

HARMONIZING DEVELOPMENT & BUSINESS INDICATORS TOOL USE CASE: *BROOKLYN SUPPORTED AGRICULTURE*

HARMONIZING DEVELOPMENT & BUSINESS INDICATORS

The Harmonizing Development and Business Indicators (HI) tool seeks to highlight the existing alignment between USAID objectives and private sector objectives. It was created for USAID relationship managers who seek to engage private sector enterprises, which might include multi-national (MNC), national or regional organizations.

The HI tool maps existing business-relevant indicators to Foreign Assistance Framework Standardized Program Structure and Definitions (SPSD) indicators. To represent indicators for private sector objectives, a number of well-known environmental, social, and governance (ESG) indicator frameworks were used, such as Global Reporting Initiative (GRI) and SASB, as well as the Global Impact Investing Network's (GIIN) framework, IRIS+.

While the Sustainable Development Goals (SDGs) do not act as an ESG framework, companies often use the SDGs as a guide for their ESG strategies. As a result, the SDGs were added to the HI tool.

Relationship managers can use the tool to better understand partner motivations, recognize common monitoring needs, and identify engagement opportunities. To learn more about ESG frameworks along with why and how the private sector is using them, please refer to the Guidance Document.

I. Relationship managers is used throughout the document as a substitute for program officer or implementing partner relationship manager.

CONTEXT & BACKGROUND

Food security and racial justice are inextricably connected to development. Brooklyn Supported Agriculture is a project of Brooklyn Packers - a worker-owned, Black-led, food sourcing, packing, and distribution cooperative business in the United States. As a mission-driven, community-centered company, Brooklyn Supported Agriculture ensures accountability through its transparent supply chain and personal relationships with staff and suppliers. Additionally, suppliers and staff are displayed on the company's website.

Holding true to its company values of solidarity, anti-capitalism, and food sovereignty, Brooklyn Supported Agriculture utilizes a community-supported agricultural model to source from and support local growers, with a preference for small-scale, women-led, queer, and suppliers of color. With a shortened supply chain, fresh, sustainable produce is brought directly to consumers. The cooperative functions as an online market, which further conserves resources and reduces cost.

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Company profits are earned from food sourcing, packing, and distribution, not inflated food prices. This ensures fair wages for employees and just prices for customers. Diversity, Equity, and Inclusion is further ensured through profit-sharing: all worker-owners receive the same salary and decide collectively how to use any profits earned; and equitable food access: sliding scale pricing to accommodate under-resourced customers.

