

# Syngenta Foundation India

## Agri-Entrepreneur Insights



Credit: Gunu Moorthy Gokul

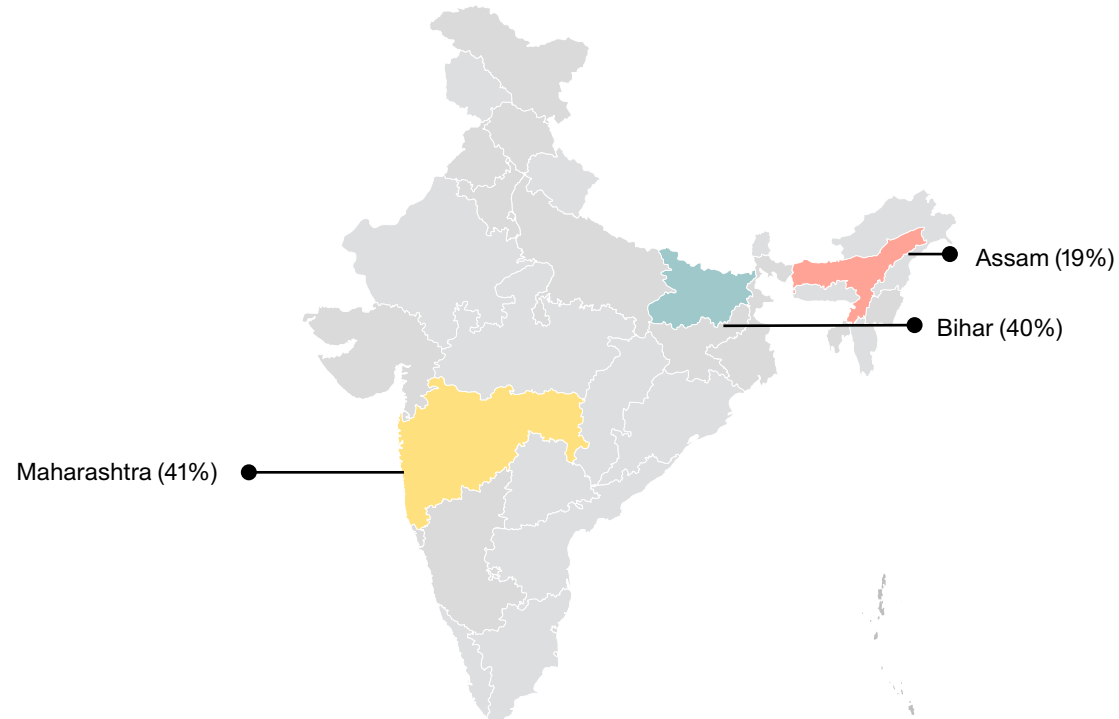
# Who We Spoke To

The Agri-Entrepreneurs (AEs) we spoke to are distributed across 3 states in India: Assam (19%), Bihar (40%) and Maharashtra (41%). All the respondents have been actively working as Agri-Entrepreneurs in the past 12 months and have received training from SFI.

Throughout the report, we refer to Agri-Entrepreneurs as 'AEs.'

We spoke to 151 Agri-Entrepreneurs (AEs) trained by Syngenta Foundation India (SFI) in Assam, Bihar and Maharashtra.

## Distribution of Agri-Entrepreneurs Across India



# Welcome To Your 60dB Results

We enjoyed hearing from 151 Agri-Entrepreneurs associated with Syngenta Foundation India - they had a lot to say!

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# Agri-Entrepreneur Performance Snapshot

Agri-Entrepreneurs experience meaningful improvements in their quality of life and income. There is room to improve the effectiveness of the training.

## Practicality of Trainings

24%

applied 'all' of the training to their work as an Agri-Entrepreneur

## Impact

85%

quality of life improved

## What Impact

- 38% mention increased income
- 23% talk about affording household bills and expenses

## Farmer Interactions

67%

communicate with their farmers daily, 2-3 times a week, or once a week

## Agri-Entrepreneur Voice

"I learned how to interact with farmers and make them listen or respond to me. Before it was very difficult as they would just not listen to me. I also gained respect at home as a woman."  
– Female, Maharashtra, 35

## Data Summary

Company Performance: 151 Agri-Entrepreneur phone interviews in November 2022 in India.

## Net Promoter Score®

39

on a -100 to 100 scale

## Benefit to Farmers

34%

think farmers are getting very high benefits

## Income Earned

82%

report increase in incomes

## Gender

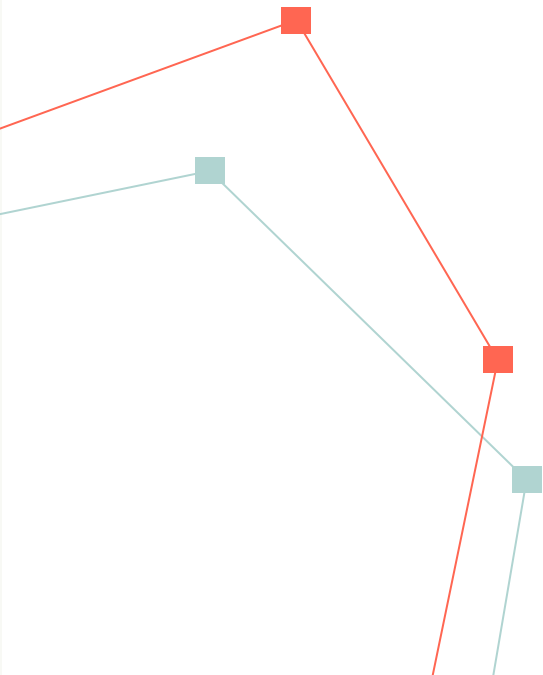
34%

female farmers served on average

# Agri-Entrepreneur Voices

We love hearing Agri-Entrepreneur voices.

Here are some that stood out.



## Impact Stories

85% shared how becoming an Agri-Entrepreneur has improved their quality of life

“My confidence has increased after working as an Agri-Entrepreneur. Many people now recognize me in my village. I rarely used to go outside, but now I do so and advise people on farming. This makes me proud.”  
- Female, Maharashtra, 42

“Being an AE has increased the confidence in my ability to do something. It feels nice when farmers think I can solve their problems. I feel proud.” - Female, Maharashtra, 49

“Being an AE provides me with not only a job, but a sense of dignity.” - Male, Maharashtra, 21

“I am earning more and I have a name of my own. All the people in my village know me and respect me. They say that I have come from Hyderabad after gaining a lot of knowledge. I have earned a reputation.” - Male, Bihar, 33

“I am now financially independent. In the past, I used to depend on my elder brother's income. Now I can fulfil my basic needs such as food and clothing on my own.” - Male, Assam, 29

“Our nation rests on agriculture and knowing that I am a part of it makes me happy.” - Male, Bihar, 25

## Opinions On SFI's Value Proposition

52% were Promoters and were highly likely to recommend

“Syngenta [Foundation India]’s staff are very responsive and prompt. They come to the meetings regularly and guide me. This keeps me motivated. Hence, it is enjoyable to work with Syngenta [Foundation India].” - Female, Maharashtra, 30

“The training was very useful. We can apply all of it in our field work. They gave us very detailed information.”  
- Male, Bihar, 26

## Opportunities For Improvement

62% had a specific suggestion for training improvement

“Training was online and difficult to understand. There is also a lot of difference between understanding something online and practically applying it.” - Male, Assam, 40

“The training should include demonstrations for the farmers. This will motivate them.” - Female, Maharashtra, 24

# 3 Things We Learned About Agri-Entrepreneurs

## 1 **Going great:**

**AEs report improved quality of life and increased income.**

85% say their life has improved since becoming AEs, with 31% of all AEs reporting it has 'very much improved'.

