



TOOLBOX GUIDE

2023

HOW TO IMPROVE YOUR SUCCESS RATES AND BE COMPETITIVE IN BUSINESS DEVELOPMENT SERVICES DELIVERY TO FARMER ORGANIZATIONS AND AGRI-SMALL AND MEDIUM ENTERPRISES

ABOUT AMEA

AMEA is a global network bringing stakeholders together to accelerate the professionalization of farmer organizations and Agri-SMEs. Our vibrant network reaches millions of smallholder farmers in more than 80 countries. AMEA members and partners create a supportive ecosystem for farmer organisations by delivering collaborative system change strategies. We work towards inclusive and sustainable growth by improving and better coordinating the business development services which creates added value for farmers.

WHAT IS THE AMEA TOOLBOX?

Farmer Organizations and Agri-SMEs will develop faster, access finance and higher return markets, and deliver better returns to members if they are supported by cost-effective business development services (BDS). A considerable amount of tools are currently in use across numerous projects and countries. However, very few of these tools have been assessed for their cost-effectiveness and many are not used beyond the life of a project.



AMEA has developed a Toolbox that contains peer-reviewed¹ assessment tools and training/ coaching curricula that have proved successful in accelerating the professionalism of Farmer Organisations at scale. This work is guided by AMEA's Strategy to 2030 and our [Theory of Change](#). The AMEA [Toolbox Working Group](#) is dedicated to evaluating and improving these tools.







THE AMEA TOOLBOX




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.

ASSESSMENT TOOLS

MATERIAL OWNER	TOOLS
	
TECHNICAL SUPPORT CONTACT Cheryl Turner	

MATERIAL OWNER	TOOLS
	 SCOPE Basic  SCOPE Pro  SCOPE Input Retailer
TECHNICAL SUPPORT CONTACT Marise Blom	

TRAINING/COACHING TOOLS

MATERIAL OWNER	TOOLS
 	 LINK Methodology
TECHNICAL SUPPORT CONTACT Brice Even	

MATERIAL OWNER	TOOLS
	 ABC
TECHNICAL SUPPORT CONTACT Cees van Rij	

MATERIAL OWNER	TOOLS
	 ALP  ALP Bookkeeping  LMR
TECHNICAL SUPPORT CONTACT Hileena Chole	

M4 'Membership, Marketing, Money, Management'

SCOPE Basic Assessment Tool

SCOPE PRO Assessment Tool

SCOPE IR Assessment Tool

ALP Agribusiness Leadership Program (Foundations of Cooperative Management)

ALP BE Agribusiness Leadership Program (Bookkeeping Essentials)

