






AMEA TOOLBOX GUIDE 2025



This guide aims to help implementers, project designers, and partners identify the most suitable tools and training curricula for strengthening Farmer organizations (FOs) and Agri-SMEs. The AMEA Toolbox consolidates peer-reviewed, field-tested resources aligned with international standards and tailored for diverse levels of organizational maturity.

Why Use The AMEA Toolbox?

-  Standardizes capacity development approaches, ensuring comparability across contexts.
-  Demonstrates alignment with ISO 18716 key performance areas, strengthening credibility.
-  Facilitates access to finance, services, and markets through quality-assured support.
-  Reduces duplication by using vetted, scalable tools already in use internationally.
-  Enables informed decision-making through benchmarked assessment data and training outcomes.

How To Use This Guide

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|-------------------------------|--|
| Section 1
REVIEW | Review detailed descriptions of each tool and coaching curricula. Go to Tool Information → |
| Section 2
ALIGN | Use ISO-alignment guidance to match your project's standardization goals. Go to Alignment to ISO 18716 Principles → |
| Section 3
CONNECT | Complementary resources, interoperability and training options. Go to Additional Resources, Interoperability and Use Cases → |
| Section 4
IMPLEMENT | Coordinate with AMEA or tool owners for training, access, or technical support. Go to Contact and Support → |

This section presents an overview of AMEA-approved tools, including assessment tools and curricula, with their purpose, context of use, type of delivery (training, coaching, or both), and targeted user maturity levels (e.g., very immature to very professional FOs and Agri-SMEs). Tools are categorized under:



Professionalism Performance Assessment



Learning and Coaching Curricula



Professionalism Performance Assessment Tools

These tools provide standardized diagnostics to assess the maturity, performance, and investment readiness of Farmer organizations and agri-SMEs and related service providers.

Graduating Farmer organizations and agri-SMEs to higher levels of professionalism and finance-readiness is SCOPEinsight's core business. As part of the three service offerings (Insights, Graduation and AgriGRADE) SCOPEinsight matches a suite of assessment tools and Business Intelligence (BI) systems to enhance the professionalism of agribusinesses.



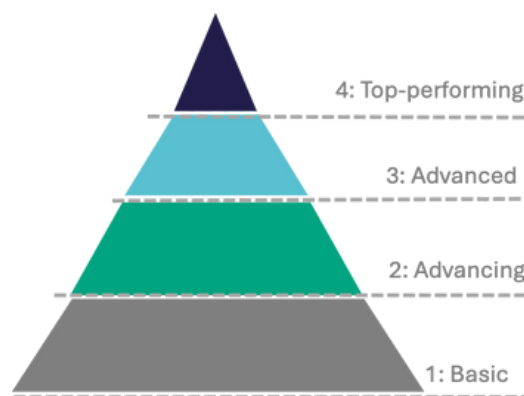
These include: SCOPE Basic (and its SME version), Pro (and its SME version), Input Retailer. Each is tailored to meet specific objectives and stages of business development of a farmer organization, focusing on eight key dimensions of professionalism, also known as SCOPE Dimensions.

OUR TRACK RECORD



The purpose of the assessments is to support the *graduation of Farmer organizations and agri-SMEs toward higher levels of professionalism and finance-readiness, and to enable ecosystem actors to measure, compare, and scale impact effectively.*

Once data is collected via the SCOPE App and uploaded on the SCOPE Dashboard, a SCOPE score is generated. SCOPE Scores range from 1 to 5, based on responses to 140–190 questions (depending on the assessment type) covering key aspects of organizational professionalism and relate to 4 segments or levels of business maturity: (Basic, Advancing, Advanced, Top-Performing).



