



Agribusiness Leadership Program
Course Catalogue





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Smallholder farmers are both an opportunity and a challenge for food and agribusiness companies.

The predominance of smallholders in many emerging markets makes them an integral part of agribusiness supply chains. Many firms source from smallholders or are actively seeking to source from them. Calls for fairer, more inclusive supply chains will hasten this trend.

Yet integrating smallholders into modern supply chains is challenging. Food and agribusiness companies can struggle to obtain reliable, sustainable supply even when smallholders are aggregated through producer organizations (POs). POs—including cooperatives, distributors, and retailers—are the critical link to smallholders, yet their varying degrees of professionalism and business management skills make it difficult for them to act as reliable supply chain partners.

That is why IFC created the Agribusiness Leadership Program (ALP).

ALP's goal is to help food and agribusiness clients build stronger, more sustainable supply chains. The program uses an integrated sequence of assessment, training, and coaching to help POs—and their smallholder members—professionalize and grow their businesses. More than 600 POs across five countries have participated in ALP since its launch in 2016.

This course catalogue focuses on the training pillar of ALP. It contains course descriptions and outlines for every course offered through the program. ALP includes modular courses that build the business management skills of PO leaders. Other courses are aimed at trainers and small-scale retailers—groups that support the development of professional POs and smallholders.

The courses described in this catalogue represent a generic version of ALP's training curriculum. Courses can be customized to meet the needs of a specific supply chain; they are routinely customized for PO size, language, commodity, scheduling needs, and education levels. Moreover, new courses and modules are continually added as the Agribusiness Leadership Program evolves to serve more clients.



AGRIBUSINESS LEADERSHIP PROGRAM

A guide to implementation



Step 1: Partner with a local client

Partner with a local organization that aims to raise the professionalism of producer organizations (POs) in a value chain. POs can include cooperatives, agents, retailers, and other agribusiness entities.



Step 2: Conduct assessments

Conduct baseline assessments of POs. In parallel, carry out a training needs assessment (TNA) by talking to the client, POs, smallholders, and others in the value chain. Determine their goals and needs.



Step 3: Create a strategy for the client

Use TNA and baseline results to create a capacity-building strategy. Provide training and coaching recommendations for POs and define how to build the capacity of local professionals to deliver the program.



Step 4: Build + deliver the program

Build a customized training and coaching program that responds to TNA and assessment results. Deliver training-of-trainer programs to those responsible for delivering services to POs.



Step 5: Conduct reassessments

After training and coaching, conduct reassessments of POs using the same assessment tool as in Step 2. Compare baseline and reassessment scores to measure program effectiveness.



Step 6: Create market linkages

Facilitate market linkages for POs that raise their assessment scores. POs finish ALP with everything they need to create a business plan and achieve commercial results, such as financing and new buyers.

The courses described in this catalogue represent a generic version of ALP's training curriculum. Courses can be customized to meet the needs of a specific supply chain; they are routinely customized for PO size, language, commodity, scheduling needs, and education levels.



Cooperative Basics

Target Audience

Cooperative leaders with fewer than 8 years of formal education

Course Duration

4–5 days

Course Description

This course, which does not require extensive knowledge in technical areas like operations and finance, introduces elected farmer leaders to core concepts that distinguish cooperatives from other forms of business. Through instructor-led training that uses interactive learning methods—including class discussion and small group activities—participants gain the knowledge, skills, and confidence to improve their assessment scores and grow their organizations.

Course Outline

Modules and Sessions

- **Welcome and Introduction**
- **Understanding Cooperatives**
 - ♦ Introduction to Cooperatives
 - ♦ Cooperative Principles
 - ♦ Legal and Regulatory Framework
- **Leadership**
 - ♦ Introduction to Leadership
 - ♦ Motivating People
 - ♦ Resolving Conflict
 - ♦ Awareness of Corruption
- **Governance**
 - ♦ Introduction to Governance
 - ♦ Governance Structure
 - ♦ Roles and Responsibilities
 - ♦ General Assembly
- **Member Relations**
 - ♦ Introduction to Member Relations
 - ♦ Member Engagement
- **Internal Organization**
 - ♦ Introduction to Internal Organization
 - ♦ Recordkeeping and Documentation
 - ♦ Business Meetings
- **Operations**
 - ♦ Introduction to Operations
 - ♦ Member Supply
 - ♦ Impact of Scale
- **Wrap-Up and Next Steps**

Customization Options—the following modules can be added to or used in place of the above. Note that adding/subtracting instructional content will change course duration.

