

# TRANSFORMATIONAL PARTNERSHIPS and WOMEN EMPOWERMENT in AVCs SCORECARD for SMALL & MEDIUM ENTERPRISES

This scorecard was developed as a tool for SMEs and their partners to evaluate the extent to which they are adhering to a set of aspirational standards or transformational benchmarks in engaging small scale producers, especially women in their respective agricultural value chains. The Benchmarks for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains (BTP-WEE in AVCs) were synthesized from the best practices of social enterprises and inclusive businesses from 4 countries in Southeast Asia. The benchmarks were transformed into a scorecard containing a set of criteria customized for small and medium enterprises (SMEs), including intermediary social enterprises (SEs), engaging women and men small producers in agricultural value chains.

The scorecard is an evaluation, planning and learning tool that SMEs and ISEs and their partners in agricultural value chains can utilize as guideposts on how they can have greater impact on women and men small scale producers. They are particularly useful for enterprises that wish to make their value chain interventions contribute more to transformational change consistent with the sustainable development goals (SDGs). Given the devastating impact of COVID19 on SMEs, ISEs and their partner producer communities, the scorecard may be used as framework for engaging SMEs and ISEs towards inclusive recovery and building back better.

## 4 KEY RESULT AREAS



### **1 INVESTMENTS FOR SMALL PRODUCERS** [20 points]



### **2 STRATEGIC PARTNERSHIPS** [20 points]



### **3 WOMEN'S ECONOMIC EMPOWERMENT** [40 Points]



### **4 RESPONSIBLE BUSINESS OUTCOMES** [20 Points]

**Maximum Total Points: 100**



## INVESTMENTS FOR SMALL PRODUCERS

**Commitment to make strategic investments in developing small producers as partner suppliers [20 points]**

### KEY PERFORMANCE INDICATORS

### POINTS

- |   |     |
|---|-----|
| 1.1 Has a policy and practice of directly engaging small producers as partner suppliers of agricultural commodities/products required by the business.  | 0-4 |
| 1.2 Invests in introducing and/or providing small producers access to appropriate technologies <sup>2</sup> , technical support, and coaching/mentoring to meet the needed volume, quality and on-time delivery of agricultural products.                         | 0-4 |
| 1.3 Invests in community-based innovations, strategies or approaches that helps small producers improve their access to the market, increase their income and productivity.   | 0-4 |
| 1.4 Provides support to small-scale producers to effectively utilize and benefit from environmentally sustainable production methods and technologies <sup>3</sup> , linking such to established systems of sustainable consumption and production <sup>4</sup> . | 0-4 |
| 1.5 Has programs or initiatives that enable the meaningful participation of women as partner suppliers.   | 0-4 |



## STRATEGIC PARTNERSHIPS

**Commitment to develop strategic partnerships with cooperatives, associations and other self-governing organizations of small producers, and their enablers [20 points]**

### KEY PERFORMANCE INDICATORS

### POINTS

- |   |     |
|---|-----|
| 2.1 Has a policy and practice of engaging and enabling community-based associations, cooperatives and other organizations of small producers as partner suppliers, in the process supporting their efforts towards membership and leadership development to become self-governing institutions.   | 0-4 |
| 2.2 Facilitates or co-invests in partnerships to enable small producers and their production clusters to consolidate/sell as a group, perform value-adding functions (such as semi-processing, processing, marketing and/or retailing) and where appropriate and timely, forge economic partnerships or business ventures with them.  | 0-4 |
| 2.3 Facilitates or co-invests with cooperatives or associations in assisting small producers to:<br>2.3.1 Address issues of ownership or control/stewardship over land and other forms of tenurial rights<br>2.3.2 Engage in capital build-up and own productive assets (e.g., farm and off-farm equipment, warehouse, etc.)  | 0-4 |
| 2.4 Provides support to cooperatives or associations of small-scale producers to better manage risks in the face of climate change, natural hazards, social and economic crisis, and environmental degradation including linking them to disaster preparedness and resiliency-building and food security programs offered by governments and NGOs, as may be available and appropriate <sup>5</sup> . | 0-4 |
| 2.5 Invests in transformative partnerships with women small-scale producers or women-owned/ managed community enterprises   | 0-4 |



## WOMEN'S ECONOMIC EMPOWERMENT

**Commitment to develop and sustain initiatives that promote women's participation and women's economic empowerment (WEE) in the supply chain and communities impacted by the enterprise [40 points]**

### KEY PERFORMANCE INDICATORS

### POINTS

3.1 Assesses the current and potential roles of women in the enterprise and enterprise supply chain and the current and potential impacts of the business on women small producers and their communities as input to planning WEE interventions. 0-4

3.2 Ensures that its engagement with women in its enterprise and value chain operations are fair and observe non-discriminatory principles such as (a) equal pay for equal work, (b) equal opportunities for women to be participants in the availing of services, learning events and programs; and (c) providing/promoting women-friendly spaces/culture in the workplace (e.g. child minding centers, breastfeeding stations) 0-4