4 in 5 respondents increased their incomes by becoming AEs. They reported median monthly earnings of INR 10,000.

41% of AEs report that selling agricultural inputs generates the most income. 23% report digital banking and 21% report crop advisory as their highest earning services.

**An idea:** Can you use this data to recruit additional Agri-Entrepreneurs into the program?

## 2 **A finding that jumped out:**

**AE experiences and satisfaction with the program vary by state.**

AEs in Bihar are less satisfied with the program. Only 23% are 'Promoters' compared to 71% and 75% in Maharashtra and Assam, respectively.

AEs in Bihar are also less likely to understand the training and find it applicable to their job.

AEs in Bihar report serving a median of 200 farmers (compared to 150 in Maharashtra and 30 in Assam) and they communicate with each farmer less frequently.

**For discussion:** Is anything different about the AE program or agricultural norms in Bihar? Why might these AEs be having a different experience?

## 3 **Area for improvement:**

**AEs struggle with obtaining certification and request more practical trainings. Female AEs earn less than males.**

'Detractors' complain about delays in getting licenses and 14% of all AEs say they are unable to earn an income.

17% of AEs suggest more practical trainings and 13% suggest in-person trainings. 17% want to see more diverse topics covered.

Female AEs report significantly lower monthly earnings than their male counterparts.

**A recommendation:** How can the Syngenta Foundation India support AEs in getting their licenses to operate? Can you provide additional resources and training for women to help them succeed?

“People from Syngenta [Foundation India] guide us- right from the kind of seeds to plant to ways how to sell the final product in the market. They make sure that they help us in every step of the way.” - Female AE, Maharashtra, 34

## ● Who are your Agri-Entrepreneurs (AEs)?

- Demographics

## ● How Can You Improve?

- Net Promoter Score & drivers
- Training effectiveness
- Top suggestions

## ● What is the Impact on Agri-Entrepreneurs?

- Impact on quality of life
- Changes in income & monthly earnings

## ● How are AEs Engaging with Farmers?

- Farmers served
- Frequency and nature of farmer interactions
- What services do AEs provide to farmers?
- Perception of services provided



# Agri-Entrepreneur Demographics

A typical AE is male, is in the age range of 21 to 46 and has a university-level education.

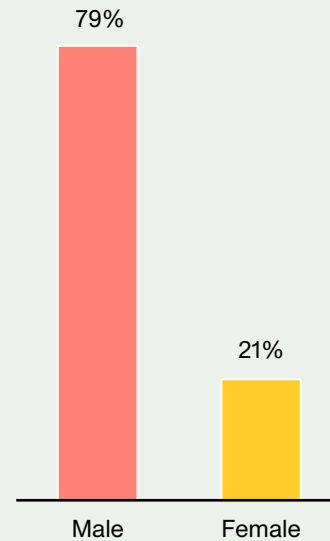
We asked questions to understand the AE's profile.

AE education levels vary by state. Maharashtra has the highest portion of university level AEs (71%) followed by Bihar (61%) and Assam (39%.)

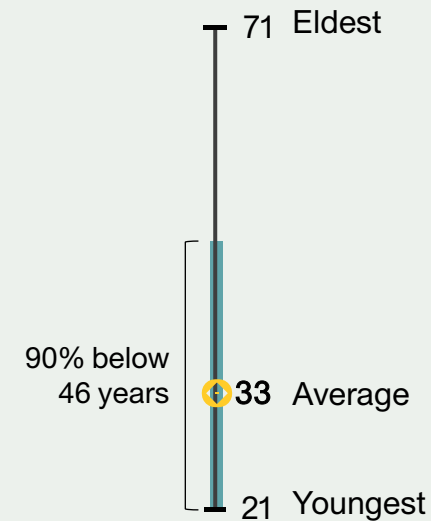
## About The Agri-Entrepreneurs We Spoke With

Data relating to Agri-Entrepreneur characteristics (n = 151)

### Gender



### Age



### Education Level

- Tertiary (61%)
- Upper secondary (31%)
- Lower secondary (7%)
- Primary (1%)
- No school (0%)



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# Net Promoter Score®

SFI's Agri-Entrepreneur program has a Net Promoter Score® of 39 which indicates fair satisfaction amongst AEs, with room for some improvements.

The Net Promoter Score® is a gauge of satisfaction and loyalty. Anything above 50 is considered very good. A negative score is considered poor.

Asking respondents to explain their rating provides insight into what they value and what creates dissatisfaction. These details are on the next page.

We observed that female AEs had a higher NPS (53) than male AEs (35), but this is not a statistically significant difference. We also saw differences in NPS by state.

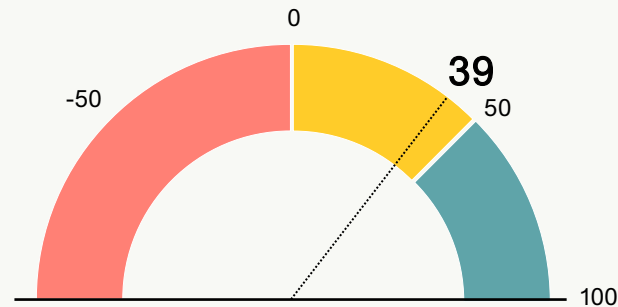
Creators of the NPS, Bain & Company, suggest that a score of\*:

- Above 0 is good
- Above 20 is favourable
- Above 50 is excellent
- Above 80 is world class

These are only general guidelines. A 'good NPS' will depend on the industry and country the organization is in.

## Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely is it that you would recommend working as an Agri-Entrepreneur to a friend or a family member, where 0 is not at all likely and 10 is extremely likely? (n = 151)



NPS = 52% Promoters — 13% Detractors

9-10 likely to recommend

0-6 likely to recommend

### 52% are Promoters

“I have encouraged many sisters to become AEs. One can gain a lot of knowledge about agriculture. It is an opportunity for women to earn money and be financially independent.” - Male, Bihar, 32.

### 35% are Passives

“Syngenta [Foundation India] is a good platform for young women like me who don't get many chances. However, one of the major problems we face is not being able to earn much money.” - Female, Maharashtra, 32.

### 13% are Detractors

“All AEs get a good training, but there is a very small window of opportunity to earn. I have not received a certificate to start my own shop. There are many like me.” - Male, Bihar, 27.

# NPS Drivers

Promoters value the diversity of topics and knowledge gained from trainings. Passives and Detractors complain they are unable to earn an income.

52% are Promoters :)

## They love:

1. **The diversity of topics covered**  
(46% of Promoters / 24% of all respondents)
2. **Improved knowledge of farming techniques**  
(42% of Promoters / 22% of all respondents)
3. **Improved incomes**  
(34% of Promoters / 18% of all respondents)

“When SFI encourages us to start our business they make sure that they help us in every step of the way.” - Female, Maharashtra, 34

### Tip:

Highlight the above value drivers in marketing.

Promoters are powerful brand ambassadors — can you reward them?

