

Syngenta Foundation India

Agri-Entrepreneur Insights



Who We Spoke To

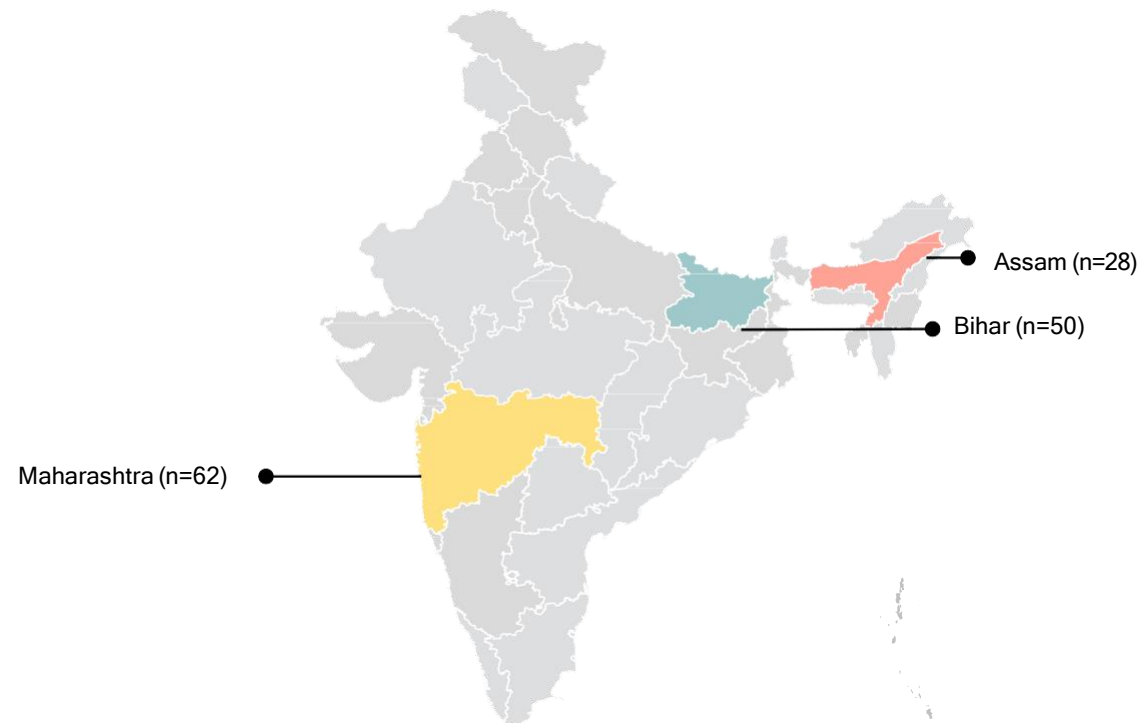
All the respondents have been actively working as Agri-Entrepreneurs (AE) in the past 12 months and have received training from Syngenta Foundation India (SFI).

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

Given the small sample size (n=140), insights on this report are indicative trends of the sample of AEs we spoke to but may not be representative of the overall population.

We spoke to 140 Agri-Entrepreneurs (AEs) trained by Syngenta Foundation India (SFI) in three states of Bihar, Maharashtra, and Assam.

Distribution of Agri-Entrepreneurs Across India



Welcome To Your 60dB Results

We enjoyed hearing from 140 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

37%

applied ‘all’ of the training to their work as an AE

Impact

89%

quality of life improved

What Impact

- 56% mention increased income
- 34% talk about affording household bills and expenses

Farmer Interactions

64%

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

Net Promoter
Score®

63

on a -100 to 100 scale

Benefit to
Farmers

90%

think farmers are getting medium to very high benefits

Income Earned

84%

report increase in incomes

Gender

32%

female farmers served on average

“Because of Syngenta Foundation India, my income has increased, my communication skills have improved and there is overall change in my personality. I was able to purchase a small plot of land.” - Male, Bihar, 27



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

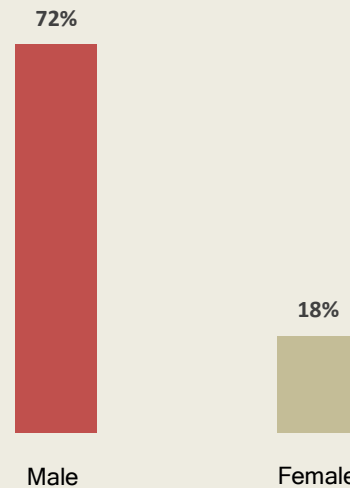
We spoke with mostly male AEs aged 20 to 74, almost half of whom have a university-level education.

We asked questions to understand the AE's profile.

