Himalayak

Working with High Asia´s women in fibre sovereignty-based business

Project conceived and elaborated by

Santiago J. Carralero Benítez

as a practical conclusion of the report

"***Following the Thread of Yak***"

YURTA

ASSOCIATION

HIMALAYAK is a two phases project generated as a practical conclusion extracted from the report "*Following the thread of Yak*" by the same author. The project aims to contribute to increasing the welfare of traditional pastoral and agro-pastoral communities living in High Asia by community-managed economic initiatives designed to develop yak-fibre derived products following their traditional eco-friendly practices.

Geographic application area: Himalaya (Nepal, India, Bhutan)
Total investment: 5 million USD
Duration: 5 years

IFAD Project coordinator and promoter:
Antonio Rota
Lead Technical Specialist, Livestock Sustainable Production
Markets and Institutions Division
Strategy and Knowledge Department
E-mail: a.rota@ifad.org

Originator and Author:
© Santiago J. Carralero Benítez
June, 2020
Applied Anthropologist specialized in the High Asia region
Director of YURTA Association
www.highasia.net
E-mail: sancarnomad@gmail.com

“

Yak is not only a multi-purpose animal able to provide humans with all the basic means for surviving in the harsh high-altitude environment of High Asia, extensive territory home of the world´s highest mountains which, in turn, generates a huge fluvial network, but this extraordinary creature is also an element created by the High Asia region itself, designed as a loyal key operator in the right management and protection of its delicate natural balance”.

Himalayak Project

CONTENTS

Abbreviations

CDHA	Community Dialogues in High Asia
CEPF	Critical Ecosystem Partnership Fund
DTH	Design and Training House
GCA	Greater Central Asia
GCF	General Coordinator on the Field
HABZ	High Asia Buffer Zone
HBH	Himalaya Biodiversity Hotspot
HCH	Himalayak Central Hub
HMC	Himalayak Marketing Centre
ICIMOD	International Centre for Integrated Mountain Development
IYC	International Yak Conference
IYF	International Yak Federation
MPUGs	Mongolian Pasture User Groups
PACA	Pastoralist Assembly of Central Asia
PD	Project Director
PS	Project Supervisor
PKH	Pastoralism Knowledge Hub
RCF	Regional Coordinator on the Field
SAPA	South Asian Pastoralists Alliance
UNEP	United Nations Environmental Programme
WAMIP	World Alliance of Mobile Indigenous Peoples
WRHA	World Reindeer Herders Association
WYHA	World Yak Herders Association
YNAN	Yak and Nak Association of Nepal
YPRC	Yak Products Rural Centre
YWF	Yak Wool Factory
ZC	Zone Coordinator

Foreword

Since this project was conceived, put down on paper and successively refined, until its last amendment, the world crisis caused by the virus SARS-CoV-2 has severely impacted as a huge wave on all over the world from its origin in China to the west end, reaching almost each human community at its path.

According to UNEP, the emergence of the Coronavirus has much to do with a currently increased factor: the higher incidence on humans of diseases transmitted from wild animals, the so-called zoonosis. The exponential growth of this phenomenon has been propitiated by a conjunction of elements triggered by the human action, Standing out among these drivers are deforestation and other land use changes, illegal and poorly regulated wildlife trade, preference for large-scale intensive farming models and climate change (UNEP, 2020). Specialized researchers have recently emphasized the fatal relation during the last hundred years among the rise of world population, the frenetic development of the intensive and concentrated animal food production system and the emergence of diseases of animal origin (J. Otte and others, 2007).

On the other side, extensive pastoral systems have demonstrated much more sanitary stability because of its solid integration in natural ecosystems, as well as the nature, type and longevity of these human-animal coalitions, provided that its intrinsic mobility was respected. Only during the last century, when the ancestral lands of nomads were encapsulated in and submitted to state schemes, these semi-autonomous pastoral systems started to show warning signs of erosion in their long-standing traditions. Restrictions to mobility, changes in the livestock management forced by political decisions, and economic subordination to distant urban centres of power transformed nomads into semi-nomads and semi-nomads into ranchers.

These new, less dynamic schemes caused overgrazing since the beginning because the paradigm ceased to be the environment to be replaced by the national interest and then the global market. Competition justified more intensive approaches, but even being evident the cause of the damage, urban-based specialists said that overgrazing was a symptom of the old ways, which was used as an excuse to reinforce the new ways, feeding the vicious cycle of malpractice.

If mobile pastoralism was needed of modernization, this could have come in a different form. First, considering pastoralists as key stakeholders and on-field experts, part of biocultural regions patiently configured for centuries. Second, investing in these regions by negotiating with them the development of green industries, profitable both in economic and environmental terms. Third, establishing alliances with neighbouring countries to make political borders more flexible, favouring knowledge and programmes exchange, and implementing transboundary projects where transboundary management has been proven as fundamental.

Unfortunately, it was not like this. Instead, a kind of “brute modernity” was adopted everywhere, setting up humans themselves as the priority and their insatiable appetite the goal to be satisfied. Nowadays, that ways of “brute modernity” dominate over the supposedly “less productive” old ones, in spite of the fact that during the last decades climate change was alerting on the unsuitable of such globally assumed policy, but still with ambiguous responses from most of the countries to stop it, perhaps because of its gradual impact and low cogency.

In this sense, the Covid-19 occurrence has muted many mouths. Confined for weeks with ourselves as individuals in danger but also as the only threatened species of living beings, one of the most

repeated reflections has been that perhaps the “new ways” are not so much productive at the long term, considering the conservation of humankind.

A direct consequence of assuming separated state developments was the fragmentation of traditional pastoral systems into smaller units confined into their respective national borders, thus losing a previously shared cultural identity intrinsic to a common bio-cultural mark. Cases of this kind of splitting among pastoral societies are widespread and well known, as that of the Maasi and the Tuareg in Africa, Bedouins in the Near East, Mongols in Inner Asia or Tibetans in High Asia, for example.

The global market dynamics pose a not minor challenge for pastoralists. Faced with this new scenario, some of them have been able to organize themselves in self-protective organizations with international implantation. Such is the case for the reindeer herders in the vast territory of the Eurasian arctic and subarctic, now represented by the World Reindeer Herders Association. However, this is an exception in the global picture of pastoralism.

In the High Asia region, the policy of closing borders has caused a deep trauma in two areas and two previously trans-boundary communities: Central Asia and the Himalaya, and the Kyrgyz and Tibetan peoples. At present day, both communities live respectively fractured into four separated areas. To this human drama is added the economic collapse emanated from the end of the trans-boundary trading caravans.

Aside from the political changes, more relevant economic factors have severely impacted on these pastoralists and their common high-altitude environment. Among these factors, the intervention of a diversity of external investors and intermediaries must be highlighted.

Pastoral products can be divided into three main commodities types for the commercial purpose: dairy, meat and fibre. Their derived products are the more solid and permanent outputs originated from pastoral areas. In recent times and some parts of High Asia, tourism is becoming more and more valued, although it is a more variable source of income because it depends from distant and uncontrolled income sources, which is becoming clear with this current health crisis in some European countries too.

During the lockdown period, we have learnt from the great regeneration power of nature, but also about the crucial importance of the basic economy and the local production systems, with the capacity of providing food and other primary goods over a short period and a close network of costumers. Thus, pastoralists provide locally while ensuring subsistence for their own people, reaching, if necessary, distant communities because of their connatural mobility.

Mobile pastoralists in High Asia are characterized by keeping yaks, wonderful multipurpose creatures giving an amazing range of products and services. Yaks can assist in emergencies occurred in rough terrains, like earthquakes, transport people and materials on difficult grounds, as well as heavy food in bags like grain or potatoes. Yaks seed the land with dungs, regenerating grass and providing humans for free with organic fuel where wood is scanty and forests must be protected for avoiding soil erosion. The three types of commodities typical of domesticated grazing species are in the yak of an exceptional quality, but for the sake of export business the perishable nature of meat and milk-derived products leaves animal fibre in a situation of privilege.

The hair is the most distinctive element of the yak which protects this bulky animal from the extreme cold of heights, but it also has been used to keep humans warm in such as a challenging

environment. Its quality is excellent and variable in length, thickness and colors, so it is ideal to adapt to a variety of uses, applications and preferences.

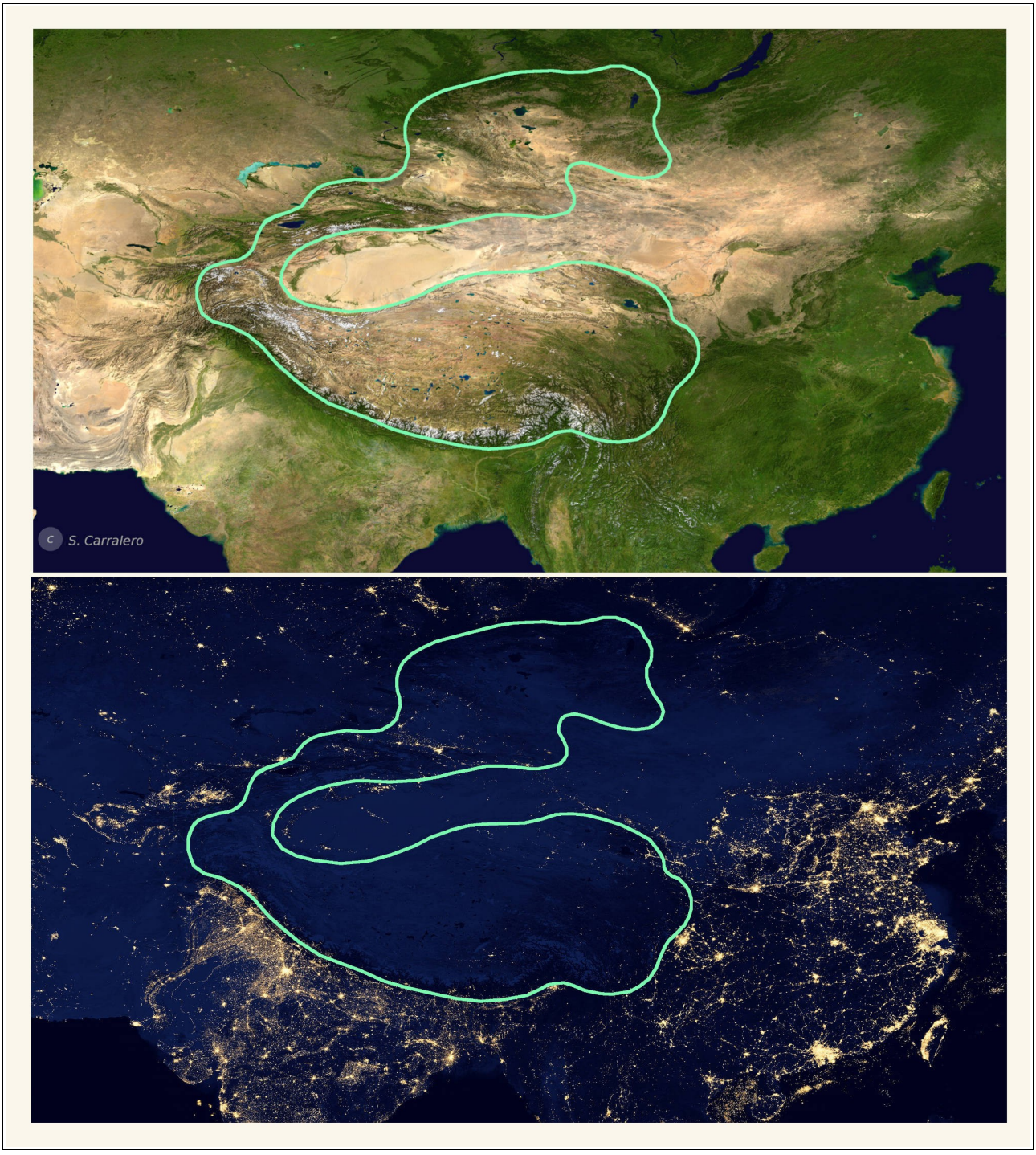
Yaks, like their human companions, have suffered during the last hundred years. The closing borders policy has increased inbreeding in the southern slopes of the Himalaya-Karakoram mountain line, as well as in the Afghan-Tajik Pamirs and Kyrgyz Tian-Shan. Inbreeding process has made yaks weaker than before and therefore more likely to suffer from other diseases. At the same time, external intromissions and the urban-based management in high-mountains areas have favoured the commercialization of cashmere wool over yak wool, in spite of goats gives far fewer additional services and it is a more aggressive grazing species compared to yak.

Cashmere wool has been an important source of income for pastoralists in Asia during the last decades, but perhaps it is not the best option in arid and semi-arid zones of the high-mountain regions. Apart from the deep grazing impact and the need for more human surveillance of the Cashmere goats, recent researches have proven that the externally induced Cashmere industry not only has contributed to desertification to a greater extent than yaks did but also, as Berger, Buuveibaatar and Mishra suggest, has jeopardized the conservation of native endangered large mammals of High Asia (J. Berger, B. Buuveibaatar, C. Mishra, 2013). This does not mean that Cashmere goat industry is bad, but its externally forced and inflated disproportion has already caused various imbalances. Moreover, the Cashmere industry has contributed to the rapid decline of yak herding in some parts of High Asia, like in the Himalayas. So much so that, yak could be nominated as endangered species in India in the near future.

