Last Mile Retailer
Capacity Building Program for
Agro-input Dealers

The Washington Court Hotel
Washington, D.C.
December 3, 2019
Introduction
Today’s Presentation

Assessment Tool Development - Lucas Simons, CEO, SCOPEinsight

Curriculum Tool Development – Margaret Anderson, Director, Programs, CNFA

Last Mile Retailer Implementation - Ary Avila, Project Manager, Cadelga

Reflections from Panel Members
- Kristin O’Planick, Market Systems Specialist, USAID
- Dieter Fischer, LAC Lead for Agribusiness Advisory Services, IFC

Round of Q&A
Assessment Tool and Curriculum Development

Part 2
SCOPE Insight's data from working ten years in the wider agricultural value chain suggests that professionalism leads to better business performance.

Professional organizations gain higher profits and are better linked in the market.

Organizations that score higher on professionalism are better able to access to markets and can anticipate market-related risks.

More professional organizations make a higher profit, and this often translates to higher earnings for the members themselves.
Evidence gathered through SCOPE Insight’s assessments reinforces the conceptual approach whereby data is used to inform program design and technical assistance.
The same approach was followed for the creation of Last Mile Retailer to professionalize agro-input retailers.

The first step in the process was the creation of the Input Retailer® assessment tool.

Co-creation of the assessment tool:
- Nicaragua Pilot
- Indonesia Pilot
- Feedback & improve
- Curriculum design
- V1 Tool – Honduras Pilot
- Ethiopia Pilot
- Ivory Coast Pilot

Assessment Tool Co-Creators:
- IFC
- International Finance Corporation
- World Bank Group
- Bayer
- SCOPEinsight
- CNFA

Creating Markets, Creating Opportunities
The Training Curriculum was developed using the best practices and training approaches of the co-creators through an iterative process of design, piloting and finetuning.
The curriculum has 12 modules which were designed to be learner-centric.

The Curriculum was developed to complement the five competency areas measured in the Input Retailer assessment tool.

1. Internal Management
2. Leadership & Business Management
3. Inventory Management
4. Sustainability
5. Cash Flows & Budget
6. Financial Reports
7. Managing Costs
8. Working with Credit
9. Marketing Strategies
10. Business Planning
11. Customer Care
12. Conclusion
The Curriculum is Evidence-Based, Interactive, and Focuses on Enterprise Needs.

Ownership through Action plans

Training Curriculum

Assessment

Ongoing Coaching

Re-assessment (Assess progress)

Professionalism
Last Mile Retailer Implementation: Cadelga

Part 3
Commercial Group with strategic interests in the fertilizer, agrochemical and sugar industries. Well-positioned in Central and South America.

*Over 50 years in the market
*With over 3,700 staff
Strengthening the Delivery of Agricultural and Financial Services

**March 2018:** Formalized Agreement IFC-Cadelga

**May 2018:** Official Project Launch (Comayagua and Santa Bárbara)

*Dedicated Component for Retailers* With the objective of strengthening the distribution network to increase sales and generate loyalty through technical support and training.

**December 2018:** 29 Diagnostics are completed using SI Retailer Tool (3.63 / 5) Training strategy is approved and Rikolto is chosen as service provider for training and coaching (1 Master Trainer and 2 trainer/coaches)

**March 2019:** Last Mile Retailer Strategy is approved by Cadelga and the training sessions start (3-Part Training Session)

**September 2019:** Second Part of Training carried out (2-day workshops)

**January 2020:** Third Part of Training + Planning Session for Wave 2

**2020:** Wave 2 in Third Region + Reassessments

**Continuous:** Coaching Sessions by Rikolto
What has been achieved so far?

**FOR RETAILERS**
- An increased level of awareness about the need to improve their administrative and managerial processes
- Retailers have "discovered" new processes for activities they used to do in a rudimentary way
- Appreciation for the program: retailers consider the content relevant and appropriate

**FOR CADELGA**
- Improved relationships with its distribution network: Participants value the program and appreciate Grupo Cadelga’s support
- Tailored training tools and training support for Cadelga sales personnel
- The conditions in the Honduran agricultural sector (commodity price changes, drought and social unrest) have affected retailers’ sales volumes
Lessons Learned (Ongoing Process)

**CHALLENGES**

- Retailers are reluctant to provide information (particularly financial) during the assessment
- Retailer attendance and commitment varied by region
- Observed practices don’t match information provided during assessment

**LESSONS LEARNED**

- Formal intro sessions should be organized to explain the approach, time commitment and need to provide truthful and timely information during assessment
- The selection of participants must start with a larger group, potentially with a couple of intro sessions to weed out participants
- It’s important to dig deeper with retailers, understanding that real issues won’t be apparent during assessment but may come up over time
- Trainer/coaching selection is key- a locally-based team can identify issues and provide support to address gaps during coaching
- Requesting retailers to provide in kind support (venue, lunch) could be a symbolic contribution to increase commitment that will be assessed for Wave 2
The team of trainers, coaches and Cadelga Staff, after a Training-of-Trainers Session
Reflections from Panel Members

Part 4
Q & A

Part 5