



# **TOOLBOX GUIDE**

**SUMMARY 2022**

# BACKGROUND AND PURPOSE

AMEA is a global network that brings stakeholders together to accelerate the professionalization of farmer organizations (FOs). To achieve this, FOs need effective capacity building services that will allow them to develop more quickly, access financing and higher return markets and deliver better returns to their members.

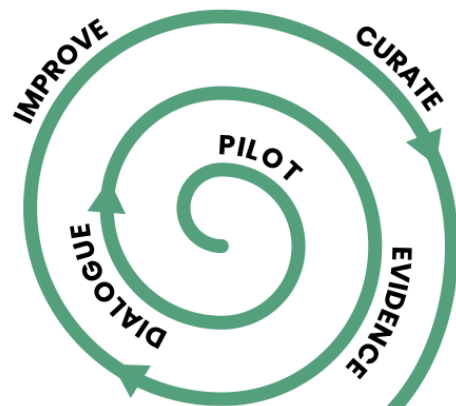
The AMEA Framework supports members and stakeholders in their efforts to build a cost-effective system for delivering capacity building services by enabling members and stakeholders to use cost-effective tools/approaches.

With this in mind, AMEA has developed a Toolbox that contains peer-approved assessment tools and training/coaching curricula that can prove successful in accelerating the professionalism of FOs at a large scale.

[NOTE: For comparability of tools, an [IWA 29 alignment](#) mapping was conducted as part of the AMEA peer review process.]

<b>M4</b>	'Membership, Marketing, Money, Management'
<b>SCOPE Basic</b>	Assessment Tool
<b>SCOPE PRO</b>	Assessment Tool
<b>SCOPE IR</b>	Assessment Tool
<b>ALP</b>	Agribusiness Leadership Program (Foundations of Cooperative Management)
<b>ALP BE</b>	Agribusiness Leadership Program (Bookkeeping Essentials)
<b>LMR</b>	Agribusiness Leadership Program (Last Mile Retailer)
<b>EDC</b>	Enhancing Development through Cooperatives Training Approach
<b>ABC</b>	Agribusiness Cluster Coaching Curriculum
<b>SMFM</b>	'Sell More for More' Tool
<b>LINK</b>	LINK Methodology for linking smallholders to markets

# OUR THEORY OF CHANGE



SCALABLE MODELS

## COLLABORATION TO SCALE UP USE OF APPROACHES

- Public sector programmes
- Supply chain partnerships
- Inclusive agri-finance
- FO & Agri-SME associations

## AMEA IN 2021

31 members & partners  
5 Local Networks  
2m farmers reached

## AMEA IN 2030

100 members & partners  
20 Local Networks  
50m farmers reached

### EXPECTED IMPACT

- Inclusive growth
- New investments
- Market partnerships
- Shared risk
- Living Income

### CHANGES IN THE MARKET ECOSYSTEM


- Regulation encourages use of proven approaches
- Shared data with targeted and complimentary BDS
- Low-cost, high quality BDS with proven effectiveness
- Reduced transaction costs for securing agri-finance
- Demonstrated ability to deliver to high return markets


# TOOLS

## GRADUATION AND COMPLEMENTARITY


The AMEA Toolbox comprises 11 approved tools, of which 4 are assessment tools and 9 are training/coaching materials. In the following table, the approved tools, material owners and contact persons are summarized.

### ASSESSMENT TOOLS

MATERIAL OWNER	TOOLS
	<ul style="list-style-type: none"> <li>■ <b>M4</b></li> </ul>
TECHNICAL SUPPORT CONTACT <a href="#">Cheryl Turner</a>	


MATERIAL OWNER	TOOLS
	<ul style="list-style-type: none"> <li>■ <b>SCOPE Basic</b></li> <li>■ <b>SCOPE Pro</b></li> <li>■ <b>SCOPE Input Retailer</b></li> </ul>
TECHNICAL SUPPORT CONTACT <a href="#">Marise Blom</a>	


### TRAINING/COACHING TOOLS

MATERIAL OWNER	TOOLS
	<ul style="list-style-type: none"> <li>■ <b>ALP</b></li> <li>■ <b>ALP Bookkeeping</b></li> <li>■ <b>LMR</b></li> </ul>
TECHNICAL SUPPORT CONTACT <a href="#">Hileena Chole</a>	

MATERIAL OWNER	TOOLS
	<ul style="list-style-type: none"> <li>■ <b>EDC</b></li> </ul>
TECHNICAL SUPPORT CONTACT <a href="#">Judith Hermanson</a>	

MATERIAL OWNER	TOOLS
	<ul style="list-style-type: none"> <li>■ <b>ABC</b></li> </ul>
TECHNICAL SUPPORT CONTACT <a href="#">Cees van Rij</a>	

MATERIAL OWNER	TOOLS
	<ul style="list-style-type: none"> <li>■ <b>SMFM</b></li> </ul>
TECHNICAL SUPPORT CONTACT <a href="#">Cheryl Turner</a>	

