

## AFA Enterprise Assessment Tool

Sustainable and Inclusive Agri-based Enterprise

### Scoring and Rating Table

ELEMENTS	INDICATORS	SCORE/ RATING *	Visual Rating**	REMARKS***	NEXT STEPS****
<b>Organizational Management</b>	Legal identity, licenses and permits to operate and comply with reportorial requirements				
	licenses and permits to operate agri-based enterprise				
	compliance to government reportorial requirements				
	Organizational direction such as VMGO and strategic plan and budget translated into operational and enterprise plan				
	Membership reach: type of members and number of members (segregated into male and female) and compliance to basic requirements as member				
	Profile and database system				
	Leadership (BOD, Committee) and management e.g. Manager, finance and admin personnel				
	Organizational Structure and <b>Governance</b>				
	Conduct of meeting and minutes/documentation of meetings, follow-up of agreements				
	Systems, Policies and Procedures				
	Financial and Audit Management system				
<b>Profitability and Solvency</b>	Feasibility study and enterprise plan and implementation				
	Income for farmers and the cooperative/enterprise				
	Sales and Inventory Performance				
	Fund utilization e.g. capital turnover				
	Current ratio measures the liquidity of enterprise operation				
<b>Stability</b>	Visibility of enterprise and promotion (communication strategy)				
	Access to updated and reliable industry information (Updated and reliable industry information (input suppliers-markets)				

	Technical and extension service to members/shareholders Provision of Field/Farm Technical assistance (extension services)				
	Quality and integrity of farmers' produce and capacity to sustain supply to the markets Quality control system that ensures product integrity and sustain product quality				
	Return-on-Assets and Returns on Equity Return-on-Equity (measures effectiveness of operation Firm's assets/shareholders' equity are used to generate profits				
<b>Market Access</b>					
	Training of farmers on sustainable agricultural techniques to increase yield and improved quality of produce				
	Access to better price through contracts Competitive Price of products vis marketing contracts				
	Access to market information such as demand, supply and price, issues and opportunities Market intelligent				
	Market linkages, level of engagement and arrangement with market				
	Product type/forms of products e.g. raw materials, semi-processed, packed, etc.) and market reach				
<b>Inclusivity</b>					
	Quality of women participation in leadership and management Setting price, quality and standards				
	Policy and programs supportive to inclusive and sustainable agro-based enterprise Influencing policy for an inclusive and sustainable enterprise model				
	Sharing of risks and benefits Equitable risks and benefit sharing				
	Type of service/s and quality or responsiveness of services to members/shareholders				
	Level of engagement of farmers' producers in the specific commodity value chain				
<b>SUSTAINABILITY</b>					
	Linkages and Network Building				
	Human resource development				
	Services and benefits to members/shareholders				
	Assurance of product supply and markets				
	Product enhancement through technology innovation and expansion of markets				
	Environmental protection, disaster risk mitigation and promotes health and safety products				

\*score/rating = 1, 2, 3

\*\*visual rating: smiley/color code = 1-red, 2-orange, 3-green

\*\*\*remarks-highlights of key points during assessment and discussion such as status, factors that helps/hinder, issues and concerns

\*\*\*\*next steps should capture the action plan based on the remarks. Specific action plan and strategy/approach on how to proceed should be clearly written. This will be written in the Plan intervention where



