

# THE AGRIBUSINESS LEADERSHIP PROGRAM:

A New Approach to Smallholder Agriculture

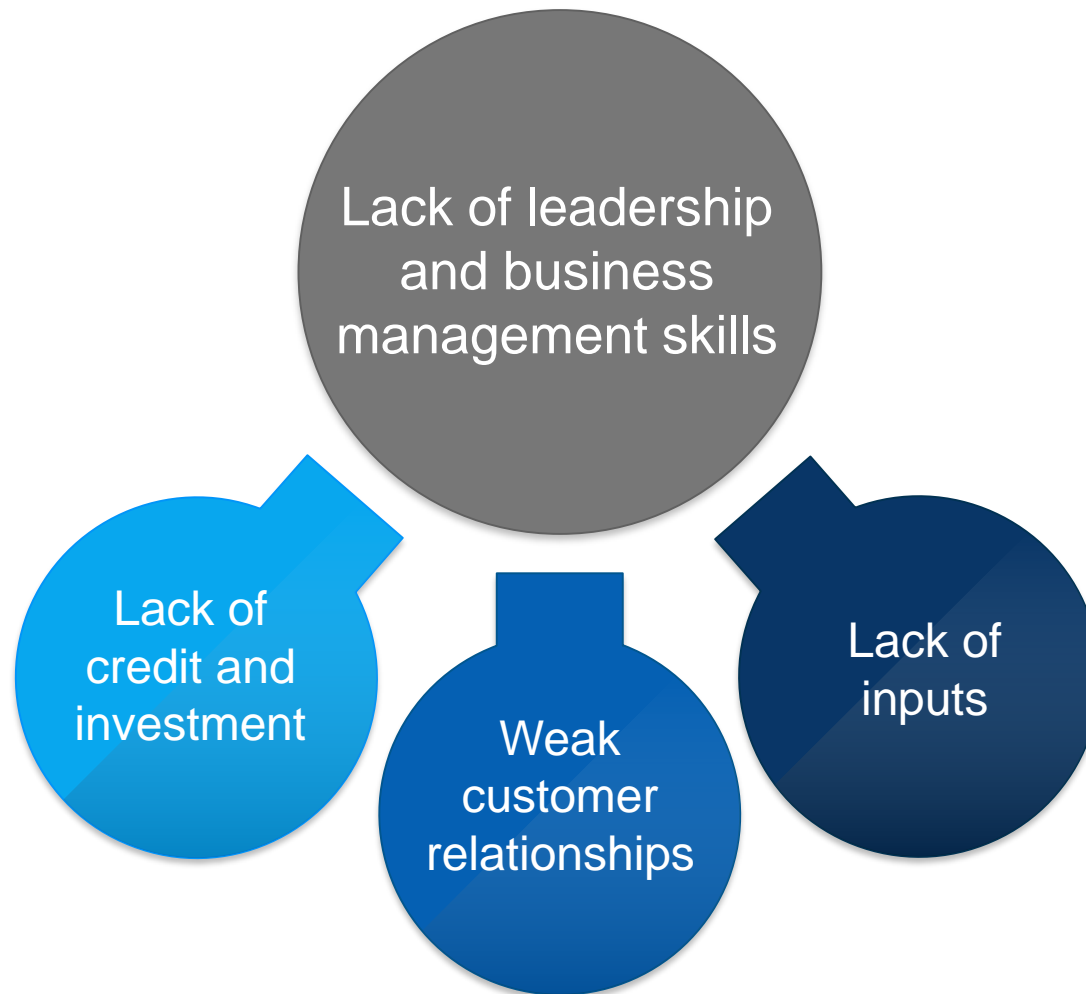


Farming must change

# Farmer organizations are key to changing it

We aim to strengthen individual farmers by working with farmer organizations and other aggregators. Examples include cooperatives, producer groups, and field agents.

# Farmer organizations face many challenges



# Our vision of a solution

## What we want to avoid...

Capacity building that is short term and easily forgotten

Capacity building disconnected from real-world performance criteria

Capacity building that doesn't have a pay off for the organization

## What we're striving for...

Capacity building that supports long-term application of learning

Capacity building that answers the question: "What should these organizations be able to do?"