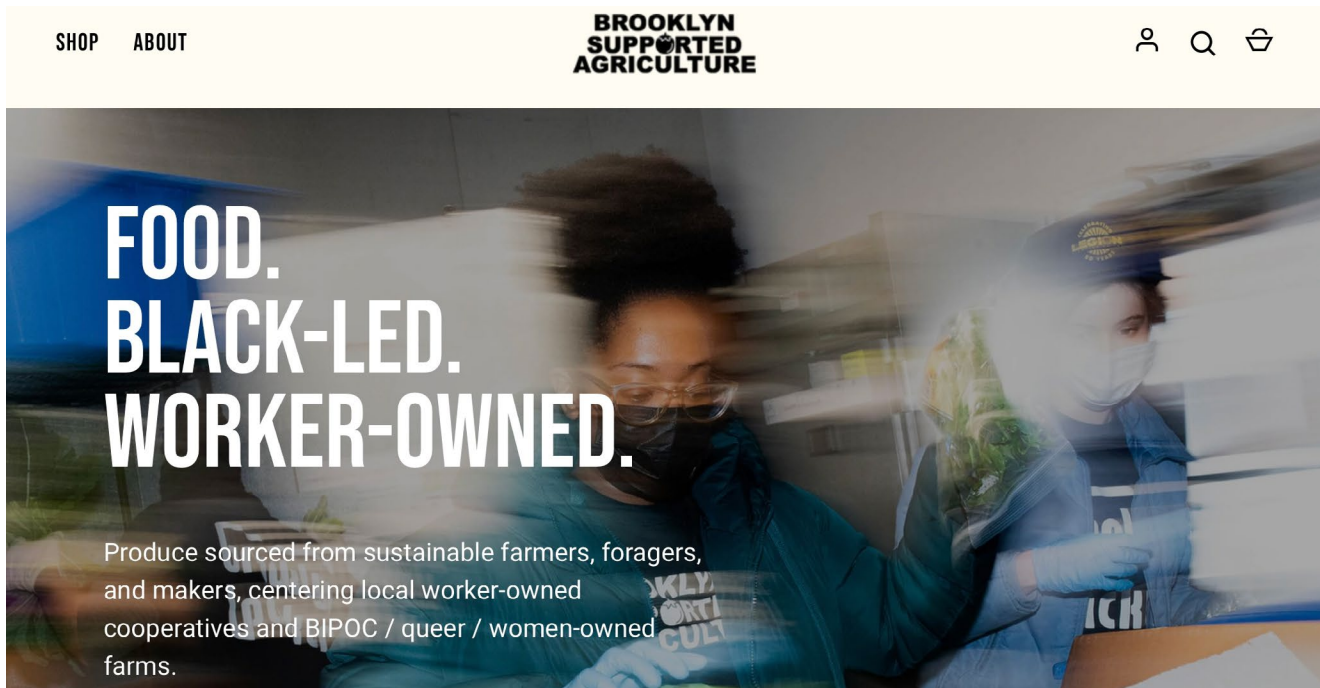


Image 1: Screenshot from homepage of Brooklyn Supported Agriculture website

USE CASE PRIMARY SCENARIO

How and why might the USAID relationship manager search the HI tool for indicators that will benefit both USAID and Brooklyn Supported Agriculture

- System: [HI Tool](#)
- Primary Actor: USAID Relationship Manager

The work of Brooklyn Supported Agriculture potentially aligns with multiple business-relevant development indicators. Still, a small enterprise the organization's capacity to officially report in alignment with recognized sustainability frameworks and standards is likely limited due to the company's modest financial, human, and legal resources. The following use case serves as an illustrative model and training on how the HI tool might assist a USAID Relationship Manager in identifying existing alignments between USAID's objectives and Brooklyn Supported Agriculture's objectives, as well as the monitoring and evaluation of these objectives. After identifying potential alignments, the USAID Relationship Manager may choose to engage Brooklyn Supported Agriculture based on a deeper understanding on how this enterprise model might inform both domestic development work.

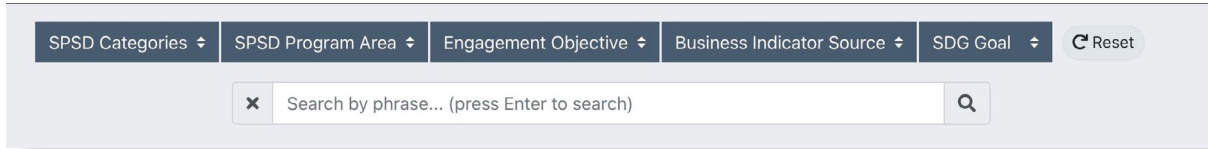


Figure 1: HI Tool indicator categories and search bar.

