advisor (Thalia Kidder), managed by the LAC Enterprise and Markets Advisor with a group of partner organisations and consultants, in participation with country programmes through a series of in-country focus groups (Honduras, Guatemala, Nicaragua)



- The second regional Action Learning Network conference was then held in Guatemala in Feb 2010
- This conference was also the first global Oxfam GB conference on enterprise development
- The conference brought together over 40 programme staff from the Global level, from Regional levels and from 6 countries in LAC and a further 8 countries from other Regions
- The results of the conference include:
 - Improved skills and conceptual understanding of gender justice and women’s economic leadership within enterprise and value chains programmes
 - A commitment to mainstream the women’s economic leadership approach in all enterprise and value chains work across the region, and to feed into learning processes at global level – this includes the roll out of the WEL approach in 4 LAC countries in the first year and a long term study to understand the impact of programmes on household level gender justice
 - A commitment to incorporate a new focus on mainstreaming and innovating on climate change adaptation and mitigation within all LAC markets based livelihoods programmes



Country and Regional Programmes

Engaging with the SLLN

- **GUATEMALA**
 - Highland frozen vegetable value chain partnership
- **COLOMBIA**
 - Integrated dairy value chain and enterprise partnership
 - Rural-urban food linkages programme
- **JAMAICA**
 - Partnership Broker pilot
- **HONDURAS**
 - Financial services enterprise development programme
- **REGIONAL PROGRAMMES** (within PIP00666 - Scale up, innovation and transfer of flagship programmes)
 - Linking Small-scale Producers with their Local Authorities Programme (Colombia, Honduras, El Salvador) – Planned to expand to Guatemala – 2.4M EUR
 - Food Security, Livelihoods and Markets – Policy and New Business Models Research (Guatemala, Honduras, Colombia) – 2.6M EUR
- **REGIONAL CLIMATE CHANGE ADAPTATION PARTNERSHIP WITH CIAT**
- **REGIONAL GENDER JUSTICE AND WOMEN ECONOMIC LEADERSHIP PROGRAMME**



Case Study: Guatemala Highland Value Chain

- A long term partnership between Oxfam GB (LAC), the Sustainable Food Lab, ADAM (National partner) CIAT, SUMAR (Guatemala frozen vegetable processor), Superior Foods Inc (global food company) and Sysco Food (global food company)
- Five years of relationship building along the value chain through the Food Lab
- Two years of field work and feasibility study work invested in and implemented by the regional livelihoods team
- Based on the principles of developing an inclusive value chain business model that incorporates smallholder farmers and farmer organisations to global chains in a transparent and equitable way. The project recognizes that many smallholders are already linked to global value-chain, but without capturing the benefit of the linkage
- Aims to bring in women led organisations to add value to production processes in the value chain, including fertilisers, broccoli pre-processing, quality control and seedling nurseries. This will enable women to gain and control additional income and productive assets
- Also aims to use evidence from inclusive business models to influence other actors, particularly the government of Guatemala, to create the necessary conditions for the sustainability of growth of this business model
- Forms the site of leading research by Oxfam GB and CIAT on climate change impacts on crop suitability and sustainability as well as climate migration
- Will bring in other dimensions of financial services and enterprise development to compliment the value chain



Case Study: Jamaica Partnership Broker



- Innovation programme focusing on the role of Oxfam as a facilitator through our Partnership Broker
- Successful development of an Innovative Partnership Group (including Virgin Holidays, the Travel Foundation, the Jamaican Agricultural Society, the Caribbean Farmers Network, the University of the West Indies, CIAT and CODER) leading the development of the Jamaica Social Intermediary (JAMAI) programme – a scale up and modification of the St Lucia Market Access Initiative (MAI) Programme
- Facilitation of a robust one-programme-approach that integrates livelihoods programme partners with Adaptation and Risk Reduction programmes
- Site of cutting edge climate change adaptation research with CIAT and the UWI on the long term impact of climate change on local fruit and vegetable production and supply to the hotel and supermarket sectors
- Also site of leading research partnership with the Institution of Environment and Development (IIED) on the costs of climate change to rural women and smallholder farmers

Case Study: Colombia Value Chains and Power in Markets

- Integrated value chains and enterprise development programme focused on linking small scale dairy farmers to national and regional dairy value chains with Colombia's largest dairy company
- Brings in women's economic leadership as primary innovation to the inclusive dairy business model
- Aims to see increased value addition activities in the value chain (such as production of processed dairy products) by smallholders as power in markets grows
- Also focuses on the supply of urban markets through local rural production and its role in urban food security by the creation of urban wet markets, linking smallholder farmers directly to urban customers



Case Study: Linking Small-Scale Producers with their Local Authorities Programme (Colombia, Honduras, El Salvador)

- This is the first Regional Project in LAC, was prepared as a joint participatory effort among the Regional Team, Colombia, Honduras and El Salvador Offices and Partners. It will serve as a pilot in setting new ways of working and defining shared accountability between regional and country level
- It aims at influencing national and regional public policies on small-scale farmers and markets based on new models of market linkages
- Links the practice change within producers communities with change in policies at local level
- The Regional model aims at providing coherence, shared MELQ, and a shared operational approach to working on different models of market access in different countries



Challenges in the Region and our Solutions

- **Private sector mistrust:** process of transformation has occurred over the past two years based on the demonstration of achievements as well as building a shared understanding of the nature of the private sector and the market opportunities it brings
- **Diversity of context and approach:** alignment around common regional opportunities through the (SLLN) as a space to debate, build consensus and plan regional activities
- **Economic challenges:** leverage and scale have been achieved through a new regional programme approach working with multiple countries around these common opportunities
- **Regionalisation:** the creation of LAC from CAMEXCA and SAM is for our livelihoods work an ongoing challenge but a good opportunity to cross-fertilise and increase the scope of our work
- **Improving public policy development:** looking at new partnerships with excellent regional organisations, in particular with the Latin American Centre for Rural Development (RIMISP), and Inter-American Development Bank (IDB)



Next Steps for the LAC Livelihoods Programme in 2010

- Finalisation in 2010 of the regional private sector strategy that will focus on inclusive value chain and enterprise business models and on supporting the creation of the economic conditions necessary for sustaining and scaling up these models
- Scale up of the value chain and enterprise development work through the Investment-Ready Enterprise Cluster research and development programme, and new partnerships with the private sector and other co-investing alliances
- Increasing attention to mainstreaming and research and development on women's economic leadership and climate change adaptation and mitigation
- Building new capabilities to support urban livelihoods
- Next (SLLN) meeting in Jamaica in February 2011 to focus on learning themes of women's economic leadership in value chains and climate change adaptation in that occasion the team will present as well the results from Jamaica Partnership Broker pilot programme



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