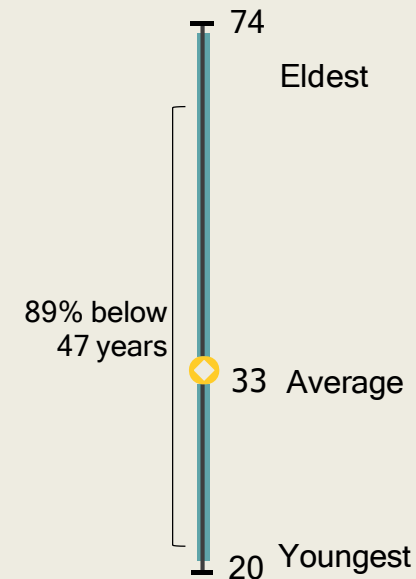
About The Agri-Entrepreneurs We Spoke With

Data relating to Agri-Entrepreneur characteristics (n = 140)

Gender



Age



Highest Education Level

- Tertiary (54%)
- Upper secondary (32%)
- Lower secondary (14%)
- Primary (0%)
- No school (0%)



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Net Promoter Score®

SFI's Agri-Entrepreneur program in Bihar has a Net Promoter Score® of 56 which indicates excellent satisfaction amongst AEs.

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.

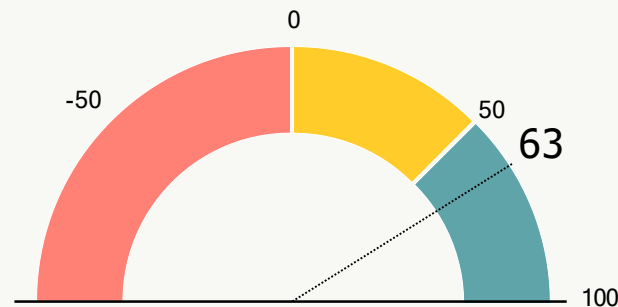
Creators of the NPS, Bain & Company, suggest that a score of*:

- 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 = 140)



NPS = 71% Promoters – 8% Detractors

9-10 likely to
recommend

0-6 likely to
recommend

71% are Promoters

“The AE training was very informative and helped me understand the basics of agri-inputs such as seeds, and fertilizers. Syngenta [Foundation India] also conducts regular meetings which are useful.”- Female, 24

21% are Passives

“I feel that if they could have given us practical classes after COVID was over, I would have been able to understand practical aspects of farming as well.”

- Male, 26

8% are Detractors

“I have not received any information or much support after the training. It would be useful if I get more information about any new schemes in banking or any new applications that the farmers can utilize.”

- Male, 25

NPS Drivers

Promoters value their improved knowledge of farming techniques and clarity of training. Passives and Detractors complain about insufficient support from SFI after the training period.

71% are Promoters :)

They love:

- 1. Clarity of training instructions
(35% of Promoters / 25% of all respondents)
- 1. Improved knowledge of farming techniques
(30% of Promoters / 21% of all respondents)
- 2. Improved access to inputs and farmers and increase in income, and others
(35% of Promoters / 25% of all respondents)

“I received scientific knowledge about farming which I did not have earlier- it was more on hearsay and traditionally followed practices.”- Male, Bihar, 30

Tip:
Highlight the above value drivers in marketing.
Promoters are powerful brand ambassadors – can you reward them?

21% are Passives : \

They like:

- 1. Improved knowledge of farming techniques
(69% of Passives / 14% of all respondents)
- But complain about:
 - 1. Delays in receiving certificates and licenses and lack of financial support.
(21% of Passives / 4% of all respondents)
 - 2. Inability to earn an income
(17% of Passives / 4% of all respondents)

“SFI gave us a chance to earn something, to improve our knowledge. Though, one of the major problems even after being associated with Syngenta Foundation is that I am not able to earn much. I do not get much commission in Digital banking services.” - Female, Maharashtra, 30

Tip:
Passives won’t actively refer you in the same way that Promoters will.
What would it take to convert them?

8% are Detractors : (

They complain about:

- 1. Poor financial support from SFI
(55% of Detractors / < 1% of respondents)
- 1. Lack of regular support
(36% of Detractors / < 1% of respondents)

“I just got training from SFI. I spent 45 days for training but I did not get the kit. I enquired about this in the local office but got no help.” - Male, Bihar, 20

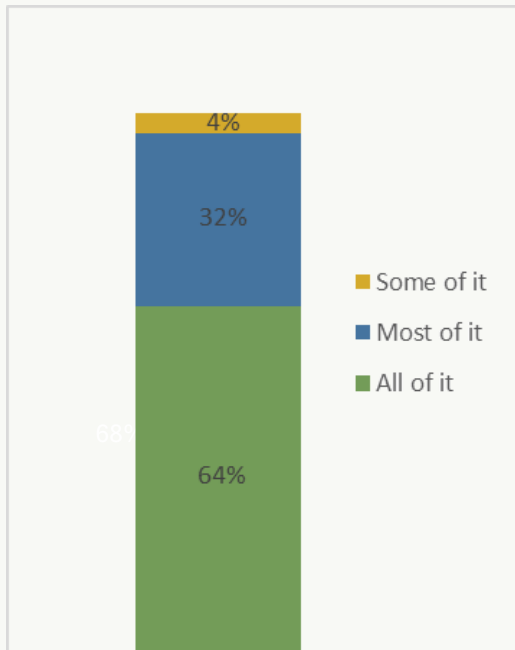
Tip:
Negative word of mouth is costly.
What’s fixable here?