35% are Passives :\

## They like:

1. **Improved knowledge of farming techniques**  
(65% of Passives / 23% of all respondents)
2. **Improved incomes**  
(37% of Passives / 13% of all respondents)

## But complain about:

1. **Unable to earn an income**  
(23% of Passives / 7% of all respondents)

“Syngenta [Foundation India] helped us get information, but I don't have much support to start a business.” - Male, Maharashtra, 24

### Tip:

Passives won't actively refer you in the same way that Promoters will.

What would it take to convert them?

13% are Detractors :(

## They complain about:

1. **Delays in receiving certificates and licenses**  
(60% of Detractors / 8% of all respondents)
2. **Unable to earn an income**  
(55% of Detractors / 7% of all respondents)
3. **Poor financial support from SFI**  
(35% of Detractors / 5% of all respondents)

“Neither have we been issued any license, nor have we been provided with loan facility so that we could start a business of our own.” - Male, Bihar, 23

### Tip:

Negative word of mouth is costly.

What's fixable here?

# Training Effectiveness

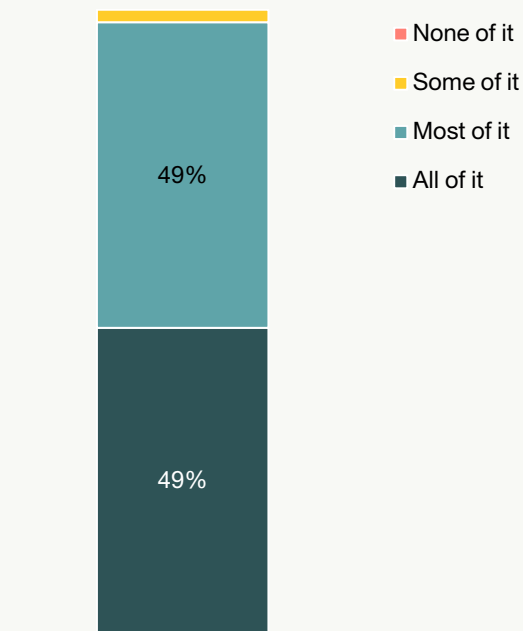
Almost all AEs found SFI's training to be useful and easy to understand. 3 in 4 apply 'all' or 'most' of it to their work.

To understand the effectiveness of SFI's training, we asked the AEs questions regarding the usefulness, ease of understanding and practicality of their training.

We found that ease of understanding and practicality varies by state. More AEs in Maharashtra were likely to report they understood 'all' of the training (74%) when compared to AEs in Assam (36%) or Bihar (30%). They are also more likely to find the training practically applicable to their livelihood (45%) compared to their counterparts in Assam (21%) and Bihar (5%).

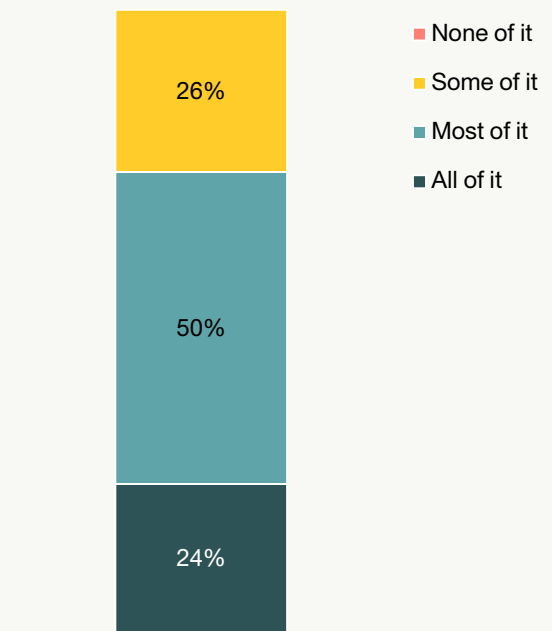
## Ease of Understanding

Q: How much of the training you received was easy to understand? (n = 151)



## Training Practicality

Q: How much of the training you received are you applying to your work as an Agri-Entrepreneur? (n = 151)



# Suggestions for Training Improvements

We asked AEs to explain, in their own words, how SFI's training could be improved.

17% asked for more practical and extensive trainings while 13% said that in-person classes would enhance SFI's intervention.

We also saw that more AEs in Assam request practical classes. (43% of AEs in Assam vs 15% in Bihar and 8% in Maharashtra).

Of the 17% of respondents who want more practical trainings, 35% are [Detractors](#). This is higher than the overall proportion of Detractors (13%).

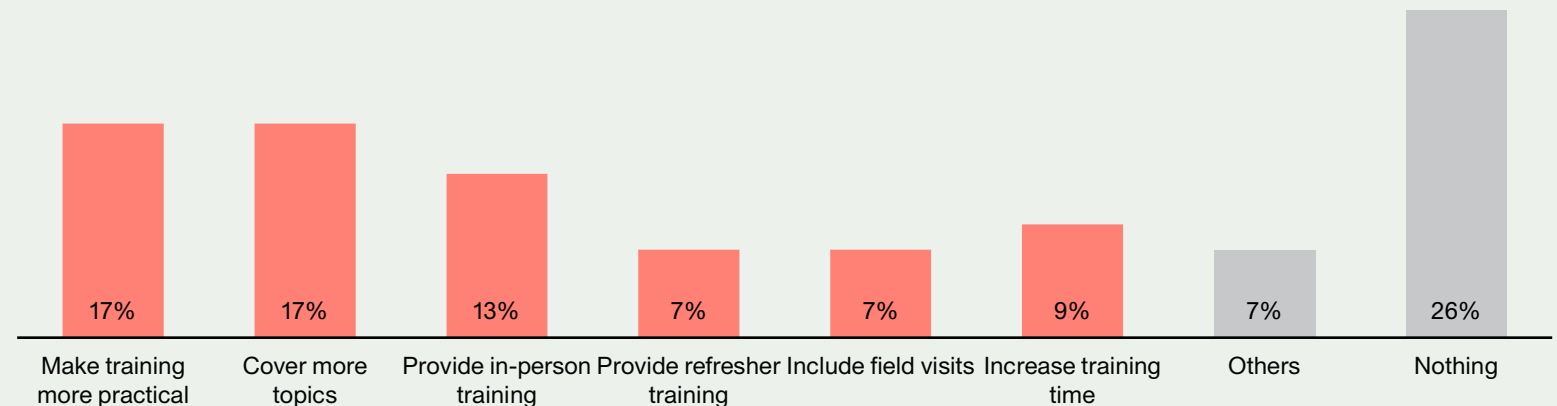
Agri-Entrepreneurs ask for trainings on more topics and practical, in-person trainings.

## Suggested Improvements

Q: How could the training be improved? (n = 151). Open ended, coded by 60 Decibels.

“It would be better if we were given practical knowledge. We were taught online and not all that we learnt could be applied practically, so face to face training is must.” - Male, Bihar, 40

“It would be helpful if we could get more practical classes on cultivation, livestock care and better and market linkages.” - Male, Assam, 37



# Refresher Trainings

We asked AEs whether they thought a refresher training would be useful. AEs in Assam are most interested; 86% answered 'Yes' (compared to 67% and 60% from Bihar and Maharashtra respectively).

AEs who completed their training before 2021 are also more likely to want a refresher training than those who completed it after (70% vs 60%).