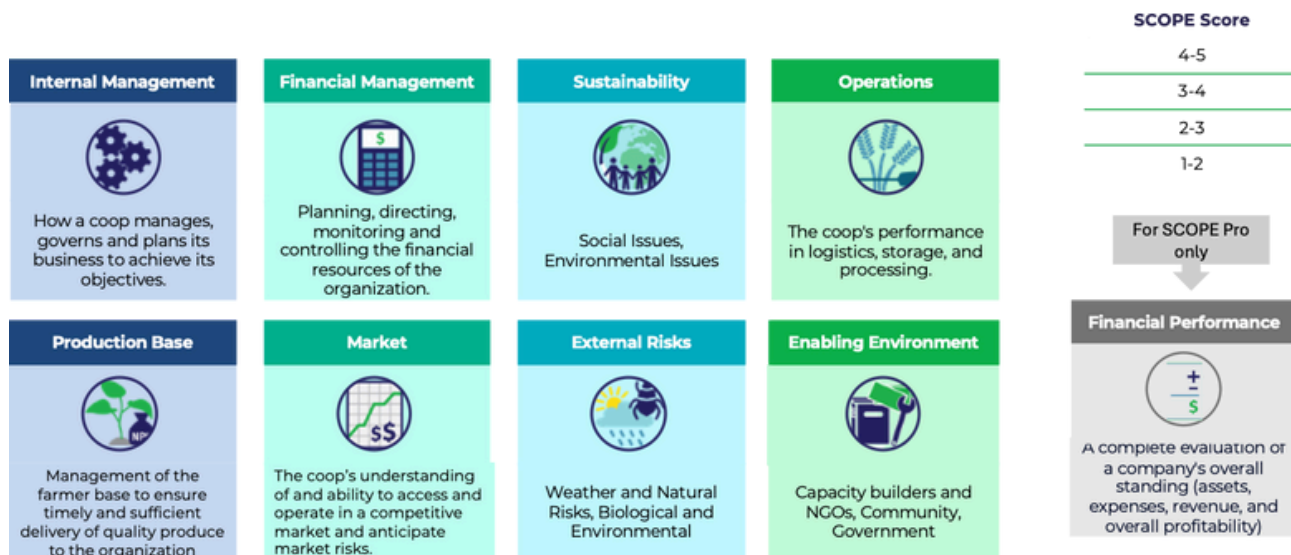
The scoring system weighs each of the eight dimensions according to its impact on overall professionalism, ensuring that the final score accurately reflects the organization's strengths and areas for improvement across its operational capabilities. Assessments are carried out by certified SCOPE Assessors, who follow a self-paced online course (including theoretical and practical modules) on how to use the SCOPE tools and data collection systems.



The SCOPE Basic is an assessment for less mature Farmer organizations and agri-SMEs consisting of 143 questions organized along 8 SCOPE dimensions: Internal Management, Financial Management, Production Base, Operations, Market, Sustainability, External Risks, Enabling Environment (not weighed dimension: additional Climate Resilience Dimension).



The SCOPE Pro is a more rigorous assessment for advanced and more professional FOs (such as small and medium agri-businesses who have at least 3 years of audited financial statements and a management board) consisting of 190 questions organized across the same 8 SCOPE dimensions as the SCOPE Basic, and an additional Financial Performance dimension. The Pro assessment offers in-depth financial and strategic diagnostics and can give a useful indication of the investment-readiness of an FO to financial institutions.



Purpose of Use:

- Professionalism performance diagnostic
- Internal and external benchmarking
- Data-driven and needs-based technical assistance design
- Flexible adaptation of support based on data
- Link professional Farmer organizations and agri-SMEs to financial institutions (SCOPE A2F score)
- Monitor graduation across projects, value chains and geographical regions

[Align with ISO 18716 →](#)

[Interoperability & Use Cases →](#)

[Contact Info →](#)



SCOPE Input Retailer evaluates the ability of input retailers in emerging markets to market agricultural products and services to their clients. It consists of 43 questions organized across 5 dimensions (Internal Management, Financial Management, Operations, Market, Sustainability), and evaluates inventory, service, compliance and linkages to FOs.

Purpose of Use:

- Input retailers' performance improvement
- Input-retailer-FO ecosystem strengthening
- Value chain performance improvement
- Internal and external benchmarking
- Data-driven and needs-based technical assistance design

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Learning and Coaching Curricula

These curricula strengthen organizational capacity through structured training, mentoring, and facilitation, tailored to the specific needs identified through assessment.