The global market demands continue dominating the recently open wide horizons of High Asia. Even today, with yak wool enjoining of a relative popularity in fashion market and a corresponding boom in some parts of China and Mongolia, the tendency in this remote region is to favour the massive extraction of natural resources over a regional development understood in terms of eco-friendly industrialization. High Asia treasures precious natural resources, including the animal fibre of the yak, but making native communities managers of these lucrative businesses could significantly mitigate the always unavoidable footprint of human development, especially in such as a fragile and productive region,

The Himalayak project has been designed for this. It breaks with the global market trend of exploiting natural resources in the kind of colonial ways above pointed out, subjugating some territories and communities to benefit other ones. It expressly recognizes pastoral areas as bio-cultural regions that must be protected and developed keeping the old ways but adapting it to the current reality. It puts the means of industrialization, marketing and distribution in the hands of the native producers. It takes up the ethnic trans-boundary cooperation both in education, raw fibre supply and knowledge exchange pursuing a higher purpose and so contributing to lighten bordering tensions. It builds a cross-generational human network which put in contact rural remote areas with villages, cities and the international market. It rejects the classical implementation operated by technicians to create not only an industrial project but also a human project from scratch. It will prove that indigenous peoples are able to manage a large project when they have access to all the means that we have.

Geographic and demographic contexts of High Asia



High Asia is a high-altitude region originated by mighty pressures exerted from the south as a consequence of the India subcontinent subduction under the Eurasian plate. Such enormous forces created the highest mountain ranges and plateaus, but also uplifted distant old mountain systems. Since then, this part of the world became an inhospitable area, but at the same time a highly productive region for lowlanders. Thanks to the formidable rivers born from its bowels, great agrarian civilizations rapidly developed. These civilizations have shaped the two most populated countries, with an approximate joint population of 3000 mill. Hab., which paradoxically poses a serious thread for the future of the High Asia region.

1. Summary

1.1. WHERE?

High Asia is a high-altitude region of significant environmental, economic and strategical relevance in the very heart of the GCA or Greater Central Asia area, which can be divided into four subregions according to geographic, sociocultural and political criteria (see Introductory map):

- **Subregion 1**: Khangai, Altai and Sayan mountains (West Mongolia and adjacent parts of Russia)
- **Subregion 2**: Tibetan plateau (Sichuan, Qinghai, TAR, Yunnan, and Gansu provinces of China)
- **Subregion 3**: The Tian Shan-Pamir mountains in Central Asia (Kyrgyzstan, Tajikistan, Afghanistan)
- **Subregion 4**: Himalaya and Karakorum ranges in South Asia (Pakistan, India, Nepal, Bhutan)

In such as an inhospitable environment few crops grow, and only a few domesticated animals have been able to adapt. Some of them made livelihoods of High Asia's indigenous communities possible for centuries. The most emblematic and multi-purpose of these animal species is the yak. Therefore, yak can be considered not only a cultural symbol but also a regional environmental indicator.
High Asia, as other eco-regions, has no sharp limits. Transitional areas connect alpine areas with adjacent lower montane and submontane belts where agriculture dominates over animal husbandry. According to this gradual transition to warmer lowlands, yak in the montane belt is replaced by a hybrid species better adapted to milder temperatures, the *dzo* (in the Tibetan language), or *chauri (*in the Nepali language), resulting of mixing the local female cow with the yak male. These two lower altitudinal belts, the montane and sub-montane, form the High Asia Buffer Zone (HABZ).

1.2. WHAT?

Himalayak is an innovative project derived from the High Asia concept, although applied at a sub-regional scale, specifically on the Himalaya area (Subregion 4). The Himalaya has been a geographic space traditionally inhabited by trans-boundary agro-pastoral communities of uplanders. Their livelihoods have depended and still depend heavily on yak, mainly as an appreciated source of milk, organic combustible and fertilizer, as well as means of transport.
The *Himalayak* project focuses on a yak-derived product whose industry is underdeveloped in this region compared to other yak-keeping areas, namely Tibet and Western Mongolia. It proposes the establishment of a common brand of high-quality and diversified goods composed totally or partly of yak fibre to become a well-respected business with international projection and the particularity of creating products designed and manufactured through a supply/value chain controlled by yak-keeping communities and their urban-based descendants and relatives.
The *Himalayak* project implementation area includes high-mountain areas of Nepal, in a first phase, besides Bhutan and India, in the second phase. These three countries share great sociocultural similarities and unique environmental conditions in their mountain areas, justified by the Himalaya Biodiversity Hotspot (HBH), and also keep good political relations with each other. Additionally, Nepal maintains good relations with China, for a necessary extra supply of yak wool, and contains the largest and highest section of the Himalayan range hosting a significant yak population. Consequently, Nepal provides the ideal location for establishing the *Himalayak Central Hub* or HCH, which will operate as the headquarters of the project since its beginning until its completion.

1.3. WHY

The *Himalayak* project responds to the urgent need of increasing income in mountain areas derived from low-impact activities generated in the own rural context, given the very fragile and unpredictable high-altitude environment of the Himalayas. Such need arises not only from the omnipresent difficult living conditions proper to the high mountain areas in developing countries but also from recent specific circumstances, as the closing border policy in the Himalaya-Tibet area and the final of the traditional trading exchange between indigenous communities from both sides of the bordering line. The pre-democratic conflict and the 2015 Earthquake in Nepal showed the convenience of strengthening the rural economy with more solid and permanent pillars regarding the excessive dependency on foreign tourism, always variable.

Commercially, yak fibre and its derived products conform the most easily exportable commodity from amongst all the yak-derived material services, and it also contains a higher potential for generating added value. However, as is already the case for the Andean region, the animal fibre produced in these marginal and marginalized high-mountain areas are being mostly monopolized by foreign industries or urban-based investors, relegating animal keepers to a role as mere suppliers. Such external investors take advantage of the lack of technology, marketing access and specific textile knowledge of the mountain people to force a business framework hard to change later, featured by the intervention of different intermediaries, both local and international.

1.4. HOW

The Himalayak project comprises 2 Phases, with a total duration of 5 years and an investment of 5 million USD. Phase I is mainly carried on in Nepal, with an expected investment of 3 million USD and 3 years duration. Phase II takes place in India and Bhutan once it has consolidated Nepal as the operative centre, with a scheduled investment of 2 million USD and 2 years duration.

Phase I is designed to set up and to develop, in the first stage of the project, the Central Hub in Kathmandu (Nepal), while national and supranational supply networks are structured in rural areas in a second stage, and rural hubs are established in propitious locations of each high-mountain district in Nepal in the third one. Some of these rural hubs will adopt the Yak House concept, given its attraction as mountain tourism centres, including India and Bhutan at the end of the Phase.

Phase II, that follows the Phase I previous scheme, will develop rural networks from hubs previously set up in India, and Bhutan. These will operate as regional branches of the Himalayak Central Hub converted in business-cultural centres under the Yak House concept.

In the Himalayak project, inconveniences transform into advantages.

The lack of a yak wool industry in the Himalaya area becomes an opportunity to develop an innovative business model from zero. Moreover, youth migration from mountain areas to cities and abroad can propitiate business expansion without losing the project indigenous vocation and management.

In the Himalayak project, fibre supply, wool production and export channels use the community networks linkages. Such bonds connect high-altitude rural areas (supply level) with Kathmandu (Nepal), Leh, Gangtok (India), Thimphu (Bhutan), at the production level, as well as those international destinations where Nepali migrants live in Australia, America, Europe (market level).

2. Background

Since 2003, the World Alliance of Mobile Indigenous People (WAMIP) mission is to assist and empower indigenous peoples throughout the world to maintain their mobile lifestyles in pursuit of livelihoods and cultural identity. In 2010, IFAD collaborated with WAMIP to finance the Global Gathering of Women Pastoralists (Mera, India), which brought together over 100 women from herding communities across 32 different countries to discuss the challenges faced by pastoralist women and girls, and their potential opportunities.

The "Hustai Declaration on Pastoralism and Nomadic People for Central Asia", adopted by PACA (Pastoralists Association of Central Asia) in 2015, aims at including the Central Asian pastoralist network in workshops, conferences, policy processes and programmes that may affect pastoralism in Central Asia. As highlighted in the Hustai Meeting for Central Asian Pastoralists (Hustai National Park, Mongolia, 25-29 July 2015), yaks are kept in especially harsh environments, so the delegates agreed that yak herders should be represented through a separate association for enabling them to articulate common projects in response to common problems, challenges and opportunities. One year later, the first step to establish a World Yak Herders Association was taken by facilitating a previously required dialogue period with the yak-keeping rural communities in the high-mountain areas through a round of 10 local workshops held in some locations of India, Bhutan, Nepal, Pakistan, Afghanistan, Tajikistan, Kyrgyzstan, and Mongolia.

During the implementation time of these community dialogues in High Asia, one of the major topics discussed by herders was the access to a variety of services and opportunities, namely: market access, education, health, training, and technology. The promotion of yak products was a further truly discussed topic. Indeed, all the pastoralists taking part in these dialogues stressed their desire for developing and enhancing the yak-wool sector. They also recognized their limitations in reaching this goal, namely: lack of financial support, training, formation, machinery, as well as the knowledge to develop a business project profitable enough to converge individual interests into a joint plan.

After the CDHA-WYHA project, FAO together with Yurta Association agreed on including China in World Yak Herders Association since it is a home for almost 90% of the entire yak population. The opportunity arose in 2018 with the celebration of the International Yak Conference in Xining (2018), where, through the mediation of ICIMOD, yak herders and their representatives were included for the first time in this conference. Among the primary outcomes of this IYC edition was the proposal of creating an International Yak Industry to be integrated into an International Yak Federation with the ultimate aim of combining industrial initiatives within the yak-herding and yak-researching sectors.

The World Yak Herders Association could be so established to articulate consensual projects affecting High Asia's indigenous peoples and environment. Hence, in this region, those regional and national governments would better and more rationally work in close cooperation with a diversity of key actors: UN agencies, key organizations (Aga Khan, ICIMOD), international cooperation agencies from Western countries working there, investors at the national and international levels, and independent facilitators, pursuing the final goal of promoting development with long-term integrated approaches where profitability has to be inextricably linked to bio-cultural preservation.

Image 1: Photo triptych of key meetings for establishing a platform on yak-keepers related projects

I Meeting of Central Asian Pastoralists (Hustai Nat. Park, Mongolia, 2015)

WYHA national-level workshop in Kathmandu, in collaboration with ICIMOD and SAPA (December, 2016)

Sixth IYC: yak herders from China, India, Mongolia, Nepal, and Russia met with scientists, businesses, and policy makers to discuss challenges faced by herders and to develop partnerships for revitalizing yak farming (Xining, 2018)

3. Project introduction

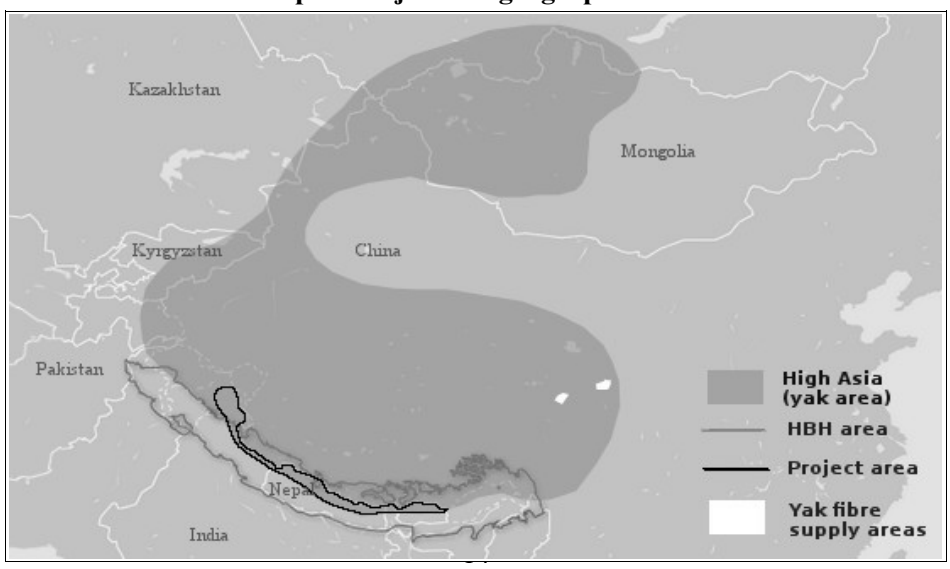
3.1. The "Himalayak" Concept

- Subtitle: A grassroots community-managed project on integrated yak-fibre development.
- Definition: The Himalayak project is conceived as a first innovative regional-level proposal in the yak-wool industry for poverty alleviation, chain-generated rural employment and environmental re-balance at the uplands. The project is designed to be entirely managed by native communities from the yak-herding areas in India, Nepal and Bhutan into a broader concept of development based on the added value achieved by combining environmental, social and economic factors in an integrated model with global projection and relevance.