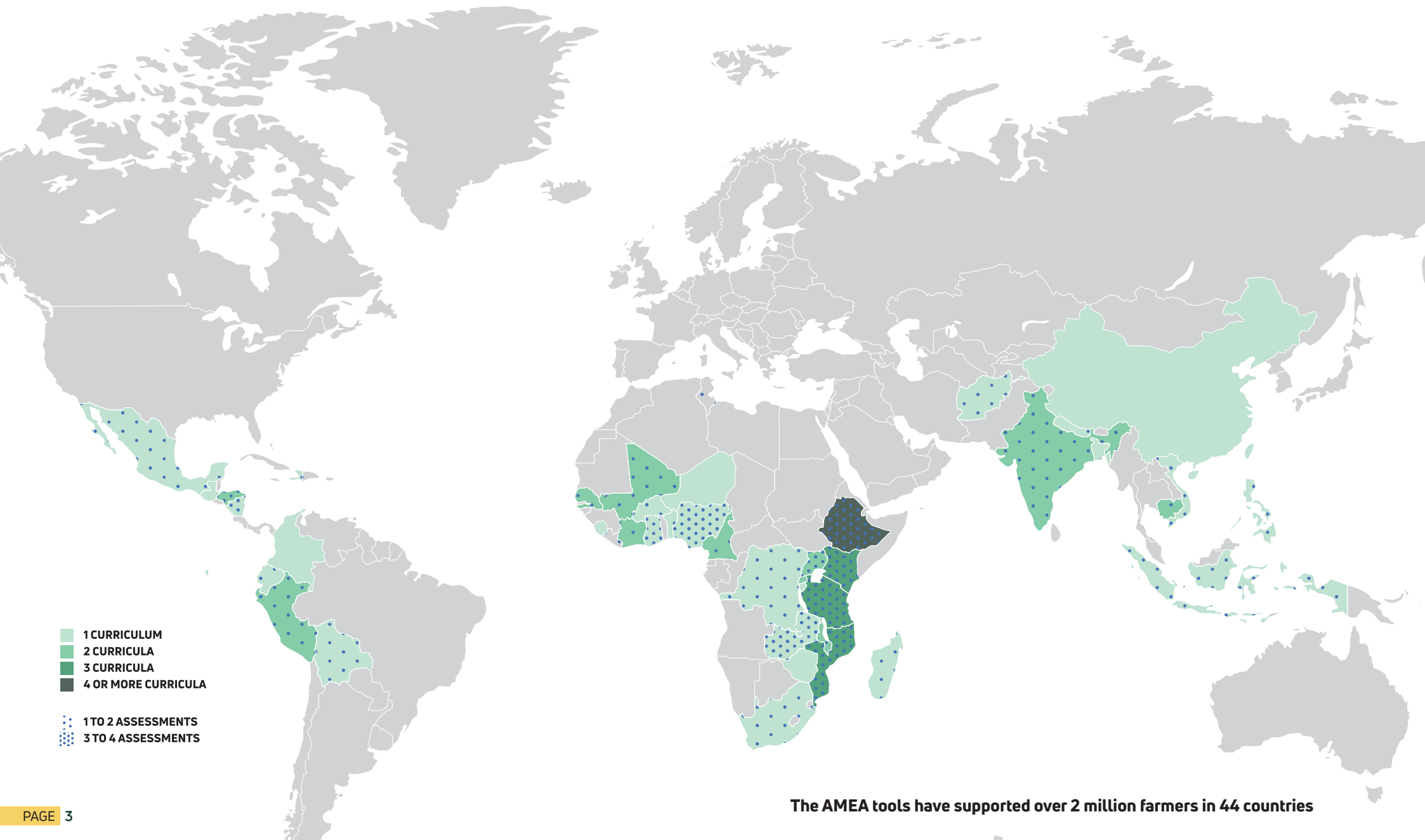
LMR Agribusiness Leadership Program (Last Mile Retailer)

ABC Agribusiness Cluster Coaching Curriculum

LINK LINK Methodology for linking smallholders to markets

TESTED AND SCALABLE TOOLS

TESTED IN DIFFERENT CONTEXTS



The AMEA tools have supported over 2 million farmers in 44 countries


EVIDENCE OF EFFECTIVENESS

AMEA's peer review process ensures that tools are only included in the AMEA Toolbox if they have sufficient evidence of their effectiveness and potential for scalability. Evidence includes the following case studies and reports:

TOOL	CASE STUDIES
ALP 3.0	West Africa (Côte d'Ivoire, Cameroon) Implementation Africa Turnaround blended learning approach IFC-Heineken Ethiopia Glimmer Adaptations of ALP and SCOPE tools for Rural SACCOs Access to Finance: Lessons from the Cocoa Sector in Côte d'Ivoire
ABC	Strengthening Business Support Services for Agribusiness Partnerships Local Network Building for Inclusive Agribusiness Development iCRA's ABC Stories
LINK	3 of LINK's successful cases at Inclusive Business Model Forum [Blog post] The LINK Methodology spreads in the hands of Heifer International [Blog post series]
SCOPE BASIC	SCOPEinsight's Case Studies page
SCOPE PRO	SCOPEinsight's Case Studies page
SCOPE INPUT RETAILER	SCOPEinsight's Case Studies page

POTENTIAL SCALABILITY

The AMEA network aims to reach 50 million farmers by 2030. AMEA supports tool owners and users to innovate around how these tools can be delivered. A key driver for scalability is cost and as shown below many of the assessment tools and curricula have significant economies of scale.