Agribusiness Leadership Program (ALP)

IFC created the **Agribusiness Leadership Program (ALP)** to help Farmer organizations and agri-SMEs and other agribusinesses professionalize their operations and become sustainable, well-managed enterprises – thus building stronger, more reliable smallholder supply chains. ALP equips cooperative boards, last-mile retailers, lead farmers, and agribusiness managers with the skills to improve business performance, make informed decisions, and foster trust with partners and financial institutions.

ALP integrates digital, in-person, and coaching components in a flexible, blended learning model. Learners complete diagnostic assessments, develop performance-based action plans, and receive coaching to support implementation. Digital content is organized into structured learning paths on the World Bank's Open Learning Campus (OLC) and includes multimedia formats designed for low-bandwidth settings and diverse literacy levels.

ALP Reach



By focusing on real-world application and continuous improvement, ALP helps organizations grow their businesses, comply with standards, and contribute to stronger, more resilient agricultural value chains.

What Digital Learning Content is Available?

ALP DIGITAL LEARNING INCLUDES A CHOICE OF 8 DIGITAL LEARNING PATHS:



Purpose of Use:

- Strengthen leadership, governance, and management in Farmer organizations and agri-SMEs and other agribusinesses
- Build more stable and resilient smallholder supply chains amid global challenges
- Expand access to flexible, blended learning at scale through practical, locally adapted tools

Type of Capacity Development:

- Training-of-trainer and training-of-coach programs
- Training and coaching for agribusiness leaders (such as cooperatives, agri-retailers, and lead farmers)
- Self-paced digital learning, including interactive e-learning and chatbots

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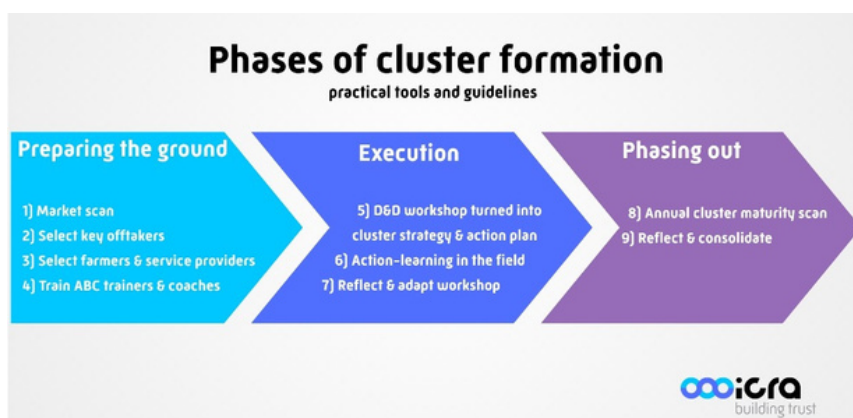


ABC Training & Coaching

ABC Training & Coaching, developed by iCRA, that equips local service providers to facilitate agribusiness development and value chain integration and includes coaching of farmer groups and Agri-SMEs in their local business networks.

Challenges in agri-food markets are many, including limited bargaining power of farmers and Agri-SMEs, ad hoc delivery of agri-inputs and services resulting in high transaction costs, inconsistent raw material supply to off-takers in terms of quality, volume, timely delivery, low profits and difficult access to credit.

At iCRA we believe that when agri-food stakeholders collaborate they thrive long-term and agricultural markets become more inclusive, productive and innovative. That is why we train local BDS providers how to build commodity-specific networks of agri-food stakeholders interested in building preferred buyer-supplier partnerships and win-win commercial arrangements. We call them Agribusiness Clusters (ABCs). In this AMEA Toolbox you will find iCRA's agribusiness partnership building & facilitation tools that we ourselves and our partners use in agribusiness development projects.



