

60\_\_decibels

# Community Based Advisors (CBA) Follow-up: Impact & Experience with AGRA

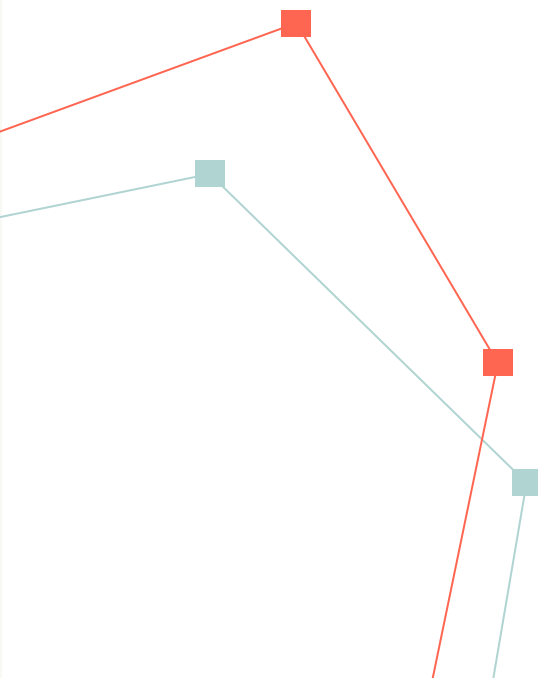
IGNITE Lean Data Insights:

Alliance for a Green Revolution in Africa (AGRA)

Nigeria

September 2023

# Thank You For Working With Us!



## About IGNITE

The Impacting Gender & Nutrition through Innovative Technical Exchange in Agriculture (IGNITE) mechanism is a five-year invested funded by the Bill & Melinda Gates Foundation and implemented by Tanager, Laterite, and 60 Decibels (60dB) to improve household nutrition and women's empowerment by strengthening African institutions' ability to integrate gender and nutrition into their way of doing business and their agricultural interventions.

IGNITE works with African institutions to design, implement, and evaluate nutrition-sensitive and gender-integrated agriculture interventions

## 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.



## Acknowledgements

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This work was generously sponsored by IGNITE.

# Project Overview

## About IGNITE's Support to AGRA

Alliance for a Green Revolution in Africa (AGRA)'s Community Based Agents (CBAs) / Village Based Agents (VBAs) provide timely advice, access to inputs, technology, and markets closer to Small Scale Producers across Africa.

AGRA is looking to take a more gender-informed approach to recruiting, training, and scaling the CBA model to increase the reach and impact of services provided to small scale producers.

IGNITE will help AGRA tailor its recruitment and training for male and female CBAs to address gender issues more thoroughly.

## Study Structure

In November – December 2022, 60 Decibels' Lean Data researchers previously conducted phone interviews with 301 Nigerian CBAs. At that point, these CBAs had recently finished training and were in their first season.

We followed up with 275 CBAs from the above group in June 2023 again, to see how their experiences had changed after 6 months in the field.

## About this report

The findings from the baseline were used to determine the scope of this follow-up round. This report contains results from these interviews. In particular, we explored:

- Level of satisfaction with CBA program
- Details of fieldwork
- Preferences for gender of farmers to served
- Connections made in the field to offer additional services
- Financial Impact
- Household impact

For details about our methodology, please see the [next page](#).

# CBA Journey: Research Design

These follow-up results provide an understanding of the CBA journey and detail their experience through the first season as a CBA.

To understand the CBA Journey, we compared the change in certain metrics from baseline to follow-up.

To further explore some of the findings from baseline, we added new questions to dive deeper into themes of gender preferences, building of network connections, nutritional practices, and financial impact.

To enable like-for-like comparison between the baseline and follow-up study, and remove any potential response bias, the results throughout this report are focused on the 275 clients who participated in both the baseline and follow-up studies.

	Baseline Study November - December 2022	Follow-up Study June 2023
<b>Timing</b>	< 6 weeks of training, first season	6 months after training, following first season
<b>Focus</b>	<ul style="list-style-type: none"> <li>&gt; Details of profile</li> <li>&gt; Previous work history, and motivations to become CBA</li> <li>&gt; Effectiveness of training</li> <li>&gt; Early experience of working with farmers</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Level of satisfaction with CBA program</li> <li>&gt; Details of fieldwork, including drivers of gender preference, and connections made to offer additional services</li> <li>&gt; Impact, including change in financial resilience, and autonomy within household</li> </ul>
<b>Sample Size</b>	301	275 (subset of respondents from baseline)

# CBA Journey: Summary of Research Design

## Methodology

Survey mode

Language

Dates

Sampling Strategy

Response rate

## Sample Characteristics

Responses Collected

% female VBA in final data sample

% female VBA in shared contacts

## Baseline

Phone

Hausa

November - December 2022

Random sample of 815 new CBAs.

76%

301

25

25

## Follow-up

Phone

Hausa

May – June 2023

Follow-up surveys with as many of the 301 CBAs from Baseline.

92%

275

24

25

# Welcome To The Results

We enjoyed hearing from 275 of AGRA's CBAs who provide services to farmers - they had a lot to say! 67 of the CBAs are women and 208 are men.

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12 / Deep Dive Into Key Questions

### What Next

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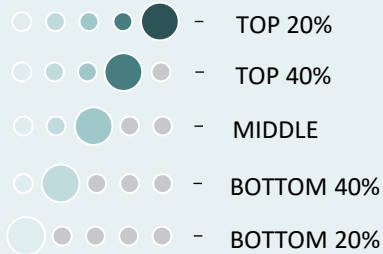


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### Appendix

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# AGRA CBA Performance Snapshot

AGRA is having a strong positive impact on the lives of CBAs, with improvements in their income, farms and households. There is room to serve more female farmers.

<p><b>Impact</b></p> <p><b>86%</b></p> <p>quality of life 'very much improved'</p> 	<p><b>What Impact</b></p> <ul style="list-style-type: none"> <li>74% mention improved livelihood</li> <li>45% talk about gaining more knowledge</li> <li>33% mention better farm yield</li> </ul>	<p><b>Female Farmers Served</b></p> <p><b>35%</b></p> <p>of farmers served by CBAs are female</p>	<p><b>Net Promoter Score®</b></p> <p><b>63</b></p> <p>on a -100 to 100 scale</p> 	<p><b>Farmer Voice</b></p> <p>"I am happy as a CBA. I feel more confident and I am definitely achieving better results. The farmers I advise also see similar results which makes me happy. Knowledge is power!" - Male</p> <p><b>Data Summary</b></p> <p>AGRA Performance: 275 CBA phone interviews in May - June 2023, in Nigeria.</p> <p>Quintile Assessment compares Company Performance with 60dB Agriculture Benchmark in Western Africa, comprised of 12 companies, and 2,450+ customers. Full details can be found in the <a href="#">Appendix</a>.</p> <p><b>Performance vs. 60dB Benchmark</b></p>  <ul style="list-style-type: none"> <li>TOP 20%</li> <li>TOP 40%</li> <li>MIDDLE</li> <li>BOTTOM 40%</li> <li>BOTTOM 20%</li> </ul>
<p><b>Change in Way of Farming</b></p> <p><b>95%</b></p> <p>way of farming 'very much improved'</p> 	<p><b>Money Earned</b></p> <p><b>75%</b></p> <p>Income 'very much increased'</p> 	<p><b>Influence in Household</b></p> <p><b>72%</b></p> <p>influence on household decisions 'very much increased'</p>	<p><b>Quality of Meals</b></p> <p><b>65%</b></p> <p>number and quality of meals 'very much increased'</p>	

# Performance Snapshot Comparison with Baseline

Below is a summary of metrics for some key indicators across baseline and follow-up. These trends are for the active CBAs interviewed at follow-up.