Optional Modules and Sessions

- **Sustainability**
 - ♦ Introduction to Sustainability
 - ♦ Social Sustainability
 - ♦ Environmental Sustainability
- **Risk Management**
 - ♦ Introduction to Risk Management
 - ♦ Climate Risks
 - ♦ Biological Risks
- **Enablers**
 - ♦ Introduction to Enablers
 - ♦ Prioritizing Your Needs
 - ♦ Building Relationships with Enablers



Foundations of Cooperative Management

Target Audience

Cooperative leaders with at least 8 years of formal education

Course Duration

5–7 days

Course Description

This course introduces professional managers and elected leaders to the fundamental concepts necessary to run a successful cooperative. Through instructor-led training that uses interactive learning methods—including discussion, small group activities, and role-playing—participants gain the knowledge, skills, and confidence to improve their assessment scores and grow their organizations.

Course Outline

Modules and Sessions

- **Welcome and Introduction**
- **Understanding Cooperatives**
 - ♦ Introduction to Cooperatives
 - ♦ Cooperative Values and Principles
 - ♦ Cooperatives in Your Country
 - ♦ Legal and Regulatory Framework
- **Leadership**
 - ♦ Introduction to Leadership
 - ♦ Motivating People
 - ♦ Resolving Conflict
- **Business Planning**
 - ♦ Introduction to Business Planning
 - ♦ Mission, Vision, and Objectives
 - ♦ Strengths and Weaknesses
 - ♦ Creating a Business Plan
- **Governance**
 - ♦ Introduction to Governance
 - ♦ General Assembly
 - ♦ Board of Directors
 - ♦ Supervisory Committee
- **Member Relations**
 - ♦ Introduction to Member Relations
 - ♦ Member Recruitment and Retention
 - ♦ Member Management
 - ♦ Member Engagement
- **Internal Organization**
 - ♦ Introduction to Internal Organization
 - ♦ Recordkeeping
 - ♦ Controlling Corruption
 - ♦ Managing Meetings
- **Operations**
 - ♦ Introduction to Operations
 - ♦ Collection from Members
 - ♦ Receiving and Storage
 - ♦ Delivery to Buyers
 - ♦ Supplying Product to Members
- **Markets**
 - ♦ Introduction to Markets
 - ♦ Market Risks
 - ♦ Contracts
- **Finance and Accounting**
 - ♦ Introduction to Finance and Accounting
 - ♦ Complying with Country's Financial Laws
 - ♦ Cash Handling and Accounting
 - ♦ Financial Statement Analysis and Use of Financial Information
 - ♦ Allocation of Surplus and Patronage Refund
- **Enablers**
 - ♦ Introduction to Enablers
 - ♦ Prioritizing Your Needs
 - ♦ Building Relationships with Enablers
- **Wrap-Up and Next Steps**

Customization Options—the following modules can be added to or used in place of the above. Note that adding/subtracting instructional content will change course duration.

Optional Modules and Sessions

- **Gender Diversity**
 - ♦ Introduction to Gender Diversity
 - ♦ Women as Cooperative Members
 - ♦ Women as Cooperative Leaders
- **Marketing**
 - ♦ Introduction to Marketing
 - ♦ Product
 - ♦ Price
 - ♦ Place
 - ♦ Promotion
- **Sustainability**
 - ♦ Introduction to Sustainability
 - ♦ Social Sustainability
 - ♦ Environmental Sustainability
- **Risk Management**
 - ♦ Introduction to Risk Management
 - ♦ Climate Risks
 - ♦ Biological Risks
- **Cost Accounting**
 - ♦ Introduction to Cost Accounting
 - ♦ Types of Costs
 - ♦ Break-even Point, Cost Price, and Contribution Margin
 - ♦ Managing Costs
- **Operations**
 - ♦ Impact of Scale

Advanced Cooperative Management

Target Audience

Cooperative leaders with at least 10 years of formal education.