Capacity building that results in market linkages, like finance and customers





About the program

# What is the Agribusiness Leadership Program?

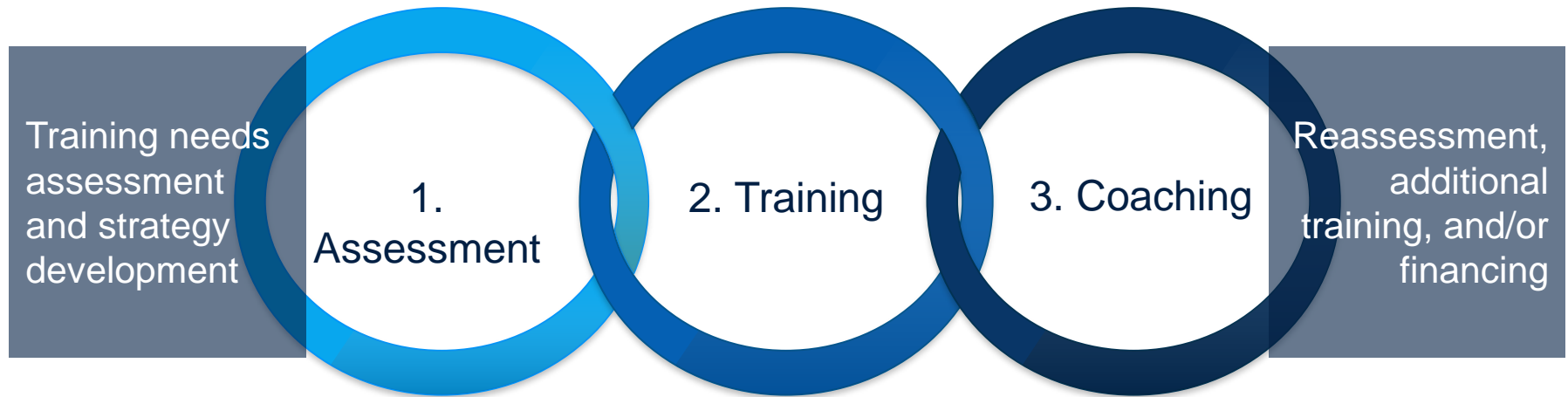
The Agribusiness Leadership Program integrates SCOPEinsight assessments, classroom training, and coaching in a 6- to 24-month program designed to measurably improve the management skills and professionalism of farmer organizations.