3.2. Geographic framework

- High Asia forms the World's mightiest mountain area, and it has configured the largest of all the fluvial networks. The Himalaya, one of the core areas in the High Asia region, includes many of the Earth's highest peaks, as well as the highest one, Mount Everest. Naturally, due to its complex topography and its function as a southern bastion of the immense Tibetan plateau, it strongly influences the Asian climate as well as in the global atmospheric circulation. Its most characteristic feature is the monsoon.
- In environmental terms, most of the Himalayak project geographic area is contained within the East Himalaya Hotspot. According to CEPF, the East Himalaya Biodiversity Hotspot or HBH is a vibrant, rich area in biodiversity because of multiple bio-geological origins, its climate variability, its complexity as well as the scale of its steep topography. However, biodiversity in the Himalayas is strongly affected by climate change, as in recent years scientists have monitored a notable increase in the temperatures and, consequently, in the rate of glacier retreat across the region.
- There are two types of mountain landscapes to be protected: first, those richer in biodiversity, like Annapurna, Kanchenjunga or Sagarmatha; second, those more affected by desertification, like Dolpo, Mustang or Ladakh. For both types of landscapes, the conservation of yak mobile pastoralism is essential as part of the grass-regeneration-enrichment Himalayan natural cycle achieved by the long-ranged dung-seed-contained dispersion and yak less aggressive grazing system.

Map 1: Project eco-geographic area



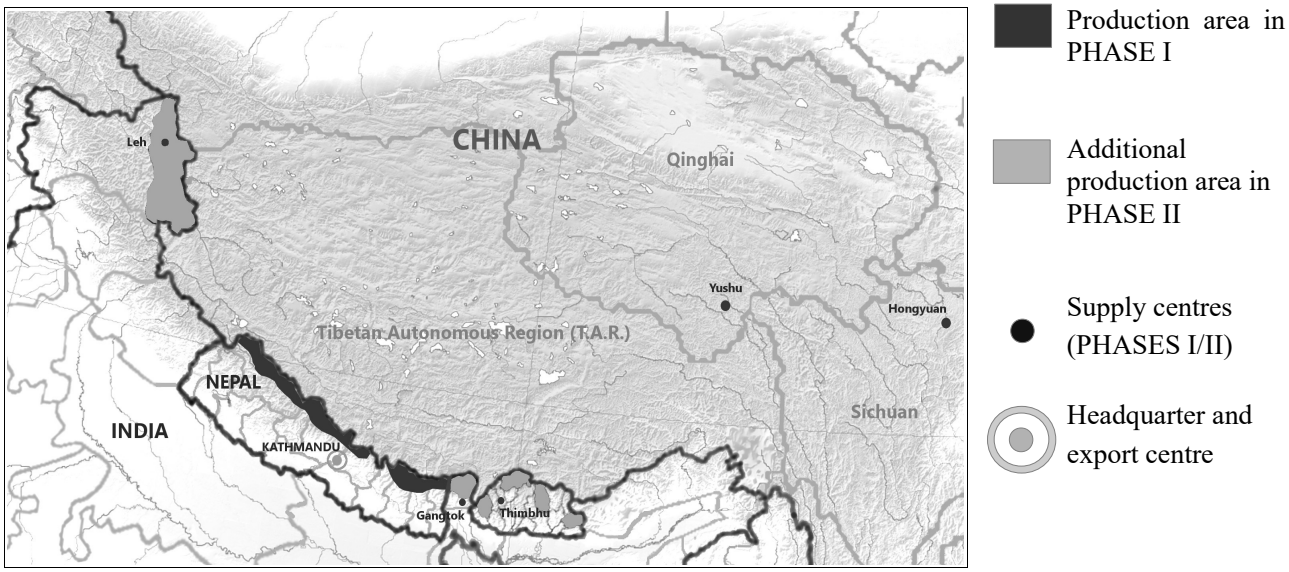
3.3. Socio-economic framework

The Himalaya mountain range stretches on five countries: Pakistan, China, Bhutan, India, and Nepal. The map of its human geography is, as its topography, always rough but very diverse too. Between 1961 and 2011, the Himalayan population has grown by 250%, from 19.9 to 52.8 million, but its density widely fluctuates between the 590 inhabitants/km² of Darjeeling (mid-mountain area) and the 4´6 inhabitants/km² of Ladakh (high-mountain zone). It demonstrates that the uplands continue to be sparsely populated but subjected, at the same time, to growing demographic pressure from lower altitudes. Moreover, the Himalayas are sandwiched between the two most populated countries (India, China). These facts have decisively contributed to generate a state of continuous border tension and propitiated policies focusing on resources depredation. To make matters worse, the Himalayas uplands receive little attention and fewer investments from central institutions, even though the large fluvial network generated in these uplands has a crucial role in watering the agricultural lowlands of South Asia.

One of the most adverse consequences of this situation is triggering a massive exodus from remote rural areas to lower rural areas, the major cities in the country (Delhi, Pokhara, Kathmandu, Gangtok, Guwahati) and even other countries, especially among the young people. It is calculated that around half a million people migrate out of Nepal each year, mainly to Malaysia, Qatar, Saudi Arabia, Kuwait and UAE, but with significant figures for other many developed countries.

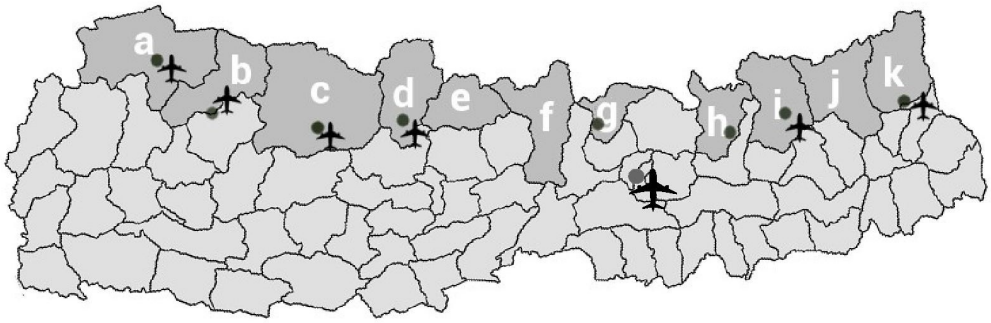
High-Himalaya women form one of the most vulnerable groups in their respective countries, to whom it addresses the project; therefore, the project has a clear double strategy in this sense. It seeks to work with young Himalayan women in Kathmandu and other major cities where the project would be implemented: Leh, Gangtok, Thimphu, whereas in rural areas it aims to work with adult and especially older women. For the case of youthful women in urban areas, the project contributes to the prevention of labour abuse, prostitution, and any other cause of social marginality. Prevention of socio-economic exclusion for widowhood, low-income mitigation, promotion of occupational therapy and community involvement, and cultural preservation are some of the most notorious issues found in rural areas to work on in the Himalayak project.

Map 2 : Supply and production areas – Himalayak project



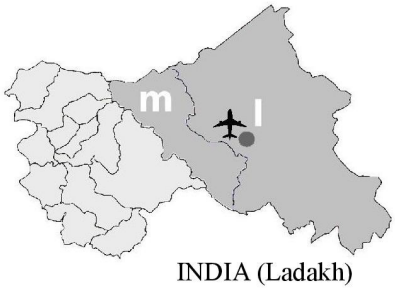
Map 3 : Main fibre supply channel – Himalayak project (China)

Map 4 : Selected districts in Nepal – Himalayak project (Phase I) / Central Himalaya



Districts: a: Limi, b: Humla, c: Dolpo, d: Mustang, e: Manang, f: Gorkha, g: Rasuwa, h: Dolakha,, i: Solukhumbu, j: Sankhuwasabha, k: Taplejung

Map 5: Selected districts in India and Bhutan – Himalayak project (Phase 2) / West-East Himalaya



INDIA (Ladakh)

Districts:

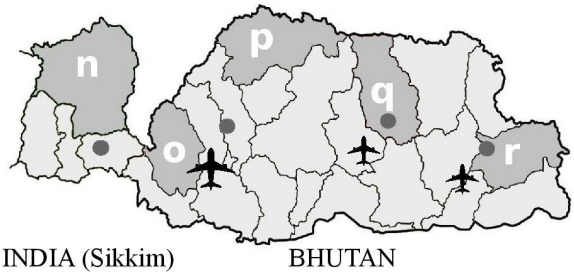
l: Leh, m: Kargil

n: North Sikkim

o: Haa, p Gasa

q: Bhumthang

r: Trashigang

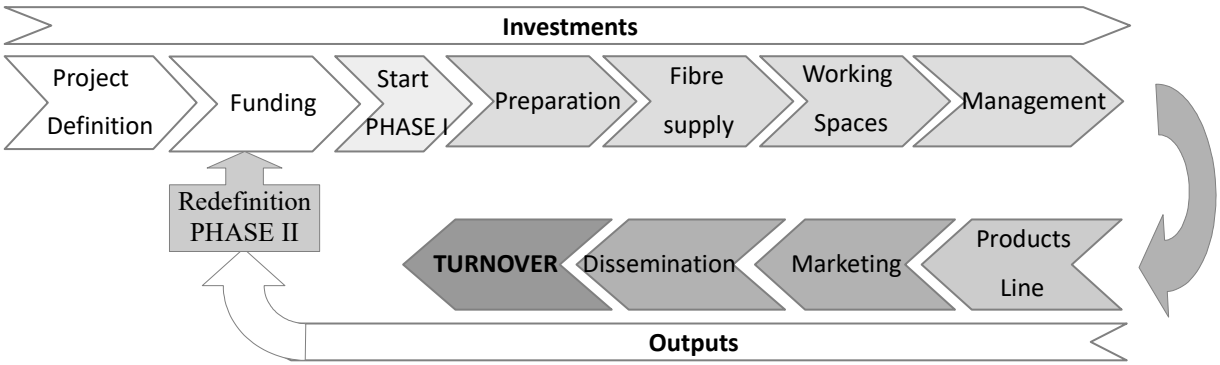


INDIA (Sikkim) BHUTAN

Table 1: Summary of locations, communities and roles – Himalayak project (PHASES I/II)

Project Phase	Country (area)	District	Indigenous Community	Rural population	Yak population	Project role
I	CHINA (Sichuan)	**1:** Hongyuan county	Amdowa	40,000	260,000	Raw fibre supplier
	CHINA (Qinghai)	**2:** Yushu Aut. Pref.	Khampa	200,000	870,000	Raw fibre supplier
3 years	NEPAL (Karnali)	**a**: Limi	Limi	1,500	12,990	F. supplier / manufacturer
	NEPAL (Karnali)	**b**: Humla	Mugu	10,000		F. supplier / manufacturer
	NEPAL (Karnali)	**c**: Dolpo	Dolpa	6,200	9,452	F. supplier / manufacturer
	NEPAL (Dhaulagiri)	**d**: Mustang	Lopa	13,400	3,363	F. supplier / manufacturer
	NEPAL (Gandaki)	**e**: Manang	Gurung	6,530	4,345	F. supplier / manufacturer
	NEPAL (Gandaki)	**f**: Gorkha	Nubri, Larke	?	?	F. supplier / manufacturer
	NEPAL (Bagmati)	**g**: Rasuwa	Tamanag Langtangpa	4,500	3,250	F. supplier / manufacturer
	NEPAL (Janakpur)	**h**: Dolakha	Sherpa	?	4,283	F. supplier / manufacturer
	NEPAL (Sagarmatha)	**i:** Solukhumbu	Sherpa		12,225	F. supplier / manufacturer
	NEPAL (Koshi)	**j:** Sankhuwasabha	Lhomi	1,615	4,050	F. supplier / manufacturer
	NEPAL (Mechi)	**k:** Taplejung	Walungpa	1,170	3,150	F. supplier / manufacturer
	INDIA (Ladakh)	unspecified	Ladakhi	-------	-------	Raw fibre supplier
	INDIA (Sikkim)	unspecified	Bhotia, Lachenpa, etc.	-------	-------	Raw fibre supplier
	BHUTAN (Thimphu)	unspecified	Haap, Layap, etc	-------	-------	Raw fibre supplier
II	INDIA (Ladakh)	**l:** Leh rural district	Ladakhi, Changpa	50,000	18,000	F. supplier / manuacturer
2 years	INDIA (Ladakh)	**m:** Kargil (Zanskar)	Zanskari	15,000	--------	F. supplier / manufacturer
	INDIA (Sikkim)	**n:** Northern Sikkim	Lachengpa, Lachungpa, Bhotia	43,000	4,050	F. supplier / manufacturer
	BHUTAN (Western)	**o:** Haa	Haap, Bjoop	13,500	5,800	F. supplier / manufacturer
	BHUTAN (Western)	**p:** Gasa	Layap	3,115	11,000	F. supplier / manufacturer
	BHUTAN (Central)	**q:** Bhumtang	Bhotia	17,800	--------	F. supplier / manufacturer
	BHUTAN: (East)	**r:** Trashigang	Brokpa, Dakpa	44,500	7,150	F. supplier / manufacturer

4.3. Figure 1: Socio-economic proposed supply/value chain scheme (for each phase)



4. Project phases

The Himalayak project comprises two phases of 3/2 years duration respectively and a total investment of 5 million USD. The Phase I focuses on first developing the Central Hub of the project in Kathmandu, where the bulk of the industrial production will take place, and then to organize the Nepal rural network of suppliers/weavers, in charge of the artisanal production. The total investment for Phase I is 3 million USD for 3 years, which will set up the project foundations.
Despite being a rural development project, Himalayak pays much importance to the Central Hub, since it won't be just only the principal yak fibre storage place but also the centrepiece of the project. Thus, the HIMALAYAK Central Hub (HCH) is composed of 3 types of facilities:

1. The Yak Wool Factory (YWF), where distinct types of yak fibres and textiles are produced.
2. The Design and Training House (DTH), where the various product ranges are planned.
3. The Himalayak Marketing Centre (HMC), where products are on-line promoted, directly sold or exported through separate agreements with foreign firms, retailers and partners.