Metric	Baseline	Follow-Up	Comments
<b>Net Promoter Score</b> % promoters - % detractors	64	63 	AGRA's NPS among CBAs is similar to the baseline and is still high compared to our benchmarks. <b>Consider addressing the drivers of dissatisfactions which persist in both the baseline and follow-up (see <a href="#">page 16</a>) to further boost satisfaction.</b>
<b>Quality of Life</b> % reporting quality of life has 'very much improved'	85%	86% 	A similarly high percentage of CBAs in the follow-up report that their quality of life has 'very much improved'. <b>Consider sharing these results with CBAs to create word-of-mouth marketing amongst new potential candidates!</b>
<b>Farmers Served</b> Median number of farmers served by CBAs	280	250 	CBAs in the follow-up are serving a slightly smaller farmer base. <b>How can AGRA better help CBAs identify farmers to serve?</b>
<b>Female Farmers Served</b> % of female farmers served (Median)	34%	35% 	The percentage of female farmers served in the follow-up remains almost the same. <b>Find out more on <a href="#">page 26-27</a>.</b>
<b>Additional Services Provided</b> % CBAs who provide supplemental services to farmers	64%	91% 	Far more CBAs are providing additional services at follow-up compared to baseline. <b>Find out more on <a href="#">page 32</a>.</b>



## Findings From Baseline

The following insights helped determine the scope for the follow-up study.

- 1** **New CBAs surveyed are primarily male (75%) and serve more male farmers than female farmers; preferences are driven by a sense that male farmers are better at farming and more focused.**
- 2** **Male CBAs are more likely to have experience in similar roles and prior training; allowing them to leverage existing networks and connections to provide farmers with additional services.**
- 3** **Similar to the initial studies with CBAs, quality of life improvements are driven by increased yields due to better farming practices on their own farms.**

# Survey Findings

## 1

**CBA's are satisfied with their role, and most would like to continue working. Almost all report their skills have improved.**

The Net Promoter Score® is almost the same as baseline, at 63, and is excellent. CBA satisfaction is driven by learning new farming methods, contributing to their community, and access to farm resources. 94% are 'very likely' to continue working as a CBA in a year from now. These trends are similar for both male and female CBA's.

CBA's also report high levels of improvement in most job-related skills. The the most significant change being reported in their knowledge of agriculture, with 95% of CBA's reporting that this skill has 'very much improved'.

See Pages: [16-18](#), [23](#).

CBA's are satisfied with their role, and have been able to successfully expand the services they offer to farmers since baseline. Almost all CBA's are also experiencing positive financial and domestic impact.

## 2

**More CBA's are offering additional services at the follow-up, and over half were able to forge new connections in the field.**

91% of CBA's are offering additional services to the farmers they serve at follow-up, compared to 64% at baseline.

They are able to do this due to the networks they have formed – 59% report making new connections since starting work as a CBA. This trend is similar for both male and female CBA's, despite male CBA's having more prior experience in the agricultural space.

This highlights the additional opportunities AGRA is helping catalyze for new CBA's and AGRA's success at helping new people make inroads in the agricultural space.

See Pages: [32-33](#)

## 3

**All CBA's have improved their way of farming, and have experienced positive financial and domestic impact.**

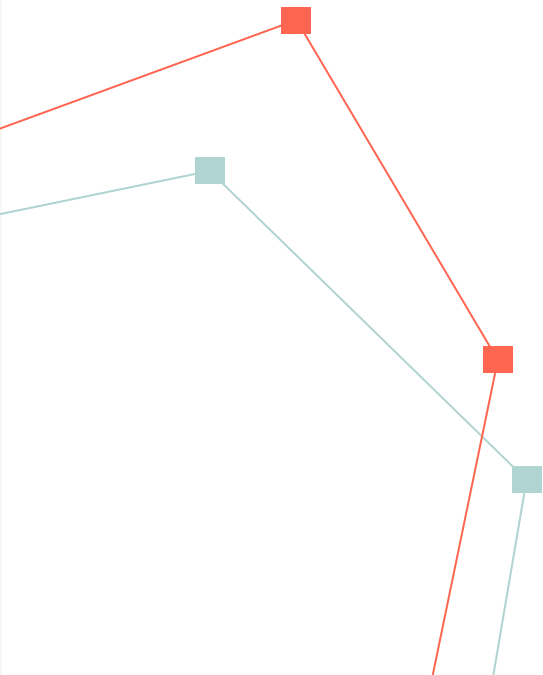
Over 9 in 10 CBA's report an increase in money earned, and almost all cite increase in farm yield sold as the driver for this. 9 in 10 also report increased savings, and 8 in 10 report reduced financial stress. Male CBA's experience these outcomes slightly more than female CBA's since more of them are able to practice improved farming methods.

Increase in income has also allowed for greater agency for CBA's within the household, with 9 in 10 reporting they contribute more to household decisions and 7 in 10 make financial decisions more independently.

See Pages: [40-43](#), [45](#), [47](#)

# CBA Voices

We love hearing CBA voices.  
Here are some that stood out.



## Impact Stories

95% shared how working as a CBA has improved their quality of life

“Before becoming a CBA, I used to buy most of my food from the market, which was quite expensive. I am now able to plant most of the food that we consume at home. I have reached a point where I can give away the food I grow to people who can't afford it.” – Male

“My knowledge of farming has improved, and as a result, people now respect me a lot. They even come to my house to greet me.”  
– Female

“Because of AGRA, I can now save and buy things. I no longer use all my money for farming and taking care of others. I buy myself clothes and save for school fees. I am able to afford all these things because of the training I received from AGRA, and I also learned the importance of nutrition.” – Male

“My knowledge has increased. Previously, I did not really have the confidence to talk to people. This has increased a lot because I'm now talking to people frequently and they respect me.” – Female

## Opinions On CBA Role's Value Proposition

69% of CBAs are Promoters and highly likely to recommend working as a CBA

“I really appreciate the way I have benefited from AGRA. I am now a salary earner and I enjoy doing the CBA work. Before AGRA I was jobless, but now I earn a lot. I do a lot of work and I farm while helping other farmers who also benefit from the knowledge I have gotten from AGRA. .”  
– Female

## Opportunities For Improvement

All CBAs had specific suggestions about what AGRA could do to support them more

“I would like to be introduced to some agro-dealers so that I can get quality chemicals from them. I want to buy from them and resell in my community.” – Male

“AGRA should provide a transportation fee so that we can effectively communicate and monitor farmers progress.” – Female