Training Effectiveness and Refresher Trainings

Almost all AEs found SFI's training to be easy to understand. Nearly 3 in 4 apply 'all' or 'most' of it to their work. 2 in 3 AEs think a refresher training would be useful.

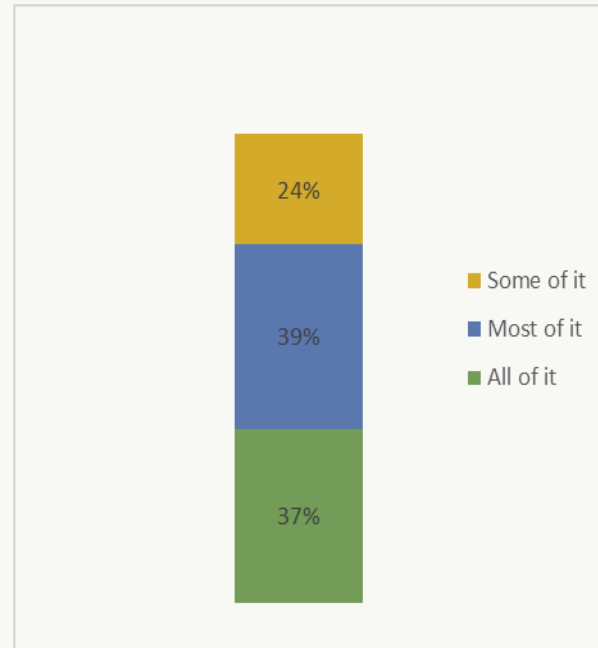
Ease of Understanding

Q: How much of the training you received was easy to understand? (n = 140)



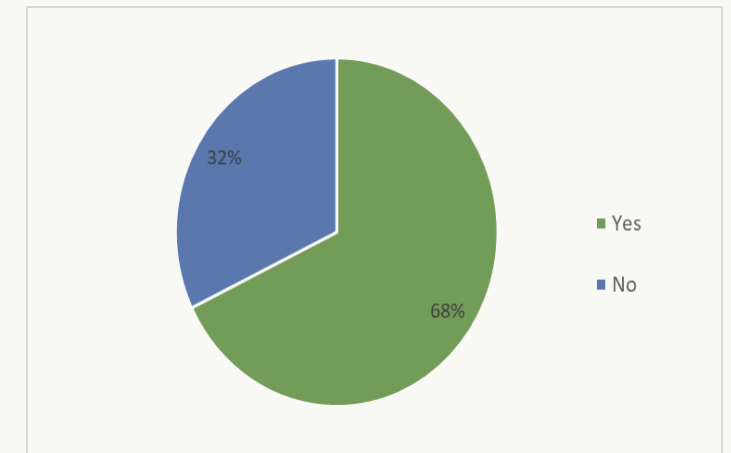
Training Practicality

Q: How much of the training you received are you applying to your work as an Agri-Entrepreneur? (n = 140)



Need for Refresher Training

Q: Do you think a refresher training would be useful? (n = 140)



“I received very good training and banking kits from Syngenta and my income has more than doubled after the training.” - Male, Maharashtra, 30

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Impact Performance: Quality of Life

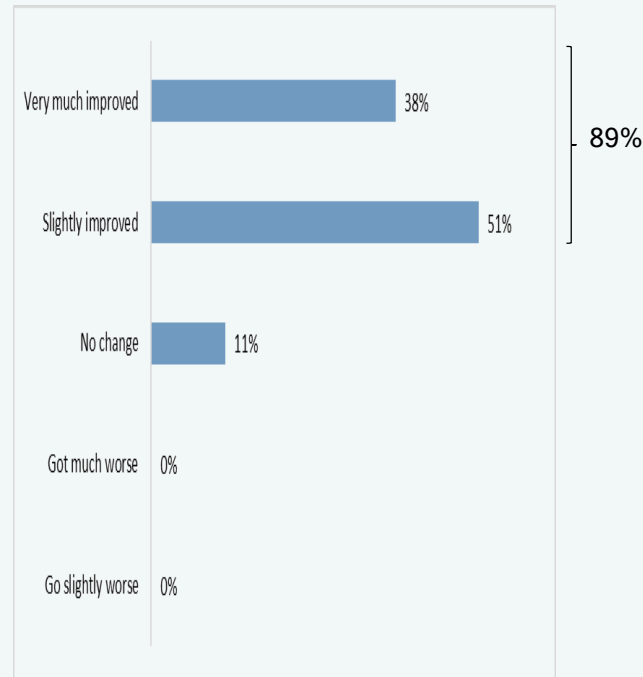
Approximately 9 in 10 AEs report improvements in their quality of life since becoming an Agri-Entrepreneur.

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

89% said their life had improved, with 38% of all AEs reporting it had 'very much improved'.

Perceived Quality of Life Change

Q: Has your quality of life changed since becoming an Agri-Entrepreneur? Has it: (n = 140)



Very much improved:

"I was able to learn concepts of banking through the training and increase my income."