Once established and fully operational, the Himalayak Central Hub in Kathmandu will be capable of processing yak fibre from 4 different countries (China, Nepal, Bhutan, India) and 10 origin denominations (see Table 2) in four different qualities: coarse (40–70 μ), medium (25–40 μ), down (15–25 μ), and premium (12–14 μ), and it will be ready to produce a diversity of high-quality products derived from these four qualities.

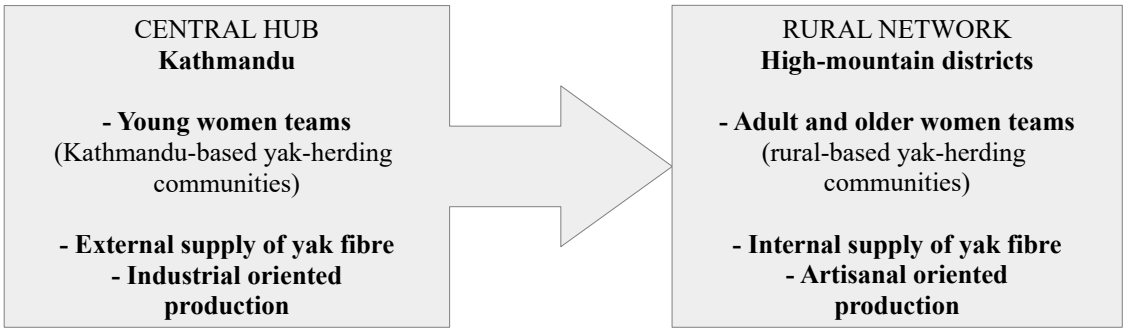
Table 2: Yak fibre interregional economic analysis in the Himalayak project

FIBRE ORIGIN DENOMINATIONS	DESTINATION	PROCESSING ROUTE	EXPECTED PRODUCTION	MARKETS
CHINA (Amdo)	Nepal (Kathmandu) Himalayak Central Hub	Raw → Mechanically dehaired (shorter) → Mechanically Spun	- Diversified - Complete range of yak-fibre derived products	- Internationally exported
CHINA (Qinghai)				
NEPAL (Humla)	Humla district	Raw → Manually dehaired (longer) → Manually spun	- Limited: rural traditional production - Accesories Home clothing Rugs - 100 % artisanal	- Mainly internally oriented
NEPAL (Dolpo)	Dolpo district			
NEPAL (Mustang)	Mustang, Manang, Gorkha districts			
NEPAL (Rasuwa)	Langtang area			
NEPAL (Sherpa)	Dolakha, Khumbu, Sankhuwasabha, and Taplejung districts			
INDIA	Ladakh	Raw → Mechanically dehaired → Mechanically spun in Leh and Gangtok Raw → Manually dehaired (longer) → Manually spun in rural areas	- Diversified - Less sophisticated range of yak-fibre derived products	- Internationally exported and internally oriented
	Sikkim			
BHUTAN	Brokpa	Raw → Mechanically dehaired → Mechanically spun in Thimphu Raw → Manually dehaired (longer) → Manually spun in rural areas	- Diversified - Less sophisticated range of yak-fibre derived products	

On the other side, and as the largest city of Nepal, with 1,4 million inhabitants, Kathmandu remains the major draw for a better life in Nepal. It attracts both lowlands peasants from Terai and agro-pastoralists from the high-mountain areas during the monsoon or the cold season. Kathmandu is home for a good number of each Nepali ethnic and social group, including those belonging to the yak-herding communities who live above 3,000 meters high. For Nepali families, education and job are two significant issues, therefore many junior people move to Kathmandu in search of better opportunities in both fields.

The HIMALAYAK project uses this fact to find motivated Kathmandu-based young women well-connected with their respective yak-herding communities. The objective is to work with entrepreneurial women with desires of learning, who can later train other women from their respective ommunity and from other sister communities.

After setting the HCH, the project next step consists of ensuring fibre supply, installations and operations dependant from the rural network for each area included in the map 3 with the linkages provided by the different indigenous communities involved in the HCH, schematized as follows:



4.1. Himalayak: interpretation of the proposed label brand

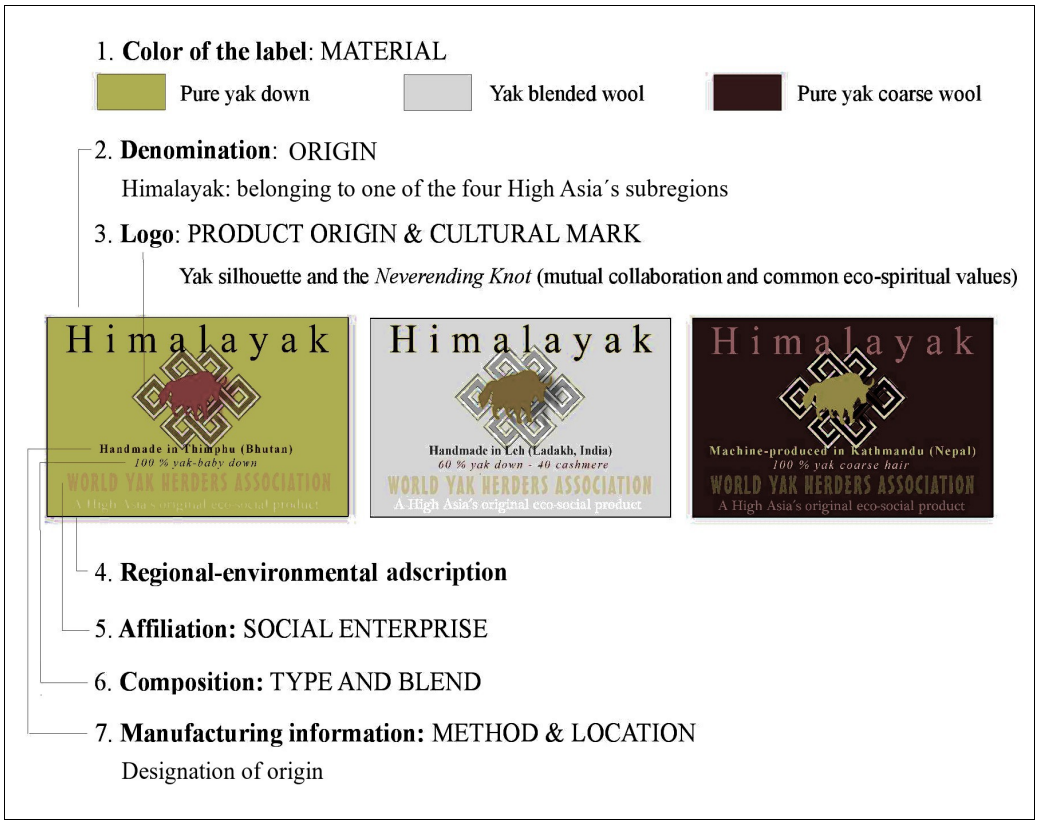


Table 3: Summary of periodization, locations and objectives – Himalayak project (PHASES I/II)

PHASES	YEARS	CHINA	NEPAL (Kathmandu)	NEPAL (rural areas)	INDIA (Leh. Gangtok)	INDIA (Ladakh. Sikkim)	BHUTAN (Thimphu)	BHUTAN (Rural)
Phase I	1	Fibre supply to Nepal	Central Hub development	_ _ _ _ _ _	_ _ _ _ _ _	_ _ _ _ _ _ _	_ _ _ _ _ _	_ _ _ _ _ _
	2	Fibre supply to Nepal	Central Hub operational	Rural network development	Yak fibre export centres	_ _ _ _ _ _	_ _ _ _ _ _	_ _ _ _ _ _
	3	Fibre supply to Nepal	Central Hub operational	Rural Hubs establishment	Yak fibre export centres	Fibre supply	Fibre supply	Fibre supply
Phase II	1	Fibre supply to Nepal, India, Bhutan	Interregional Hub	Rural Hubs operational	Regional Hubs development	Regional network development	Regional Hub development	Regional network development
	2	Fibre supply to Nepal, India, Bhutan	Central Hub with regional subcentres	Rural Hubs operational	Hubs operational	Regional network operational	Hub operational (Thimphu)	Regional network operational
OUTPUTS		**HIMALAYAK yak-fibre brand** • **Main fibre supply source:** Tibetan plateau – East section (Hongyuan, Yushu) • **Project Central Hub (Headquarters):** Kathmnadu • **Project Sub-Central Hubs (Regional Branches):** 1) Leh, for India, 2) Thimphu, for Bhutan • **Rural Hubs (Local Branches):** 1) Simikot (Nepal), 2) Dunai (Nepal) 3) Muktinath (Nepal) 4) Jiri (Nepal) 5) Namche (Nepal) 6) Gangtok (Sikkim)						

Table 4. Expected gradually-increased added-value production along the project

LOCATIONS	PRODUCTS				
	Phase I			Phase II	
	Year 1	Year 2	Year 3	Year 1	Year 2
CHINA (Tibet)	Raw yak fibre from Hongyuan/Yushu areas			Raw yak fibre from Hongyuan/Yushu areas	
Central Hub (Nepal)	Yarn / Appared	Yarn / Sportwear Underwear	Fully diversified production	Fully diversified production Yarn supply for India, Bhutan and rural Nepal areas	
Nepal rural areas	Hand-spun yarn Accesories	Wigs / Carpets	Apparel / Home clothing	Fully diversified production (hand-operated: artisanal and semi-mechanized)	
Leh (India)	X	Raw yak fibre to be processed in Nepal	Hand-spun yarn Accesories	Hand-spun yarn Accesories	Wigs / Carpets Apparel / Home clothing
Rural India (Ladakh-Sikkim)	X		Raw yak fibre for Leh		Hand-spun yarn, Accesories
Thimphu (Bhutan)	X	X	Raw yak fibre for Nepal	Hand-spun yarn Accesories	Wigs / Carpets Apparel / Home clothing
Rural areas (Bhutan)	X	X	Raw yak fibre for Thimphu	Hand-spun yarn Accesories	Wigs / Carpets Apparel / Home clothing
HIMALAYAK Brand **7 Line of products**	1. BASIC: Processed yak fibre in 10 different origin denominations (combed tops, yarn, worsted yarn) 2. ACCESORIES: Minor wear elements (caps, gloves, scarves, socks) 3. APPAREL: Major wear elements (jumpers, sweaters, coats, dresses). 4. HOME CLOTHING: Household items (curtains, wall covers, carpets, blankets, quilts) 5. TECHNICAL: Outdoor sports and thermal underwear (leggins, sweat-shirts, baselayers) 6. MAKE UP: Hair and cinema industries (wigs, beards, moustaches, human false hair) 7. CUSTOMIZED: Special design on request (mobile tents, cellings, big size				

5. Phase I: Sequence of operations

5.1. Preparation

Once the project has secured funding at least for the three first years (Phase I), a period of preparation is initiated. This preparation period (of only three months duration) pursues the objectives indicated in the following table:

Table 5: Preparation period (operations, means and objectives)

OPERATIONS	Where?	How and how long?	For what purpose?	Estimated costs ($)
1. Project Presentation	Kathmandu Meeting venue	Press/presentation meeting - 1 day	To give visibility. To find potential partners´ engagement	16,000
2. W**orking spaces search** (fitting out of the working spaces)	Kathmandu Boudhanath, Thamel	Annual rent First month	Production facilities enablement	----------
3. Working team search 3.1. Designation of the HCH team leader	Kathmandu	Annual contract First/Second month	Production team for the HIMALAYAK Central Hub	----------
4. Acquisition of the basic equipment	From Kathmandu in China, India, Nepal	First/Second month	Final production enablement at the Central Hub	----------
5. Field visits campaign	China, Mongolia, India	Second month	For data collection, knowledge generation and further collaboration	15,000
6. Working team designation: 6.1.Training courses 6.2. Fitting out of the equipment	Kathmandu Thamel/ Boudha	Third month	1. Training for the HCH leading group	1,600
			2. Training for the HCH working team (20 workers)	(400 each) 8,000
7. Trademark registration	Nepal, India Bhutan	Third month	Business concept ownership	3,000
SUMMARY	**High Asia**	**3 months**	**Enablement of the HCH**	**43,600**

Details and justification of the operations at the Preparation sub-phase:

1. The project presentation is a one-day activity aimed at:
   - Give visibility to the Himalayak project, both at regional and global levels.
   - Introduce each other funders, implementers, indigenous communities, partners, facilitators and other stakeholders involved.
   - Encourage potential partners to find alternative funding opportunities for Phase 2.
2. The search of the working spaces in the Preparation Sub-phase is carried out to accommodate the abovementioned 3 working areas (Yak Wool Factory, Design-Training House, Himalayak Marketing Centre) included in the Himalayak Central Hub (HCH). It will make the HCH operational as soon as possible, giving priority to the Yak Wool Factory. Such working spaces will be annually rented to save costs both in property acquisition and construction. The works for fitting out the installations will begin immediately, according to the needs of the activities to be implemented in each working area.