# CBA Profile

- Demographics
- Current status as a CBA



Credit: AGRA

# About The CBAs

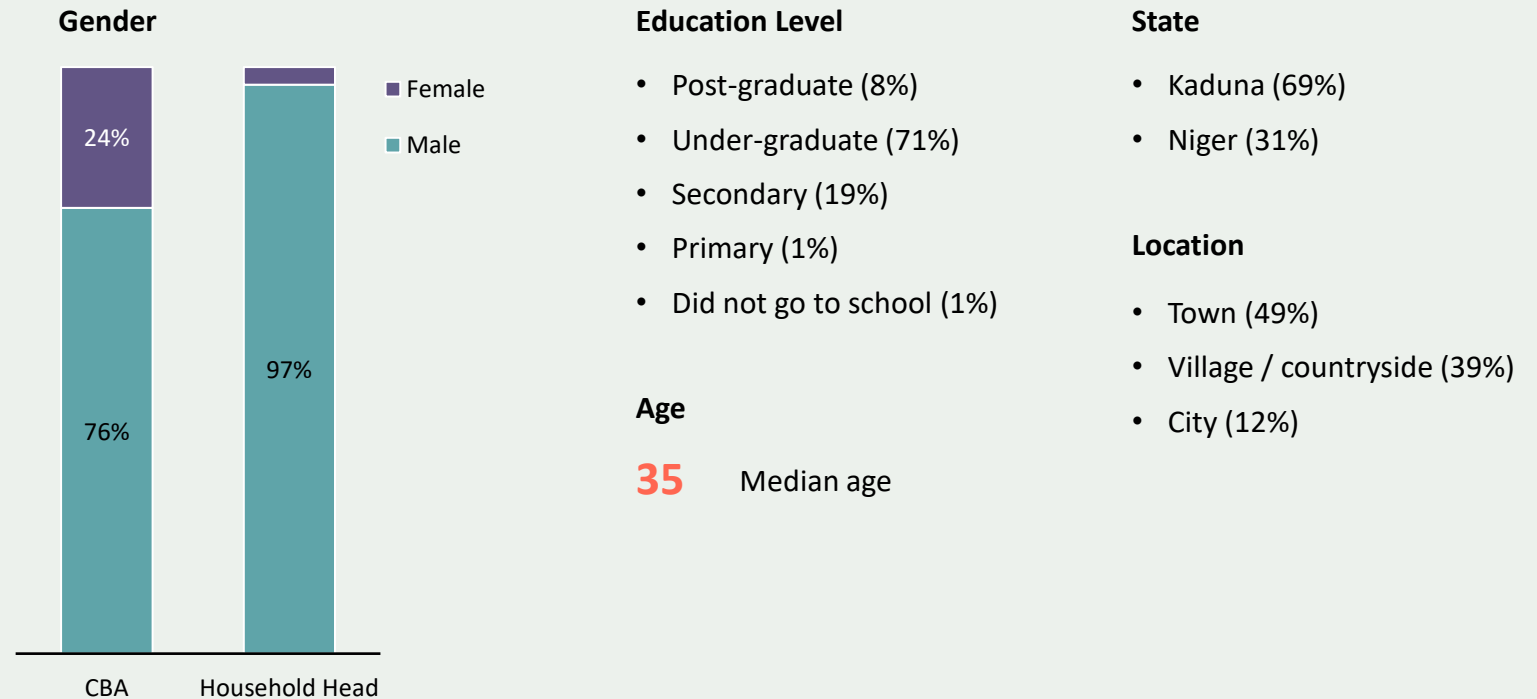
Three quarters of the CBAs we spoke to in the follow-up are men. Over 7 in 10 hold an under-graduate degree, and close to half live in a town.

We were able to interview 9 in 10 CBAs we spoke to at baseline, making the demographic breakdown of the follow-up sample closely resemble that of the baseline.

We have called out differences by gender wherever they are statistically significant.

## About The CBAs In Our Sample

Data relating to CBA characteristics\* (n = 275)



\*These data points come from questions asked in the baseline study.

# Current Status as a CBA

More than 1 in 3 CBAs have not worked regularly as a CBA in the last 6 months, with female CBAs being slightly more likely to have discontinued work.

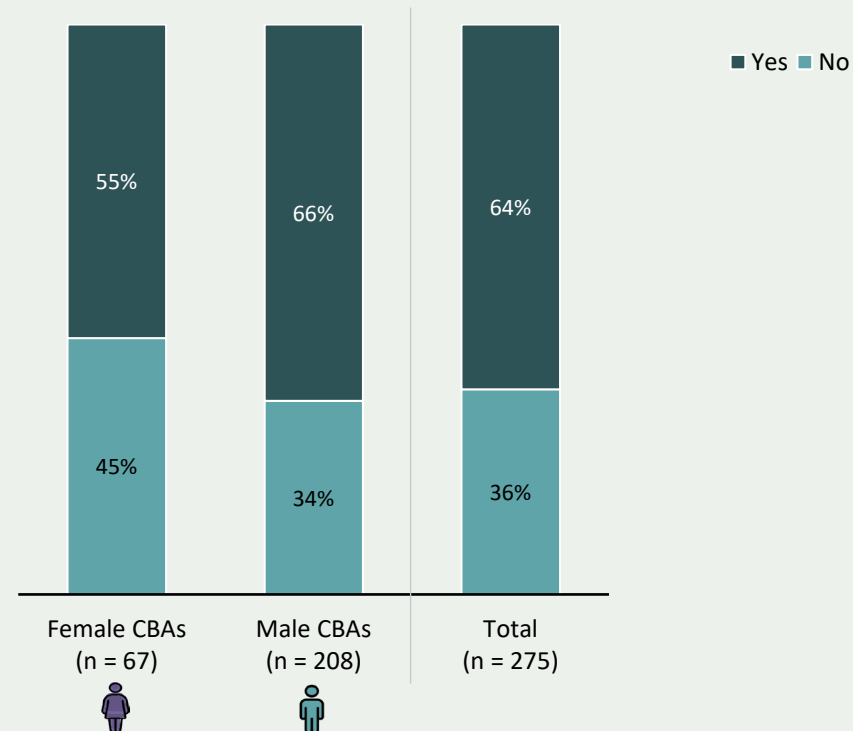
To understand the retention of new CBAs, we asked respondents if they had been working regularly in their role as a CBA since we spoke to them in November.

Those who answered 'No' were asked a separate set of questions to understand their reasons for discontinuing work, and what support they need to resume CBA work. The results can be found on pages [55-58](#).

All other sections in this report refers to data from the 175 actively working CBAs only.

## Current Engagement

Q: Have you been working regularly as a CBA since November? (n = 275)



# CBA Experience and Satisfaction

- Net Promoter Score & drivers
- Perception of skills
- Challenges
- Future engagement as a CBA



# CBA Satisfaction: Net Promoter Score

The Net Promoter Score® of AGRA’s CBA program is 63 – 63 for male CBAs, and 62 for female CBAs. Both scores are excellent, and above the 60dB average in Agriculture.

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

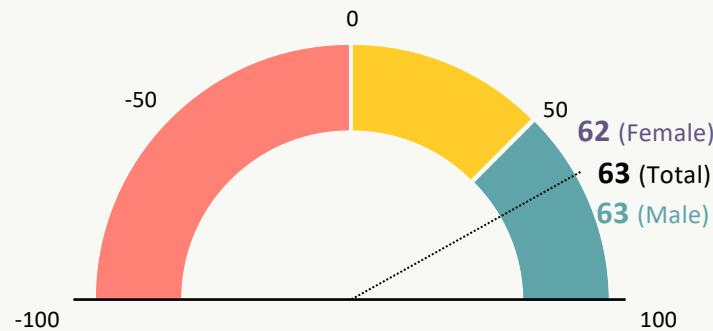
Asking respondents to explain their rating provides insight into what they value and what creates dissatisfaction. These details are on the next page.

### Comparison to Baseline

- > Baseline: 64
- > Follow-Up: 63

### Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely is it that you would recommend working as a CBA with [partner name] to a friend, where 0 is not at all likely and 10 is extremely likely? (n = 175)



NPS = 69% Promoters — 6% Detractors

9-10 likely to recommend      0-6 likely to recommend

### NPS Benchmarks



**60 Decibels Global average** 48  
540 companies

**60 Decibels Agriculture Average** 40  
83 companies



# Net Promoter Score Drivers

Both male and female Promoters and Passives value the avenue to improve their farming knowledge and methods, and help pass the same on to their communities.