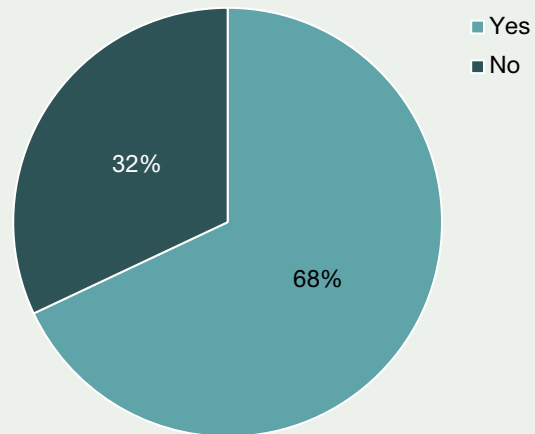
We also asked AEs on which topics they'd like a refresher training.

56% of respondents request refresher trainings on farming techniques, including crop growth, advisory, irrigation, and vermicompost.

More than two thirds of AEs would like more training. They request training on crop production, market linkages, and livestock practices.

## Need for Refresher Training

Q: Do you think a refresher training would be useful? (n = 151)



## Preferred Topics for Refresher Trainings

Q: On which topics would you most like a refresher training? (n = 102)

### 1. Crop growing techniques

(82% of those wanting a refresher / 56% of all respondents)

“I need training in agricultural techniques and insecticide usage. It has been two years since I received training. Of course, a revision is needed.” - Male, Bihar, 25

### 2. Market linkages

(25% of those wanting a refresher / 17% of all respondents)

“Market linkages. We are able to produce local crops easily but selling them is a huge issue.” - Male, Assam, 37

### 3. Livestock-related training

(21% of those wanting a refresher / 14% of all respondents)

“I would love to have trainings on animal husbandry on topics such as vaccination and using appropriate animal feeds.” - Female, Maharashtra, 38

“I have a lot more earnings and have gained a lot of knowledge through the training. The training was easy and didn't require much effort. You get benefits by investing a small amount of time.” - Male AE, Bihar, 30





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- Impact on quality of life
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# Impact Performance: Quality of Life

Nearly 4 in 5 respondents report improvements in their quality of life since becoming an Agri-Entrepreneur.

To gauge depth of impact, AEs and users were asked to reflect on whether their quality of life has changed since becoming an AE.

85% said their life had improved, with 31% of all AEs reporting it had 'very much improved'.

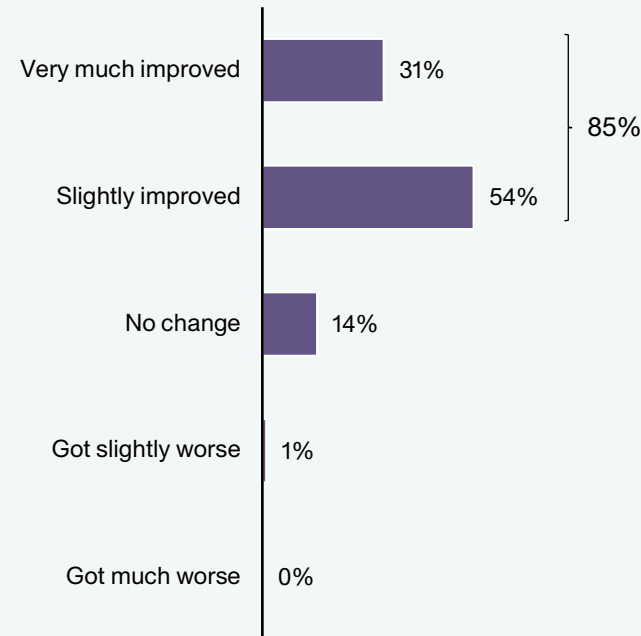
AEs in Maharashtra were more likely to report 'very much improved' quality of life'. We've listed differences across states for this metric below.

## Quality of Life Improved by State

	% Very much improved	% Slightly improved
> Overall	31%	54%
> Maharashtra	47% ↑	45%
> Bihar	21%	54%
> Assam	18% ↓	75% ↑

## Perceived Quality of Life Change

Q: Has your quality of life changed since becoming an Agri-Entrepreneur? Has it: (n = 151)



### Very much improved:

“I earn a lot now. Most [of my peers] are sitting idle because there is no work, but I got work at this age.”  
- Male, Bihar, 42

### Slightly improved:

“I learnt how to interact with farmers. Before it was very difficult as they would just not listen to me.”  
- Female, Maharashtra, 35

### No change:

“I could earn nothing. Without a license and certificate, I couldn't implement my knowledge anywhere.”  
- Male, Bihar, 42

# Quality of Life: Top Outcomes

Respondents were asked to describe the positive changes they were experiencing since becoming AEs.

The top outcomes are shown on the right. Others included:

- Work satisfaction and feeling positive about helping other farmers (15%)
- Learnt new skills (13%)

Agri-Entrepreneurs report increased incomes, ability to afford household expenses, and improved self esteem.

## Three Most Common Self-Reported Outcomes for 85% of AEs Who Say Quality of Life Improved

Q: Please explain how your quality of life has improved. (n = 129). Open-ended, coded by 60 Decibels.

45%

mentioned **increased income**  
(38% of all respondents)

“I earn good money. I am using the money for my higher studies. Also, I give some money to my family. Now I am no more a burden on my family.”  
– Female, Assam, 22

26%

spoke about **affording household bills and expenses**  
(23% of all respondents)

“I can get a consistent income through Spice Money with which I can take good care of my family.” – Male, Bihar, 32

23%

reported an **improved sense of self esteem and social status**  
(20% of all respondents)

“After starting my work with Syngenta [Foundation India], the farmers have started respecting me and listening to my advice. Because of this, my children look up to me.” – Female, Maharashtra, 38

# Changes in Money Earned

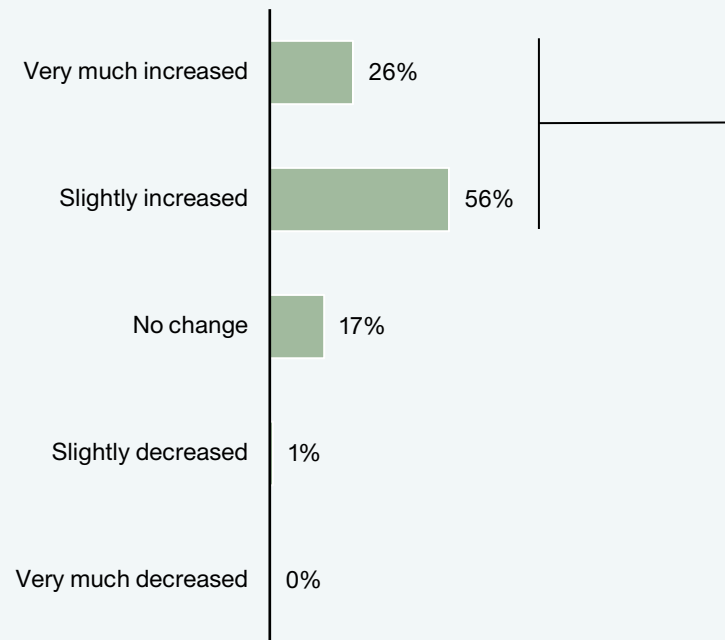
4 in 5 respondents increased their incomes by becoming AEs. Of these, 3 in 4 increased their income by 50% or more.