3. Upon the finding of the working spaces, the search of the working team is a priority. Initially, the HCH working team leader will be designated and adequately informed by the Management Team about the requirements to find suitable candidates to make up the HCH.
4. Meanwhile, the Management Team will make arrangements to provide for the essential equipment to furnish the HCH, giving priority to the Yak Wool Factory (YWF).
5. When machinery and necessary equipment are purchased, and while it is transported to Kathmandu, the Management Team will carry out a campaign of field visits to know those selected cases considered as more interesting for the adequate implementation of the HIMALAYAK Project. It will take place in the three countries with more yak-wool production: Mongolia, China and India. The selected yak-wool industrial initiatives will be consistent with the yak wool report prepared in 2019 by YURTA Association to IFAD. These examples will practically illustrate distinct ways of yak-wool production with notorious rural community involvement. The field visits campaign will also be useful to create partnerships with existing indigenous communities and related projects involved in yak wool production at the High Asia supra-regional level. For example, the visit to Norlha in Gannan (Gansu, China) will be used to meet indigenous communities and cooperatives in Hongyuan (Sichuan) and Yushu (Qinghai) to organize the main yak fibre supply chain. A visit to the yak-wool cooperatives in Mongolia not only will illustrate about machinery applications and marketing opportunities, but it could also habilitate a future additional supply of Mongolian yak fibre. Other field visits to Leh (India) and Thimphu (Bhutan) would be critical both to ensure the supplementary supply of yak-fibre from Ladakh and Bhutan and to set up the basis of the expected HIMALAYAK project extension to India and Bhutan at the end of Phase I and along with Phase II.
6. Back from the field visits campaign, the Management Team will designate the working groups from amongst the pre-selected candidates by the HCH team leader. They will be intensively trained in the HMC for one month by the Management Team. Training will comprise a theoretical part based on the 2019 YURTA-IFAD Report and a practical part designed to enable the different working spaces to make it fully operational. The practical part will include working spaces, organization, professional training both in operating machinery, tools and other technology and textile techniques. Selected initiatives included in the field visits campaign will form a substantial part of the theoretical part. If budget allows, an expert in yak-wool production belonging to a High Asia's indigenous community will be invited to give some lessons during the training course.
7. The development of the Eco-commerce Platform is aimed to habilitate:
    - The HIMALAYAK website, useful for worldwide disseminating the project from the eco-social point of view.
    - The e-commerce portal to sell online and show the annual products catalogue.
    - A versatile channel for knowledge exchange and cooperation.
    - A monitoring system for the funding agencies and private investors.

5.2. Raw fibre supply

The provision of a sufficient supply of raw material is crucial to generate entire value chain-based business initiatives. Yaks cannot be sheared without jeopardizing their survival during the hard winter season. Hence, they are just combed during the spring (usually in June), when they naturally lose part of the hair coat. From this onetime per year practice, only can be obtained around 500 grammes to 1 kilo of yak hair per animal, from which just a 20% average is yak down from the inner coat, the more appreciated and softer yak fibre. It means that where the yak population is not very large, the supply of yak fibre may not enough to create a long-term profitable business. That is the case for the Himalaya region, where the yak population has declined significantly since the 1960s.

Due to these circumstances, Mongolia and China have become the most demanded countries on raw yak fibre supply. It is said that the best yak fibre comes from the coldest areas in Mongolia (Khangai, Khövsgöl) and from the grassy highlands of East Tibet (China) in Sichuan province as well as from some adjacent areas in Qinghai province (Yushu prefecture). The vast grasslands of Hongyuan (Sichuan) offer stepped pasturelands for over 200,000 yaks, whereas the Yushu prefecture montane grasslands feed more than half a million of these hairy bovids. Therefore, a herd of approximately 1 million yaks with excellent hair quality able to provide with around 500 tons of yak fibre per year is a perfect source of raw material for ensuring a medium to large-scale business with the best quality to reach international markets with an innovative long-term approach.

The recovery of the yak population in the Himalaya area will be a reality if the yak fibre from the Himalaya becomes more competitive. If the Himalayan agro-pastoralists consider yak fibre as a good source of income they will increase the number of yaks in detriment of the cashmere goats, whose raw fibre production requires more time investment for herders, are more extreme grazers and much less profitable in terms of milk production, organic fuel provision, natural fertilization, grass regeneration and transport facilitation.

Table 6: Yak fibre supply to the Central Hub (Kathmandu)

FIBRE	**EXPECT. YIELD (Tons)**	**ORIGIN DENOMINATIONS (provinces, districts)**	**COST per kg**	**IMPORT CHANNEL**	**TRANSPORT COSTS ($)** (to Kathmandu)	**RAW (R) SPUN (S) (total cost)**	**IMPORT TAXES**	**TOTAL MAX. COSTS ($)**
CHINA	10 per year (30 tons)	1. Hongyuan (Sichuan) 2. Yushu (Qinghai)	Unified payments: 10-12 $ raw 15 $ semi processed 25 $ down spun (20 % yak down)	on truck by road	10,000 per year (30,000)	R 300,000	4-8 %: 20.000	**410,000**
NEPAL	To be mainly used in rural areas	3. Humla (Humla district)		by air or by road in case of being exported to the HCH in Kathmandu	Irrelevant	S		Not estimable
		4. Dolpo (Dolpo district)						
		5. Mustang (Mustang, Manang, Gorkha)						
		6. Langtang (Rasuwa)						
		7. Sherpa (Dolakha, Khumbu, Far East)						
INDIA	1 (for 2 years)	8. Ladakh 9. Sikkim		by air	Commercial agreemenst with air companies	S		**20,000**
BHUTAN	1 (for 2 years)	10. Brokpa		by air		S		**20,000**
TOTALS								**450,000**

5. 3. Working spaces

In the Himalayak project, the working spaces can be typically classified into urban-working spaces and rural-working spaces. Still, in rural areas, the working spaces can be again divided into village-based spaces and rural-dispersed spaces. These rural-based working spaces keep changing along with the project phases and sub-phases, gaining in sophistication. However, they mainly keep manually operated activities and a more traditional production requiring less machinery and electricity generated equipment.

Logically, working spaces demand an initial investment to reform and condition the installations as well as a monthly cost in the concept of renting payment. According to the information provided by different informants from Nepal (Nov. 2019), these costs would approximately be as follows:

Table 7: Adaptation of working spaces

LOCATIONS		FACILITES	REFORM / REFURBISHMENT ($)	MONTHLY ($) RENTING (for 3 years)	MONTHLY BILLS (Power, Water supply)	TOTAL ($)
PHASE I	**Urban (1):** Kathmandu (Nepal)	Yak wool factory	**5,000**	1000 x 36 **36,000**	200 x 36 **7,200**	**48,200**
		Marketing / Training	**5,000**	2000 x 36 **72,600**	100 x 36 **3,600**	**81,200**
	Rural (Type 1) 1. Muktinath 2. Manang 3. Namche Baazar	Yak house Major rural hubs	5,000 x 3 **15,000**	800 x 3 x 36 **86,400**	100 x 3 x 36 **10,800**	**112,200**
	Rural (Type 2) 1. **S**imikot 2. Dunai 3. Dunche 4. Taplejung	Rural production units (with air connection)	2000 x 4 **8,000**	400 x 4 x 36 **57,600**	40 x 4 x 36 **5,760**	**71,360**
PHASE II	**Rural towns** Leh – India Gangtok -India Thimphu - Bhutan (Late Phase I)	Yak house Regional/ Rural hubs	5,000 x 3 **15,000**	1000 x 3 x 36 **108,000**	100 x 3 x 36 **10,800**	**133,800**
			48,000	**360,600**	**38,160**	**446,760**

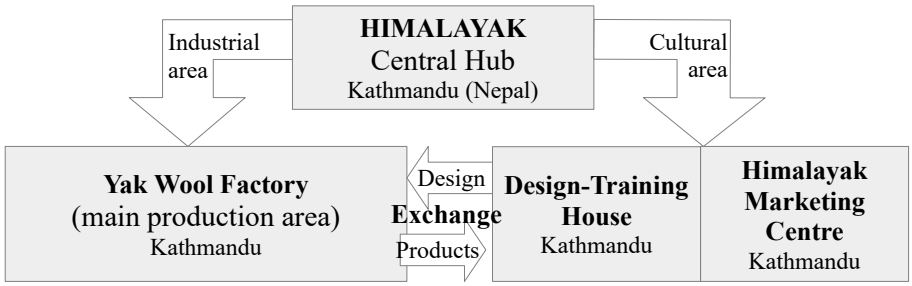
Types of working spaces in the Himalayak project:

1. **Central factory**: located in Kathmandu, it is just the main production centre both of processed yak wool, thread in rolls and final products.
2. **Central business hub**: located in Kathmandu, it integrates the marketing and the design centres in the same location.The working spaces 1 and 2 make up the HCH.
3. **The "Yak House"**: located in touristic rural areas, it integrates a point of yak wool production and a cultural promotion centre. During Phase I, the Yak House will be established in Nepal in Namche Bazaar (Khumbu), Muktinath (Mustang) and Manang (Manang) and initially developed in India and Bhutan, where will operate as regional branches during Phase II in India) and Bhutan [1].
4. **Rural units** are smaller yak wool production spots in dispersed rural mountain areas.

1. **Note** that the Yak House concept works in Nepal as advanced versions of the YPRC (Yak Production Rural Centres), and so will be also established in the last year of Phase I in Bhutan and India. In these two countries, and during Phase II, it will become branches of the Himalayak brand, replicating the example of the HCH Kathmandu but at a minor scale, and with 3 locations: Leh (Ladakh, India), Gangtok (Sikkim, India), Thimphu (Bhutan).

5. 3 (1) Urban-based working spaces (Kathmandu)

The Himalayak Central Hub (HCH) in Kathmandu can be divided into three thematic working areas grouped into two working spaces to save costs and improve internal coordination:



- **Yak Wool Factory (YWF)**: to be installed in a facility of around 600 m², it is intended to hold the specialized machinery, with an adjacent area of approximately 100 m² set aside for raw fibre storage. It should be located in an inexpensive area in Kathmandu.

Table 8 (1): Provision of textile machinery for the Yak Wool Factory (YWF) in Kathmandu

PROCESSES	MODEL	FIRM/COUNTRY MANUFACTURING	UNITS TO DESTINATON	PRICE ($) (FOB)	TOTAL COSTS ($)
Washing-Scouring	YQ-LFB006-122	Qingdao Huarui Jiahe China (Qingdao)	2	4,300	8,600
Dehairing-Carding	A186	Qingdao Huarui Jiahe China (Qingdao)	4	7,000	28,000
Spinning	LFN288	Qingdao Huarui Jiahe China (Qingdao)	2	50,000	100,000
Knitting	Flying tiger semi-auto (basic knitting)	Jiangsu Tongli China (Jiangsu)	4	1,200	4,800
	Flying tiger computerized (basic knitting)	Jiangsu Tongli China (Jiangsu)	2	4,000	8,000
	Shima Seika SSG 234SV (used) Computerized Flat Knitting	Shimaseiki Japan	1	18,000	18,000
	Seamless circular knitting machine (base layers)	Santoni Italy	1	10,000	10,000
Ironing	QYC-203	JZL washing equipment China (Guangzhou)	2	2,500	5,000
Others	furniture and miscellaneous equipment				50,000
TOTAL					**232,400**

Table 8 (2): Operators and maintenance staff for the Yak Wool Factory (YWF) in Kathmandu

FUNCTION	Number of workers	Ethnicity / Gender	Proposed montly salary ($)	Working months	Subtotals ($)
YWF Team leader/coordinator	1	Non-specified	500	36	21,600
Operator	10	Sherpa, Gurung, Dolpa, Mugun, Lhopa, Langtangpa, Tamang (women)	350	34	11,900
Operator/ maintenance	1	Non-specified (man)	450	34	15,300
TOTAL	12	High-mountain communities	500 - 350	36 - 34	**48,800**

- **Design–Training House (DTH), and the Himalayak Marketing Centre (HMC)**, including the following activities and departments:
    1. Training of urban-based and rural-based working teams
    2. Courses on yak-wool textile production, and related seminars and workshops
    3. Products design office and blending laboratory
    4. Shop, on-line promotion centre, and export and sales office

  Located in two-story premises in a tourist area (Boudhanath, Thamel), the first floor would be occupied by the HMC, whereas DHT would occupy the second floor.

Table 9 (1): Equipment supply for the Marketing Centre and the attached Design/Training House

PROCESSES	MODEL	FIRM/COUNTRY MANUFACTURING	UNITS TO DESTINATON	PRICE ($) (FOB)	TOTAL COSTS ($)
Textile computer Design	APEX 3	Shimaseiki JAPAN	1	8,685	8,685
	Software C-Design Fashion (premium)	C-Design FRANCE	1	6,000	6,000
Computerization	PC All in One HP Pavilion 24		6	800	4,800
Blending room	Samples of different materials: cotton, jute, cashmere, alpaca, tencel, hemp, etc.		100 kg		1,000
Microscope for textiles	AM4113ZT	Dino Lite	2	500	1,000
Projection	HT3550	BenQ	1	1,500	1,500
Office furniture	Chairs, tables, desks, filing cabinets, etc.				15,000
Others	Additional equipment				10,000
TOTAL					**47,985**

Table 9 (2): Working team for the Marketing Centre and the Design/Training House in Kathmandu

FUNCTION	Number of workers	Ethnicity / Gender	Proposed montly salary ($)	Working months	Subtotals ($)
Shop keeper	2	High-mountain areas (women)	350	30	10,500
Textile designers	2		450	30	13,500
Team leader / trainer	1		500	300	15,000
TOTAL					**39,000**

5. 3 (2) Rural-based working spaces

After organizing the Himalayak Central Hub, the project management team will move to high-mountain areas of Nepal to structure the rural yak-wool network, according to the Table 3 schedule, while waiting to receive the first consignment of yak fibre from Tibet (China) in July. The better season to do this is between Abril and May, just before the monsoon period.