: )

Female  
CBAs  
(n = 37)



**73% are Promoters. They LOVE:**

1. Access to improved farming methods (44%)
2. Contribution to community's farming knowledge (41%)
3. Access to resources (30%)

: \

**16% are Passives: They LIKE:**

1. Improved farming knowledge (34%)
2. Access to farm inputs (54%)

**But complain about:**

1. Difficulty in accessing inputs (23%)

: (

**11% are Detractors. They DISLIKE:**

1. Inadequate farm inputs (5 CBAs)
2. Lack of financial support (4 CBAs)

Male  
CBAs  
(n = 138)



**68% are Promoters. They LOVE:**

1. Access to improved farming methods (46%)
2. Contribution to community's farming knowledge (35%)
3. Access to resources (29%)

**27% are Passives: They LIKE:**

1. Access to farm inputs (54%)
2. Improved farming knowledge (34%)

**But complain about:**

1. Difficulty in accessing inputs (24%)

**5% are Detractors. They DISLIKE:**

1. Inadequate farm inputs (4 CBAs)
2. Lack of financial support (2 CBAs)


# Skill Improvement

Over 95% of CBAs report some level of improvement across all skill categories. Almost all CBAs report ‘very much improved’ knowledge of agriculture practices.


At the baseline, we asked CBAs to rate themselves from ‘very weak’ to ‘very strong’ across a number of skill categories. In the follow-up, we asked the same CBAs whether, and to what extent, these skills have improved.

Nearly all CBAs in the follow-up reported improvement in skills. However, perhaps due to cultural norms, male CBAs reported higher levels of improvement on certain skills:

### % saying entrepreneurship skills have ‘very much improved’

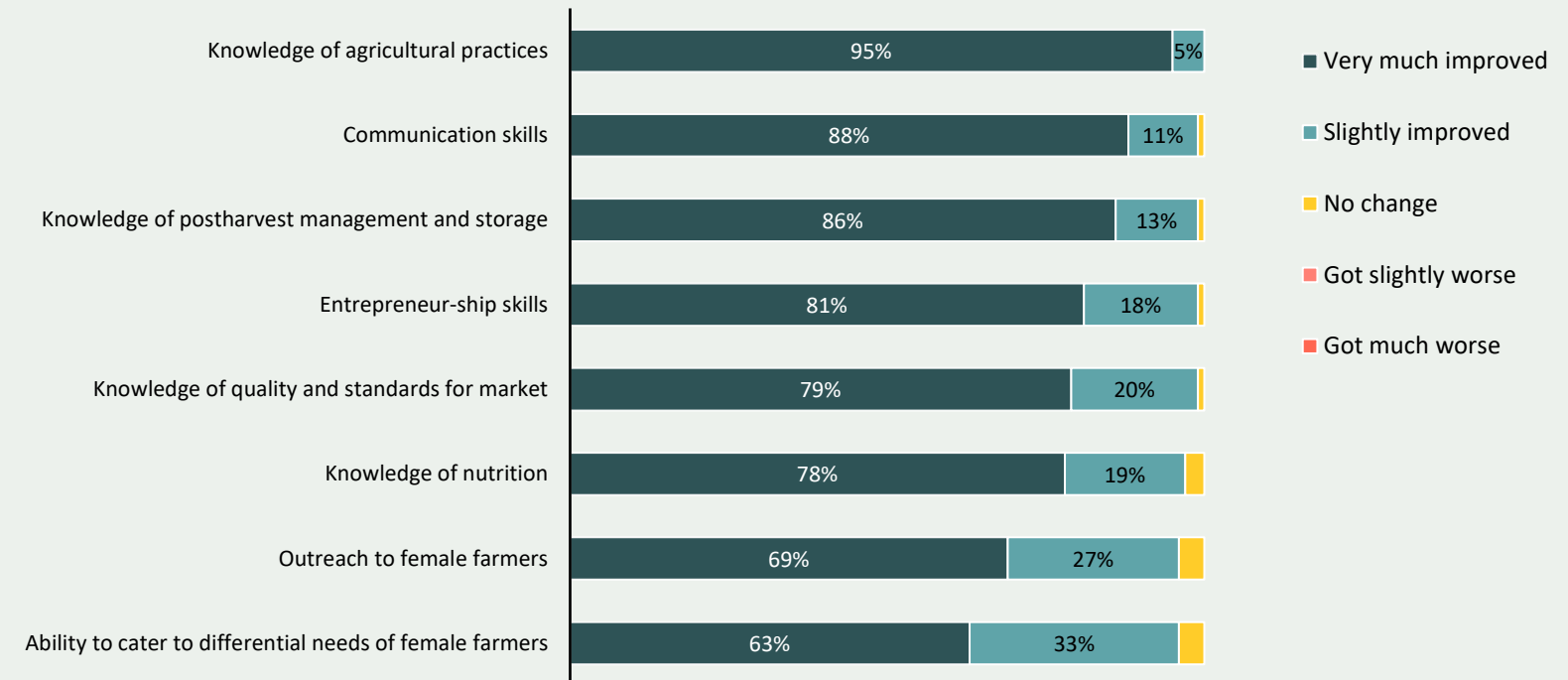
- > Male CBAs 85% 
- > Female CBAs: 68%

### % saying knowledge of agricultural practices has ‘very much improved’

- > Male CBAs 96% 
- > Female CBAs: 89%

## Skills Improvement

Q: How has your knowledge on the following changed since becoming a CBA? (n = 175)



# Skill Improvement: Deep Dive on Nutrition and Gender Based Skills

Male CBAs report higher levels of improvement on nutrition, while female CBAs report higher levels of improvement on outreach to female farmers and ability to serve them.

The following trends emerge when looking at CBAs' perceived level of skill reported at baseline:

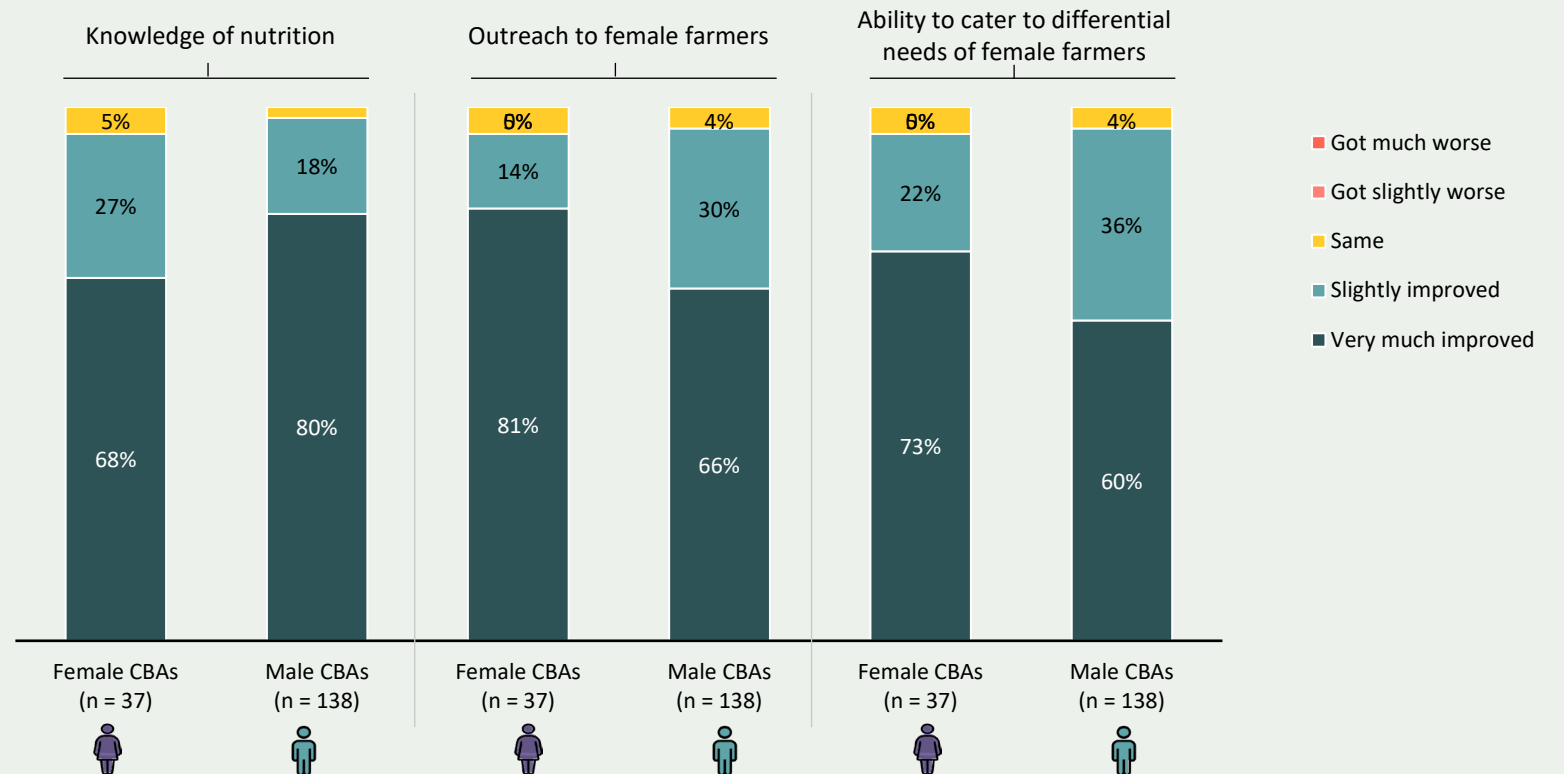
- > Male CBAs rated themselves slightly weaker than female CBAs on all three skills at baseline.

- > Male CBAs report more significant improvement in their knowledge of nutrition, which is likely driven by inexperience and lack of familiarity with domestic work (and by extension, household food consumption); due to their CBA work, they be starting to bridge this gap.

- > Male CBAs' lower levels of improvement on outreach to female farmers and ability to serve them highlights the need for strengthening training around gender inclusion in the program.

## Skills Improvement for Nutrition and Gender-based Skills

Q: How has your knowledge on the following changed since becoming a CBA? (n = 175)



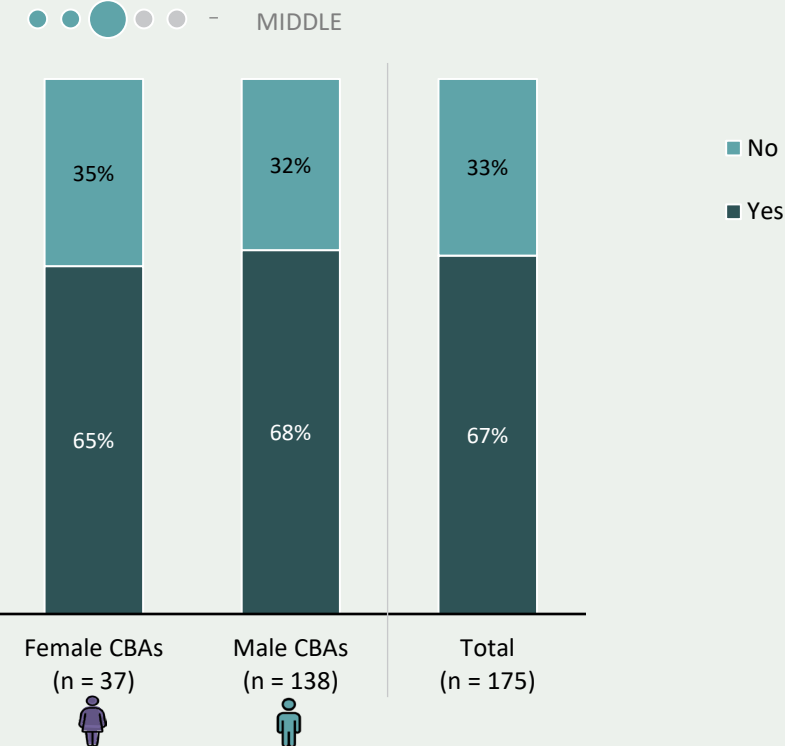
# CBA Challenges

2 in 3 CBAs report facing challenges in their work. A near equal proportion of male and female CBAs report challenges.

CBAs with prior access to similar trainings are more likely to report challenges (73%) than those with no prior training (58%). This could be a result of higher expectations based on exposure to other training programs.

## Challenges

Q: Have you experienced any challenges working as a CBA with [partner name]?  
(n = 175)



“The farmers always expect seeds and loans for fertilizer. Not getting these things sometimes discourages them from coming to training or meetings.” – Male

“Sometimes, I ask farmers to come for a meeting and many times they do not show up without providing any excuses. Had they informed me in advance, I could have shifted the meeting to suit everybody.” - Male

“Whenever I distribute baby demos to farmers, most of them do not appreciate and complain that the seed is small and won't be enough for them to plant” – Female

# CBA Challenges: Top Issues

CBAs were asked to describe – in their own words – the top 3 challenges they experienced in their role. These are similar to those reported at baseline.

While 33% of CBAs report not facing any challenges at all during the follow-up, the top challenges for those who did include are shown on the right.

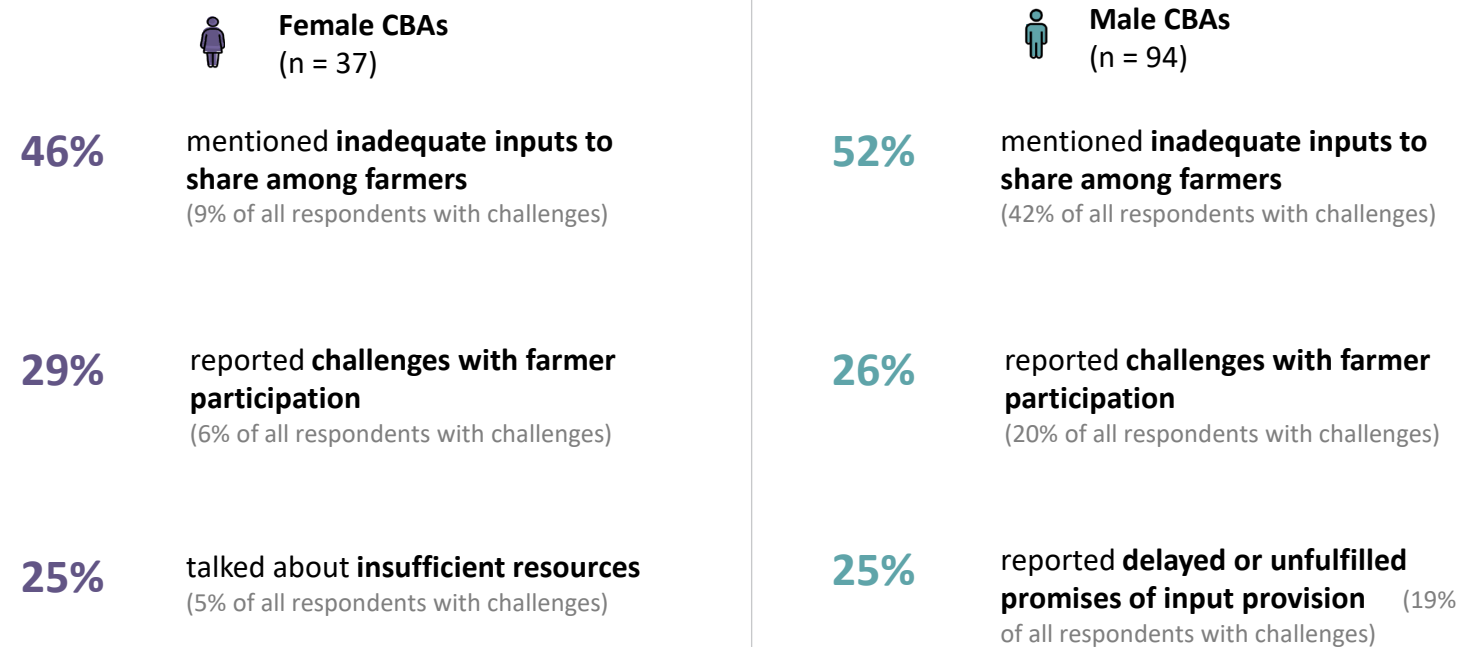
CBAs mentioned other challenges including:

1. Financial challenges which prevent farmers from implementing training (16%)
2. Lack of accessibility to farmers (14%)
3. Unrealistic expectations from farmers (9%)

Both male and female CBAs primarily experience challenges with insufficient farm inputs and low farmer participation.

## Top Reported Challenges Experienced by 67% of CBAs

Q: Please explain the challenge(s) you have experienced (n = 118). Open-ended, coded by 60 Decibels.



# Expansion of Work and Comparison to Past Work

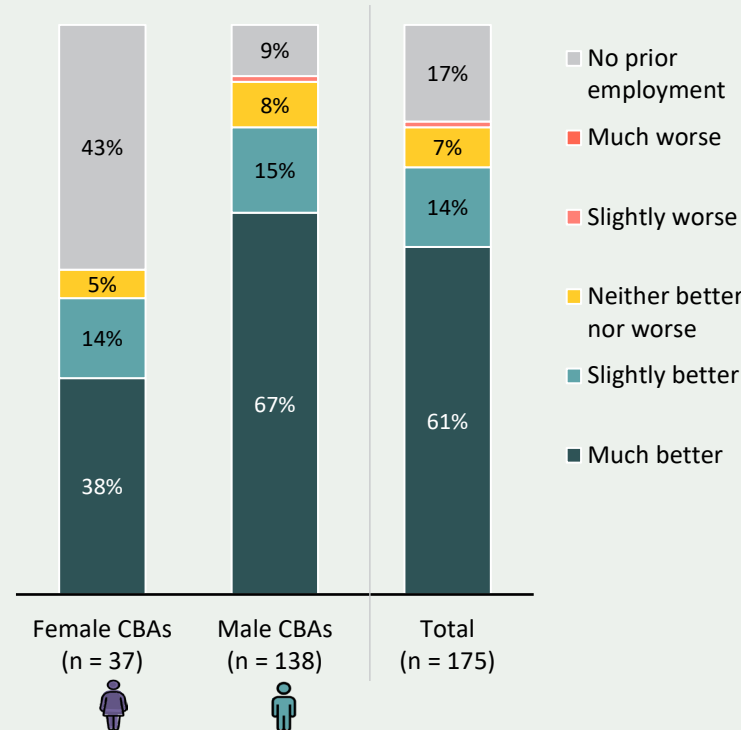
6 in 10 CBAs – and particularly male CBAs – report that this role is ‘much better’ than their previous jobs. Roughly half report they have gained access to additional income sources and new business opportunities due to this role.

43% of female CBAs reported having no prior employment, highlighting their relative lack of experience compared to their male counterparts.

77% of all CBAs have been able leverage their role as a CBA to either gain access to other avenues of income generation or get supplies for their personal farm.

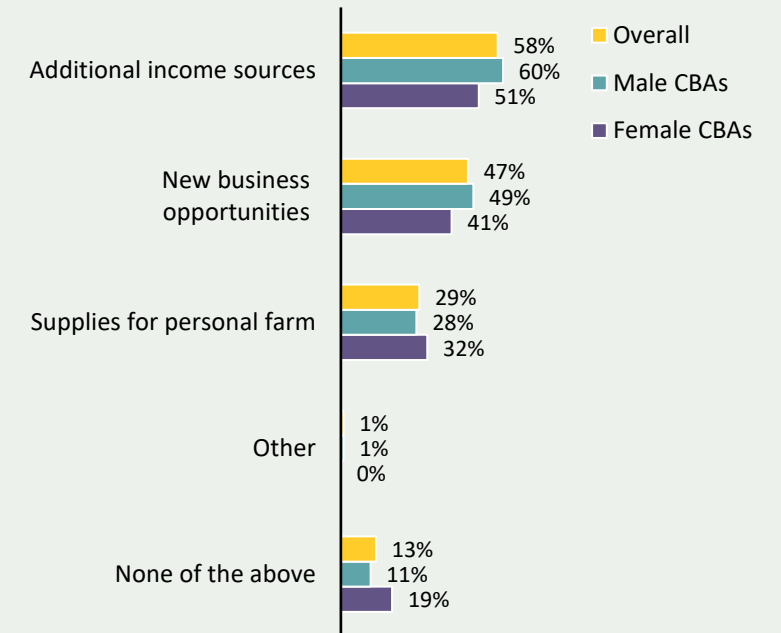
## Comparison to Past Employment

Q: Is working as a CBA better, worse or the same compared to your previous job? Is it: (n = 175)



## Avenues to Other Work

Q: Have you gained access to any of the following opportunities through your work as a CBA? Select all that apply. (n=175)



# Future Engagement as CBAs

Nearly all female and male CBAs report that they are likely to still be a CBA in a year. Better employment opportunities could incentivize a third to leave.

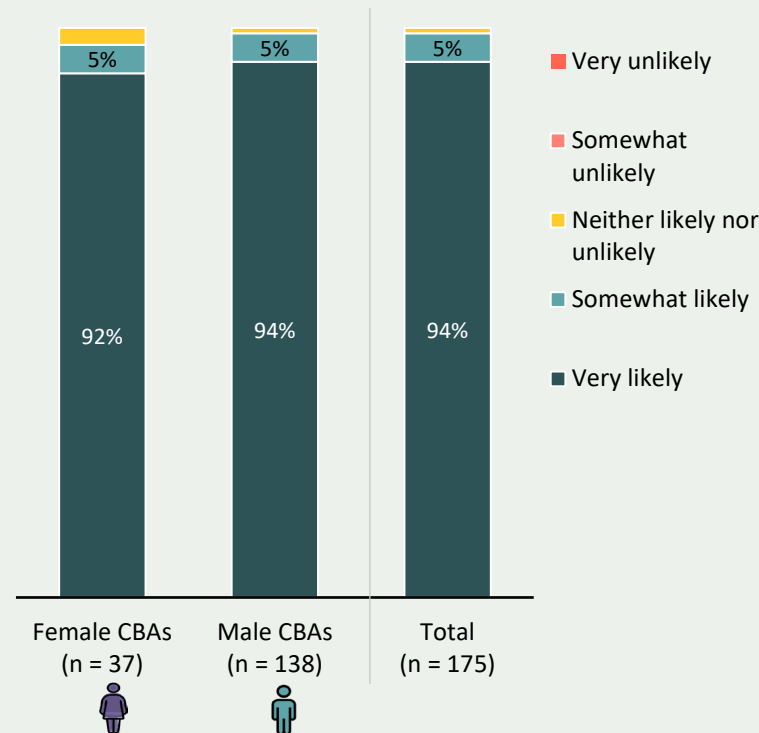
Almost all male and female CBAs are ‘very likely’ to continue working as a CBA in a year, and 22% report there is nothing that would prevent them from remaining in their role 3 years from now.