There is a strong link between income change and AE satisfaction levels. Income is also linked to training effectiveness. Of those who say their income has 'very much increased', 74% report 'all' of the training easy to understand compared to 35% of AEs who report no change in income.

82% of all AEs mention that their income has improved. For 38% of all AEs, this improvement in income is the most important quality of life improvement they experience. (See previous slide)

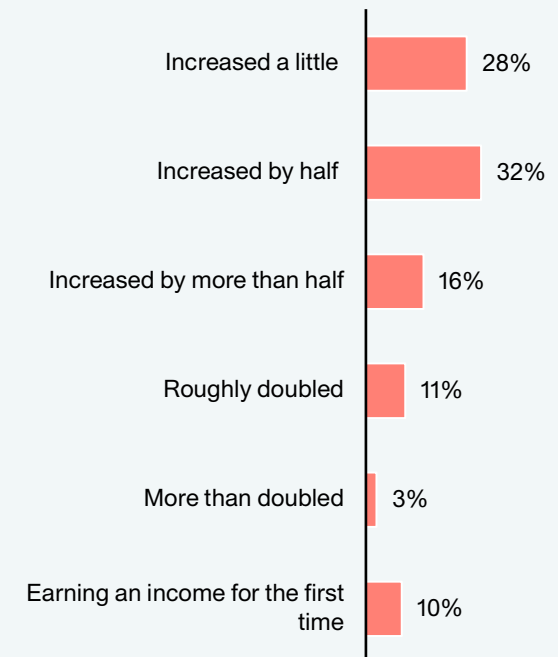
## Changes in Agri-Entrepreneur Income

Q: Has the money you earn changed because of working as an Agri-Entrepreneur? (n = 151)



## Proportion of Increase in Income

Q: Approximately how much has your individual income increased since you became an Agri-Entrepreneur? (n = 123)



# Monthly Income

AEs earn a median income of INR 10,000 per month. Female AEs earn less than males.

We found a narrow range of incomes across AEs overall. Close to 8 in 10 AEs earn INR 30,000 or less per month.

There was a narrower range of incomes by state. AEs in Assam have a higher median income of INR 27,500 when compared to Maharashtra and Bihar, where the median incomes are INR 10,000 and comparable.

Female AEs earn less than their male counterparts. This difference is statistically significant, although our sample included only 32 females.

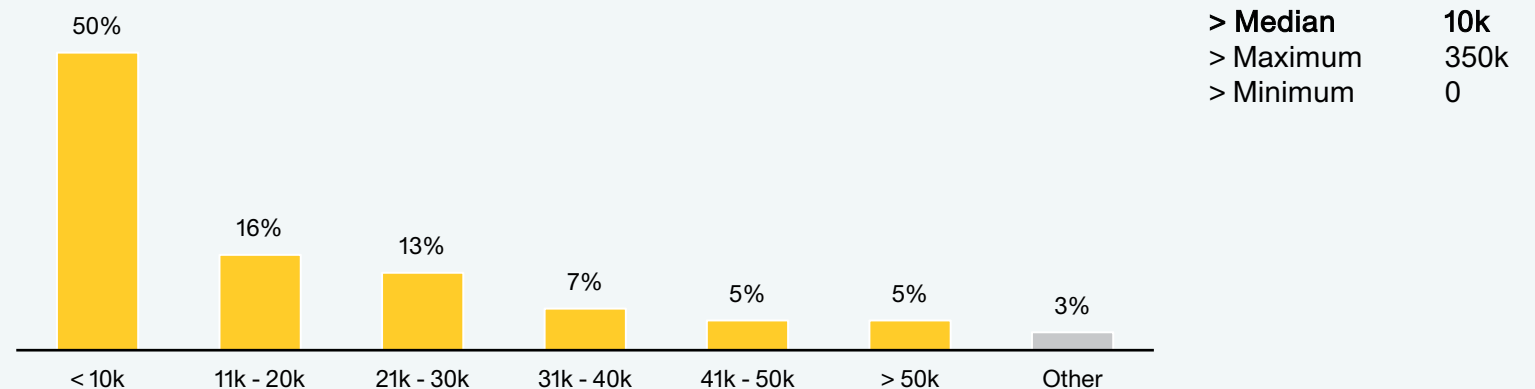
## Income Segmented by AE Gender (Median)

> Overall	INR 10,000
> Male	INR 15,000
> Female	INR 5,000

## Monthly Earnings as an Agri-Entrepreneur

Q: Approximately how much money do you earn each month as an Agri-Entrepreneur? (n = 151) Open ended, coded by 60 Decibels. [All figures in INR]

“I can get a little more money from my farming activity and from being an AE. I make Rs. 9 to 10 thousand rupees. With this money, I can support my family's regular needs.”  
- Male, Maharashtra, 25





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# Farmers Served

Each AE serves 150 farmers on average, two thirds of whom are male. Female AEs are more likely to serve female farmers.

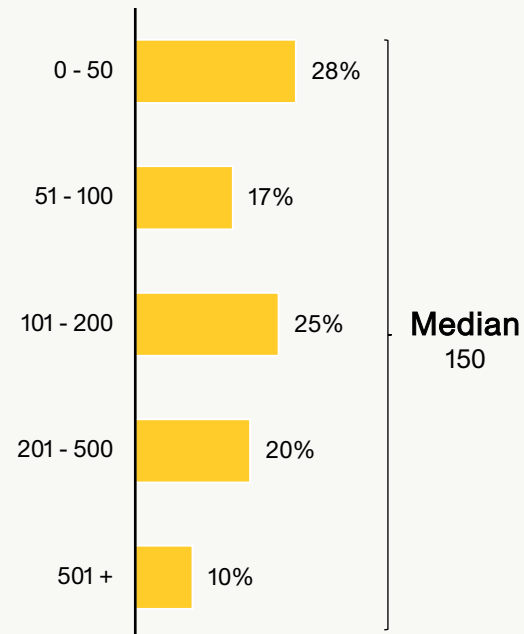
AEs are more likely to serve farmers of their own gender. When asked about the gender of the farmers they serve, male AEs report that only 29% of their clients are female, compared to 54% for female AEs.

## Median Farmers Served by State

> Overall	150
> Bihar	200
> Maharashtra	150
> Assam	30

## Number of Farmers Served

Q: In this current season, how many farmers do you serve?  
(n = 151)



## Farmers Served by Gender

Q: What proportion of the farmers you serve are female / male?  
(n = 151)



# Farmer Retention

We asked AEs about farmer retention and attrition.

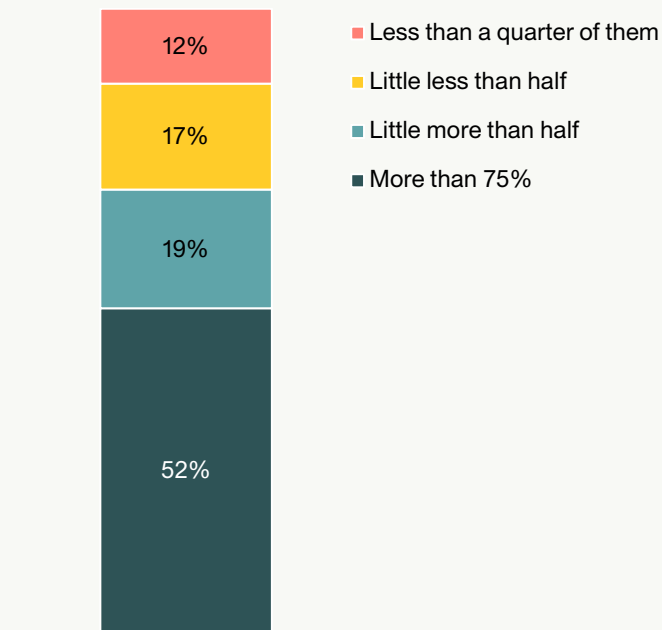
We found both metrics to differ by state. AEs in Bihar are more likely to report that they work with over 75% of their farmers regularly (54%). This is higher than Maharashtra (39%) and Assam (6%).

