Appendix 1

Planning, Organizing, and Taking Action: Key Event in Rural Agroenterprise Development

Planning and organizing	Implemented by	Intermediate product(s)	Estimated time	Processes and activities to establish
Reconnaissance (Recommended)	Service provider in house study prior to project implementation.	• Project planning, review of scale of intervention. • Rapid survey of production and trade of goods. • Rapid survey of traders and service providers. • Rapid assessment of target clients.	2 to 3 weeks	• This optional approach builds in house skills and provides clients with option of rapid market engagement.
Area-based resource assessment and forming of working groups. *Optional exercise*	Lead service provider, working group (a coalition of development agencies operating in the area).	• Selection of area. • Bio-physical/economic diagnostic of area. • Development of agroenterprise groups. • Profiling of beneficiary groups and risk analysis. • Plan of action. • System for monitoring, evaluation, and learning. • *Pilot enterprise round to gain in house skills.*	2 to 3 months	• Evaluating assets and skills base. • Obtaining consensus on what to do, and how and when to do it. • Organization and coordination of activities among actors. • *Pilot option based on existing products. enables partners and clients to build skills.*
Identifying market opportunities.	Participants from SP and enterprise group.	• Rapid study of markets (local and national). • Characterization of market options. • Participatory selection of marketing options.	1 to 4 months	• Evaluate diversified product options. • Establish relationships with market actors.
Market chain analysis and business planning.	Working group. enterprise groups, and private sector.	• Detailed participatory market chain analysis. • Evaluation of critical points in market chain. • Development of business plan for enterprise.	2 to 4 months	• Evaluate selected market chain in detail and develop a business plan for investment.
Investment and implementation of new enterprise.	Enterprise groups and private sector.	• Establishment of business (pilot project). • Fine tuning of business. • Sales of product and cost:benefit analysis.	2 to 4 months	• Development of the integrated production project to improve the chain's operation.
Evaluating and strengthening key BDS in area.	Service providers and private sector	• Evaluation of local support services. • Analysis of critical gaps. • Strengthen BDS to support ongoing enterprises.	3 to 4 months	• Improve BDS services in the area. • Based on demand, establishment of new BDS.
Scaling up.	Service providers and private sector.	• Design up-scaling approach and implement.	1 to 4 years	• Develop and implement upscaling options.
Policy and advocacy (specialized)	Service providers and local administration.	• Assessment of current market/trade policy. • Evaluate effects of new trade policy options. • Advocate for pro-poor policy options.	3 to 5 years	• *Optional research to evaluate long-term challenges such as market access, market power, chain equity, gender, and declining prices.*