Male and Female CBAs are most likely to be dissuaded from continuing in the CBA role due to better employment opportunities.

Female CBAs are more likely to mention relocation (24%) compared to their male peers (13%). Due to cultural norms, female CBAs may be more likely to relocate due to marriage or other domestic drivers.

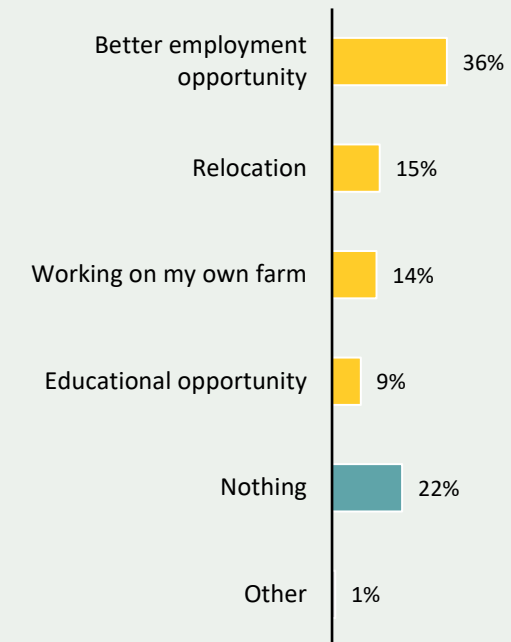
## Future Engagement

Q: How likely is it that you will be working as a CBA 12 months from now? (n = 175)



## Prevention to Future CBA Work

Q: What, if anything, could prevent you from working as a CBA 3 years from now? (n=175)



# Details of Fieldwork with Farmers

- Working Hours
- Number of farmers served
- Gender preferences of CBAs and drivers
- Services provided
- Additional services and connections
- Farmer acquisition channels
- Suggestions for improvement





# Working Hours



On average, CBAs work 14 hours a week. Nearly 9 in 10 find their working hours reasonable.

On average, male CBAs work slightly longer hours than female CBAs.

CBAs who think their 'hours are too short' work an average of 10 hours, compared to 15 hours for those who think their hours are reasonable.

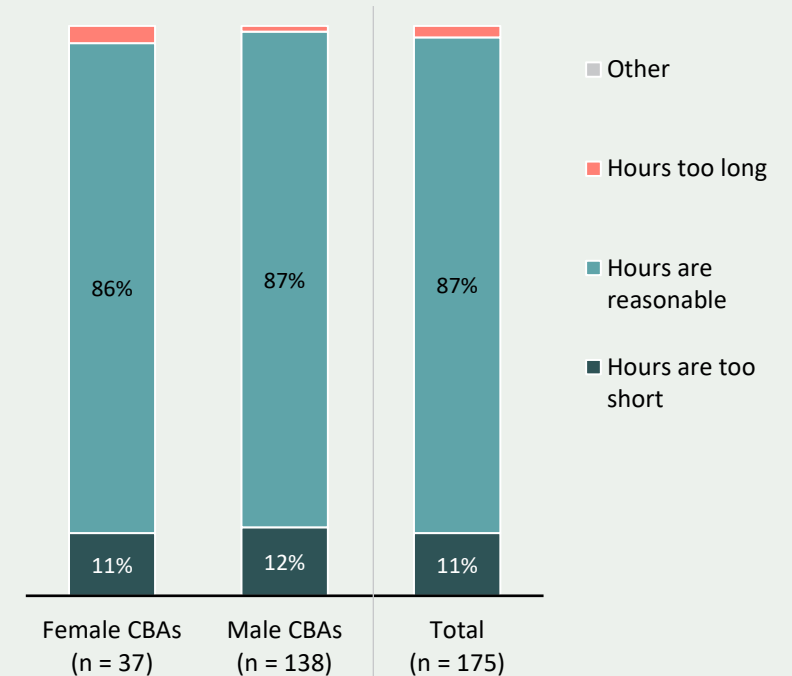
## Average Work Hours (Weekly)

Q: On average, how many hours a week do you work as a CBA? (n = 175)

	Average Working Hours (Weekly)
<b>Overall</b>	<b>14 hours</b>
<b>Female CBAs</b> (n = 37) 	<b>13 hours</b>
<b>Male CBAs</b> (n = 138) 	<b>14.5 hours</b>

## Perception of Work Hours

Q: How do you feel about your working hours as a CBA? (n = 175)



# Number of Farmers Served by CBAs

The average number of farmers served has dropped slightly from the baseline; however, the proportion of male and female farmers served remains the same, and skews heavier towards serving male farmers. This is despite a marked increase in the number of female farmers served by female CBAs at follow-up.

This further highlights the benefit of recruiting female CBAs – as they could be instrumental to expanding the female farmer base served by AGRA.

Male CBAs wish to serve more farmers than they currently do. This could be a consequence of male farmers working slightly longer hours, which leaves them with more time to serve additional farmers.

CBAs serve a median of 250 farmers. Similar to baseline, CBAs are serving more male farmers than female farmers, and are more likely to serve farmers of their own gender.

## Farmers Served by CBAs

Q: How many farmers do you currently serve? (n = 175)

Q: What is the ideal number of farmers you would like to serve? (n = 175)

Q: What proportion of the farmers you serve are female? Male? (n = 175)

		Female CBAs (n = 37)	Male CBAs (n = 138)	Total
<b>Median farmers served</b> in the current season	Baseline	170	300	280
	Follow-up	250 ↑	250 ↓	250 ↓
<b>Median farmers</b> CBAs ideally wish to serve	Follow-up	250	300	250
% of <b>female farmers</b> served (Median)	Baseline	50%	30%	34%
	Follow-up	60% ↑	33% ▬	35% ▬
% of <b>male farmers</b> served (Median)	Baseline	50%	70%	66%
	Follow-up	40% ↓	67% ▬	65% ▬

# Gender Preferences of CBAs

Compared to baseline, a greater proportion of CBAs indicate that they prefer working with farmers of a certain gender.

Similar to baseline, female CBAs with a preference mostly favour working with female farmers. In a reversal of the trends at baseline, male CBAs with a preference now equally favour working with male and female farmers.

Given the overall increase in CBAs with a preference, and male CBAs having a greater desire to serve female farmers, the stage is ripe for broadening the female farmer base for AGRA.

In contrast to the baseline, female CBAs are now more likely to have a gender preference in the farmers they serve. Preference for serving female farmers has increased from baseline.

## Gender Preferences of CBAs

Q: Do you feel more comfortable working with other women, men, or feel the same working with both?  
(n = 301 at Baseline, n = 175 at follow-up)

		Female CBAs	Male CBAs	Total
<b>Have a preference</b>	Baseline	30% (n=11)	26% (n=36)	27% (n=47)
	Follow-up	62% ↑ (n=23)	35% ↑ (n=48)	41% ↑ (n=71)
Prefer working with female farmers*	Baseline	91% (n=10)	39% (n=14)	51% (n=24)
	Follow-up	83% ↓ (n=19)	50% ↑ (n=24)	61% ↑ (n=43)
Prefer working with male farmers*	Baseline	9% (n=1)	61% (n=14)	49% (n=23)
	Follow-up	17% ↑ (n=4)	50% ↓ (n=24)	39% ↓ (n=28)

\*Percentages are out of total CBAs who have a preference.