Course Duration

5–7 days

Course Description

This advanced course for professional managers and elected leaders builds on their knowledge of cooperative management and prepares them to grow their cooperative through commercial credit. Through instructor-led training that uses interactive learning methods—including discussion, small group activities, and role-playing—participants gain the knowledge, skills, and confidence to improve their assessment scores and grow their organizations. Note: participants will either have significant experience running a cooperative or will have completed *Foundations of Cooperative Management*.

Course Outline

Modules and Sessions

- **Welcome and Introduction**
- **Understanding Cooperatives**
 - ♦ Introduction to Cooperatives
 - ♦ Cooperative Values and Principles
 - ♦ Cooperatives in Your Country
 - ♦ Legal and Regulatory Framework
- **Leadership**
 - ♦ Introduction to Leadership
 - ♦ Motivating People
 - ♦ Resolving Conflict
- **Business Planning**
 - ♦ Introduction to Business Planning
 - ♦ Mission, Vision, and Objectives
 - ♦ Creating a Business Plan
 - ♦ Planning for Growth
 - ♦ Risk Management
- **Governance**
 - ♦ Introduction to Governance
 - ♦ General Assembly
 - ♦ Board of Directors
 - ♦ Supervisory Committee
- **Member Relations**
 - ♦ Introduction to Member Relations
 - ♦ Member Recruitment and Retention
 - ♦ Member Engagement
- **Operations**
 - ♦ Introduction to Operations
 - ♦ Collection from Members
 - ♦ Receiving and Storage
 - ♦ Delivery to Buyers
 - ♦ Supplying Product to Members
- **Finance and Accounting**
 - ♦ Introduction to Finance and Accounting
 - ♦ Recordkeeping and Monitoring
 - ♦ Financial Statement Analysis
 - ♦ Allocation of Surplus and Patronage Refund
 - ♦ Planning, Budgeting, and Sourcing
- **Commercial Credit**
 - ♦ Introduction to Commercial Credit
 - ♦ Obtaining Credit from Lenders
 - ♦ Negotiating with Lenders
- **Wrap-Up and Next Steps**

Customization Options—the following modules can be added to or used in place of the above. Note that adding/subtracting instructional content will change course duration.

Optional Modules and Sessions

- **Markets**
 - ♦ Introduction to Markets
 - ♦ Market Risks
 - ♦ Contracts
- **Sustainability**
 - ♦ Introduction to Sustainability
 - ♦ Social Sustainability
 - ♦ Environmental Sustainability
- **Risk Management**
 - ♦ Introduction to Risk Management
 - ♦ Climate Risks
 - ♦ Biological Risks
- **Human Resources**
 - ♦ Recruitment and Retention
 - ♦ Goal Setting
 - ♦ HR Risks
 - ♦ HR Policies
 - ♦ Monitoring Performance
- **Enablers**
 - ♦ Introduction to Enablers
 - ♦ Prioritizing Your Needs
 - ♦ Building Relationships with Enablers

Bookkeeping Essentials

Target Audience

Members of producer organization who hold financial responsibilities but have no prior formal training in bookkeeping or accounting.

Course Duration

3 days

Course Description

This course provides cooperative bookkeepers and financial managers with knowledge of the importance of bookkeeping in the accounting cycle, methods for collecting and storing source documents for financial transactions, and processes for recording financial transactions. Through instructor-led training that uses interactive learning methods—including discussion, small group activities, and role-playing—participants gain the knowledge, skills, and confidence to explain the importance of bookkeeping and recordkeeping and to maintain a recordkeeping system and written ledgers for business transactions.