M4	
	
SERVICES	AVERAGE COST PER FO/SME
<ul style="list-style-type: none"> Access to M4 questionnaire (free) 2-hour orientation 4-hour assessment 	<p>\$ 131</p> <p>Across different project scales (if hiring assessor)</p> <p>No costs, if self-assessment. However services are limited to access to M4 questionnaire only</p>

These costs assume that there are M4-assessors available at an average rate of \$250/day in the country of implementation.

SCOPE BASIC, PRO & INPUT RETAILER



SERVICES	AVERAGE COST PER FO/SME	
<ul style="list-style-type: none"> SCOPE Certification: Assessor Training (eLearning) & annual renewal SCOPE Dashboard: Manage assessment process and access to individual reports Assessor Fee (6 hrs as a base) SCOPE Basic, Pro, and Input Retailer assessment tools, incl. Quality Control SCOPE Business Intelligence Essential Package Linkage to Local Expert Network Optional: Custom Business Intelligence services Optional: Scalable delivery of pipeline to lenders 	SMALL SCALE PROJECT (10FOS/SMES)	
	\$ 1,174	\$ 1,406
	BASIC INPUT RETAILER	PRO
	MEDIUM SCALE PROJECT (50FOS/SMES)	
	\$ 514	\$ 746
	BASIC INPUT RETAILER	PRO
	LARGE SCALE PROJECT (100FOS/SMES)	
	\$ 431	\$ 664
	BASIC INPUT RETAILER	PRO

Costs are based on using external assessors. Using an assessor that is a member of your organisation can reduce costs. Costs may also be reduced by working through SCOPEinsight's Local Expert Networks (LENs). For larger scales of FOs (50 or more), it may make more sense to work through a consortia of service providers.

**Note that some elements for costs are not included in all of the estimates below (e.g. participant travel and meals are not included in training costs), and the travel & staff costs for coaching are significant if not part of an otherwise ongoing project. These costs can change depending on specific implementer philosophy and approach. AMEA recommends entering in contact with the tool owners for more precise budgeting*

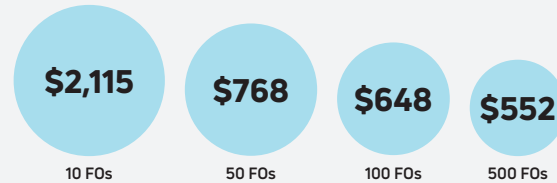
ALP 3.0



SERVICES

- Adaptation
- Trainer of Trainers
- Training
- Coaching

AVERAGE COST PER FO/SME



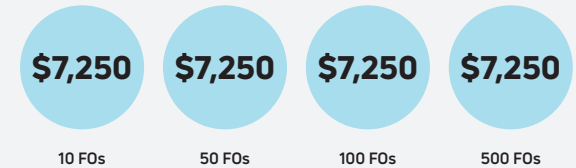
LINK



SERVICES

- Co-creation workshop
- Prototype implementation and monitoring

AVERAGE COST PER FO/SME



*coaching costs are additional and are calculated according to the context and distance from the nearest location where a LINK trainer is available.