The first task will be to find some indigenous women as rural coordinators, according to Table 7. Rural coordinators for Type 1 will be 3 women for each one of 3 selected locations: Muktinath (Mustang district), Manang (Manang and Gorkha districts), and Namche (Solukhumbu district). For Type 2 will be 2 women for each one of the 4 selected locations: Simikot (Humla district), Dunai (Dolpo district), Dunche (Rasuwa district), and Taplegunj (Taplegunj district).

During the first year of the project, these rural coordinators will be the only salaried employees in the Himalayak project in rural Nepal. The rest of the rural women involved will benefit from the Himalayak rural-urban network according to their artisanal production, whether in yarn, yak tails or combed coarse yak hair provided to rural centres. However, the YPRC will provide them with extra equipment and enough yak fibre for free.

Rural coordinators will be in charge of managing the Yak Products Rural Centres (YPRC), strategically located in central villages with some infrastructure and sound connection to urban areas (Kathmandu, Pokhara), whether by air or by road. They will ensure an adequate stock of yak fibre to their respective rural networks, which it should be completed, in case of fibre shortage, with raw fibre from the HCH, previously imported from Tibet.

YPRCs will follow the double scheme of the DTH/HMC proposed for Kathmandu, but at a minor scale and adapted to a more limited and artisanal production. Women in charge of each YPRC will alternate the running of the shop, the seasonal collection of yak raw/spun fibre, intermediate goods and final products, as well as the coordination with the craftswomen teams in their respective areas. Those YPRCs designated to host a Yak House will have an additional permanent worker acting as Yak House director/YPRC coordinator.

Table 10: Rural working areas (production costs)

<table>
<tr><th rowspan="2">PROCESSES and LOCATIONS</th><th colspan="2">WORKING TEAMS (Ccst in $)</th><th colspan="4">WORKING SPACES (cost in $)</th><th rowspan="2">TOTAL COSTS ($)</th></tr>
<tr><th>RURAL COORDINATORS</th><th>WEAVERS</th><th colspan="4">EQUIPMENT for 7 dictricts</th></tr>
<tr><td rowspan="7">Fibre redistribution

YPRC management (3 Yak House)

District coordination</td><td>RURAL - TYPE 1 (4): 8 women</td><td rowspan="7">They receive equipment and extra supply of yak fibre (raw or processed) for free</td><td>Spinning Wheels</td><td>40 x 7</td><td>300 (unit)</td><td>84,000</td></tr>
<tr><td>300 $ x 30 months x 8: 72,000</td><td>Flying Tiger (semi-automatic)</td><td>20</td><td>1,200 (unit)</td><td>24,000</td></tr>
<tr><td>RURAL – TYPE 2 (3): 9 women</td><td>Handlooms</td><td>40 x 7</td><td>870 (unit)</td><td>34,800</td></tr>
<tr><td>300 $ x 30 months x 6: 54,000</td><td>Others</td><td colspan="2">1,500 x 7</td><td>10,500</td></tr>
<tr><td>500 $ x 30 months x 3: 45,000</td><td colspan="2">Fibre transport from KTM</td><td>1,000 year</td><td>3,000</td></tr>
<tr><td>SUBTOTAL: 171,000</td><td colspan="3"></td><td>171,000</td></tr>
<tr><td rowspan="2">Production making (formation in KTM and rural areas)</td><td>Formation for rural coordinators in Kathmandu
25,000 (estimated)</td><td>Independent women paid by sold items</td><td colspan="3" rowspan="2">YPRC workshops
(project presentation in rural areas)

4,000 X 7 (estimated):
28,000</td><td rowspan="2">103,000</td></tr>
<tr><td colspan="2">50,000 (estimated, for women in rural areas)</td></tr>
<tr><td>TOTAL</td><td colspan="6"></td><td>430,300</td></tr>
</table>

Rural craftswomen will be paid for products sold, which will help to define the best crafters and the most demanded items. Last products will include hand dehaired yak-down hair, yarn spun by spinning wheel, garments, accessories and home clothing made in handlooms and semi-automatic flying tigers, as well as tops of yak-tails reserved to make wigs and hair extensions. Both coarse and down hair will be processed traditionally, incorporating modern design and techniques acquired in the training courses offered in the Design–Training House (DTH) in Kathmandu.

After the second year, the Himalayak project will be gradually extended to India and Bhutan. In Phase I, as above mentioned, measures in this regard will be limited to establish three Yak Houses (or HCH sub-regional branches) in Leh (Ladakh, India), Gangtok (India) and Thimphu (Bhutan). It shall serve to involve indigenous communities from other sections of the Himalaya with significant yak population, according to areas described on Map 5. The Yak Houses set up in these three locations will develop YPRCs during the Phase 2 in its respective areas of influence (Ladakh, northern Sikkim, Bhutan) which will operate similarly than the YPRCs in Nepal. Those sub-regional HCHs will receive technical support, personal assistance and material resources from the Himalayak Central Hub (Kathmandu) until they can reach a certain autonomy and develop their respective networks.

5. 4. Management

The Himalayak project is conceived as a shared-responsibility venture jointly conducted by a representative from the Himalayan indigenous communities (General Coordinator on the Field) together with a specialized mediator (Project Director). They form the Management Team, under the general supervision of the Project Supervisor (PS), acting on behalf of the project funding institution(s). The project management team combines expertise based on different ages, knowledge areas (academic/traditional indigenous) and background (urban/rural), following a gender/salary balanced scheme. The two leading positions of the Management Team are the PD and the RCF:

1. **The Project Director (PD)** must be a specialist in the High Asia region, with proved experience in working and collaborating with UN agencies and other relevant regional organizations, and with on-field based knowledge on yak-herding communities, particularly in the Himalayan region.
2. **The Regional Coordinator on the Field (RCF)** must be a woman belonging to one of the most prominent Nepali yak-herding communities (Dolpa, Lopa, Sherpa) with some proved experience in working/collaborating in UN-funded projects in the High Asia region, preferably on a yak-related subject, with proven language skills at a regional level, at least in Nepali, Hindi, English, and Tibetan languages, with Chinese as extra value, not older than 35 and with recognized attitude to manage working teams at the regional level.

5. 4 (1): Functions of the project managers

The **Project Director** will bear the greatest responsibility of the project. His functions are:

1. Designate and dismiss the Regional Coordinator on the Field and other teams.
2. Ensure the overall proper functioning and administration of the HIMALAYAK project.
3. To account for the use of the resources and the project management to the funding institution(s).
4. To coordinate and oversee the implementation of the plan in coordination with the PS.

The **General Coordinator on the Field** will be under the PD supervision. Her functions are:

1. To organize and deal with the employees in Kathmandu and zone coordinators.
2. To oversee the work of the rest of the employees.
3. To attend those meetings and to go to those field trips considered as relevant by the GC.
4. To organize all the working rural networks in Nepal.
5. To act as the image of HIMALAYAK and ambassador of the HIMALAYAK community.
6. To contact with the international network of promoters and retail partners.
7. To work in collaboration to the PD to ensure the overall objectives.

Additionally, a total of 3 **Zone Coordinators (ZC)** will locally act coordinating actions on the field under the direct instructions from the GCF and the supervision of the PD. These ZCs will work in India and Bhutan during the last six months of Phase I of the project: 1) West India (Ladakh), 2) Sikkim, 3) Bhutan, assuming the functions of the Yak House director but at a national level, although acting under the orders of the General Coordinator on the Field based in Kathmandu.

These Zone Coordinators (ZCs) in India and Bhutan during the late Phase I will become Sub-Regional Coordinators of the Field in their respective zones in Phase II, once proven the feasibility and socio-economic profitability of the Himalayak brand. Not until the consolidation of Himalayak in Nepal that the business model will be ready to be replicated in India and Bhutan, for which the last six months of the Phase I will serve as a preparation for this expansion stage.

Table 11: Management team salaries

Position	Salaries (in $)	Contract period	Total costs (in $)
Project Director	3,500 (per month)	3 years	126,000
General Coordinator on the Field	3,000 (per month)	3 years	108,000
Zone Coordinators (India, Bhutan): 3 Yak house directors	1,000 (per month)	6 months	18,000
TOTAL			**252,000**

5. 5. Marketing policy for business expansion

As illustrated by many cases studied during the drafting of the yak-wool sector global report commissioned by IFAD on last December 2018, marketing is of crucial importance for the less-known animal fibre industries as this of yak fibre. Total yak population (15 million) is very far from the figures corresponding to sheep and cashmere goat wool industries. Thus, and except for a case found in the Qinghai province of China, and perhaps also for the project denominated United Yak Brands of Mongolia, small to medium-size scaled companies or corporations are the norm in the current yak-fibre international market. Consequently, and given the somewhat limited production in most of the yak-wool based initiatives, the election of the right marketing policy appears to be a fundamental activity to reach a growing number of consumers. Equally, the mentioned report gives an essential advantage to the business type proposed by Himalayak, as, for the moment, there is not any project which could be considered as a fully community-managed enterprise; therefore, this must be the primary marketing slogan, while it is also its strength.

5. 5 (1) Himalayak eco-social and production marketing values can be summarized as follows:

- Indigenous community-managed project (indigenous entrepreneurship in marginal areas).
- Example of fibre sovereignty-based business.
- Attached to the High Asia concept as an eco-social and bio-cultural added value.
- Inserted in the current global network of indigenous peoples (World Yak Herders Association, linked to WAMIP, FAO Pastoralism Knowledge Hub, with connections to ICIMOD, Aga Khan Foundation, MPUGs.).
- Not only a project for production, but also a project for capacitation and education from indigenous-to-indigenous peoples.
- Diversification in production, design, fibre types, blending, and techniques (no waste and modern/traditional integration model).
- Diversified although of prime quality too.
- New textile proposals derived from renovated uses and designs from the traditional ones.
- Specific line productions for more demanded products: sport base layers, thermal underwear, quilts, wall covers, jumpers, wigs.
- Specific qualities of yak wool: softness, warmth, breathability, durability, resistance to odour, etc.
- Business at the service of the rural people needs in the high Himalaya: for rural exodus mitigation on next generations, for self-employment creation by successive expansion phases, for engaging older women on occupational creative activities in rural areas and young women in similar activities in adjacent urban areas but in modern fashion.
- Visual promotion by the enrollment of female/male models of Himalayan ethnicity (Ladakhis, Nepalis, Bhutanese, Tibetans): offering an idea of sociocultural cohesion from the high-mountain areas.
- Choices for creating socio-environmental respectful partnerships, such as MUJI (for worldwide distribution).

Table 12: Marketing strategies in Phase 1

MARKETING STRATEGIES	**Agreement with retailers**			**Himalayak project dissemination**		**On-line promotion**	**Estimated duration**
Basics	Pre-selection of retailers, firms and business models (see Annex I)			Design of communication materials. Participation in fairs, meetings, seminars, etc.		Website development	6 months
Activities	Expected promotional journeys: Tokyo, Hong Kong, Toronto, New York, Los Angeles, St. Petersburg. Copenhaguen, Vienna, Zürich, Madrid, Stockholm, Toronto...			Brochures, business cards, catalogues, books, video edition, publicity, etc.		E-commerce development Eco-social webpages development	Along the project duration, according to the advances achieved
Objectives	Get Himalayak products out directly in the international market: 1. Long-term agreements 2. Shops ↔ Punctual deals 3. Items delivery			Give visibility through distinction and promotion of the social project and the environmental values		On-line worlwide visibility Platform for direct selling	
Disaggregated estimated costs (activities)	Retailers selection drafting	Items delivery costs	Fund for promotional and business trips	Publications, publicity campaigns, video edition	Fund for events participation		
Total costs ($)	**2,000**	**25,000**	**85,000**	**25,000**	**20,000**	**20,000**	**177,000**

5. 5 (2) Himalayak eco-social and production marketing values: final considerations:

Given that the Himalayak project does not invest money in purchasing building installations, but all the working places are rented, or in creating direct employment (in the form of fixed contracts) for a significant proportion of rural people, it must be, however, counterbalanced by higher investment for formation, publicity, marketing and strategical brand positioning.

In this sense, it is absolutely priority to make a selection of those retailers, intermediaries and companies with experience in selling yak-wool products in a variety of formats and types and that meet the eco-social expectations from the Himalayan indigenous-communities side (see Annex II). Second, it is not enough with contacting such firms on distance, but arranging meetings in their headquarters will be crucial to establish a long-term business relationship and to know on the field the consumer profiles and the specific market characteristics, along with the requirements, ways of working and ethics of that companies.