- Female, Maharashtra, 26

Slightly improved:

"I have received more knowledge on Farming and crops. I have also increased my knowledge about digital platforms. This has helped me a lot in dealing with my work." Male, Maharashtra, 42

No change:

"I was able to learn concepts of banking through the training and increase my income." - Male, Bihar, 28

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 include:

- Improved knowledge of farming techniques
- Ability to afford education

Top quality of life outcomes were increased income, ability to afford household expenses, and improved self-esteem.

Three Most Common Self-Reported Outcomes for 89% of AEs Who Say Quality of Life Improved

Q: Please explain how your quality of life has improved. (n = 124). Open-ended, coded by 60 Decibels.

56%	Mention increased income (49% of all respondents)	“It improved my financial condition, I received the commission from door banking system. I am able to earn a good amount from this work.” - Male, Maharashtra, 35
40%	report an improved sense of self esteem and social status (35% of all respondents)	“I am respected in my family because I was able to complete the training and receive a certificate. People in my community value my thoughts and opinions.” - Female, Bihar, 40
34%	speak about affording household bills and expenses (30% of all respondents)	“I am able to afford better quality clothing, phones as well as invest in new businesses- Male, Assam, Male, 36

Changes in Money Earned

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

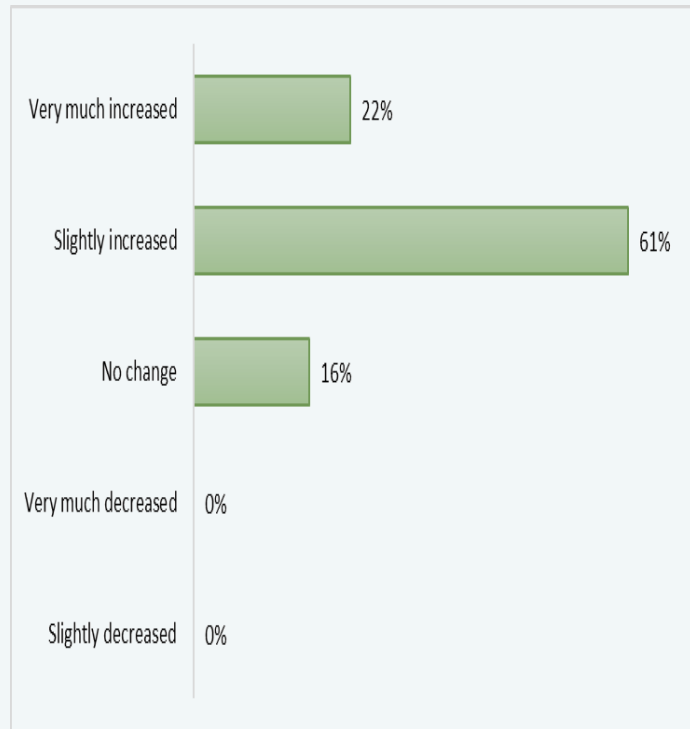
There is a strong link between income change and AE satisfaction levels.

Income is also linked to training effectiveness. Of those who say their income has 'very much increased', 87% report 'all' of the training easy to understand compared to 48% of AEs who report no change in income.

89% of all AEs mention that their income has improved. For 54% of all AEs, this improvement in income is the most important quality of life improvement they experience. (See previous slide)

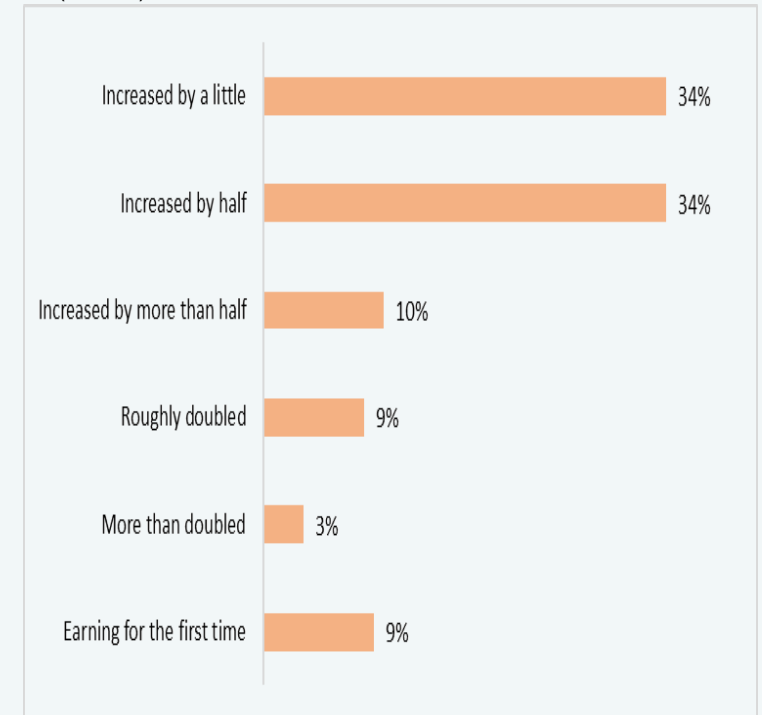
Changes in Agri-Entrepreneur Income

Q: Has the money you earn changed because of working as an Agri-Entrepreneur? (n = 140)



Proportion of Increase in Income

Q: Approximately how much has your individual income increased since you became an Agri-Entrepreneur? (n = 117)



Monthly Income

AEs earn a median income of INR 12,000 per month.