3.3 Recognizes the importance of women workers and women small producers and invests in value chain development efforts that improve their position and well-being and results to their substantive contribution to household income. 0-4

3.4 Chooses and invests in technologies and/or community-based innovations (CBI) that consider and address the needs of women small producers, in the process expanding their participation and the benefits derived from such. 0-4

3.5 Recognizes and undertakes efforts to enable women small producers as co-equal stakeholders in legally and formally representing households and/or becoming leaders and members of production groups and of self-governing institutions of small producers, whether as mixed or women-only organizations. 0-4

3.6 Supports efforts for women to have equal rights over land and other forms of tenurial rights, to engage in capital build up and to own productive assets. 0-4

3.7 Contributes or invests in building the capability of the enterprise and its partner small producers to address barriers to women's participation in the value chain and beyond such as sponsoring trainings on gender sensitivity and women's economic empowerment, setting-up or incentivizing the setting up of women's groups or committees to undertake planning and implementation of women's economic empowerment (WEE) interventions. 0-4

3.8 Undertakes affirmative action to achieve WEE such as: (a) promoting community and co-equal responsibility of women and men in unpaid care work, (b) addressing gender-based violence (GBV) and (c) developing role models of empowered women and women small producers (e.g. mentorship program for women, giving recognition and awards to women leaders). 0-4

3.9 Provides support to women small-scale producers through their cooperatives and associations to better manage risks in the face of climate change, natural hazards, social and economic crisis, and environmental degradation including linking them to disaster preparedness and resiliency-building and food security programs offered by governments and NGOs, as may be available and appropriate. 0-4

3.10 Integrates gender-disaggregated data collection processes and gender-responsive tools in the monitoring and evaluation and management information systems of the enterprise and uses these to initiate or plan WEE interventions and to track and report the progress of such. 0-4



## RESPONSIBLE BUSINESS OUTCOMES

**Accounts for, links and communicates measurable outcomes of its success as a responsible business, to measurable outcomes of transformation among its partner small producers, their organizations and communities [20 points]**

### KEY PERFORMANCE INDICATORS

### POINTS

4.1 Defines desired business outcomes that are linked with social outcomes and communicates such with stakeholders.	0-4
4.2 Allocates a percentage of its operating costs and net revenues, and pro-actively partners with other enabling institutions to provide resources to progressively develop its partnership with small scale producers and their associations, cooperatives and social enterprises.	0-4
4.3 The enterprise has a system for planning, monitoring, evaluating and reporting on the progress of their initiatives on transforming small scale producers and contributing to women's economic empowerment.	0-4
4.4 Transformational outcomes achieved: Combined enterprise interventions result to improved position and well-being of small producers in the value chain and communities.	0-4
4.5 WEE outcomes achieved: Combined enterprise interventions result to improved position and well-being of women small producers in the value chain and communities	0-4

### ENDNOTES:

1 ISEA, A Pathway to Sustainability in AVCs: Benchmarks for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains, September 2019.

2 Includes indigenous knowledge & practices such as sustainable agriculture and fishery practices.

3 Examples of sustainable production methods and technologies: Natural, low external input, organic and/or sustainable/ ecological/ biodiversity-friendly agriculture; organic or sustainable fishery; utilization of renewable energy technologies in production, processing or semi-processing; transformation of waste materials into useful products promoting sustainable consumption.

4 Established sustainable consumption and production systems include: Good Agricultural Practices (GAP) certification, sustainable agriculture-related Participatory Guarantee Systems (PGS); Rainforest Alliance for Sustainable Agriculture (RASA), Bluebrand of Thailand.

5 Examples of efforts to develop their resilience to various risks are: (a) diversifying crops and income sources, (b) putting in-place benefit and insurance schemes, (c) undertaking capacity building and planning for climate change adaptation and (d) undertaking capacity building for disaster risk reduction, mitigation and adaptation.

### ABBREVIATIONS AND TERMS USED:

AVC – Agricultural Value Chains  
BTP – Benchmarks for Transformational Partnerships  
CBI – Community Based Innovations  
CCA DRR – Climate Change Adaptation – Disaster Risk Reduction  
EMS – Environmental Management System  
MIS – Management Information System  
M&E – Monitoring and Evaluation  
PGS – Participatory Guarantee System  
Security of Tenure – Legal rights or the nature of the right to the use of land  
WEE – Women's Economic Empowerment

## ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS



### INVESTMENTS FOR SMALL PRODUCERS



### STRATEGIC PARTNERSHIPS



### WOMEN'S ECONOMIC EMPOWERMENT



### RESPONSIBLE BUSINESS OUTCOMES



#### For more information, contact:

Institute for Social Entrepreneurship in Asia (ISEA)  
Room 407 John Gokongwei School of Management Building  
Ateneo De Manila University, Katipunan Avenue, Quezon City  
1108 Philippines

Landline: +632 4266001 local 4835 and 5507

Email: [inquiry@isea-group.net](mailto:inquiry@isea-group.net)

Web: <https://www.isea-group.net/>