Course Outline

Modules and Sessions

- **Welcome and Introduction**
- **What is Bookkeeping?**
 - ♦ Importance of Bookkeeping
 - ♦ Impacts of Poor Bookkeeping
 - ♦ Difference between Bookkeeping, Accounting, and Financial Analysis
- **Cash Ledger**
 - ♦ Defining Cash Flow (Cash In and Cash Out)
 - ♦ Calculating a Cash Balance
 - ♦ Updating a Cash Ledger
 - ♦ Describing Cash Controls
- **Expense Ledger**
 - ♦ Filing Receipts for Expenses
 - ♦ Categorizing Expenses
 - ♦ Recording Expenses in an Expense Ledger and Cash Ledger
- **Member Ledger**
 - ♦ Classifying Member Operational Transactions
 - ♦ Identifying the Records Needed to Track Member Transactions
 - ♦ Recording Receivable, Payable, and Cash Transactions in a Member Ledger
 - ♦ Updating the Cash Ledger with Member Cash Transactions
- **Sales Ledger**
 - ♦ Maintaining Customer Receivables
 - ♦ Recording Payments in a Sales Ledger
 - ♦ Updating the Cash Ledger with Payment Transactions
- **Inventory Ledger**
 - ♦ Maintaining a Stock Card to Keep Track of Stock in a Storage Facility
 - ♦ Maintaining an Inventory Valuation Ledger to Keep an Updated Valuation of the Inventory
- **Fixed Asset Ledger**
 - ♦ Identifying Fixed Assets
 - ♦ Defining and Calculating Depreciation
 - ♦ Defining and Calculating Book Value
 - ♦ Entering Asset Values in Ledgers
- **Next Steps for Bookkeeping**
 - ♦ Reviewing the Roles of Bookkeeper and Accountant in the Accounting Cycle
 - ♦ Explaining how Source Documents and Ledgers Are Used in an Audit
 - ♦ Explaining how Data in the Cooperative's Books May Be Used to Support a Loan Application
- **Wrap-up**



Facilitation Skills for ALP Trainers

Target Audience

Trainers preparing to deliver any of ALP's classroom-based courses

Course Duration

2 days

Course Description

The course is a highly interactive learning experience for those engaged to deliver classroom-based training courses from the Agribusiness Leadership Program (ALP). Participants will learn how to facilitate training that is meaningful and transformational for ALP learners. The purpose of this course is to ensure participants have the skills to facilitate classroom learning—that is, that they are capable of managing a learning environment, leading discussions, and providing effective feedback to learners, among other facilitation competencies. Participants will not only learn about the instructional methods used in ALP training, but will also experience them, as they engage in group activities, role-plays, and skill demonstrations.

Course Outline

Modules and Topics

- **Welcome and Introduction**
- **Adult Learning Principles and the ALP**
 - ♦ The Principles of Adult Learning
 - ♦ How ALP Incorporates Adult Learning Principles
- **Creating the Learning Environment**
 - ♦ Preparing to Facilitate an ALP Course
 - ♦ Creating a Safe, Positive Environment for ALP Learners
- **Using Learning Methods to Motivate and Engage**
 - ♦ The 6 Primary Learning Methods Used in ALP
 - ♦ Core Skills for Facilitating Using These Learning Methods
- **Delivering Feedback and Communicating Effectively**
 - ♦ Effective Versus Ineffective Feedback
 - ♦ Delivering Feedback using the 3M Model
 - ♦ Speaking Skills for the ALP Trainer
- **Learning Transfer**
 - ♦ Factors Impacting Learning Transfer in ALP
 - ♦ Techniques to Promote Learning Transfer

The course is a highly interactive learning experience for those engaged to deliver classroom-based training courses from the Agribusiness Leadership Program (ALP).



Financial Literacy Series

Target Audience

Smallholder farmers with 2–4 years of education

Course Duration

Each course is 1–2 days

Course Description

This is a series of four short courses for small-scale farmers who want to increase the profitability of their farms. Each course consists of two short content sessions interspersed with two mentoring sessions. The courses have flexibility to have the content sessions taught either in back-to-back sessions in a single day or to be scheduled in two-hour workshops spread over days or weeks. The content sessions are delivered via instructor-led training that uses interactive methods to engage participants, including discussion, case studies, role-playing, and games, interspersed with short lectures. The mentoring sessions give each participant feedback on applying what they learned to their own farm businesses. As a result, participants will be able to keep basic bookkeeping records and make better financial decisions that increase their output and livelihoods.

Program Outline

Short Courses

1 | Recordkeeping

- What is recordkeeping?
- Importance of recordkeeping
- Sales
- Expenses
- Cash
- Credit
- Profit

2 | Making Money Work for You

- Defining profitability
- Difference between profitability and profit
- How to measure profitability
 - ◆ Yield per acre
 - ◆ Profit per acre
 - ◆ Profit margin
- Budgeting
- Defining budgeting
- Importance of budgeting
- Creating a simple budget

3 | Using Money Wisely

- How to set prices (5-star pricing model)
- Relationship between price and profits/sales
- Spending money wisely
- The difference between expenses, savings and investments
- Benefits of savings
- Tips for using money wisely

4 | Managing Loans

- The role of savings in debt management
- The relationship between savings and loans
- How to save?
- Savings as a means of growth
- How to manage your loans
- Defining debt and loan management
- Differentiation between good and bad debt
- Why take loans?
- How to manage debt?