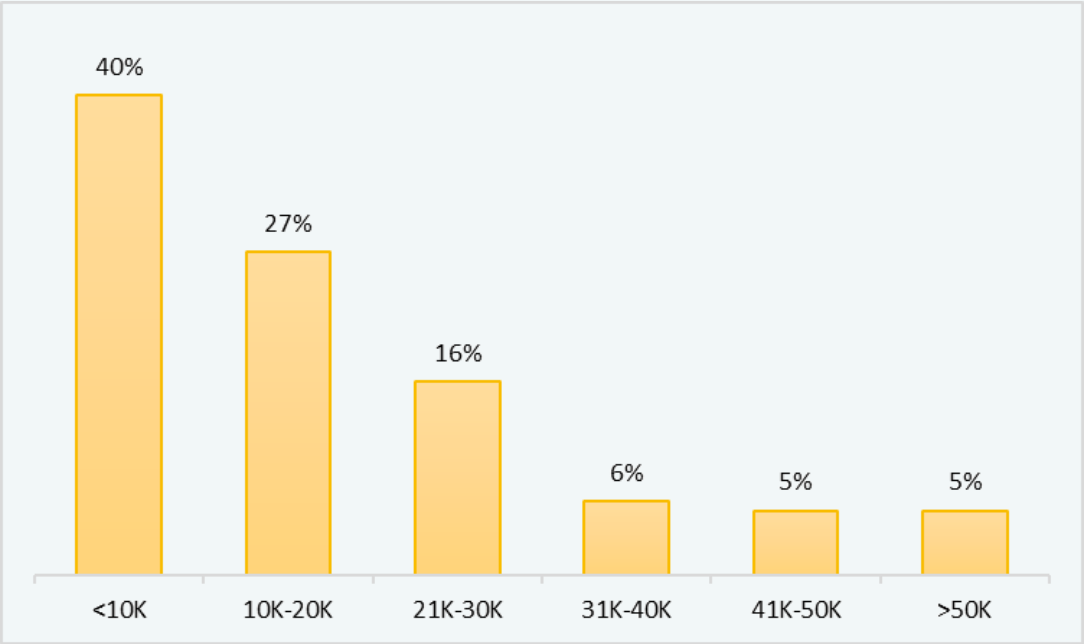
We found a narrow range of incomes across AEs overall. 60% AEs earn more than INR 10,000 per month.

Income Segmented by AE Gender (Median)

> Overall	INR 12,000
> Male	INR 12,000
> Female	INR 8,000

Monthly Earnings as an Agri-Entrepreneur

Q: Approximately how much money do you earn each month as an Agri-Entrepreneur? (n = 130) [All figures in INR]



“I am earning well as an AE. I am now able to provide a better education for my children.
- Male, Bihar, 33

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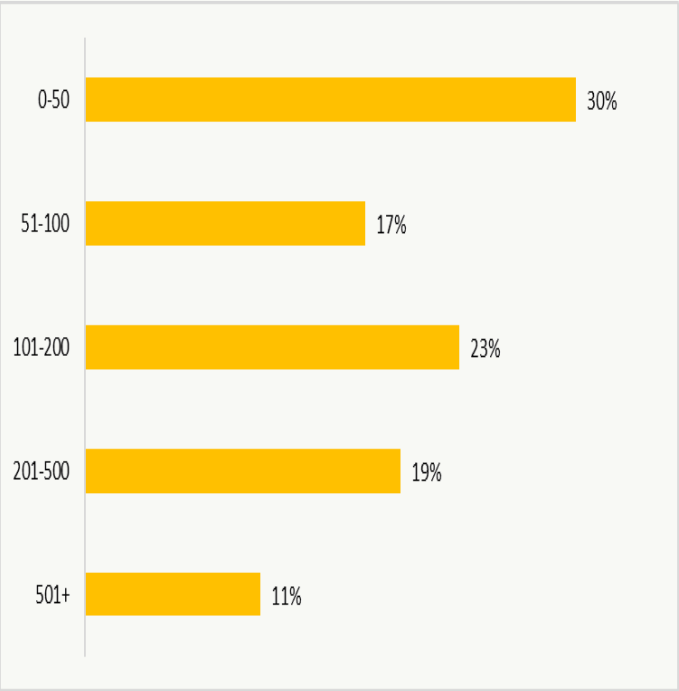
Farmers Served

Each AE serves 238 farmers each, on average, more than 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 25% of their clients are female, compared to 63% for female AEs.