MATERIAL OWNER	TOOLS
	<ul style="list-style-type: none"> <li>■ <b>LINK Methodology</b></li> </ul>
TECHNICAL SUPPORT CONTACT <a href="#">Andrés Charry</a>	

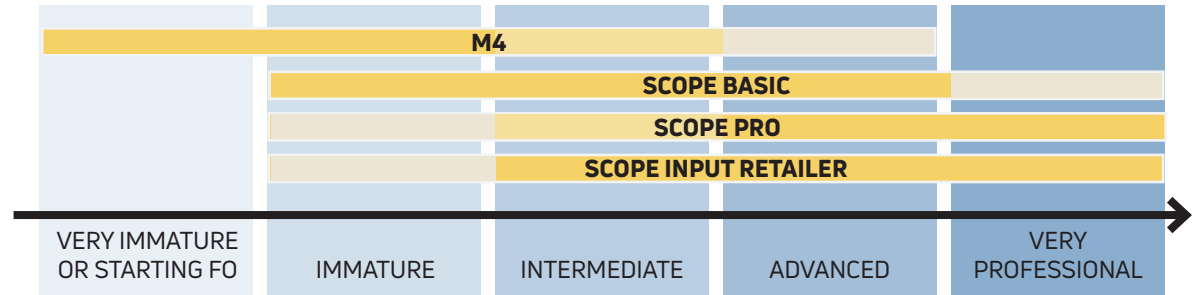
AMEA tools aim to target farmer organizations at varying levels of development, from beginners to advanced. To this end, the Toolbox provides a wide range of options to choose from so that **graduation** of farmer organizations can be promoted and supported at any stage. The following graphic shows the applicability of each tool depending on the development stage of the target FO. The Full Toolbox Guide should be consulted for further information on defining criteria for [FOs development range](#).

Furthermore, one of the main advantages of this Toolbox is the [complementarity](#) of specific AMEA tools and compatibility with other organizations' tools. Indeed, as the curricula aims to follow up on gaps in FOs capacities found by the assessments, the combination of assessment and training/coaching tools offers an effective approach. Below, the tools that were designed to offer the most complete solution when combined:

- **M4 and SMFM**
- **ALP 3.0 and SCOPE Basic/SCOPE Pro (+ ALP Bookkeeping Essentials)**
- **Last Mile Retailer and SCOPE Input Retailer (+ ALP Bookkeeping Essentials)**

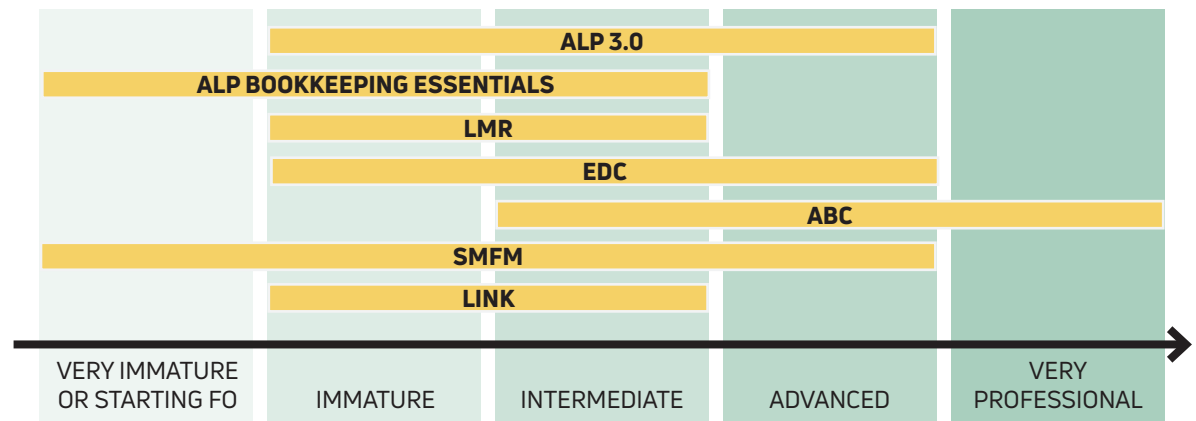
The other AMEA tools can be used as standalone approaches, complemented by one or more AMEA tools, or combined with other organizations' tools – depending on the objectives of the project.

## ASSESSMENT TOOLS



NOTE: Yellow shading indicates applicability of the tool with darker shading indicating greater applicability.

## TRAINING/COACHING TOOLS



NOTE: Yellow shading indicates applicability of the tool with darker shading indicating greater applicability.