# These are the 3 core elements...

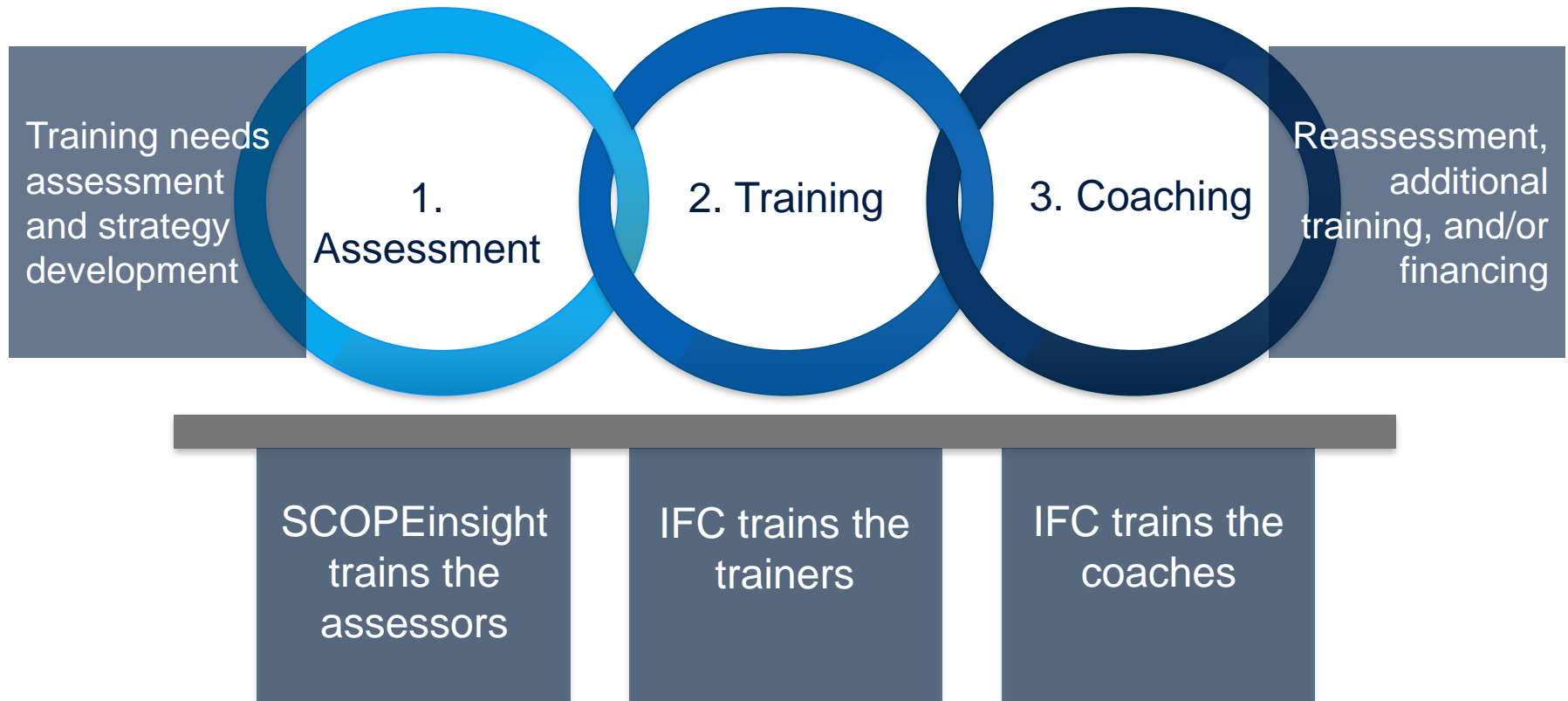




# ... bookended by training strategy and reassessment



# We build others' capacity to deliver the 3 elements



# Let's focus on the 3 core elements





# Assessment

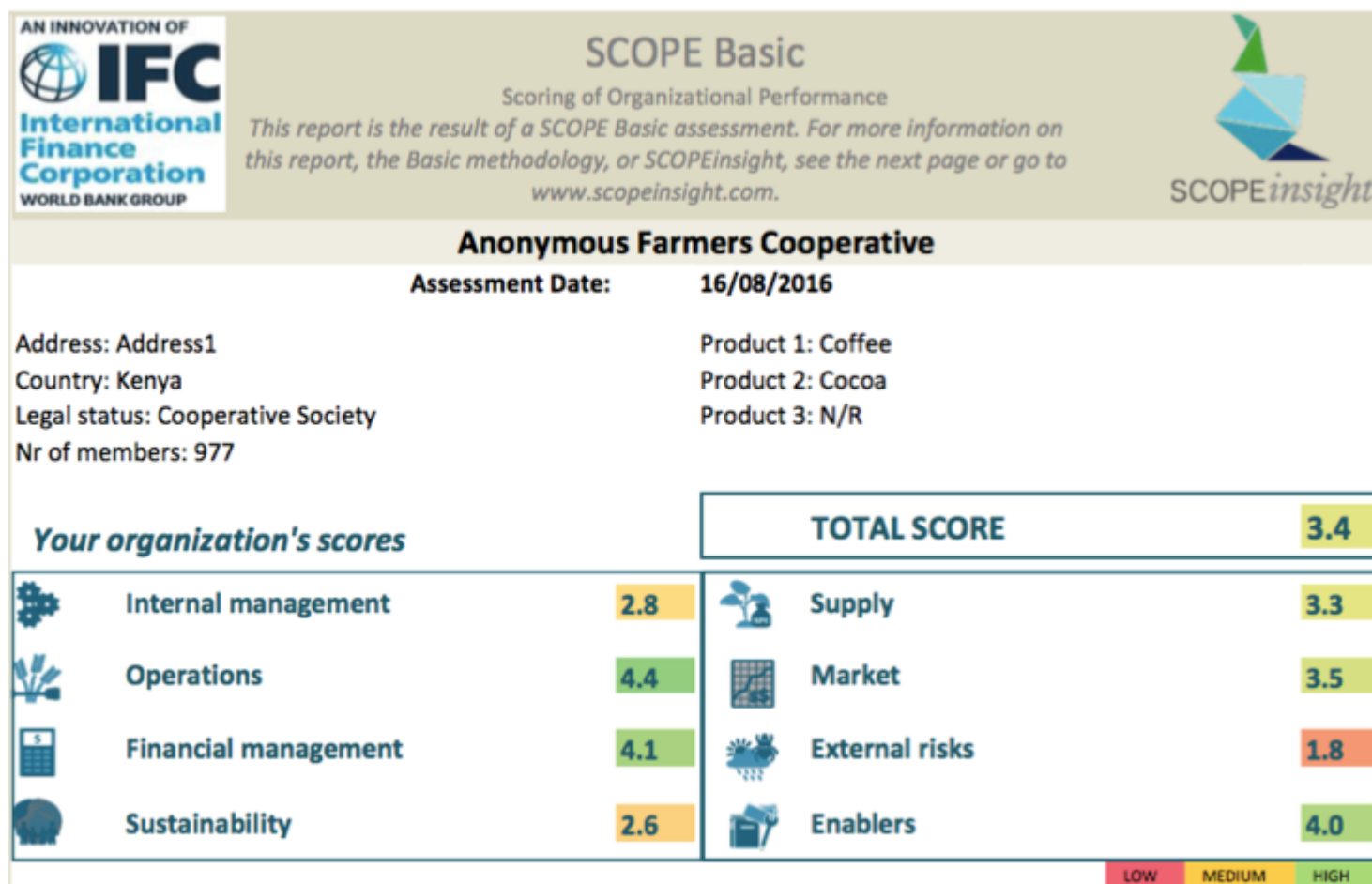


# Our assessor partner is SCOPEinsight



- SCOPE's diagnostic tools define farmer professionalism and make it measurable.
- SCOPE trains those who will conduct the assessments on the farmer organizations.

# The assessment results in a performance report



# SCOPE considers 8 dimensions of performance

YOUR SCORES PER DIMENSION			
<i>Dimension</i>	<i>score</i>	<i>Dimension</i>	<i>score</i>
<b>Internal management</b>	<b>3.1</b>	<b>Supply</b>	<b>3.4</b>
Governance	3.2	Procurement of inputs	3.3
Internal organization	3.7	Supply from members	3.0
Business planning	2.0	Strength of membership base	3.2
<b>Operations</b>	<b>3.3</b>	Member oversight & training	5.0
Logistics, storage & technology	3.2	<b>External risks</b>	<b>3.0</b>
Processing	3.3	Awareness of external risks	3.0
<b>Sustainability</b>	<b>2.5</b>	Mitigation strategies	3.0
Social issues	2.1	<b>Enablers</b>	<b>3.0</b>
Environmental issues	3.6	Capacity builders & NGO's	2.0
<b>Financial management</b>	<b>2.7</b>	Community	4.0
Financial management	3.0	Government	4.0
Planning, budgeting & sourcing	2.3		
Record keeping & monitoring	3.0		
<b>Market</b>	<b>2.8</b>		
Market related risks	2.8		
Outbound logistics	3.0		
Marketing strategies	2.0		

# Why assessment matters



- You can customize training based on the results.
- Trainers walk into training with detailed knowledge of participant strengths and weaknesses.
- Standardization makes benchmarking possible.





Training

# Training is tied directly to SCOPE's 8 dimensions



Management



Operations



Sustainability



Supply



Market



Finance



External Risks



Enablers

“Non-SCOPE” topics include cooperative principles, the legal and regulatory framework, leadership, and member relations.

# Example: Foundations of Cooperative Management

Module	Topics Covered
1. Context and Culture	Cooperative Principles, Legal and Regulatory Framework