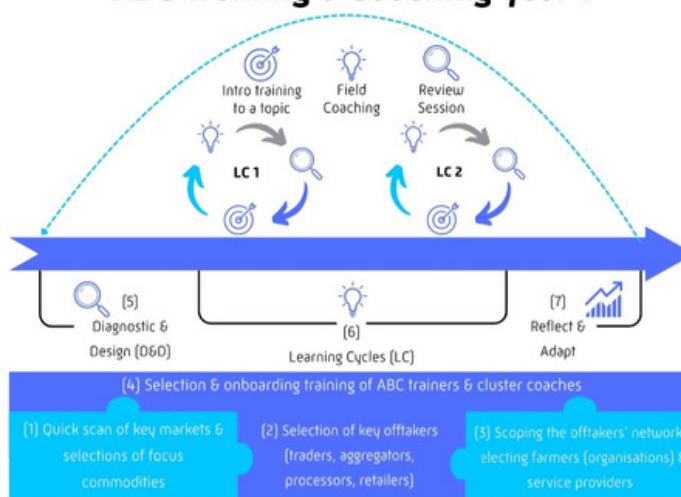
Purpose of Use:

- Facilitates farmers' access to markets & linkages to service providers
- Facilitates SME's sourcing operations from smallholder farmers
- Strengthens and coordinates local BDS delivery
- Builds local BDS capacity

Type of Capacity Development:

- ToT, mentoring, and field-based coaching
- Highly participatory, adaptable to context

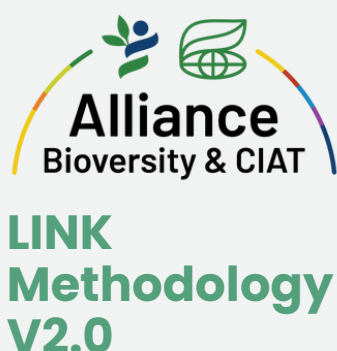
ABC Training & Coaching year 1



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Led by the International Center for Tropical Agriculture (CIAT), the LINK Methodology has been an ally to bring small-scale producers closer to emerging markets, reducing asymmetries in business between them through the application of four tools:

- **Tool 1:** The value chain map
- **Tool 2:** The business model canvas
- **Tool 3:** The New Business Model principles
- **Tool 4:** The Prototype Cycle

These four tools promote dialogue between buyer and seller and facilitate putting on the table issues that are difficult to address due to the asymmetries between these two actors. LINK allows to (1) understand the relationship between specific business models (buyer and seller) and the overall value chain; (2) identify critical areas for improvement; (3) design, implement, evaluate, and improve on the business model selected; and (4) evaluate the effects of these changes on smallholder farmers and on the business itself. LINK's goal is NOT to link the poorest farmers to the most demanding markets, but to invest in moving farmers up and making markets more accessible.

The structured toolkit for co-designing inclusive business models includes participatory tools for value chain design, business modelling, and stakeholder engagement.

Purpose of Use:

- Business model development
- Inclusive value chain planning
- Multi-stakeholder innovation

Type of Capacity Development:

- Facilitated workshops and visual tools
- Adaptable to any value chain context

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Alignment to ISO 18716 Principles

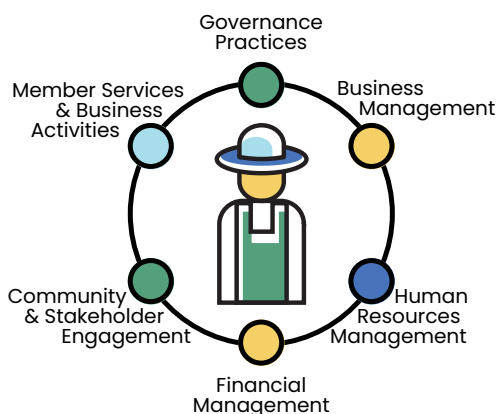
ALIGN

The ISO 18716 standard defines the core characteristics of a professional farmer organization. It offers a shared language and benchmark for performance across the ecosystem. For implementers, donors, governments, and financial institutions alignment with ISO delivers tangible benefits, including:

- ✓ Harmonized tools and frameworks for assessing and strengthening organizational capacity
- ✓ Clear benchmarks to assess investment readiness and risk
- ✓ Consistent metrics to support monitoring, evaluation, and learning