ALP BE



SERVICES

- Adaptation
- Trainer of Trainers
- Training
- Coaching

AVERAGE COST PER FO/SME



ABC



SERVICES

- Selection, training & coaching of 10 trainers & 10 coaches
- Formation of 10 clusters under direct iCRA supervision
- Coordination of 5 action-learning cycles
- Practical ABC formation & interpersonal skills training
- On-the-job (field) coaching
- Library of ABC training tools
- Community of certified iCRA ABC trainers

TOTAL COST (2 YEARS)



BUDGET PER UNIT (YEAR 1)



BUDGET PER UNIT (YEAR 2)



LMR



SERVICES

- Adaptation
- Trainer of Trainers
- Training
- Coaching

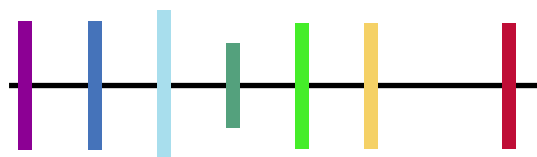
AVERAGE COST PER FO/SME



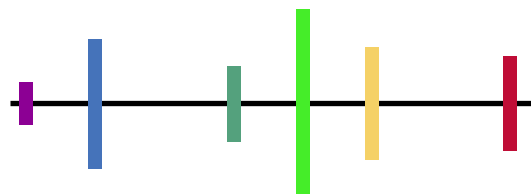
WHICH TOOL SHOULD YOU USE?

The selected tools can help your organization meet a variety of goals. Assessments identify gaps in Farmer Organization and Agri-SME capacities and curricula fill the identified gaps. Some tools are designed to offer a complete solution when combined. Other AMEA tools can be used as standalone approaches, or be complemented by one or more AMEA tools¹.

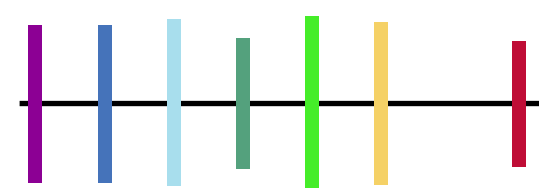
ALP 3.0



LINK



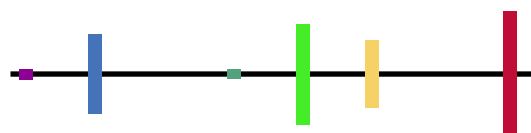
SCOPE BASIC



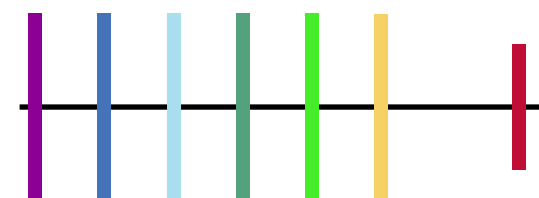
ALP BE



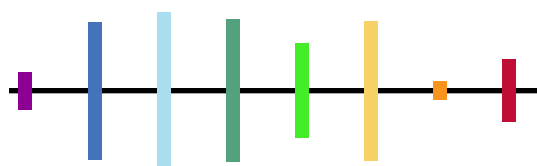
LMR



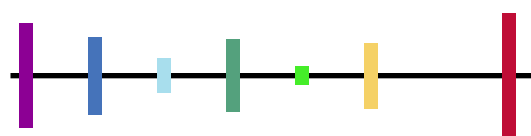
SCOPE PRO



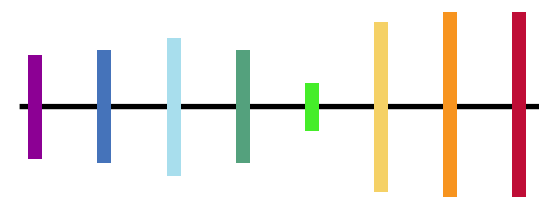
ABC



M4



SCOPE INPUT RETAILER



■ Organizational Purpose and Governance Practices
■ Business Management²
■ Human Resources Management
■ Financial Management

■ Community and Stakeholder Management
■ Member Services and Business Activities³
■ Technology: digital agricultural solutions
■ Diversity and Inclusion

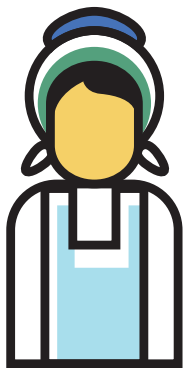
² & ³ Average score taken from multiple indicators. Please see our extended Toolbox Guide for the expanded list of topics.