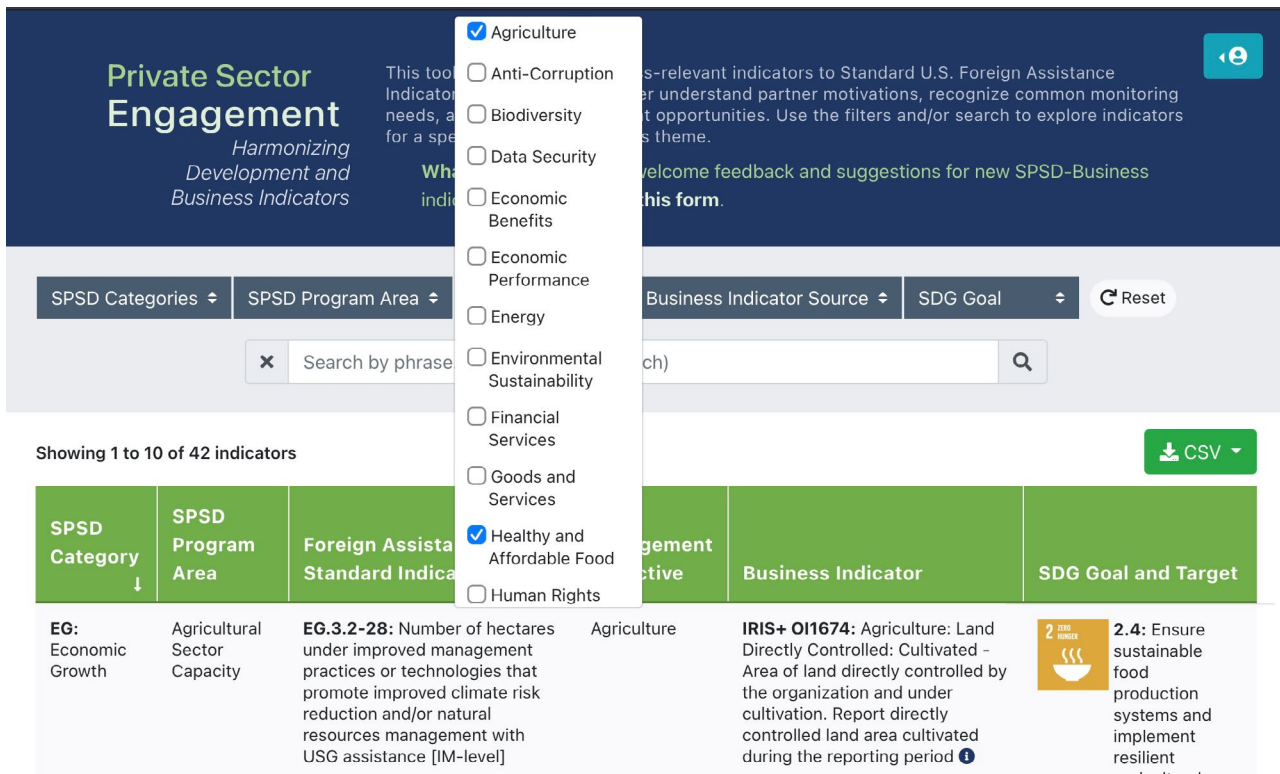


Figure 2: The 'Engagement Objective' drop down list with two subcategories selected.

In order to conduct a preliminary search for harmonized indicators, the USAID Relationship Manager may choose to begin from their own professional knowledge of the context or sector, based on Brooklyn Supported Agriculture’s expressed values and goals, or preferably a combination of both. Under the Engagement Objective tab for example, by selecting the following subcategories from the drop down list: (1) Agriculture; and (2) Healthy and Affordable Food, the HI tool can yield 42 potentially relevant indicator matches.