AEs in Assam report attrition primarily due to farmers lacking the finances to apply their learnings or continue cultivation. In Maharashtra, farmers are unreceptive to the AE's guidance due to lack of interest.

Farmer retention is high. Top drivers of attrition are lack of trust and lack of finances.

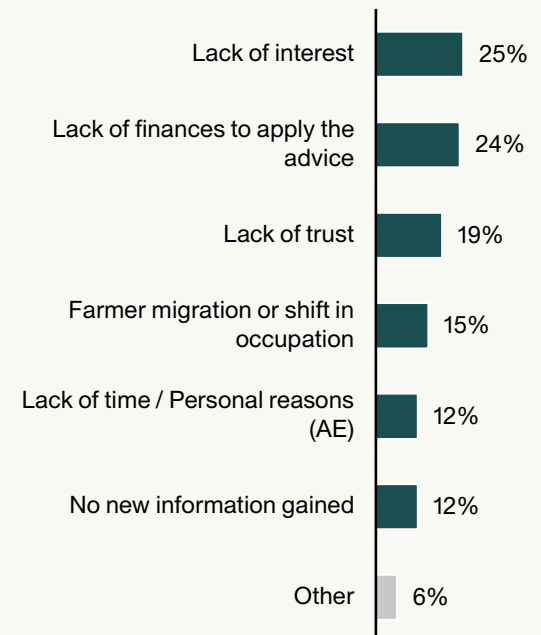
## Extent of Farmer Retention

Q: Think about all the farmers you have tried to work with since you became an Agri-Entrepreneur. What portion of them do you now work with regularly? (n = 151)



## Drivers of Farmer Attrition

Q: Think about the customers you no longer work with. Why did you stop working with them? (n = 151)





# Frequency of AE and Farmer Interactions

2 in 3 AEs communicate with farmers weekly or more. In the Kharif season, a majority of AEs visit farmers 6 times or fewer.

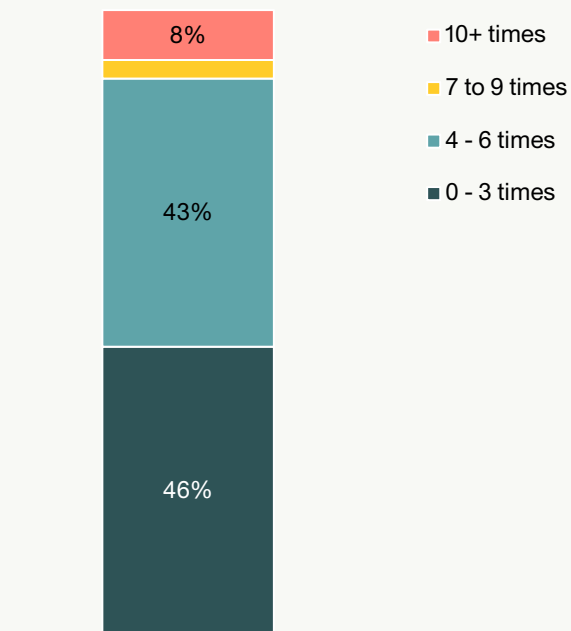
We asked AEs about the frequency of farmer interactions and found differences across states.

AEs in Bihar are less likely to communicate very frequently with their farmers. 31% of AEs in Bihar communicate with farmers more than once per week, compared to 61% AEs in Assam and 48% of AEs in Maharashtra.

AEs in Assam are more likely to visit each farmer at their farm 7+ times (32%) in contrast to AEs in Bihar (10%) and Maharashtra (3%).

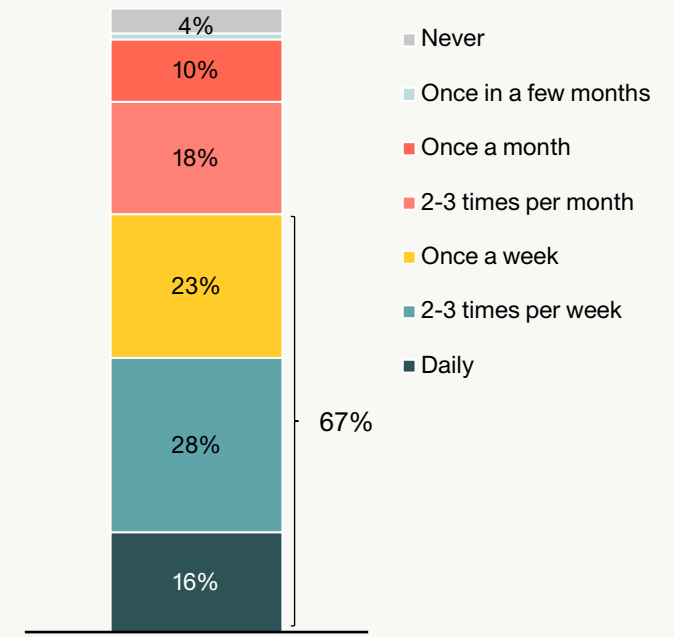
## Frequency of Farm Visits

Q: How frequently do you visit each farmer at their farm in the Kharif season? (n = 151)



## Frequency of Farmer Interactions

Q: How frequently do you communicate with each farmer? (Include phone calls, SMS, WhatsApp, and in-person interactions) (n = 151)



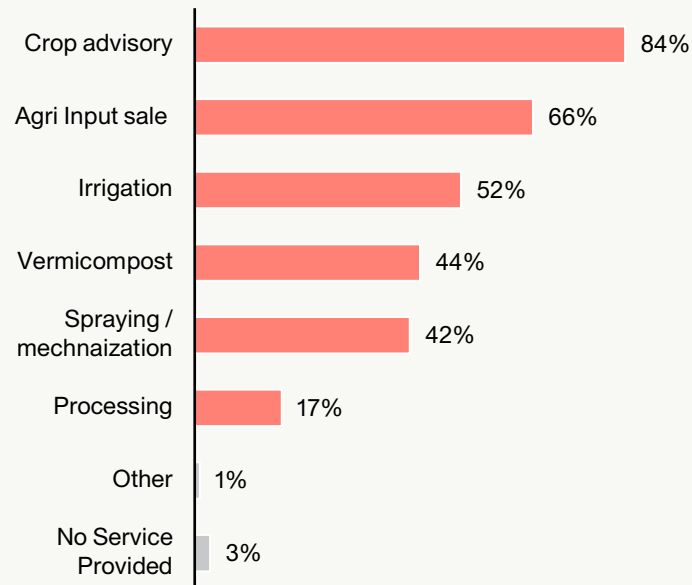
# Services Provided by Agri-Entrepreneurs

AEs most commonly provide crop advisory services, agri-input sales, irrigation, and digital banking. Only half of AEs provide livestock services.

