

# SCORECARD for AGRICULTURAL VALUE CHAINS

This scorecard was developed as a tool for agricultural value chain (AVC) practitioners and enabling 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 AVCs. The Benchmarks for Transformational Partnerships and Women's Economic Empowerment<sup>1</sup> in Agricultural Value Chains were synthesized from the best practices of social enterprises and inclusive businesses from 4 countries in Southeast Asia.

The scorecard is an evaluation, planning and learning tool that enterprises, civil society organizations, government agencies, multilateral agencies, financing institutions and stakeholders in AVCs can utilize as guideposts on how they can have greater impact on women and men small scale producers. It is an evaluation, planning and learning tool that has been evolved to guide the development of a major cross-sectoral collaboration platform led by social entrepreneurs and social innovators towards accelerating the achievement of the Sustainable Development Goals (SDGs)<sup>2</sup> in the Asia-Pacific region. Given the wide-ranging impact of the COVID-19 pandemic on AVC stakeholders, the tool may also guide initiatives towards inclusive recovery and building back better.

## 8 KEY RESULT AREAS

**1**



**APPROPRIATE TECHNOLOGY and COMMUNITY-BASED/  
ORIENTED INNOVATIONS [10 points]**

**2**



**MORE SUBSTANTIVE SHARE of VALUE CREATED  
[12 points]**

**3**



**FOOD SECURITY AND RESILIENCE  
[14 points]**

**4**



**EMPOWERMENT OF SMALL PRODUCERS  
[14 points]**

**5**



**STEWARDSHIP AND SUSTAINABLE CONSUMPTION and  
PRODUCTION [12 points]**

**6**



**TRANSACTIONAL AND TRANSFORMATIONAL SERVICES  
[12 points]**

**7**



**WOMEN'S PARTICIPATION AND EMPOWERMENT  
[16 points]**

**8**



**MEASURABLE OUTCOMES OF TRANSFORMATION  
[10 points]**



## PROMOTES APPROPRIATE TECHNOLOGY AND COMMUNITY-BASED/ ORIENTED INNOVATIONS THAT ARE FRIENDLY TO WOMEN AND MEN SMALL PRODUCERS [10 POINTS]

### KEY PERFORMANCE INDICATORS

**POINTS**

1.1 The AVC intervention has a policy and/or fully-operational practice of directly engaging small producer households or their community-based associations or cooperatives as partner-suppliers or partner-producers. **0-2**

1.2 The AVC intervention invests in developing and providing small producers access to an appropriate technological package complete with sustained technical support services and coaching/mentoring to ensure the volume, quality and on-time delivery of their committed produce. **0-2**

1.3 The AVC intervention invests in community-based innovations, strategies or approaches that deliver an improvement or substantive improvements in accessing markets and increasing the welfare, productivity and position of small producers in the value chain beyond production technologies. **0-2**

1.4 The AVC intervention 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**



## PROGRESSIVELY POSITIONS WOMEN AND MEN SMALL PRODUCERS TO REAP A MORE SUBSTANTIVE SHARE OF VALUE CREATED OVER TIME (12 POINTS)

### KEY PERFORMANCE INDICATORS

**POINTS**

2.1 The AVC intervention has established a policy and practice of ensuring fair/equitable conditions in the contracts/terms & agreements that protect the interests of small-scale producers as supplier-partners. **0-2**

2.2 The AVC intervention assists small-scale producers to cut layers of traders that depress farm-gate/fish landing prices by enabling them to consolidate and sell their produce as a group and increase their bargaining power. **0-2**

2.3 The AVC intervention has provisions for the small producers to enjoy profit/benefit sharing and other capital build-up schemes towards co-ownership of the core enterprise or ownership of related or allied enterprises over time. **0-2**

2.4 The AVC intervention supports or builds the capacities of women and men small producers to perform value-adding functions such as semi-processing, processing, marketing and retailing. **0-4**

2.5 The AVC intervention recognizes and ensures that women become participants or co-equal stakeholders in value chain development and in owning/co-owning shares in the core or allied enterprises in the value chain. **0-2**



## PROACTIVELY BUILDS THE RESILIENCE OF WOMEN AND MEN SMALL SCALE PRODUCERS TO NATURAL, SOCIAL AND ECONOMIC DISASTERS [14 POINTS]

### KEY PERFORMANCE INDICATORS

POINTS

- |  |     |
|--|-----|
| 3.1 The AVC intervention assists small-scale producers in risk assessment and mitigation, resiliency planning and implementation, especially in addressing food security through diversification of crops/produce and/or income sources, and/or through barter trade, as may be appropriate.   | 0-4 |
| 3.2 The AVC intervention makes provisions or have a program in place to enable women and men small-scale producers to better cope with emergencies, natural, social and economic disasters through benefit schemes and access to life and non-life insurance.  | 0-3 |
| 3.3 The AVC intervention invests in the development of capacities of women and men small-scale producers on climate change and disaster risk reduction (CCDRR), mitigation and adaptation and to have Enterprise/Business Continuity Plans.  | 0-3 |
| 3.4 The AVC intervention provides support to women 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 programs offered by governments and NGOs, as may be available and appropriate. | 0-4 |