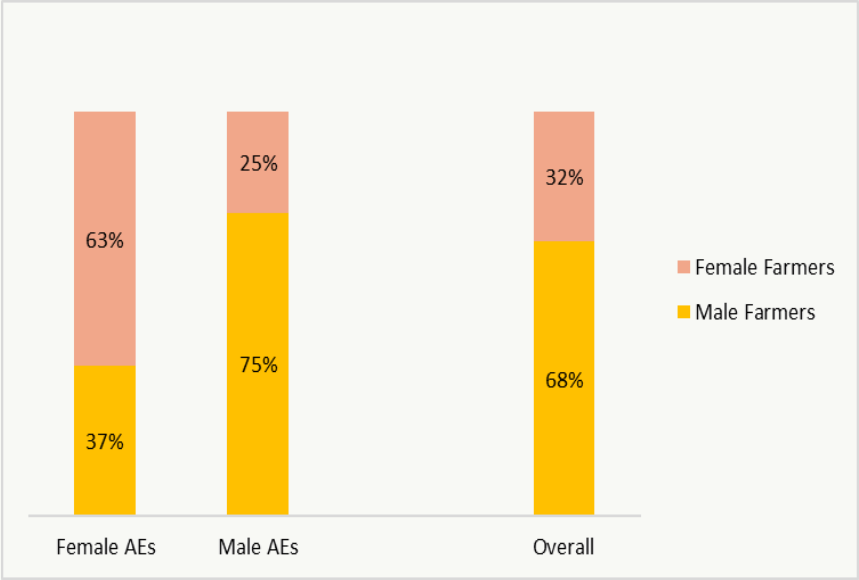
Number of Farmers Served

Q: In this current season, how many farmers do you serve?
(n = 140)



Farmers Served by Gender

Q: What proportion of the farmers you serve are female / male?
(n = 140)

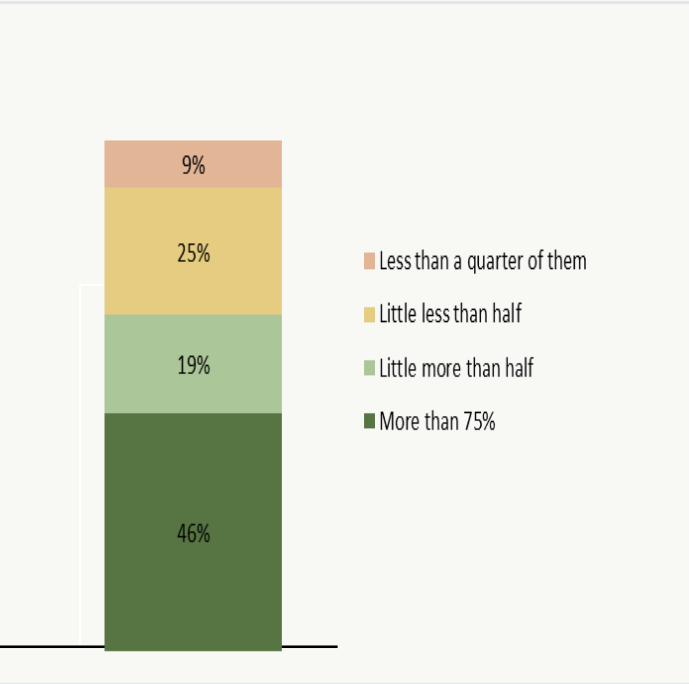


Frequency of AE and Farmer Interactions

Farmer retention is high. A majority of AEs visit farmers 6 times or less during the Kharif season. Approximately two third of all AEs communicate with farmers at least weekly.

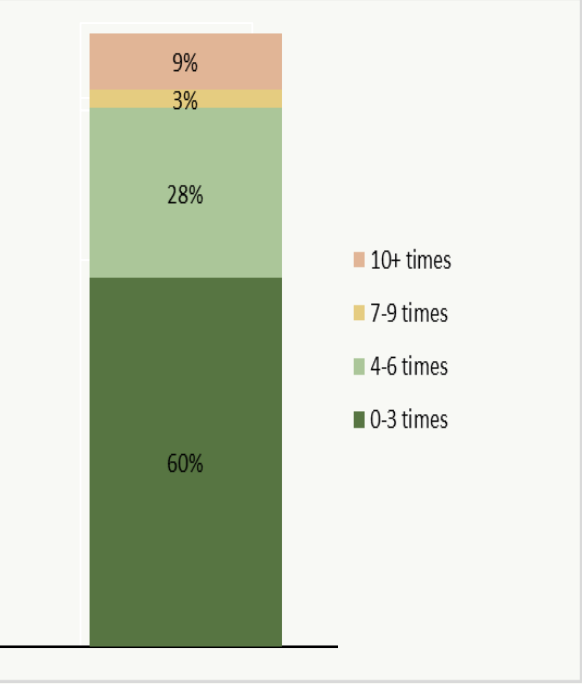
Extent of Farmer Retention

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 = 140)