Strengthening Your Financial Skills

Target Audience

Smallholder farmers with 10–12 years of education

Course Duration

2 days

Course Description

This course is for small- to medium-scale farmers who operate their own farms, already keep basic accounting records, and want to expand their farming businesses. This course helps farmers qualify for bank loans by showing them how to analyze financial records to make better decisions for running and expanding their farming businesses. The course is delivered via instructor-led training that uses interactive methods to engage participants, including discussion, case studies, role-playing, and games, interspersed with short lectures. Participants will gain more advanced knowledge and skills in bookkeeping, financial business management, and planning business growth. Note: this course is most appropriate for farmers who have already been keeping basic financial records.

Course Outline

Modules and Sessions

- **Course Introduction and Awareness-Building**
 - ♦ Introductions
 - ♦ Importance of Recordkeeping
 - ♦ Expectations
- **Importance of Financial Management for Farming Businesses**
 - ♦ The Business Development Stages
 - ♦ Introduction to Financial Records
 - ♦ Use of Financial Records
- **Calculating Costs, Profit, and Pricing**
 - ♦ Costing and Classifying Different Types of Costs
 - ♦ Cost Per Unit Calculation
 - ♦ Depreciation
 - ♦ Pricing the Product or Service
- **The Basics of Financial Record-Keeping**
 - ♦ Receipt: Form, Use, and Importance
 - ♦ Cash Book: Form, Use, and Importance
 - ♦ Debtor's Record: Form, Use, and Importance
 - ♦ Creditor's Record: Form, Use, and Importance
 - ♦ Inventory Register: Form, Use, and Importance
- **How to Prepare and Read Financial Statements**
 - ♦ Cash Flow Record: Form, Use, and Analysis
 - ♦ Profit and Loss Statement: Form, Use, and Analysis
 - ♦ Balance Sheet: Form, Use, and Analysis
- **Planning for Business Expansion and Course Conclusion**
 - ♦ Envisioning a Better Business
 - ♦ Common Problems with Business Expansion
 - ♦ Funding an Expansion
- **Course Conclusion**

This course helps farmers qualify for bank loans by showing them how to analyze financial records to make better decisions for running and expanding their farming businesses.



Farming as a Business/Cooperative Spirit

Target Audience

Smallholder farmers with 4–10 years of education

Course Duration

1.5–2 days

Course Description

This course is for small-scale farmers, belonging to a farmer cooperative, who want to turn their family farms into viable businesses. It is most appropriate for farmers who have never kept written financial records. The course is delivered via instructor-led training that uses interactive methods to engage participants, including discussion, case studies, role-playing, and games, interspersed with short lectures.

Course Outline

Modules and Sessions

- **Cooperative Spirit**
 - ♦ Definition of a Cooperative
 - ♦ Cooperative Values and Principles
 - ♦ Benefits of Cooperative Membership
 - ♦ Responsibilities of Cooperative Membership
- **Effective Business Management**
 - ♦ Why Is Your Farm a Business?
 - ♦ Defining Business Success — A Success Story
 - ♦ Your Business in 5 Years: Opportunities and Challenges
 - ♦ Business Cycle
- **Financial Management of the Farm**
 - ♦ Key Farm Business Calculations
 - ♦ Yield per Hectare, Sales Calculations, Calculating Profit
 - ♦ Cash and Credit Management
 - ♦ Farm Records Keeping
- **Farm Business Planning & Access to Finance**
 - ♦ Common Problems with Business Expansion
 - ♦ How to Get a Loan
 - ♦ How to Manage a Loan
- **Conclusion and Wrap Up**