THE SIX CORE CAPACITIES

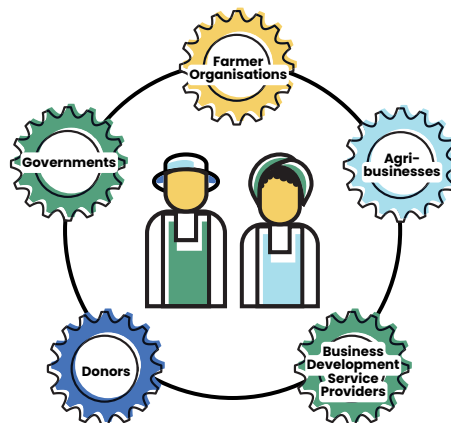
Professional Farmer Organisation



ISO 18716 creates a common language by providing detailed guidance on the six core capacities a professional Agri-SME is expected to have. This Standard is intended to be used by various ecosystem partners. For more information go to www.amea-global.com/standards/





































































































AMEA's Toolbox contains assessment tools and learning / coaching curricula which address various aspects of ISO 18716, depending on the business need. In the following section we provide an insight in to what these tools can do and how they can be used together. This enables the AMEA Toolbox to deliver practical, results-oriented support that drives measurable improvement across diverse contexts.

ADOPTING AND USING THE STANDARDS



The Most Critical Key Performance Areas

How the AMEA Toolbox delivers against the ISO 18716 Key Performance Areas

Chart Key		 Blue pie chart: values > 50% alignment	 Yellow pie chart: values < 50% alignment	 Empty Space: Topic not covered by tool						
		 Professionalism Performance Assessment	 Learning and Coaching Curricula							
		 SCOPE Basic	 SCOPE Pro	 SCOPE Input Retailer	 ABC	 ALP	 LINK			
Organizational Purpose and Governance Practices*										
Business Management: general*										
Business Management: member engagement*				N/A						
Business Management: strategic planning*				N/A						
Human Resources: management*										
Human Resources: policies										
Financial Management*										
Community and Stakeholder: management*										
Community and Stakeholder: advocacy & cooperation				N/A						
Member Services and Business Activities:	Service development*									
	Active membership*			N/A						
	Input supply*									
	Production plan*			N/A						
	Post-harvest handling, processing and storage*									
	Sales and marketing*									
	Financial services*									
	Technology: digital agricultural solutions									
Diversity and Inclusion										

AMEA Toolbox tools are designed to support progressive ISO alignment. The following section highlights how each tool contributes to specific ISO key performance areas.



Professionalism Performance Assessment Tools ISO 18716 Alignment



SCOPE Basic & SCOPE Pro Alignment

SCOPE Basic and SCOPE Pro assess foundational practices across all ISO key performance areas. They both provide a structured framework for identifying capacity gaps in governance, financial management, and market readiness – with the SCOPE Pro having a stronger focus on advanced financial management, strategic planning, and due diligence. Their standard scoring makes them value chain, country and single-donor project agnostic, meaning they can be easily used by the farmer organization itself, or any public or private entity supporting Farmer organizations and agri-SMEs to gain insights into the strengths and weaknesses from a business point of view. Finally, SCOPE Pro supports ISO-compliant governance by assessing capital planning and organizational performance, aligning well with the standards sought by financial institutions and private sector partners.

[Tool Information →](#)[Interoperability & Use Cases →](#)[Contact Info →](#)

SCOPE Input Retailer Alignment

The tool applies ISO-aligned quality and service delivery standards to Agri-retailers. It highlights areas that need improvement to strengthen the link between Farmer organizations and agri-SMEs and input/service providers, reinforcing ecosystem efficiency and transparency.

[Tool Information →](#)[Interoperability & Use Cases →](#)[Contact Info →](#)



Learning and Coaching Curricula Tools ISO 18716 Alignment



Agribusiness Leadership Program (ALP) Alignment

ALP builds capacity across all six ISO 18716 performance areas, with particular strength in governance, business management, financial management, and member services. It supports professionalization through practical, flexible training and coaching that strengthen accountability, strategic planning, and continuous improvement in diverse cooperative and Agri-SME contexts.

[Tool Information →](#)[Interoperability & Use Cases →](#)[Contact Info →](#)

Agri Business Cluster (ABC) Training & Coaching Alignment

ABC Training & Coaching contributes to ISO-aligned professionalization by enhancing services delivery to members, creating business opportunities through community and stakeholder engagement and value chain integration. It reinforces participation, feedback systems, and continuous support to improve organizational delivery and adaptability.