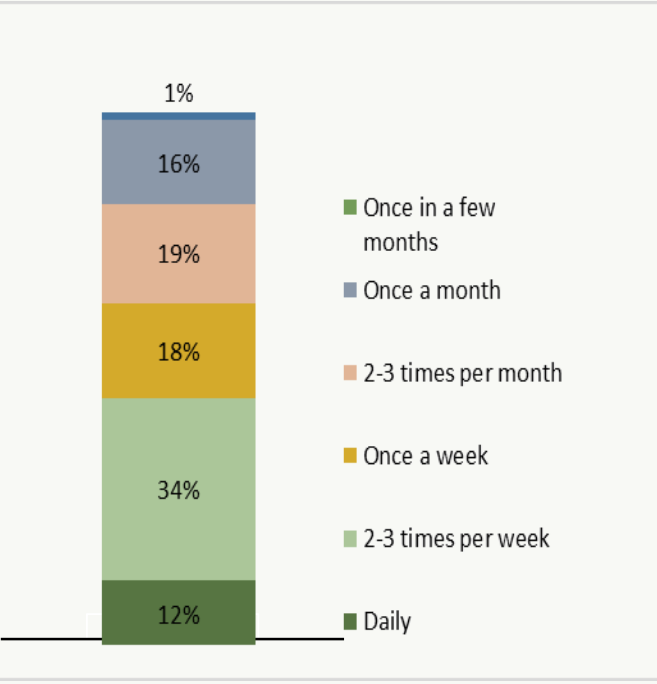
Frequency of Farm Visits

Q: How frequently do you visit each farmer at their farm in the Kharif season? (n = 140)



Frequency of Farmer Interactions

Q: How frequently do you communicate with each farmer? (Include phone calls, SMS, WhatsApp, and in-person interactions) (n = 140)



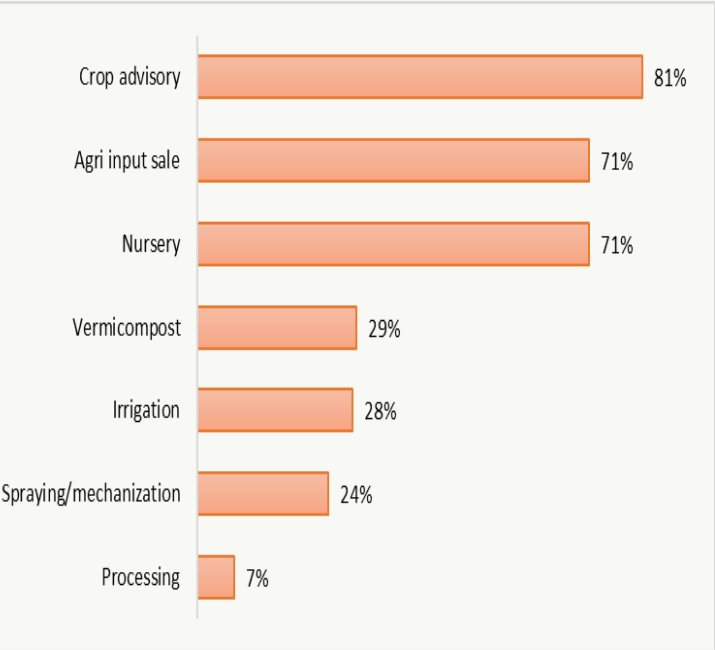
Services Provided by Agri-Entrepreneurs

AEs most commonly provide crop advisory services, agri-input sales, nursery, and digital banking. Percentage of AEs providing livestock related services is low.

96% of AEs provide crop-related services

Crop-Related Services

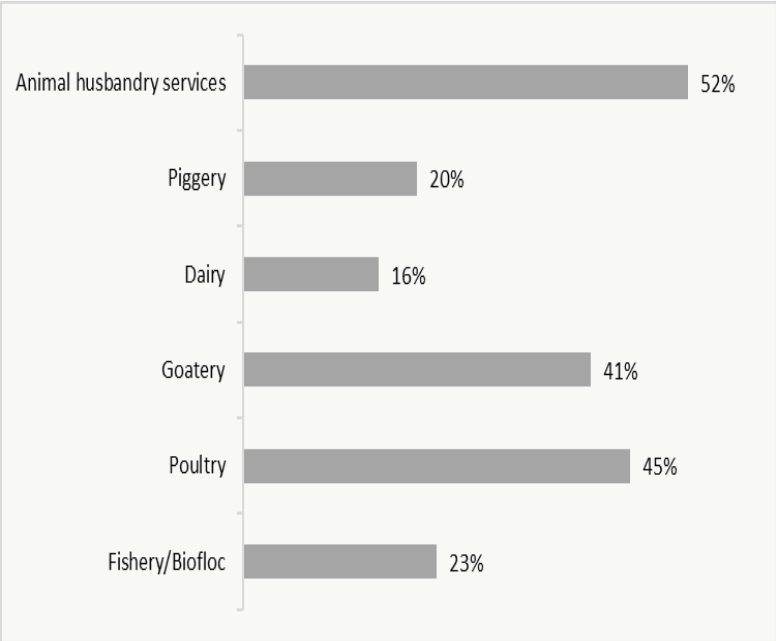
Q: Which of the following crop-related services do you provide to farmers? (n = 135)