Last Mile Retailer—Coming in 2019

Target Audience

Owners/managers of “last mile” retail farm supply businesses

Course Duration

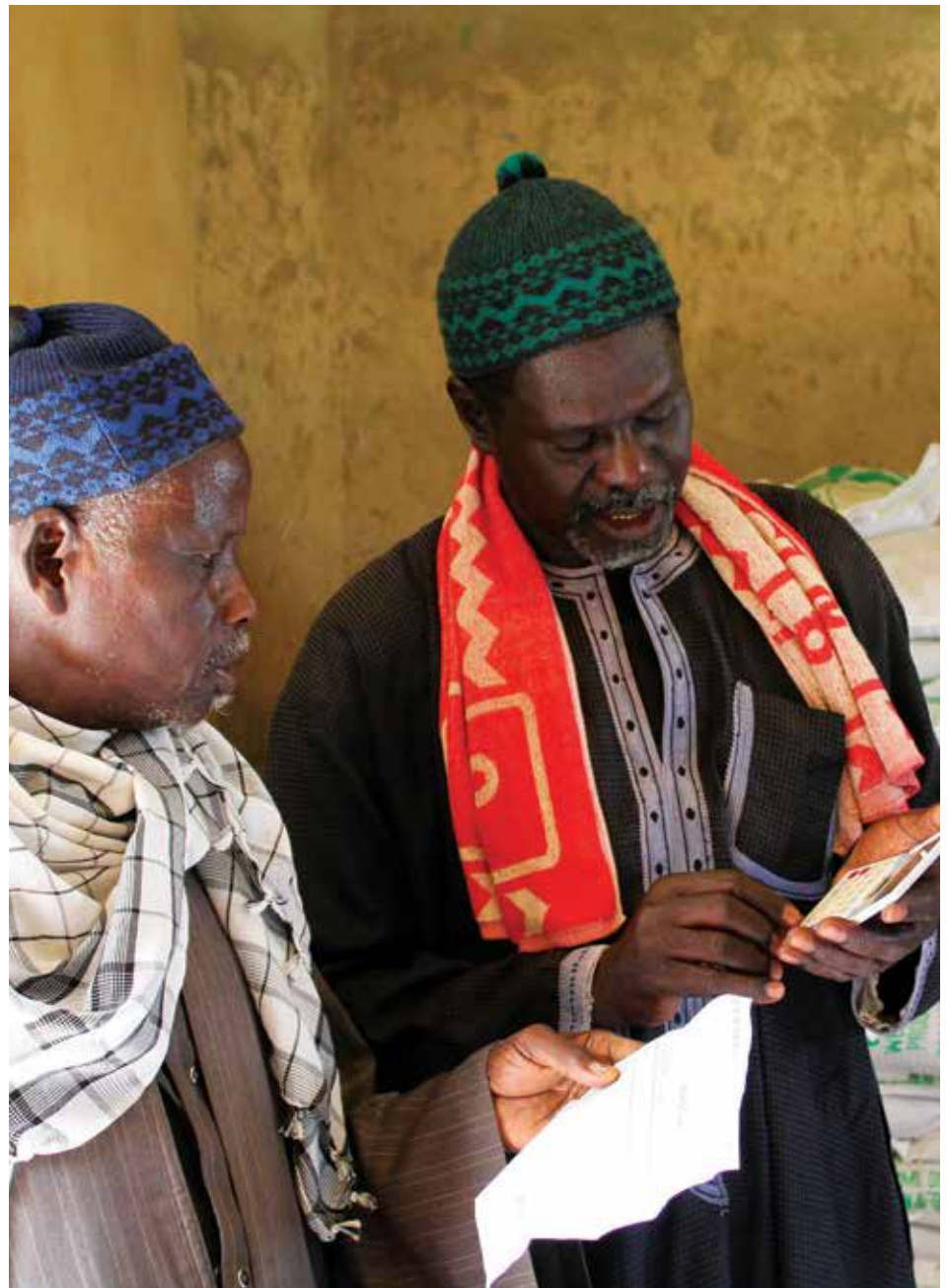
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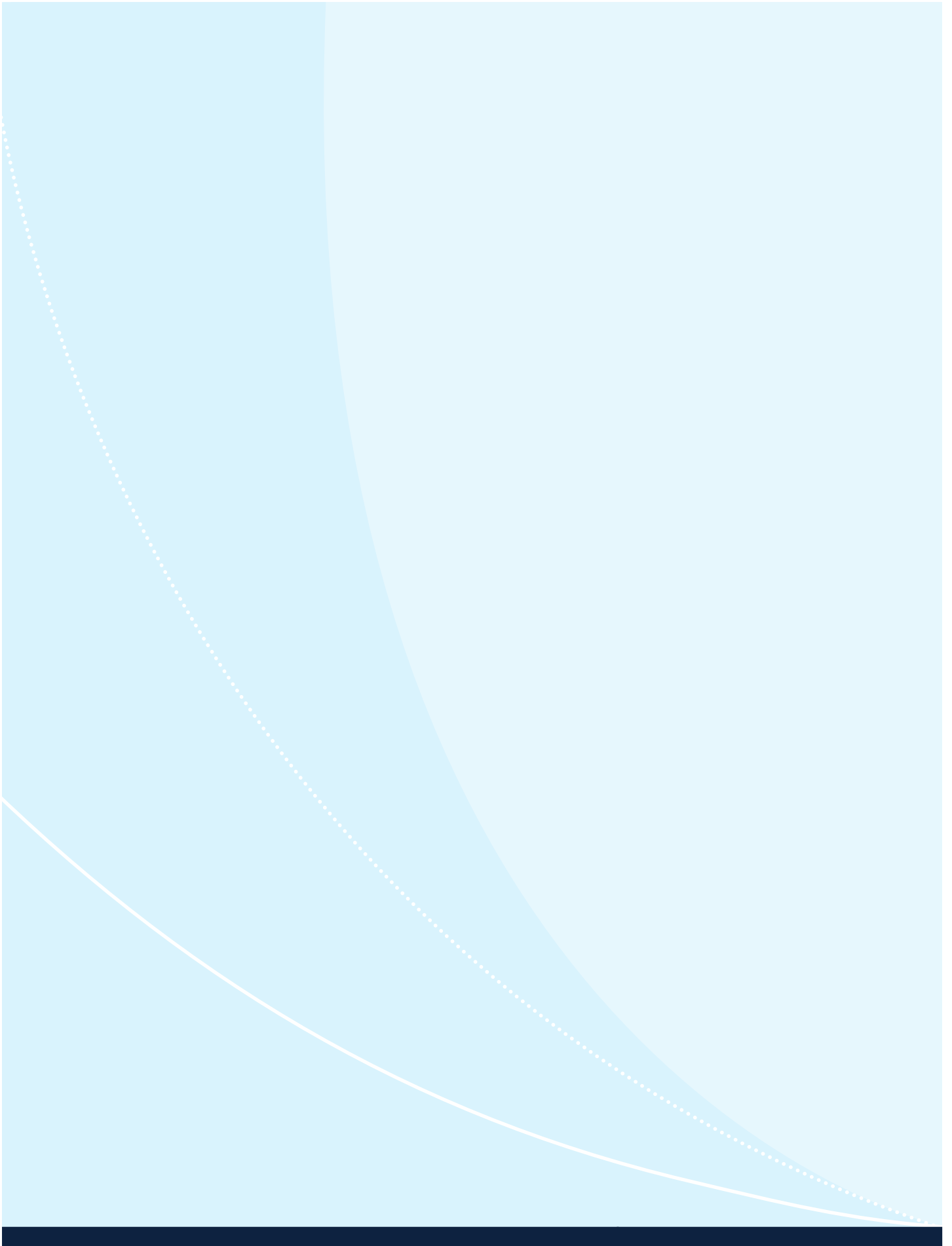
Course Description

This course will be for owners and managers of farm input retail businesses. This course will help small-scale retailers improve their business practices and, as a result, more effectively reach their clients and manage their businesses. The course will be delivered via instructor-led training that will use interactive methods to engage participants, including discussion, case studies, role-playing, brainstorming, self-assessment, and games, interspersed with short lectures. Participants will gain more advanced knowledge and skills in bookkeeping, sales techniques, customer service, financial business management, stock management, working with employees, and planning business growth. Participants will complete an individualized company development plan as part of the training program.

Courses will include

- Introduction to Successful Retailer Operations
- Business Planning
- Leadership, Management, and Customer Engagement Skills
- Improving Your Selling Skills
- Business Management
- Human Resource Management
- Sustainability
- Inventory and Stock Management
- Financial Management
- Accessing Commercial Credit







Learn more:
www.ifc.org/AgriLeadership

Contact us:
AgriLeaderProgram@ifc.org

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