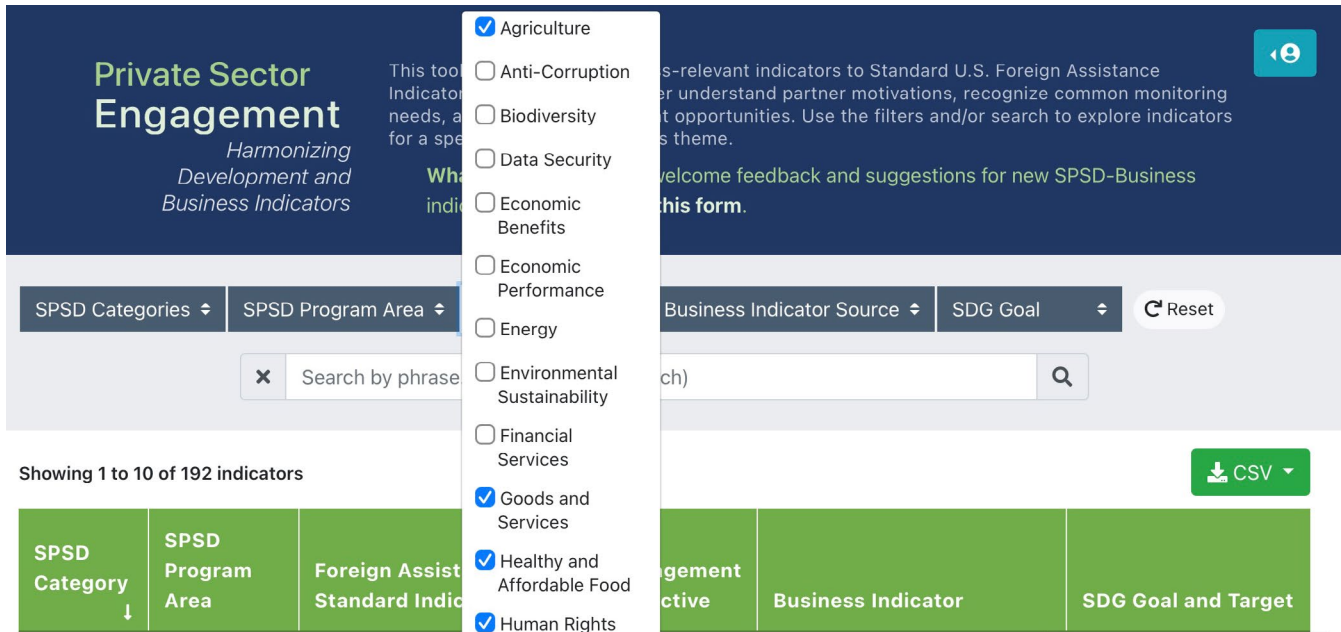


Figure 3: The 'Engagement Objective' drop down list with four subcategories selected.

Checking the boxes next to additional subcategories under Engagement Objective, such as Goods and Services and Human Rights for example, will display 150 more indicator matches (a total of 192).