[Tool Information →](#)[Interoperability & Use Cases →](#)[Contact Info →](#)

LINK Methodology Alignment

LINK is deeply aligned with ISO's focus on stakeholder engagement, participatory design, and business sustainability. It supports inclusive and market-led models that integrate performance and relationship dynamics.

[Tool Information →](#)[Interoperability & Use Cases →](#)[Contacts Info →](#)

Additional Resources, Interoperability & Use Cases

Each tool and curriculum in the AMEA Toolbox is supported by practical resources — including training manuals, assessment templates, digital platforms, and delivery guides. These materials enable consistent, high-quality implementation across countries and contexts.

The AMEA Toolbox is designed for interoperability: many tools are intentionally structured to complement one another. For example, **SCOPEinsight's assessments** can inform the design of training plans using **ALP** or coaching cycles with **ABC Training & Coaching**. **LINK Methodology** is frequently used alongside **ABC** to analyze value chains and develop inclusive business models that engage market actors. However, the tools are also modular and can be applied independently based on the specific program needs of the user.

Despite this complementarity, gaps remain. Not all tools fully integrate with one another, and some areas — such as environmental sustainability, digital transformation, or advanced financial services — are still under development. AMEA continues to support members in identifying these gaps and fostering collaboration to close them through innovation and alignment.

As part of this process, AMEA has begun documenting real-life examples of interoperability in practice. These include:



Rikolto combining SCOPE Pro, ABC Training & Coaching, and LINK Methodology to support UNERIZ's access to finance, inclusive governance, and market development.




NAAC in Uganda using SCOPE Basic alongside ALP and LINK to guide cooperative strengthening efforts across nine organizations, with targeted capacity building and market facilitation.



Nuru integrating SCOPE Basic, ALP, ABC, and LINK across Ethiopia, Kenya, and Nigeria to support cooperative unions. In 2023, five unions in Ethiopia achieved an average net profit margin of 3.5%, and an average SCOPE score of 4.65/5, demonstrating the impact of intentional sequencing and coaching-driven implementation.

These use cases demonstrate not only the potential of the AMEA Toolbox to function as an integrated system, but also the value of field-level adaptation and user feedback in improving future alignment across tools.

SCOPE Basic


Complementary tools and business intelligence part of the Service Offerings	<ul style="list-style-type: none"> • SCOPE RAPID (to scan high-numbers of FOs) • SCOPE Assessor Training (to become certified SCOPE Assessors) • SCOPE Dashboard and App (to collect and record assessment data) • SCOPE Sphere and Intelligence Center • Help Desk
Interoperability	<ul style="list-style-type: none"> • Informs ALP and ABC Training & Coaching implementation plans <p><i>"I used the FO capacity assessment report from the SCOPE Basic and mapped the identified gaps to ALP to prepare the capacity strengthening and building."</i> Harrison Kaziro Team Leader, NAAC Uganda</p> 
Use Cases	<ul style="list-style-type: none"> • <u>Starting point for integrated projects</u> • <u>Strengthening cooperatives by working together</u> • <u>The positive impact of strategic partnerships</u>

[Tool Information →](#)

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SCOPE Pro

Complementary tools and business intelligence part of the Service Offerings	<ul style="list-style-type: none"> • SCOPE RAPID (to scan high-numbers of FOs) • SCOPE Assessor and Financial Specialist Training (to become certified SCOPE Assessors) • SCOPE Dashboard and App (to collect and record assessment data) • SCOPE Sphere and Intelligence Center • Help Desk
Interoperability	<ul style="list-style-type: none"> • Supports coaching and capacity transformation using ABC Training & Coaching <p><i>"The SCOPE Pro gave us the blueprint. ABC Training & Coaching provided the structure and support needed to act on it. Together, they helped transform UNERIZ into a more professional, inclusive, and finance-ready organization."</i> Michael Tougma Program Manager, Rikolota Burkino Faso</p> 
Use Case	<ul style="list-style-type: none"> • <u>Data hub for professionalism in FO systems</u>

[Tool Information →](#)

[Align with ISO 18716 →](#)

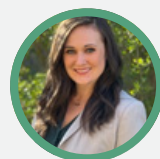
[Contacts Info →](#)