## PAVES THE WAY FOR THE EMPOWERMENT OF WOMEN AND MEN SMALL PRODUCERS TO BECOME ACTORS IN THEIR OWN DEVELOPMENT AND THAT OF THEIR COMMUNITY AND SECTOR [14 POINTS]

### KEY PERFORMANCE INDICATORS

POINTS

- |   |     |
|---|-----|
| 4.1 The AVC intervention invests and/or ensures partnerships to enable small producers have self-governing institutions such as cooperatives, associations or other relevant forms of organization to articulate and represent their collective spirit and interests.   | 0-4 |
| 4.2 The AVC intervention invests and/or ensures partnerships that enable women and men small producers to have ownership or control/stewardship over land and/or tenurial rights over natural and productive resources.<br>4.2.1 Ensures partnerships that address issues of ownership or control/stewardship over land and/or other forms of tenurial rights<br>4.2.2 Ensures partnerships that enable capital build-up and ownership of productive assets (e.g. farm and off-farm equipment, warehouse, etc.) | 0-4 |
| 4.3 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.  | 0-2 |
| 4.4 Facilitates or co-invests with cooperatives or associations in assisting women small producers to:<br>4.4.1 Have equal rights over land or other forms of tenurial rights<br>4.4.2 Engage in capital build-up and own productive assets (e.g., farm and off-farm equipment, warehouse, etc.)  | 0-4 |



**PRACTICES SUSTAINABLE CONSUMPTION AND PRODUCTION<sup>3</sup> AND PAVES THE WAY FOR WOMEN AND MEN SMALL PRODUCERS TO BECOME STEWARDS OF THE NATURAL RESOURCE BASE SUSTAINING THEIR LIVELIHOODS AND THE ENTERPRISES IN THE VALUE CHAIN [12 POINTS]**

**KEY PERFORMANCE INDICATORS**
**POINTS**

- |  |            |
|--|------------|
| 5.1 The AVC intervention invests in building the awareness and capacities of the women and men small-scale producers to conserve, protect and rehabilitate land, water, fishery and/or forest resources sustaining their livelihoods and the enterprise.   | <b>0-2</b> |
| 5.2 The AVC intervention capacitates or provides support to women and men small-scale producers to effectively utilize and benefit from sustainable production methods and technologies. (WEE)   | <b>0-2</b> |
| 5.3 The AVC intervention is part of a system that promotes sustainable consumption and production with the active participation of its small producer partners in meeting broadly recognized or established standards.   | <b>0-2</b> |
| 5.4 The AVC intervention invests in developing a relevant enterprise/value chain-wide environmental management system (EMS) that identifies environmental issues and impacts and a systematic program to address these issues and impacts.   | <b>0-2</b> |
| 5.5 The AVC intervention allocates a certain percentage of profits or surplus in an environmental fund or undertakes partnerships with relevant organizations to protect, conserve and regenerate the natural resource base and ecosystem that supports the livelihoods and communities of small producers.  | <b>0-2</b> |
| 5.6 The AVC intervention recognizes and ensures that women small producers are pro-active participants or are co-equal stakeholders in environmental education, and in the development of relevant environmental management initiatives that protect, conserve and regenerate natural resources and ecosystems that support their livelihoods and communities. | <b>0-2</b> |



**PROVIDES A COMBINATION OF TRANSACTIONAL AND TRANSFORMATIONAL SERVICES AMONG WOMEN AND MEN SMALL SCALE PRODUCERS TO MORE EFFECTIVELY PARTICIPATE IN VALUE CHAIN AND COMMUNITY/SECTORAL DEVELOPMENT THAT IS BOTH EQUITABLE AND SUSTAINABLE [12 POINTS]**

**KEY PERFORMANCE INDICATORS**
**POINTS**

- |   |            |
|---|------------|
| 6.1 The AVC intervention undertakes an adequate, sustained and systematic program to ensure that the small producers have access to adequate inputs through production loans and/or incentives and are capacitated to effectively and efficiently produce the growing requirements of the market in terms of volume, quality and timeliness.                          | <b>0-2</b> |
| 6.2 The AVC intervention undertakes sustained efforts or a systematic program to develop the leadership of small producers' cooperatives/ associations and their capability to undertake enterprise management functions such as operations and marketing management, stakeholder management, human resource and organizational development and financial management. | <b>0-2</b> |
| 6.3 The AVC intervention invests in building the capability of the primary producer organizations to undertake community resource mapping, visioning, planning and implementation towards becoming a force in community development.  | <b>0-2</b> |
| 6.4 The AVC intervention invests in building the capacity of the small producers' cooperatives, associations or groups to set up their own enterprise projects that may or may not be directly linked to the core value chain.  | <b>0-2</b> |
| 6.5 The AVC intervention invests in building the capacity of the small producers' cooperatives, associations or groups to become co-owners or co-equal partners of the core-enterprise in the value chain and to engage in local economic development.  | <b>0-2</b> |
| 6.6 The AVC intervention recognizes and invests in women small producers as co-equal leaders and members of cooperatives, associations and/or their federations towards their active participation and stakeholderhood in enterprise, value chain and local economy building as well as in community and sectoral development.  | <b>0-2</b> |