31% of AEs provide livestock-related services

Livestock-Related Services

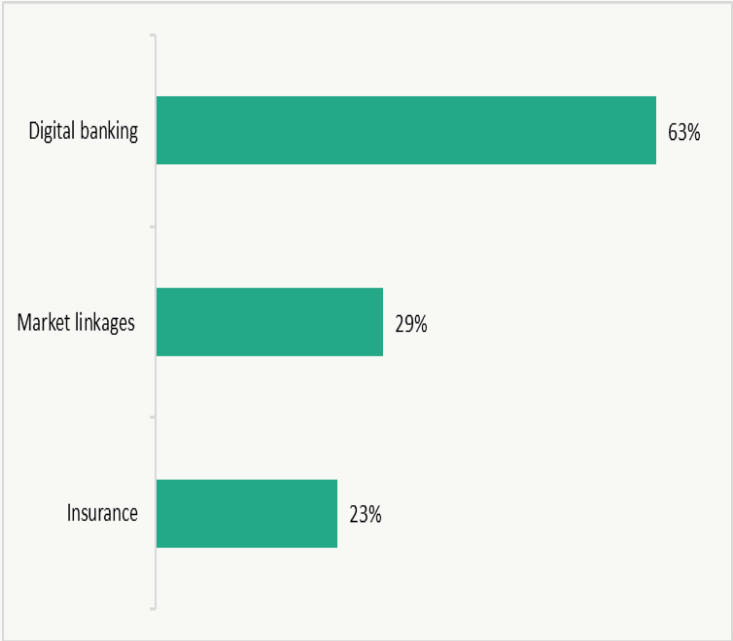
Q: Which of the following livestock-related services do you provide to farmers? (n = 44)



62% of AEs provide market-related services

Digital Banking and Market-Related Services

Q: Which of the following market-related services do you provide to farmers? (n = 87)



Services Most Valued by Farmers

Almost all AEs feel that farmers are benefitting from their services. Approximately half of all AEs feel that they provide ‘very high benefits’.

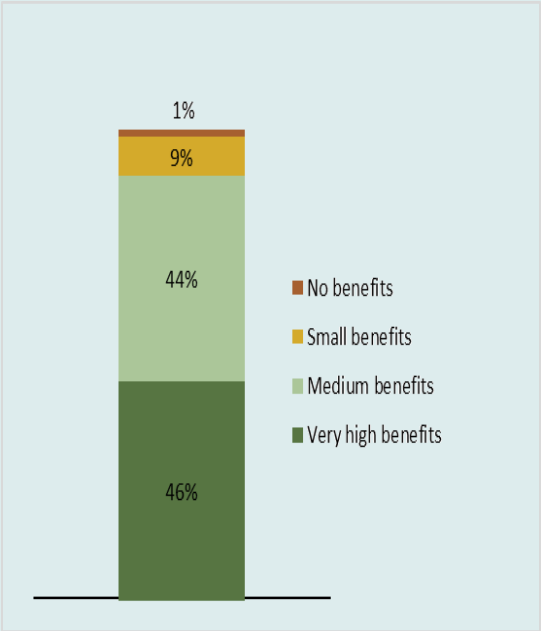
9% of AEs feel that farmers experience only a ‘small’ amount of benefits. We found that SFI’s NPS for this group of AEs is -17.

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. Approximately half report crop advisory services as the service most valuable to farmers.

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 =140)



Most Beneficial Services

Q: In your experience, which of the services you offer is the most helpful to farmers and why? (n = 140). Open ended,

% reporting	Most Beneficial Service	Perceived Benefits to Farmers
49%	Crop Advisory Services	<div>> Improved knowledge</div> <div>> Practicality and ease of implementation</div> <div>> Improved production</div>
24%	Agri inputs	<div>> Improved production</div> <div>> Reduced costs</div> <div>> Saves time</div>
12%	Digital Banking Services	<div>> Fair prices</div> <div>> Reduced costs</div>

“The training provided by Syngenta was very useful. I learnt a lot about organic fertilizer and vermicompost. The employees of Syngenta are quite knowledgeable and treat me with respect..”

- Male, Assam, 37

What Next?

... & Appendix

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.

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.



Dimension	Explanation
Who ○	The Who 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. For the who of impact, we tend to work with our clients to understand poverty levels, gender and disability inclusivity.
What Impact □	What 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 ≡	How Much looks at the degree of change of any particular outcome.
Contribution +	Contribution 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 △	Impact Risk 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
Net Promoter Score®	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'.

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.

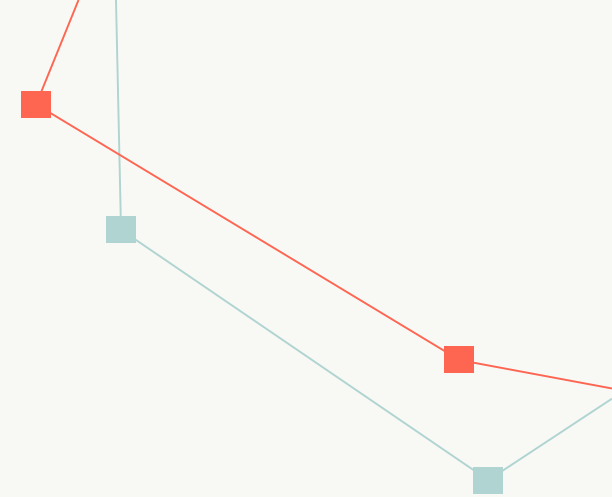
We are proud to be a Climate Positive company. 

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.



Since I became an AE, I have become the most knowledgeable person in my area about all things farming.

Since I joined as an agri-entrepreneur,

>I have become knowledgeable

>and can give advice to other farmers

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