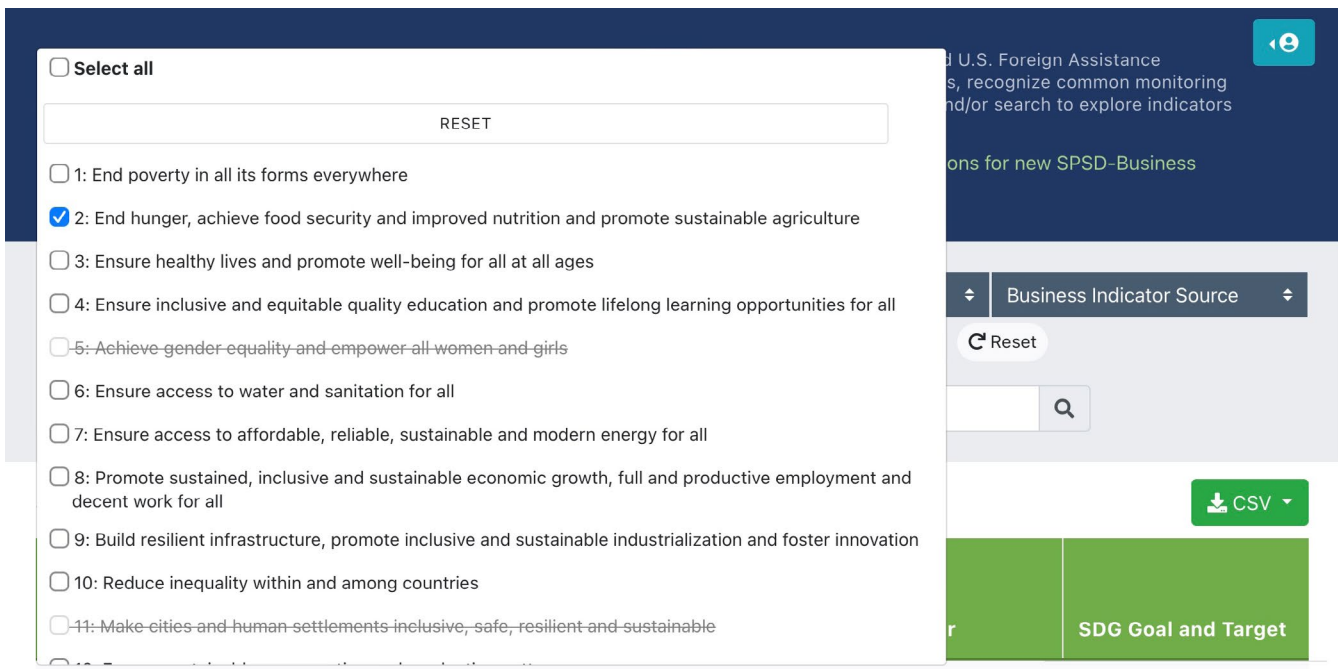


Figure 4: Narrowing down 'Engagement Objective' using 'SDG Goal and Target'.

Adding additional categories to the search criteria may narrow down the indicator matches, making the search results more manageable. For example, adding the sub-category SDG Goal 2: End hunger under SDG Goal, will yield in less indicator matches (a total of 36), and increased usability of the search results.

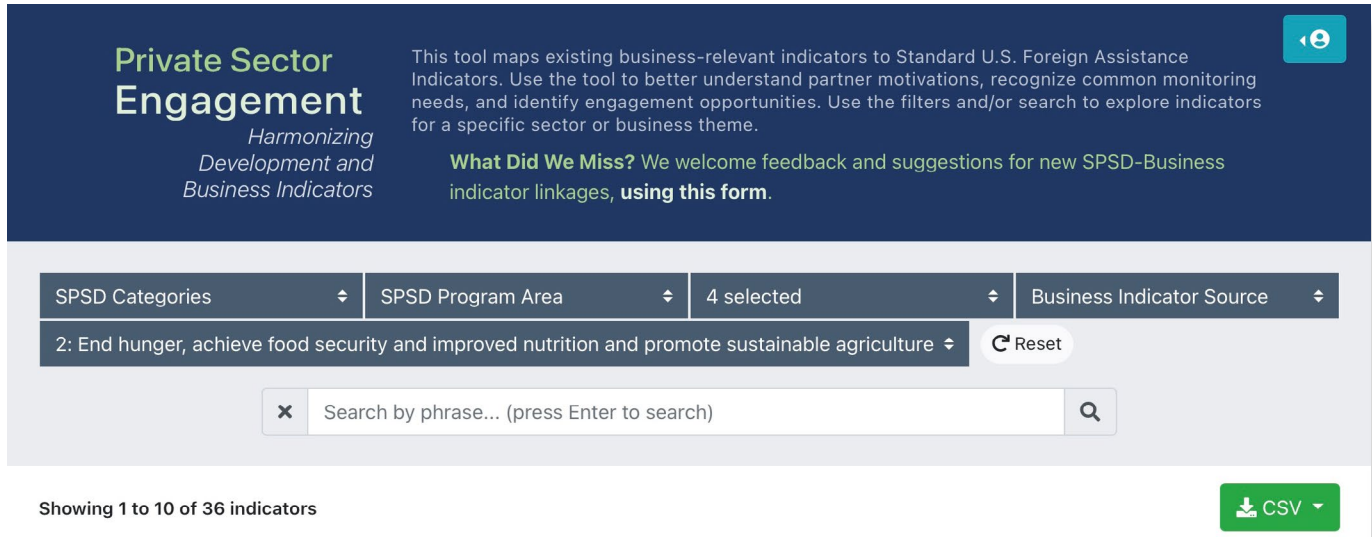


Figure 5: Adding ‘Economic Benefits’ and ‘Economic Performance’ (under ‘Engagement Objective’) to the search criteria, while maintaining the existing selection.

FUTURE IMPACT

One might choose to narrow down the search results even further by selecting additional subcategories under SPSP Category or SPSP Program Area, or work with the current search results to identify potential points of engagement. In either of the above-mentioned scenarios, the HI Tool facilitates the identification of existing alignments between development indicators and business indicators that are relevant for reporting commitments on socio-economic impacts. As a result, USAID internal, technical officers might better foster private sector engagement with joint monitoring and mutual understanding of the results each organization aims to achieve.

Source: <https://brooklynsupportedagriculture.com/>