## 96% of AEs provide crop-related services

### Crop-Related Services

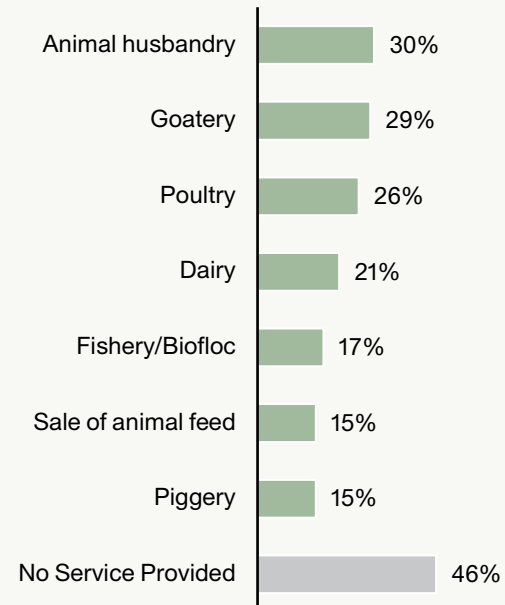
Q: Which of the following crop-related services do you provide to farmers? (n = 151)



## 54% of AEs provide livestock-related services

### Livestock-Related Services

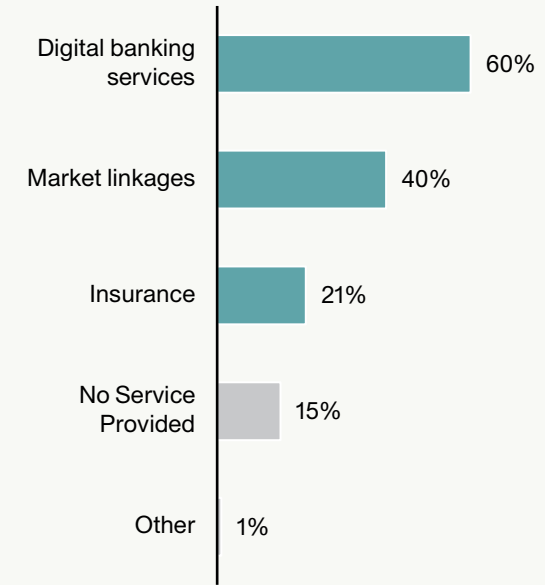
Q: Which of the following livestock-related services do you provide to farmers? (n = 151)



## 81% of AEs provide market-related services

### Market-Related Services

Q: Which of the following market-related services do you provide to farmers? (n = 151)



# Services Most Valued by Farmers

Almost all AEs feel that farmers are benefitting from their services. A third of all AEs feel that they provide 'very high benefits'.

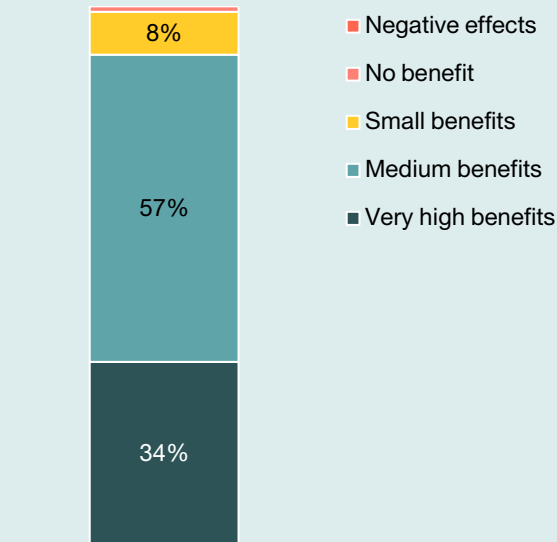
8% of AEs feel that farmers experience only a 'small' amount of benefits. We found that SFI's NPS for this group of AEs is -39 and is indicative of their dissatisfaction.

Top three reported services that AEs think are the most helpful to farmers are on the right, along with reasons for why AEs find these to be the most helpful to farmers.

Most AEs feel that they are providing considerable benefits to farmers. Nearly half report crop services as the most valuable.

## Perceived Extent of Benefit to Farmers

Q: Based on what you have seen from farmers, how much do you think they are benefiting from the services you provide them? (n = 151)



## Most Beneficial Services

Q: In your experience, which of the services you offer is the most helpful to farmers and why? (n = 151). Open ended, coded by 60 Decibels.

% reporting	Most Beneficial Service	Perceived Benefits to Farmers
46%	Crop services	<ul style="list-style-type: none"> <li>&gt; Improved farming techniques</li> <li>&gt; Reduced costs</li> <li>&gt; Increased income</li> </ul>
30%	Agri inputs	<ul style="list-style-type: none"> <li>&gt; Good yield</li> <li>&gt; Reduced costs</li> <li>&gt; Improved knowledge</li> </ul>
15%	Digital banking and insurance	<ul style="list-style-type: none"> <li>&gt; Improved knowledge</li> <li>&gt; Increased income</li> <li>&gt; Fair prices</li> </ul>

# Services With Most Income

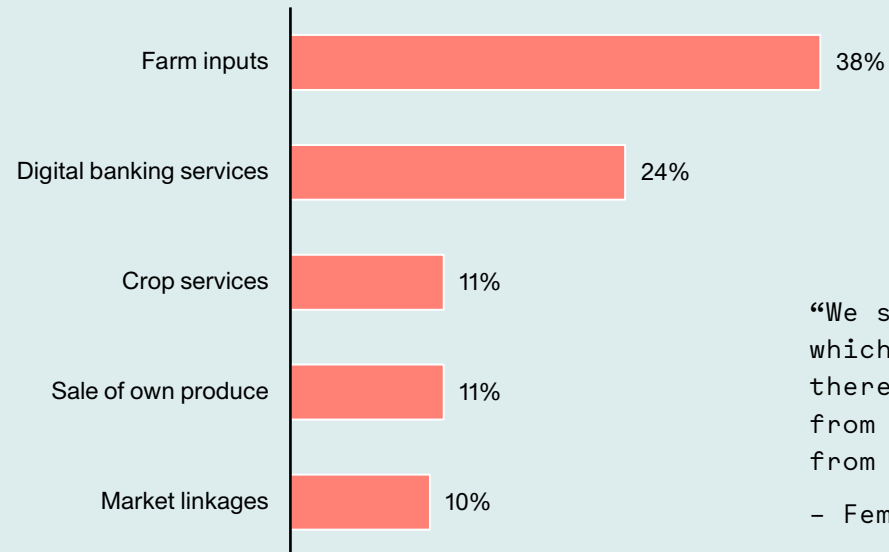
We asked AEs which of their services that they provided to farmers earned them the most income. The top three earning services are the same services perceived to be most beneficial to farmers (See the [previous slide](#)).

Less than 10% mention other services such as training, poultry and dairy, nursery and insurance services as earning them the most income.

Farm inputs, digital banking and crop services are the most profitable services for Agri-Entrepreneurs.

## Services That Provide Most Income for AEs

Q: Which service or product that you provide to farmers earns the most income for you? (n = 151)



“We sell vermicompost at Rs. 8 or 9 per kg which is lower than the market rate therefore the farmers prefer buying it from us. A big portion of my profit comes from vermicompost.”