¹ Please see the extended AMEA Toolbox Guide for more information

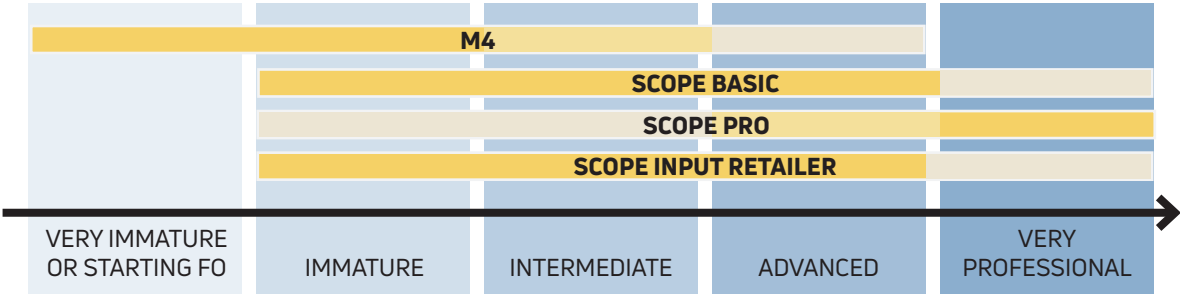
Tool combinations for effective and complete solutions

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

FARMER ORGANISATION AND AGRI-SME DEVELOPMENT RANGE

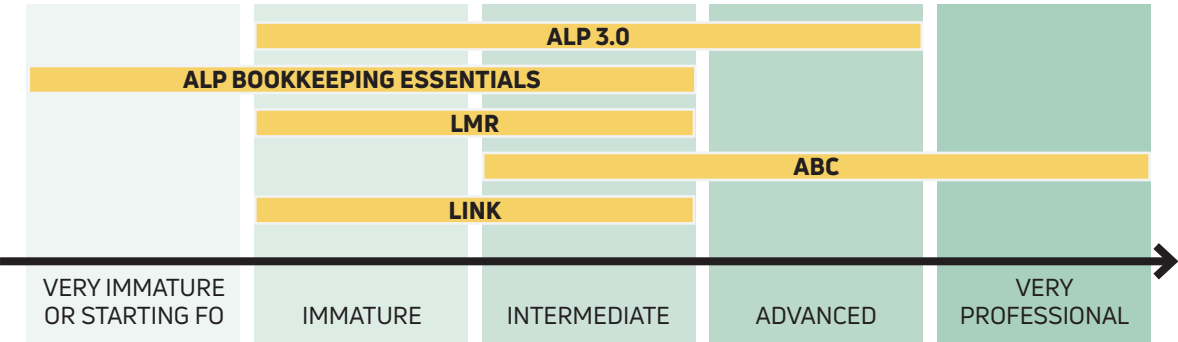


ASSESSMENT TOOLS

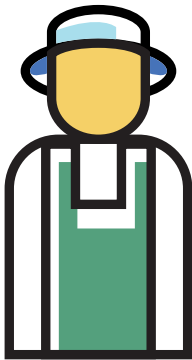


NOTE: Yellow shading indicates applicability of the tool with darker shading indicating greater applicability.

TRAINING/COACHING TOOLS



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



REQUIREMENTS, RESOURCES AND DURATION

When considering the tools for your project, AMEA advises you to reach out to tool owners and also reflect on the possibilities of offsetting the level of investment needed. For example, automated materials can cost more but also save your team time and money by not having to use resources on data analysis and reporting per Farmer Organisation/Agri-SME