2. Leadership	Motivating People, Resolving Conflict, Managing Meetings
3. Business Planning	Purpose Statement, Strengths and Weaknesses
4. Governance	Board of Directors, Management
5. Member Relations	Member Recruitment, Management, Engagement
6. Internal Organization	General Assembly, Recordkeeping, Corruption
7. Logistics and Supply	Member Supply, Inbound/Outbound Logistics, Storage
8. Finance	Cash Transactions, Use of Financial Information

# Why training matters



- Participants work on development plans that link directly to SCOPE's assessment criteria.
- The training content itself has been built by experienced cooperative specialists and instructional designers.





# Coaching

# Coaching supports performance improvement

## Sample Coaching Session Agenda

<b>Date:</b> March 18, 2017		
<b>Location:</b> Best Cocoa Cooperative		
<b>Session Objectives:</b> <ul style="list-style-type: none"><li>• Review cooperative's plan and documentation for product handling procedures (include tour with stock manager of warehouse and walk through of how product will come in, be tested and stored as well as inventory practices).</li><li>• Review plan for upcoming General Assembly.</li><li>• Review plan for upcoming board elections at General Assembly.</li><li>• Review and discuss end of year financial statements for 2017.</li><li>• Set plan for April 1, 2017 coaching session.</li></ul>		
<b>Who is needed for this session:</b> General manager, Stock keeper, and board officers		
<b>Agenda:</b>		
Review agenda	9:00 – 9:15	Coach
Ice breaker – team building exercise	9:15 – 9:45	Coach, general manager, stock keeper and board officers
Review actions since last coaching session (what was planned and what has been accomplished – any problems to accomplishing the plans)	9:45 – 10:15	
Stock management plan <ul style="list-style-type: none"><li>• Review Plan</li><li>• Walk through how product will be handled according to plan</li></ul>	10:15 – 12:00	Coach, stock keeper, general manager

# Why coaching matters



- 70/20/10 rule: 70% of learning comes from experience, including “on-the-job” experience.
- Our program doesn’t leave the application of learning to chance.