- Female, Maharashtra, 29

“I think the best thing about being an AE is that I am able to help farmers. In our country, farmers face a lot of challenges, so improving their life is important to me. ” – Male AE, Maharashtra, 32

# What Next?

## ...& Appendix

# How to Make the Most of These Insights

Example tweets or Facebook posts to share publicly

- 85% of our Agri-Entrepreneurs say the quality of their lives has improved since working with us and supporting farmer communities. “I am financially independent. Earlier my daily needs were fulfilled but my elder brother's income, but now I can afford to fulfill my basic needs.” #ListenBetter with @60\_decibels
- 91% of AEs say that they deliver considerable benefits to farmers that they serve. We #ListenBetter with @60\_decibels

Here are ideas for ways to engage your team and use these results to fuel discussion and inform decisions.

## What You Could Do Next. An Idea Checklist From Us To You :-)

<b>Engage Your Team</b>	<input type="checkbox"/> Send deck to team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!
	<input type="checkbox"/> Set up team meeting & discuss what's most important, celebrate the positives & identify next steps
<b>Spread The Word</b>	<input type="checkbox"/> Reach a wider audience on social media & show you're invested in your AEs – we've added some example posts on the left
<b>Close The Loop</b>	<input type="checkbox"/> We recommend posting on social media/website/blasting an SMS saying a 'thank you to everyone who took part in the recent survey with our research partner 60 Decibels, your feedback is valued, and as a result, we'll be working on XYZ.
	<input type="checkbox"/> Compare these results with insights from the farmer survey to get a full picture of your impact.
	<input type="checkbox"/> After reading this deck, don't forget to let us know what you thought <a href="#">here</a> .
<b>Take Action!</b>	<input type="checkbox"/> Collate ideas from team into action plan including responsibilities
	<input type="checkbox"/> Keep us updated, we'd love to know what changes you make based on these insights

# Impact Management Project

We take pride in making the data we collect easy to interpret, beautiful to look at, and simple to understand and act upon.

We also align our data with emerging standards of best practice in our space, such as the [Impact Management Project \(IMP\)](#).

The IMP introduces five dimensions of impact: Who, What, How Much, Contribution, and Risk.

These dimensions help you check that you haven't missed any ways of thinking about, and ultimately measuring, the positive and negative changes that are occurring as a result of an intervention.

**IMPACT  
MANAGEMENT  
PROJECT**

We aligned your results to the Impact Management Project. We're big fans of the IMP – it's a simple, intuitive and complete way of conceptualizing impact.

Dimension	Explanation
Who ○	The <b>Who</b> of impact looks at the stakeholders who experience social and environmental outcomes. All things equal, the impact created is greater if a particularly marginalized or underserved group of people is served, or an especially vulnerable part of the planet protected. <b>For the who of impact, we tend to work with our clients to understand poverty levels, gender and disability inclusivity.</b>
What Impact □	<b>What</b> investigates the outcomes the enterprise is contributing to and how material those outcomes are to stakeholders. We collect most of this 'what' data using qualitative questions designed to let customers tell us in their own words the outcomes they experience and which are most important to them.
How Much ≡	<b>How Much</b> looks at the degree of change of any particular outcome.
Contribution +	<b>Contribution</b> seeks to understand whether an enterprise's and/ or investor's efforts resulted in outcomes that were better than what would have occurred otherwise. In formal evaluation this is often studied using experimental research such as randomised control trials. Given the time and cost of gathering these data, this is not our typical practice. We instead typically ask customers to self-identify the degree to which the changes they experience result from the company in question. We ask customers whether this was the first time they accessed a product of technology like the one from the company, and we ask how easily they could find a good alternative. If a customer is, for the first time, accessing a product they could not easily find elsewhere, we consider that the product or service in question has made a greater contribution to the outcomes we observe.
Risk △	<b>Impact Risk</b> tells us the likelihood that impact will be different than expected. We are admittedly still in the early days of figuring out how best to measure impact risk – it's an especially complex area. That said, where customers experience challenges using their product or service, we do think that this correlates with a higher risk that impact does not happen (i.e. if a product or service is not in use then there's no impact). Hence, we look at challenge rates (the percent of customers who have experienced challenges using a product or service), and resolution rates (the percent of customers who experienced challenges and did not have them resolved) as customer based proxies for impact risk.



# Calculations & Definitions

For those who like to geek out, here's a summary of some of the calculations we used in this deck.

Metric	Calculation
<b>Net Promoter Score®</b>	The Net Promoter Score is a common gauge of customer loyalty. It is measured through asking customers to rate their likelihood to recommend your service to a friend on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of customers rating 9 or 10 out of 10 ('Promoters') minus the % of customers rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.

# Summary Of Data Collected

151 phone interviews completed in November and December 2022

## Methodology

Survey mode	Phone
Country	India
Language	English, Hindi, Assamese
Dates	November and December 2022

Sampling  
Random sample of 151 Agri-Entrepreneurs from a database of 1,425 AEs shared with us

Response rate 60%  
Average time/interview 20 mins

## Responses Collected

Agri-Entrepreneurs 151

Sampling	% sample	% population
Maharashtra	41%	84%
Bihar	40%	10%
Assam	18%	6%

## Accuracy

Confidence Level\* c. 90%  
Margin of error c. 6%

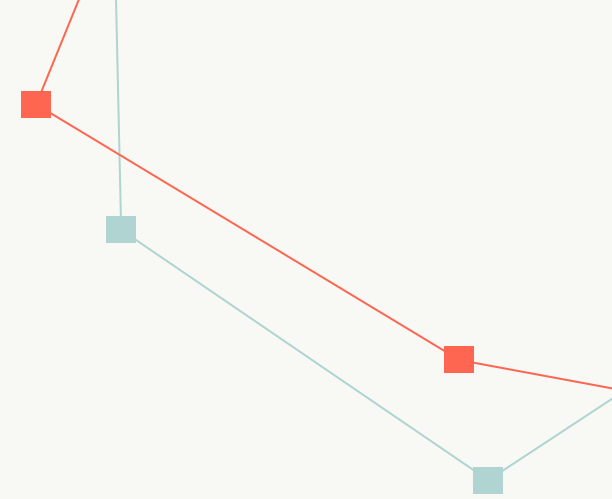
## Research Assistant Gender

Female 6  
Male 2

\*Our confidence level cannot account for two unknowns for this population: mobile penetration and the extent of completeness of SFI's AE phone number list.

# Thank You For Working With Us!

Let's do it again sometime.



## About 60 Decibels

60 Decibels makes it easy to listen to the people who matter most. 60 Decibels is an impact measurement company that helps organizations around the world better understand their customers, suppliers, and beneficiaries. Its proprietary approach, Lean Data, brings customer-centricity, speed and responsiveness to impact measurement.

60 Decibels has a network of 750+ trained Lean Data researchers in 50+ countries who speak directly to customers to understand their lived experience. By combining voice, SMS, and other technologies to collect data remotely with proprietary survey tools, 60 Decibels helps clients listen more effectively and benchmark their social performance against their peers.

60 Decibels has offices in London, Nairobi, New York, and Bengaluru. To learn more, visit [60decibels.com](https://60decibels.com).

We are proud to be a Climate Positive company. 

## Your Feedback

We'd love to hear your feedback on the 60dB process; take 5 minutes to fill out our feedback survey [here](#).

## Acknowledgements

Thank you to the Syngenta Foundation India team for their support throughout the project.

I get great satisfaction by  
helping farmers. People in the  
village respect me now.

I can get

- >consistent income
- >take care of my family
- >meet my children's and
- >parents

needs.

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