## M4

**Purpose:** Empower FOs to assess their performance and identify improvements

**Training & Assessor:** 2 Hours orientation for assessors

**Assessment:** 4-hour meeting with FO leaders

**Coaching and follow-up:** 6-24 Months

**Cost:** Free to use

**Evidence of effectiveness:** N/A

## SCOPE Basic

**Purpose:** Improve market-driven capacity building of FOs

**Training & Assessor:** 20 Hours e-learning

**Assessment:** 6 Hours

**Cost:** Product bundles vary from 15,000 to 65,200 €

**Evidence of effectiveness:**

[SCOPEinsight's Case Studies page](#)

[SCOPEInsight – Heineken Ethiopia](#)

## SCOPE Pro

**Purpose:** Improve market-driven capacity building of FOs, provide detailed insights in business and financial track record, provide inputs to FI's as part of pre-due diligence processes

**Training & Assessor:** 20 Hours e-learning & training (15 Hours financial specialist)

**Assessment:** 2 days

**Cost:** Product bundles vary from 15,000 to 65,200 €

**Evidence of effectiveness:**

[SCOPEinsight's Case Studies page](#)

## SCOPE IR

**Purpose:** Improve market-driven capacity building – focus on retailers of inputs and other value chain supplies

**Training & Assessor:** 20 Hours e-learning

**Assessment:** 6 Hours

**Cost:** Product bundles vary from 15,000 to 65,200 €

**Evidence of effectiveness:**

[SCOPEinsight's Case Studies page](#)

## ALP

**Purpose:** Provide the foundations to build professional and commercial FOs

**Adaptation:** 6-24 Days, **TOT:** 5-7 Days

**Training:** Max 13 days for all 17 modules; 4-5 hours/module

**Coaching and follow-up:** 6-24 Months

**Cost:** For a training of 500 staff from 100 FOs; Customization: 8,400, \$ TOT: 26,800 \$

**Evidence of effectiveness:**

[West Africa \(Côte d'Ivoire, Cameroon\) Implementation](#)

[Africa Turnaround blended learning approach](#)

[IFC-Heineken Ethiopia](#)

## ALP BE

**Purpose:** Capacity building for FOs without prior training in bookkeeping or accounting.

**Adaptation:** 6-10 Days, **TOT:** 3 Days

**Training:** Max 4 days for all 4 modules; 2-3 hours/module

**Coaching and follow-up:** Provided with ALP 3.0 or LMR

**Cost:** For a training of 200 staff from 100 retailers; Customization: 8,400 \$, TOT: 8,500 \$

**Evidence of effectiveness:** N/A

## LMR

**Purpose:** Improve capacity building for the managers of agro-input retailers

**Adaptation:** 6-24 Days, **TOT:** 3-5 Days

**Training:** Max 10 days for all 12 modules; 4-5 hours/module

**Coaching and follow-up:** 6-12 Months

**Cost:** For a training of 200 staff from 100 retailers; Customization: 8,400 \$, TOT: 8,500 \$

**Evidence of effectiveness:** N/A

## SMFM

**Purpose:** Improve capacity building for FOs to increase revenue and market access for members

**Adaptation:** 1 Day, **TOT:** 2-3 Days

**Training:** 3-12 Days (2-8 POs per session, 4-5 participants per PO)

**Sessions:** 1-4 Months

**Cost:** For 500 FOs; Adaptation + licensing fee and translation: 5,500 \$, TOT: 9,500\$

**Evidence of effectiveness:** N/A

## EDC

**Purpose:** Improve cooperatives' management and governance to increase collective marketing - specialistic

**Adaptation:** 2 Weeks, **TOT:** 2-3 Days

**Cooperative Leadership Events time:** 5 days

**Cost:** Cooperative Leadership Events: 40,000 \$ (shared 50-50 with clients)

**Evidence of effectiveness:**

[Land Shareholding Cooperatives in Rural Africa Feasibility Analysis and Policy Implications](#)

## ABC

**Purpose:** Provides coaching of agribusiness coaches in local value chain networks

**Adaptation:** 3 Days/module, Basic **TOT:** 2 Weeks

**Coaching & Assessment:** 8 Days

**Training:** 15-20 Hours/module

**Field mentoring sessions:** 20 days/module

**Review workshop:** 4 Days

**Cost:** Adaptation: 4,500 €, **TOT:** 2,000 €, Needs assessment: 8,000 €

**Evidence of effectiveness:**

[Strengthening Business Support Services for Agribusiness Partnerships](#)

[iCRA's ABC Stories](#)

## LINK

**Purpose:** Design, implementation and evaluation of inclusive business models with small scale producers

**Training of facilitator:** 1 Week

**Implementation:** 7 Months or more (deadening on improvement plan scope)

**Cost:** Co-creation workshop: (5 days x 1prototype x 1 FO) 2,750 €, Prototype implementation and monitoring: 8,500 \$

**Evidence of effectiveness:**

[The LINK Methodology Map: Experiences by Country](#)

[Three of LINK's successful cases at Inclusive Business Model Forum](#)

[LINK methodology: Four years successfully linking farmers to markets](#)

[The Inclusive Business Scan](#)