

Contents

	Page
Preface	vii
Acknowledgments	viii
Introduction and Background to the <i>Guide</i>	1
Overview of the Area-based Approach for Rural Agroenterprise Development	2
Objectives and Structure of the <i>Guide</i>	4
Section 1. Basic Principles of Livelihood Development	5
Defining Livelihood	5
Evaluating Innovation for Agroenterprise Development	8
Rural Agroenterprise Development within a Target Area	8
Section 2. Preparing the Groundwork	9
Setting Goals and a Philosophy for Community Engagement	9
Rapid Reconnaissance Survey for Planning	9
Applying the Agroenterprise Approach	10
Engaging Partners in the Process	10
Roles of the Partners	10
Building In-house Agroenterprise Capacity through Pilot Testing	14
Considerations for Scaling Up	16
Exit Strategies	16
Section 3. Area-based Resource Assessment	17
Forming the Working Group	17
Defining an Area	17
Zoning the Area	18
Analyzing Resources Available in Each Zone	20
Analyzing Social Resources in Each Zone	20
Profiling Client Groups through Wealth Evaluation for Each Zone	26
Zoning Livelihood Strategies by Wealth and Gender	27
Innovation Processes for Each Zone, Resource, and Social Group	29
Section 4. Planning Together for Joint Action	32
Reviewing the Roles of the Working Group	32
Planning for Rural Agroenterprise Development in the Area	33
Consensus Building	34
Who We Are	34
Developing a Common Vision for Agroenterprise in our Area	35
Writing a Joint Work Plan	37
Conclusion	39
Section 5. Participatory Monitoring, Evaluation, and Learning	41
Designing and Building an Appropriate Monitoring, Evaluation, and Learning System for the Working Group	41
Utility of Monitoring, Evaluation, and Learning for the Working Group	42
Tools for Monitoring, Evaluation, and Learning	42
Monitoring and Evaluation Advances in the Working Group's Action Plan	42

	Page
Section 6. The Planning Report and Preparing for the Next Steps	47
Outline of the Planning Report	47
Next Steps	48
Conclusions	48
Appendices	
1. Planning, Organizing, and Taking Action: Key Event in Rural Agroenterprise Development	50
2. Checklist for Developing a Pilot Agroenterprise Project	51
3. Transitional Exit Strategy with a 5-to 10-year Timeframe	52
Bibliography	53

List of Figures

1. Market chain participants at their first planning session	1
2. Flow chart of key stages in the participatory agroenterprise development approach	3
3. The “sustainable livelihoods conceptual framework”	6
4. Market chain actors and services	11
5. Partnerships and links in the agroenterprise approach	11
6. Evolution of farmer groups with indicative years at levels	13
7. Steps for conducting a basic diagnosis for a given area	18
8. Example of locating agroenterprises in a given zone	24
9. Key for qualifying relationships between agroenterprises in a zone	25
10. Highland example of qualifying relationships in a zone	25
11. Example of income sources based on zoning within a project area	29
12. Example of income trends within a zone	30
13. Single loop learning cycle	42
14. Double loop learning cycle	42
15. Steps and feedback loops in the MSC system	45
16. Idealized flow diagram for stories collected during a reporting period	45

List of Tables

1. Evolutionary stages of smallholder farmers and their agroenterprises	15
2. Example of a matrix identifying homogeneous zones in an area	20
3. Example of a matrix showing natural resources in three zones	21
4. A human resources matrix for three agroecological zones in an area	22
5. A productive resource matrix for three ecological zones in an area	23
6. Format to describe agroenterprise organizations by zone	24
7. Matrix of agroenterprise actors by agroecological zone	26
8. Well-being levels in terms of access to a zone’s resources	27
9. Well-being matrix from Valle del Cauca, Colombia	28
10. Example of income sources for community members	29
11. Gender analysis of an economic activity in a given zone	30
12. Identifying innovations, innovators, dissemination, and impact in a zone	31
13. An example of a SWOT matrix with “crosses”	34
14. Results of “crossing” between strengths and threats	34
15. Format for information exchange among members of a working group	35
16. An example of how to construct a pair wise ranking matrix	38
17. An example of a completed pair wise ranking matrix	38
18. Final results from a pair wise ranking exercise	38
19. Identifying local and external resources required for a prioritized activity	39
20. Building a simplified action plan for the working group	39
21. Building a monitoring and evaluation tool for the working group	43