Successful current cases as that of Shokay in China show the growing importance of investing in publicity and strategical brand positioning. It is especially true for those community-based business initiatives focusing on organic luxury animal fibres, as their eco-social values are the only way to compete with large-scale companies with much more investment potential and therefore higher production capacity. In these cases, success is based on selling more than others for the same quality type, and it is achieved when the consumers and the partners retailing companies and shops understand the additional values of selling products with distinctive characteristics. Because of the lowest salaries paid in the Himalaya region compared to Europe and North America, the savings in shipping costs attached to closer fibre import from the neighbouring region of Tibet (China), and the lower profits margins applied compared to the higher from the Western and the urban-based firms in South-East Asia, a community-managed business engaged in producing yak-hair derived products in the Himalaya area has a good chance of achieving commercial success. Here, it would be translated into an eco-social achievement at a regional level, which can be replicated in other similar scenarios, for example, in the high-mountain regions of Central Asia (Wakhan-Afghanistan, Pamir-Tajikistan, Tian-Shan-Kyrgyzstan).

Nepalis have expat communities worldwide. Among these expat communities of Nepalis living in the Middle East, Europe, Australia, South Asia or North America, a small proportion of the original Himalayan population is found. At present-day, new generations of Sherpas, Lopas and Langtangpas respectively live in New York, Toronto, and Barcelona, for example. Considering the expansion of the Himalayak brand to those regions and continents, the involvement of some descendants from these communities living in key cities for the North American and the European markets would be seen as a way of penetrating in coveted distant markets using the hard reality of the forced exodus positively.

Thus, once established a partnership between Himalayak and some retailers from these cities, young migrants from these indigenous communities living there could work as representatives abroad to strengthen the position of Himalayak in such potential urban international market zones. In this sense, a contingency fund will be reserved for different and predictable uses, as well as expected and unexpected costs, including the possibility of paying some salaries or fixed costs to those intermediaries from Himalayan origin living in distant countries and cities where Himalayak products could be sold.

5 6. Employment generation, estimated benefits and reinvestment plan

After Phase I, it is estimated that Himalayak will be already generating profits large enough to confirm its feasibility. It is so expected that the project will then be financially viable, on a long-term basis, and that it could be self-sustaining in a short period (2 more years), as well as well-received by and well-positioned in the international market. Such operability will enable a reduction of the planned costs in Phase II of the project. So, the additional funding of 2 million USD could be partly used to consolidate the Himalaya network in Nepal (moving from the renting to the building-ownership schemes) as a way of gradually strengthening the Himalayak business pillars. Such a development model, extended to India and Bhutan at the end of Phase I, foresees that during Phase II the project should already be co-funded between the external funding institution(s) and Himalayak company itself. Therefore and hopefully, this would be the first step towards a complete autonomy and self-funding policy while guaranteeing that the project will fulfil its original trans-boundary regional vocation of involving all the Himalaya´s high-mountain communities included in the initial plan.

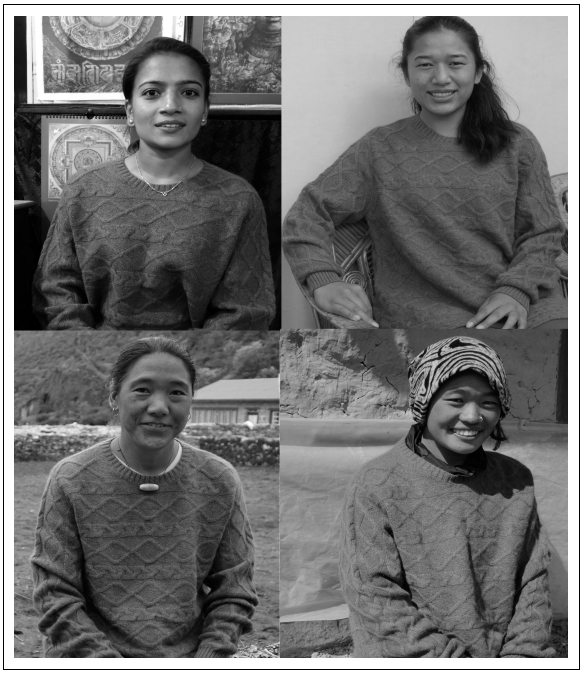
Account must, however, be taken of the fact that upon the completion of the Himalayak project (5 years since its starting point) two situations can happen:

1. The brand Himalayak could conserve its original regional (trans-boundary) status and shared business identity.
2. The brand Himalayak could be split up into three national chapters: Himalayak Nepal, Himalayak India, Himalayak Bhutan, or even to change their respective denominations.

For the ultimate goal of this project, any of these two solutions would be good enough. The Himalayak project purpose is to develop successful community-managed initiatived in the Himalaya uplands based on the integral use of yak fibre with international projection. Thus, in so far as this purpose be fulfilled this proejct would have reached a satisfactory conclusion.

5. 7. Message from Nepal´s high mountain indigenous communities

Himalayan women met in the field during October 2019 in different locations of Nepal (Kathmandu, Khumbu, Lantang, Manang, Mustang) expressed enthusiasm for having the Himalayak project for Nepal, and then to be extended to India and Bhutan, where their twin natives communities live. They not only communicate to us the urgent need of the Himalayan women for getting more benefit of yak hair production but also their best disposition for being part of the Himalayak project.



5.8. Final remarks: previsions for Phase I and the transition to Phase II

In the Himalayak project, the fund of contingency is a useful tool for working with a comfortable margin of action in prevision of unpredictable expenses, non-planned complementary operations to be taken along the way, and unexpected corrections over the initial programme both on budget and activities. Its existence allows assuring an ideal and punctual supply of yak fibre in case of additional costs and make possible the acquisition of supplementary machinery needed to complete industry processes. It also ensures the best quality in the final products or an extra investment in working spaces so that people involved in the Himalayak enterprise can work in the right conditions. Furthermore, it also covers the need for more and more specialized training services for an increasing number of workers, with a greater emphasis in remote rural areas and the weaker sectors of the rural mountain female population.

Table 13: Detail of the Contingency Fund for Phase 1

PREVISION / CONCEPT	Preparation period ($)	Fibre supply ($)	Machinery ($)	Working spaces: Rent / Adaptation	Formation (training) ($)	TOTAL
Contingency fund (First year)	10,000 (Training?)	10,000 (Transport?)	30,000 (IWF)	25,000 (Kathmandu)	10,000 (Kathamndu)	
Contingency fund (Second year)		15,000 (Extra fibre?)	20,000 (YPRC)	20,000 (rural areas)	10,000 (Rural areas)	
Contingency fund (Third year)		20,000 (Extra fibre?)	10,000 (YPRC)	50,000 (India, Bhutan)		
TOTAL	**10,000**	**45,000**	**60,000**	**95,000**	**20,000**	**230,000**

At the end of Phase I, the double compromise of the Himalayak project with social inclusion and economic development brings us to reserve an adequate monetary allocation for the brand expansion to other Himalayan areas with notorious yak population.

As before mentioned, during the last 6 months of Phase I, provided that the Himalayak brand is socio-economically sustainability and international success, a first business expansion period will take place. It will consist of a replication of the Himalayak brand implantation process in Nepal but at a minor scale for each one of the three chosen areas: Leh, Ladakh (India), Gangtok, Northern Sikkim (India), and Thimphu, Bhutan. During this transition period between Phase I and Phase II, a series of initiatives will be carried out to set up branches of the Himalayak Central Hub in Leh, Gangtok and Thimphu, which requires assuring the availability of funds. The second allocation, of 2 million USD, will cover expected costs related to the running of the Yak House model in such locations until its full transformation in branches of the Himalayak brand in India and Bhutan.

Table 14: Detail of the allocation for India and Bhutan during the late Phase I

OPERATIONS (for 6 months)	Working spaces: factories (renting, machinery)	Yak House: Shop, Design and cultural centre	Formation, salaries and rural network	Fibre supply and transport (redistribution)	TOTAL
Leh (India)	120,000	40,000	34,000	10,000	
Gangtok (India)	80,000	30,000	26,000	20,000	
Thimphu (Bhutan)	140,000	40,000	40,000	20,000	
TOTAL	**340,000**	**110,000**	**100,000**	**50,000**	**600,000**

5. 9. Budget summary

Table 15: Detailed budget for Phase 1 – Himalayak project

SUBPHASES	Funded concepts	Application period	Expected outputs	Total Costs (in $)
Preparation	1. Project presentation 2. Field visits campaign 3. Trainings 4. Trademark registration	2-3 months at the beginning of the project	1. Business concept ownership 2. Data collection and formation 3. Potential partnerships 4. Ensure the main raw fibre channel supply	**43,600**
Fibre supply	1. Fibre supply from China 2. Additional fibre supply from India and Bhutan	July (during 3 years)	1. Sufficient raw material 2. Additional origin denominations	**450,000**
Working Spaces (WS): Adaptation	1. WS in Kathmandu 2. WS in rural areas 3. WS in rural towns	Along the 3 years of the project (Phase I)	1. Adequation of the working spaces	**446,760**
Machinery for YWF	1. Kathmandu YWF: provision of textile machines	Along the 3 years of the project (Phase I)	Industrial quality production	**232,400**
Payments to YWF staff	1. For the YWF team leader 2. For 11 operators	Since the third month of the project onwards	Well-paid work to get back dedication and specialization	**48,800**
Equipment supply for the Marketing and Design Centre	1. Furniture 2. Technical equipment 3. Computers	Thrid/fourth month of the project	Marketing and Design Centre operativity	**47,985**
Payments to the Marketing and Design Centre staff	1. For the team leader 2. For the designers 3. For the shop keeper	Since the third month of the project onwards	Marketing and Design Centre operativity	**39,000**
Rural working areas and YPRC	1. Payments to the rural coordinators 2. Equipment acquisition	Since the sixth month of the project onwards	Yak Products Rural Centres and attached network operativity	**430,300**
Project management (salaries)	1. Project Director salary 2. Regional Coordinator salary 3. Zone coordinators salary	Along the 3 years of the project (Phase 1), except for the Zone Coordinators (only for 6 monts).	1. Adequate management of the project 2. All-actions coordination 3. Actions exection	**252,000**
Marketing	1. Retailers selection work 2. Promotional business trips 3. Dissemination campaigns 4. Event participation 5. E-commerce platform 6. Items delivery	Along the 3 years of the project (Phase 1)	1. Agreement with retailing companies 2. Worlwide project dissemination	**177,000**
Contingency Fund (see Table 14)	To cover possible unforeseen future expenses predictably: payments to fibre collectors in Tibet, more equipment, further investment in India/Bhutan	Along the 3 years of the project (Phase 1)	1. Possible wrong calculations 2. Need of further investment in machinery, staff, installations, transport, etc.	**230,000**
Allocation for India/Bhutan (see Table 15)	Opening of the Yak House concept (3 houses) in India and Bhutan: 200,000 $ each	Last year of the Phase I	To set the basis for the project extension	**600,000**
TOTAL				**2,997,845**

5. 10. Phase I Outputs: Socio-economic benefits

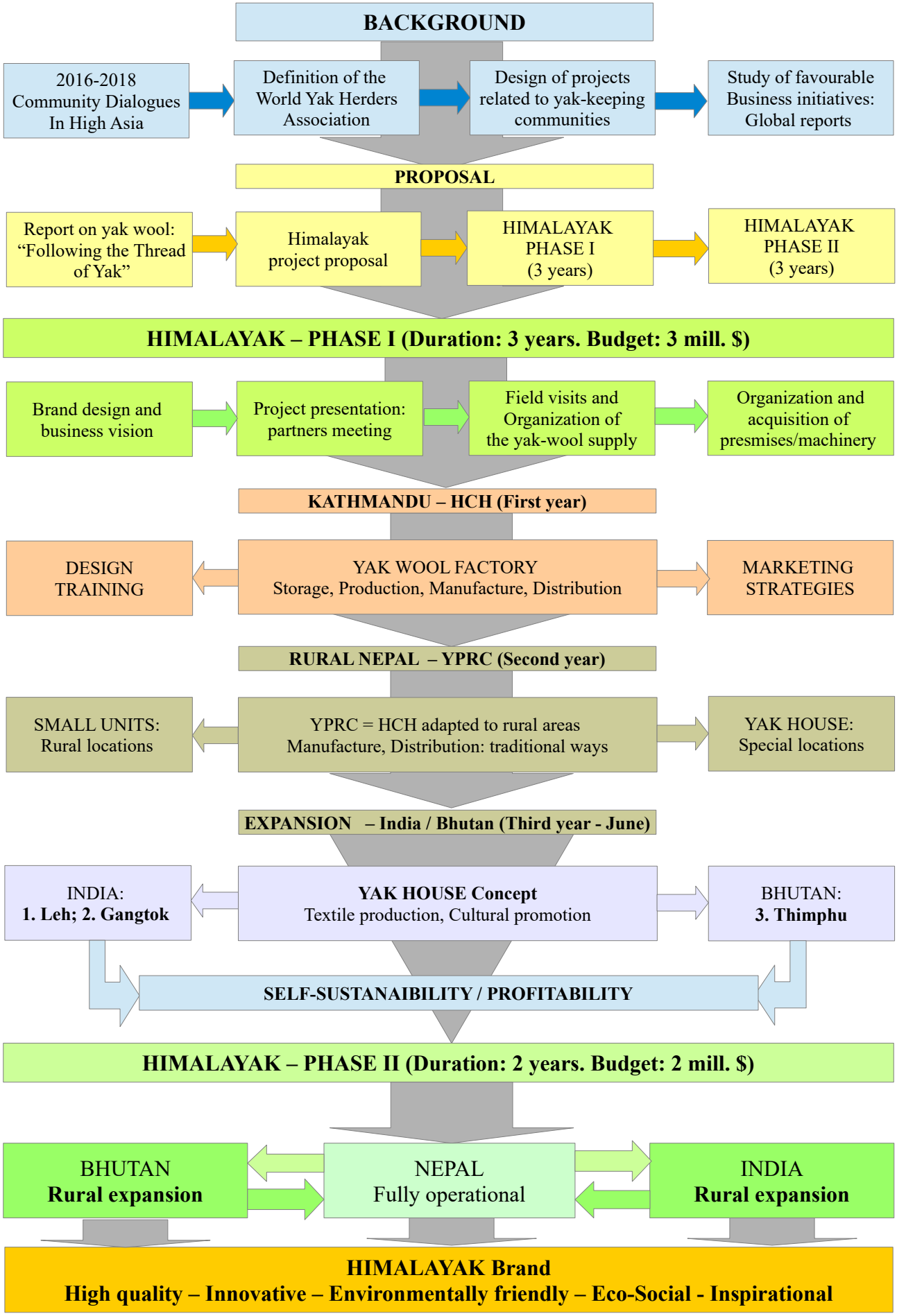
Table 16: Estimated profit margins for some products in the Himalayak project