## PROACTIVELY CHOOSES VALUE CHAINS AND ENGAGE IN TRANSPARENT AND ACCOUNTABLE VALUE CHAIN DEVELOPMENT PRACTICES THAT ENHANCE WOMEN'S PARTICIPATION AND EMPOWERMENT [16 POINTS]

### KEY PERFORMANCE INDICATORS

POINTS

7.1 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.	0-2
7.2 Assesses the current and potential roles of women in the enterprise and enterprise supply chain and the current and potential impacts of these on women workers, small producers and their communities as input to planning women's economic empowerment (WEE) interventions.	0-2
7.3 Contributes or invests in building the capability of the enterprises in the value chain and partner small producers to address barriers to women's participation in the value chain and beyond such as sponsoring trainings on gender sensitivity and WEE as well as setting-up or incentivizing the setting up of women's groups or committees to undertake planning and implementation of WEE interventions.	0-2
7.4 Ensures that the engagement with women in 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 availment of services, learning events and programs; (c) providing/promoting women-friendly spaces/culture in the workplace (e.g. child minding centers, breastfeeding stations).	0-3
7.5 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).	0-3
7.6 Integrates gender-disaggregated data collection processes and gender-responsive tools in the monitoring and evaluation and management information systems of the enterprise and value chain and uses these to initiate or plan WEE interventions and to track and report the progress of such women, giving recognition and awards to women leaders).	0-4



## PRODUCE MEASURABLE OUTCOMES OF TRANSFORMATION AT THE LEVEL OF WOMEN AND MEN SMALL PRODUCERS, HOUSEHOLDS AND COMMUNITIES, AND VALUE CHAINS AND SUBSECTORS [10 POINTS]

### KEY PERFORMANCE INDICATORS

POINTS

8.1 The AVC intervention has clearly stated social goals or transformational outcomes and has a system for planning, monitoring, evaluating and reporting on the progress of their initiatives on transforming women and men small-scale producers and contributing to women's economic empowerment.	0-2
8.2 Transformational outcomes achieved: Combined AVC interventions result to improved position and well-being of and favorable environment for small producers in the value chain and communities.	0-4
8.3 WEE outcomes achieved: Combined AVC interventions result to improved position, well-being of and favorable environment for women small producers in the value chain and communities. (WEE)	0-4

## **ENDNOTES:**

1 This scorecard has been presented and pre-tested in workshops involving AVC stakeholders in the Philippines and Thailand in 2018.

2 For a detailed discussion of the benchmarks as aspirational standards that aligns with the SDGs as guideposts, see the working paper “A Pathway to Sustainability in AVCs: Benchmarks for Transformational Partnerships and Women’s Economic Empowerment in Agricultural Value Chains.

3 The Oslo 1994 Convention defines this as, “the use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of further generations.

<https://sustainabledevelopment.un.org/topics/sustainableconsumptionandproduction>

## **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

SE - Social Enterprise

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

- 1**



**APPROPRIATE TECHNOLOGY AND COMMUNITY-BASED/ ORIENTED INNOVATIONS**  
[10 points]




  
- 2**



**MORE SUBSTANTIVE SHARE OF VALUE CREATED**  
[12 points]





  
- 3**



**FOOD SECURITY AND RESILIENCE**  
[14 points]




  
- 4**



**EMPOWERMENT OF SMALL PRODUCERS**  
[14 points]







  
- 5**



**STEWARDSHIP AND SUSTAINABLE CONSUMPTION AND PRODUCTION** [12 points]







  
- 6**



**TRANSACTIONAL AND TRANSFORMATIONAL SERVICES**  
[12 points]







  
- 7**



**WOMEN'S PARTICIPATION AND EMPOWERMENT**  
[16 points]



  
- 8**



**MEASURABLE OUTCOMES OF TRANSFORMATION**  
[10 points]










© Institute for Social Entrepreneurship in Asia

This publication is copyrighted but the text may be used free of charge for the purposes of advocacy, campaigning, education, and research, provided that the source is acknowledged in full.

For further information on this scorecard, please email [secretariat@isea-group.net](mailto:secretariat@isea-group.net)

Published and produced by **Institute for Social Entrepreneurship in Asia**

With support from **Oxfam and the Embassy of Sweden in Bangkok** under the **Gender Transformative and Responsible Agribusiness Investments in South East Asia (GRAISEA) Programme**

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