Appendix 3

Transitional Exit Strategy with a 5-to 10-year Timeframe

	Time[a]				
	6 months	1–2 years	2–5 years	6–7 years	8–10 years
Lead service provider	• Gain in-house competence. • Initiate interest group.	Establish a M&E procedure.	• Focus on scaling up through interest group partners. • Provide training to other partners through a learning alliance process, i.e., incremental learning. • Initiate process of working with BDS providers.	• Evaluate local BDS options for strengthening. • Link farmers to BDS providers. • Link farmers to other higher order entrepreneurs. • Initiate work on policy analysis and reform.	• Focus on broad-based service provision such as finance and market information. • Initiate work related to policy analysis and advocacy.
Farmer groups	• Farmers organize into a marketing group. • Start enterprise cycle with a pilot project.	• Start savings scheme. • Introduce M&E process. • Expand enterprises.	• Farmers focus on new products • Strengthen record keeping for finance and monitoring. • Experiment within selected market chain to improve enterprise.	• Link with other farmer groups for selected products. • Start process of association building.	• Pay for services to support growth in product sales. • Link with or develop limited company associations for commercial sales.
Partners	Observe first enterprise cycle.	Enter learning alliance program.	• Scale up process with new farmer groups and their partners. • Introduce experiments to accelerate innovation.	• Work with BDS groups. • Link to specialized innovation partners.	Take on more specialized role within the agricultural sector.
Researchers	• Work with farmer groups and SPs to identify new markets. • Work on technology innovation to support selected market chains.		• Work with local service providers to scale up local ability to provide successful technologies. • Work with higher order traders and processors to increase prospects of scaling up and value aggregation.	• Work with local SPs to scale up local ability to provide successful technologies. • Specialize in certain technologies and social organization processes.	Continue process of introducing new innovations into the system.
BDS partners			Work with farmer groups to identify most critical services linked with selected and successful market chains.	Develop payment processes to sustain local support services.	Specialized local SPs emerge.
Higher order entrepreneurs			• Link new level market-chain players with successful farmer groups to strengthen market links. • Link with research to make new technologies available.	• Primary processing pushed back to rural areas. • Identify new processing opportunities to link with farmer-processor groups.	New markets develop, based on market intelligence and technology scouting and application.

a. BDS = business development services; M&E = monitoring and evaluation; SP = service provider.