Product type and location	Item	Raw material cost (in $)	Labour cost	Extra costs	Selling price (in $)	Profit (in $)
Fashion accesories (rural based)	Cap (only yak down)	Yak down wool (100 grs rurally processed: yarn): 15	1 day work: 10	Negligible (artisanal method)	40 (20 % less than found online)	15
Apparel (both rural/urban based)	Sweater (only yak down)	Yak down wool (500 grs): 40 (both urban/rural processed: yarn)	1 day work (urban): 15 1 week work (rural): 45	Production: 10 (urban) 5 (rural)	120 (artisanal 150)* (30-40 % less than found online)	Urban (industrial version): 55 Rural (artisanal version): 30 (60 if * is applied
Home clothing (urban based)	Quilt	Pure yak down wool (1 kilo): 50	3 days work: 40	20	200 (30-40 % less than found online)	90
Home clothing (rural based)	Carpet (2 cms thick)	Yak coarse hair (3 kilos per m²): 240 (6 m²)	1 month work: 300	50	Variable and difficult to find	Cost: 590 Selling price: 1,200-1,400 Profit: over 800
Technical wear (rural based)	Base layer (t-shirt)	Blended yak down wool (500 grs intensive blended composition): 40	1-2 days work: 20	Negligible for just one piece	80-90 (20-30 % less than found online)	20-30 per piece
Hair extensions (rural based)	Wig for woman	Yak tail: 10	3 days work: 30	Production: 5	100	55

Table 17: Recipient communities and estimated women prospective beneficiaries

Country	Areas	Yak population	Households	Rural women	Employers	Households	People
CHINA	Hongyuan	260,000	5,200	1,300	0	Approximate number of households and individual beneficiaries (indigenous women)	
	Yushu	870,000	17,400	4,350	0		
NEPAL	Kathmandu	0	0	0	18		
	Humla	12,920	860	215	2		
	Dolpa	9,452	630	160	2		
	Mustang	3,363	224	60	3		
	Manang	4,345	290	70	3		
	Rasuwa	3250	215	55	2		
	Dolakha	4,283	285	70	2		
	Solukhumbu	12,225	815	200	2		
	Sankhushava	4,050	270	70			
	Taplejung	3,150	210	50	2		
INDIA	Leh city	0	0	0	3		
	Ladakh	53,900	3,500	890	0		
	Sikkim-Gangtok	5,300	350	90	3		
BHUTAN	Thimphu	0	0	0	3		
	Rural areas	40,000	2,670	670	45		
TOTAL	**Upper Himalaya**	**1,286,238**	**32,919**	**8,250**	**45**	**33,000**	**8,300**

6. Operational scheme of the Himalayak project



7. Proposed project implementation board:

- Yurta Association (under the supervision of the funding agencies)

  Project Direction

  Website: www.highasia.net

  Contact person (confirmed): Mr Santiago J. Carralero Benítez

  e-mail: sancarnomad@gmail.com

- World Yak Herders Association (Nepal): YNAN

  General coordination on the field: Yak and Nak Association of Nepal

  Established in 2016 with funds from the Pastoralism Knowledge Hub (FAO) by direct implementation from Yurta Association

  Contact person: Mrs Hira Gurung (proposed)

- YNAN Local partners: Yak and Nak Association of Nepal

  1. Humla district (proposed): Mrs Sonam Lama (YNAN)
  2. Dolpa district (proposed): Mr Tenzin Norbu (YNAN)
  3. Mustang district (proposed): Mrs Tsering Gurung (YNAN)
  4. Rasuwa district (proposed) Mr Temba Lama (YNAN)
  5. Solukhumbu district (proposed): Mr Phurba Tashi, Mr Gyaltzen Sherpa (YNAN)

- World Yak Herders Association partners for Ladakh, Gangtok, Thimphu

  Established in 2016 by the Pastoralism Knowledge Hub (FAO) represented by the WYHA project

  Contact persons (confirmed): Mr Thenlay Norbu (Leh), Mr Pasang Bhutia (Gangtok)

  Contact person (proposed): Mr Tashi Dorje (Thimphu)

- Yak herders cooperatives of Hongyuan and Yushu (china)

  Supply coordination

  Contact person in Hongyuan (confirmed): Chimney Dorje

  Contact person in Yushu (proposed): Karma Lhamo, Doker Tso

Mr. Santiago J. Carralero: Himalayak project designer

Annex I: References and illustrations

- References:

  The present report has been drafted using multiple references included in two specialized reports, elaborated by Mr Santiago J. Carralero, which will can be consulted for further information:

  1. "*Community Dialogues in High Asia*" report, submitted to FAO (Pastoralism Knowledge Hub) in December 2017 at the conclusion of the World Yak Herders Association project.

  2. "*Following the thread of Yak. An updated holistic study on yak-wool industry in the world*". Report submitted to IFAD in June 2019.

- Maps and Tables:

Annex II: List of potential partners

RAW YARNS SPORT APPAREL MULTI HOME WIGS E-COMMERCE

Table : POTENTIAL PARTNERS FOR PRODCUTS DISTRIBUTION AND CO-PRODUCTION

COUNTRIES		Firm /Group	Imported material		Business type		Manufacturating/Selling	
			Type	Origin	Orientation	Partners	Method	Products
EUROPE	SPAIN	**TEIXIDORS** Barcelona teixidors.com	Raw	Khangai (Mongolia)	Socio-environmental	AVSF	Hand made	HOME CLOTHING
		JUSTINO DELGADO Madrid justinodelgado.com	Raw	China, Nepal	The world´s largest human hair store	?	Raw and processed	WIGS AND HAIR EXTENSIONS
		KATIA Barcelona katia.com/EN/	Raw	?	Manufacture, purchase and sale of textiles	?	Hand knitting	COTTON BLENDED YARNS, GARMENTS
	ITALY	**MAEKO** Milano maekotessuti.com	Raw	?	Natural eco-friendly fabrics	?	Machine made	YARNS, FABRICS, HOME CLOTHING
		MYAK Candia Canavese myak.it	Raw	Yushu, Tibet (China)	Sustainable Fibre	Multiple	Machine made	YARNS, FACSHION ACCESORIES
		CASAGRANDE Zero Branco casagrande.store	Raw	?	Create exclusive and luxury items	?	Hand made production	YARNS
		CASHMEREWOOL Biella cashmerewool.it	Raw	?	Online boutique	?	Hand made / machine made	BLANKET BED HOME CLOTING
		ARTEMEST Milano artemest.com	Raw	Himalaya	Furnitures	?	Artisan	CHAIR COVER
	AUSTRIA	**HEFEL** Schwarzach www.hefel.com	Raw	Tibet	Social responsible Bedding	?	Machine made	QUILT, BEDCOVER
	GERMANY	**PASCUALI** Frechen www.pascuali.de	Spun (China) Dyed (Portugal)	Tibet	High quality yarns	?	Machine made	YARN (LIGHT WORSTED)
		MANUFACTUM Waltrop manufactum.com	Raw	?	Environmental friendly	?	Machine made	BLANKET APPAREL
		KAL Leipzig wearekal.com	Final products Yarns	Ladakh (India)	Traditional crafted products	?	Hand made	YARN, HOME TEXTILES APPAREL, ACCESORIES
	DENMARK	**AIAYU** Copenhagen www.aiayu.com	Final products	Kathmandu (Nepal)	100 % responsible business	?	Hand-made in Nepal	GARMENTS HOME CLOTHING
	SWEDEN	**SIDENGARDEN** Visby sidengarden.com	Final product	Nepal	Natural materials	?	?	CLOTHING ACCESORIES
	SWITZERLAND	**ARTHA** Zürich arthacollections.com	Final products	Tibet	Traditional crafted products	Norlha	Hand made	CLOTHING ACCESORIES
	RUSSIA	**SARLAG-McCASHMERE** Khimki (Moscow) www.sarlag.ru	Raw	Mongolia	Natural materials	Mongolia ?	Machine made	YARN: WORSTED/ BOBBIN ACCESORIES
	UK	**TENGRI** London www.tengri.co.uk	Raw	Mongolia (Khangai)	Sustainable	Selfridges Savoi beds Huntsman J. Cheany	Machine made	LUXURY ITEMS, HOME AND FASHION CLOTHING
		KNIT WITH ATTITUDE London knitwithattitude.com	Yarn from different origins	?	Eco-friendly, ethical yarn	Multiple	Ethically sourced and cruelty free	YAK FIBRE KNITTING WOOL.
		JÖTTNAR Cardiff	Raw	Tibet (China)	Technical baselawyer	?	Direct selling	SPORT OUTDOOR BASELAWYER

		www.jottnar.com						
	UK	**KORA** London www.kora.net	Raw	Tibet (China)	High-performance baselawyer	Kegawa coop.	Finest yarn spinning	SPORT OUTDOOR BASELAWYER
		KHUNU Milton Keynes www.khunu.com	Raw	Tibet (China)	Socially responsible	Nicely made in China (NmiC), iyak	Machine made	APPAREL ACCESORIES HOME CLOTHING
NORTH AMERICA	US	**ETSY** New York www.etsy.com	Raw,Tops yarns Textiles	Mongolia China Nepal	e-commerce	Multiple	Hand made Vintage	CRAFT SUPPLIES
		ANICHINI Tunbridge www.anichini.com	Blanket	Nepal	Luxury textiles	Multiple	Hand made	CASHMERE-YAK WOOL BLENDING
		REYWA reywafibers.com	Raw	Tibet (China)	Yak down yarns	?	Machine made	YARN
	CANADA	**IMRSHEEP** Toronto www.imrsheep.com	Yarns	Tibet (China)	Worsted yarn	?	Machine made	YARN
ASIA & PACIFIC	JAPAN	**MUJI** Tokyo www.muji.com	Raw	?	Multi-national retail store Online-shop	Multiple	Machine made	APPAREL
	MONGOLIA	**UUJIN** Ulaanbaatar www.uujinyak.com	Raw	Mongolia	Yak down textiles	UYBM	Mongolian yak down	YARN APPAREL
		ALTAIN UULSIIN ORGIL Altai region	Raw	Mongolia (Khovd)	Yak herders cooperative	?	Hand collected	RAW YAK WOOL
		AR ARVIJIN DELGEREKH Arkhangai khangaiyak.com	Raw	Mongolia (Khangai)	Yak herders cooperative	AVSF Mercy Corps	Hand collected	RAW YARNS, GARMENTS
		ERKHEL KHURD Khövsgül	Raw	Mongolia (Khövsgül)	Yak herders cooperative	SDC – Green Gold proj.	Hand collected	RAW YAK WOOL
		JINST MURUN Murun	Raw	Mongolia (Khövsgül)	Yak down textiles	SDC – Green Gold proj.	Mongoilan yak down	YARN APPAREL ACCESORIES
	CHINA	**CYAK** Xining www.cyak.net	Raw	Yushu (Qinghai)	Socially responsible			YARN FASHION ACCESORIES
		NORLHA Ritoma www.norlha.com	Raw	Gansu	Rural-based and rural managed	Zaama Association	Hand made	FASHION ACCESORIES
		SHOKAY Shanghai www.shokay.com	Raw	Hei Ma He (Qinghai)	Socially responsible	Rare China, ICIMOD	Yak down premium, yak bably wool	FASHION ACCESORIES APPAREL
		YAK NORBU Lhasa	Final products	TAR	Socially rural-based	Gangchong Lagya Ltd	high-end fashion brand	FASHION APPAREL
		ROCKING YAK Shangri-La rockingyak.com	Raw	Yunnan	Socially rural-based responsible			YARN FASHION ACCESORIES
		KEGAWA Yushu	Raw	Qinghai	Yak herders cooperative	Plateau Perspectiv.	Hand collected	RAW WOOL
	NEW ZEALAND	**PEAK TO PLATEAU** Christchurch peaktoplateau.com	Raw	Tibet (China)	Yak down baselawyer		Machine made	SPORTWEAR BASELAWYERS

HIMALAYAK is a project of YURTA ASSOCIATION

www.highasia.net