SCOPE Input Retailer


Complementary tools and business intelligence part of the Service Offerings	<ul style="list-style-type: none"> • SCOPE Input Retailer Assessor Training (to become certified SCOPE Assessors) • SCOPE Dashboard and App (to collect and record assessment data) • SCOPE Sphere and Intelligence Center • Help Desk
Use Case	<ul style="list-style-type: none"> • <u>Strengthen retail-FO linkages through coaching and monitoring</u>

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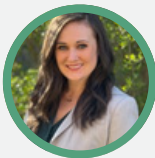
Agribusiness Leadership Program (ALP)

Complementary tools and business intelligence part of the Service Offerings	<ul style="list-style-type: none"> • Materials to support in-person training and coaching for producer organizations, farmers, Agri-SMEs, trainers, and coaches • Digital learning in multiple formats, including videos, infographics, and interactive quizzes (access by setting up a free account with the World Bank Group's Open Learning Campus)
Interoperability	<ul style="list-style-type: none"> • Complements SCOPE Basic diagnostics • Blends with ABC Training & Coaching and LINK Methodology <p><i>"By adapting training and assessment tools like SCOPE Basic, ALP, ABC Training & Coaching, and LINK Methodology in collaboration with our locally-led Nuru's and agribusiness cooperatives, Nuru embeds targeted learning into nascent agri-SME operations to strengthen their maturity and sustainability – laying the foundation for demand-driven BDS and lasting systems change."</i></p> <p>Bethany Ibrahim Senior Impact and Markets Associate, Nuru International</p> 
Use Cases	<ul style="list-style-type: none"> • <u>BLF India Success Story</u> • <u>Cargill 2.0 Success Story</u>

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Complementary tools and business intelligence part of the Service Offerings	<ul style="list-style-type: none"> Agribusiness cluster formation and partnership facilitation Blended training course: 'Making Agribusiness Work' for Agricultural BDS providers ABC Training and Coaching guidelines including hands-on facilitation tools and checklists
Interoperability	<ul style="list-style-type: none"> Integrates with SCOPE Pro for training and coaching design and with LINK Methodology for market access <p><i>"The SCOPE Pro gave us the blueprint. ABC Training & Coaching provided the structure and support needed to act on it. Together, they helped transform UNERIZ into a more professional, inclusive, and finance-ready organization."</i></p> <p>Michael Tougma, Program Manager, Rikolota Burkino Faso</p> 
Use Cases	<ul style="list-style-type: none"> <u>Experiences on Agribusiness Clusters as incubators to promote inclusive business in Africa</u> <u>Experiences on Agribusiness Clusters in horticulture in Tanzania, Southern Highlands</u> <u>Experiences on Agribusiness Cluster coaching and training in soybean, rice and shea in Benin</u> <u>Experiences on using agribusiness Clusters to boost the resilience of small agribusinesses in Lebanon</u>

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Additional Resources	<ul style="list-style-type: none"> • Inclusive Business Scan, Gender Manual • Business model visual tools
Interoperability	<ul style="list-style-type: none"> • Works alongside SCOPEinsight and ABC Training and Coaching <i>By adapting training and assessment tools like SCOPE Basic, ALP, ABC Training & Coaching, and LINK Methodology in collaboration with our locally-led Nuru's and agribusiness cooperatives, Nuru embeds targeted learning into nascent agri-SME operations to strengthen their maturity and sustainability – laying the foundation for demand-driven BDS and lasting systems change."</i> <p>Bethany Ibrahim Senior Impact and Markets Associate, Nuru International</p> 
Use Cases	<ul style="list-style-type: none"> • <u>Inclusive Business Models Toolkit: Link Methodology – Abridged Version</u> • <u>Link Methodology: Gender Responsive Manual</u> • <u>Inclusive Business Models Toolkit: Link Methodology – Hindi Version</u> • <u>Inclusive Business Models Toolkit: Link Methodology – Vietnamese Version</u> • <u>Metodología LINK: una guía participativa para modelos empresariales incluyentes con pequeños agricultores.</u> • <u>Comparative study of three cases where the LINK Methodology was implemented</u>

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Tool and Curriculum Focal Points



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With contributions: Tool Developers & Content Owners, and Implementation Partners

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