Here are the leaders of Rise and Shine, a cocoa cooperative in Cameroon



What does our process look like to Rise and Shine?



# Rise and Shine is assessed using the SCOPE tool

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Dimension	score	Dimension	score
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Note: This is a fictional assessment—not Rise and Shine's actual assessment

## Next, they participate in customizing training

- Training is customized based on their training needs, assessment scores, crop sector, and education levels.
- Going into training, the trainer knows that Rise and Shine has weaknesses in business planning. He or she will want to pay particular attention to Rise and Shine during this module.

# Foundations of Cooperative Management

## Module 3: Business Planning

Session 1: Purpose Statement

Session 2: Strengths and Weaknesses

Note: The next 4 slides come from  
the *Foundations of Cooperative  
Management* course

# Interpret your business planning score

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Higher-scoring  
cooperatives:

- ✿ Have a clear purpose
- ✿ Understand what they are good at (strengths) and what areas need improvement (weaknesses)



Lower-scoring  
cooperatives:

- ✿ Cannot explain their reason for existing (their purpose)
- ✿ Do not understand their strengths and weaknesses
- ✿ Have no plan to fix weaknesses

# Let's discuss

Your SCOPEInsight score

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- ✿ Why do you think you got this score?
- ✿ What does this score mean for your cooperative and its members?
- ✿ What do you think you can do to improve your score?



# Over to you!



Activity | Draft a purpose statement

Objective	Draft a purpose statement for your cooperative that includes: (1) your goals and (2) how these goals will impact your members.
Timing	45 minutes
Instructions	<ol style="list-style-type: none"><li>1. Work with members of your cooperative to write a purpose statement.</li><li>2. Present your purpose statement to the class.</li><li>3. Provide constructive feedback to the other cooperatives.</li><li>4. Revise your statement based on feedback.</li></ol>

# Add to your development plan

Go to page 9 in your development plan



- Write your purpose statement and the actions you will take to communicate it.

- Later, assign resources and track progress.



Complete the blue boxes today

Write your cooperative's purpose statement:				
Goal: Have a clear purpose and communicate it to members, staff, and elected leaders.				
Actions you will take to communicate your purpose	Person Responsible	Progress Indicators	Resources Needed	Deadline for Completion
1.				
2.				
3.				

Later, work with your cooperative to complete the yellow box



## After training, Rise and Shine works with their coach

- The coach supports the leadership team in completing and implementing the development plan started in training.
- The coaching period lasts between 6 and 24 months (agreed upfront), after which time the cooperative is reassessed.





Expected outcomes



# After coaching, the organization is reassessed





# Benefits extend beyond the farmer organization

## Benefits for capacity builders

Access to materials  
aligned with SCOPE  
scoring methodology

Standardized  
approach globally

## Benefits for market players


Pipeline of assessed  
and trained farmer  
organizations

Benchmarking across  
regions and countries

## Benefits for donor organizations

Greater reach through  
standardization

Greater effectiveness  
through integrated  
program elements



Measurable and observable outcomes:  
Professional farmer organizations that can attract buyers and lenders



What now?

# So far, we've launched the program in West Africa

## Completed:

Development of first training courses

Pilots with clients in Cameroon and Côte d'Ivoire

## On going:

Development of more courses (Cooperative Spirit is next)

Preparation for Rwanda launch

## Future:

Launch in other markets

Engagement with AMEA to mainstream curriculum

Development of accreditation system for trainers and coaches

# The first training courses have been completed



## *Cooperative Basics*

(for farmers with lower literacy levels)



## *Foundations of Cooperative Management*

(for literate cooperative leaders from newer/smaller cooperatives)



## *Advanced Cooperative Management*

(for literate cooperative leaders from more established cooperatives)

# What you get with the program

Program Materials	Non-AMEA/ Public	AMEA Members
Course Overviews	✓	✓
PowerPoint Slides	(1 session only)	✓
Development Plan	✗	✓
Handouts	✗	✓



# What's next for you?

- If you're an NGO or other capacity builder, join AMEA!
- If you're an investment officer, talk to us about how this program can add value for your next client.
- If you're with a donor organization, talk to us about how your financial support can expand our program to other regions.



Contact us to learn more:  
[AgriLeaderProgram@ifc.org](mailto:AgriLeaderProgram@ifc.org)