M4



**SCOPE
BASIC**



**SCOPE
BASIC**



**SCOPE INPUT
RETAILER**



REQUIREMENTS			
Literacy for self-assessment	SCOPE certified assessor	SCOPE certified assessor and financial specialist for a desk study	SCOPE certified assessor
RESOURCES			
Questionnaire; Includes orientation guide; ACDI/VOCA support (if needed)	Supportive infrastructure includes Dashboard, help desk, resource library		
DURATION			
Training of assessor: Strong background in coop development, through reading of orientation guide; Assessment: 4-hour meeting with FO leaders;	Training of assessor: 20 hours of e-learning Assessment: 6 hours	Training of assessor: 20 hours of e-learning & training (financial specialist, 15 hours) Assessment: 2 days	Training of assessor: 20 hours of e-learning Assessment: 6 hours

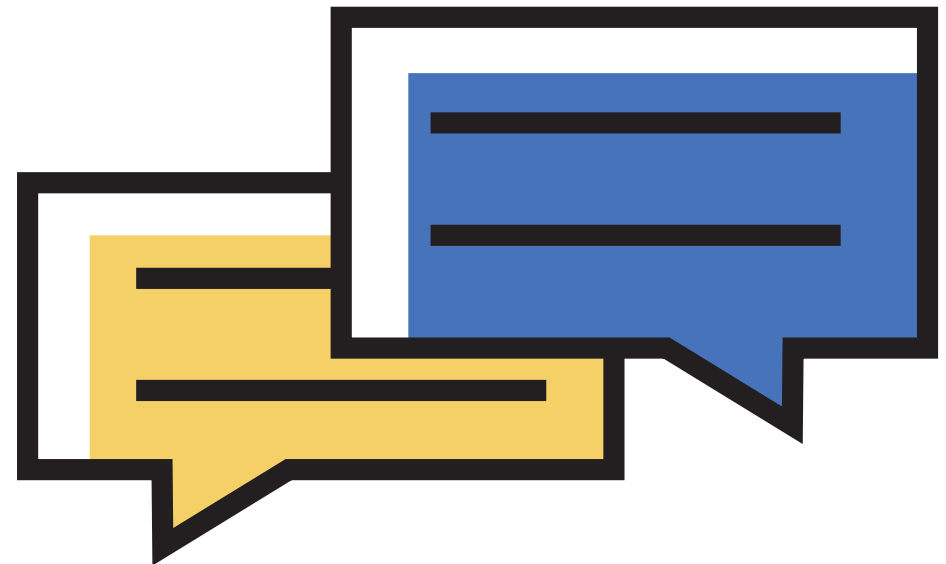
REQUIREMENTS				
TOT-trained trainers and coaches			Trained facilitator in LINK implementation	TOT-trained trainers; iCRA services strongly recommended
RESOURCES				
Presentation slides, instructor guide, handouts, answer keys and other supporting documents			Detailed implementation guide (4 tools w/ questions, concepts, exercises, and case and documentation examples)	Detailed implementation guide (13 modules, 4 workshop guides), exercise cases
DURATION				
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	Adaptation: 6-10 days; TOT: 3 days; Training: Max. 4 days for all 10 modules; 2-3 hours/module Coaching and follow-up: provided along with coaching for ALP 3.0 or LMR	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	Training of facilitator: 3 days; Design of strategy: 1-2 months Implementation of strategy: 7 months or more (depending on improvement plan scope)	Adaptation: 3 days/module; Basic TOT: 2 weeks; Coaching needs assessment: 8 days Training: 15-20 hours/module Field mentoring sessions: 20 days/module Review workshop: 4 days

LOOKING FOR MORE INFORMATION?

Our extended Toolbox Guide provides a more detailed overview of the tools, including detailed comparisons, delivery methods, purpose of use and tool alignment with the [Professional Farmer Organization Guidelines](#).

Some tool owners have granted AMEA a free sub-license to provide these tools on condition of membership. Join AMEA to access these tools, participate in the Toolbox Working Group and enjoy [many other benefits](#).

Through our Tool Improvement Facility, AMEA has supported the adaptation of several tools to meet new project needs. Read our extended Toolbox Guide or [contact us](#) to learn more.





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