# Drivers of Gender Preferences (1/2)

86% of those who prefer working with male farmers are male CBAs.

We asked those who reported a preference of working with male farmers, what would make them more comfortable working with women.

Interestingly, this subgroup of 28 CBAs reported lower levels of improvement in their knowledge on outreach to female farmers and their ability to serve female farmers' differential needs.

These results suggest an opportunity to influence gender perception with a stronger emphasis on gender-based skills in training.

More than 8 in 10 CBAs who prefer working with male farmers would be more comfortable working with female farmers if they had more time for farming.

## Ease of Working With Women Farmers Reasons

Q: What would make you feel comfortable working with women? Select all that apply. (n = 28\*) Multi-select question.



\*This question was only asked to CBAs who preferred working with male farmers.

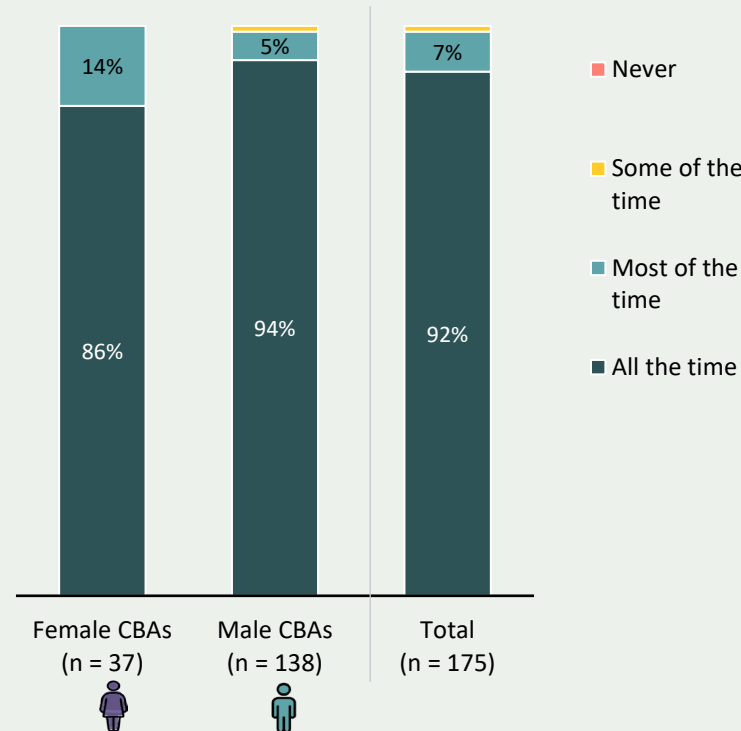
# Drivers of Gender Preferences (2/2)

9 in 10 female and male CBAs feel respected by farmers 'all the time'. Among those who do not, more than half believe this is because farmers are not open to new information.

Respect from farmers is integral to motivate CBAs to continue their work - 96% of CBAs who feel respected 'all the time' are 'very likely' to continue working as a CBA in 12 months, compared to 62% of CBAs who feel respected 'most' or 'some' of the time.

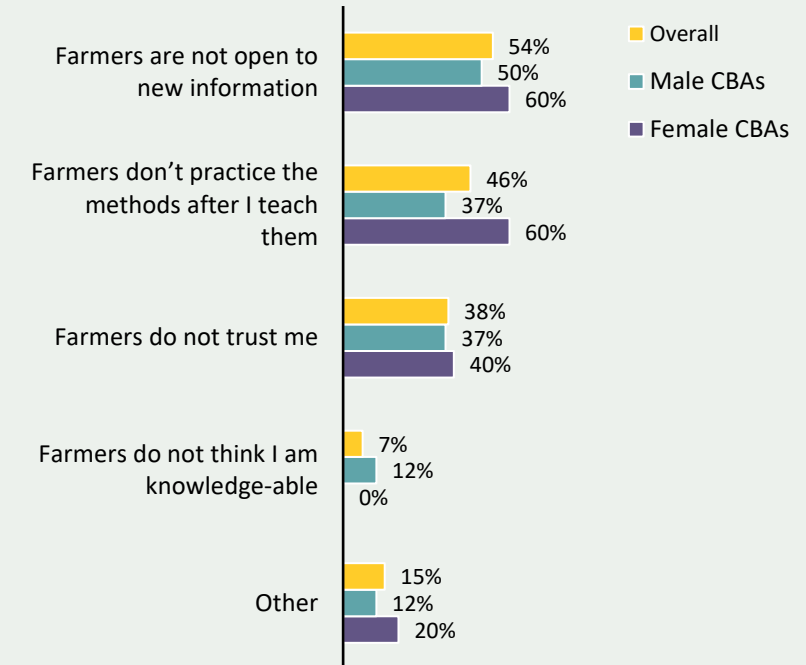
### Respect Received from Farmers

Q: Do you feel respected by the farmers you serve? (n = 175)



### Reason for Not Receiving Respect

Q: Why do you feel like you are not respected? Select all that apply. (n = 13)



# Details of Networking and Farmer Acquisition

- Services provided
- Additional services and connections
- Farmer acquisition channels
- Suggestions for improvement



Credit: Getty Images

# Services Provided to Farmers

Similar to the baseline, both male and female CBAs provide mostly crop management advisory, agricultural trainings, and trainings on proper use of inputs to their farmer groups.

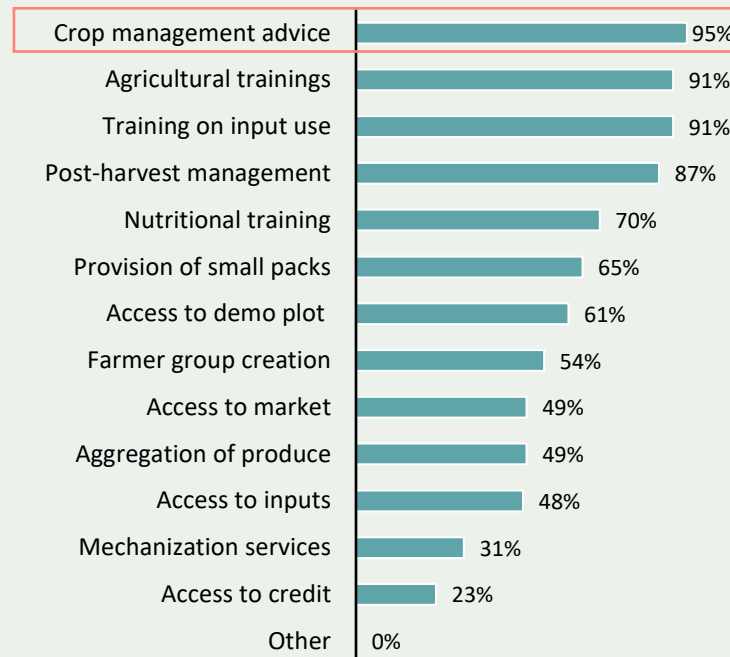
Male and Female CBAs provide the same top three services to farmers. However, on the whole, female CBAs are slightly more likely to be providing a greater number of services.

Both male and female CBAs at follow-up are far more likely to provide nutrition related services compared to baseline:

- > Nutritional training (28% to 70% for male CBAs, 46% to 78% for female CBAs),
- > Provision of small packs (37% to 65% for male CBAs, 32% to 60% for female CBAs)

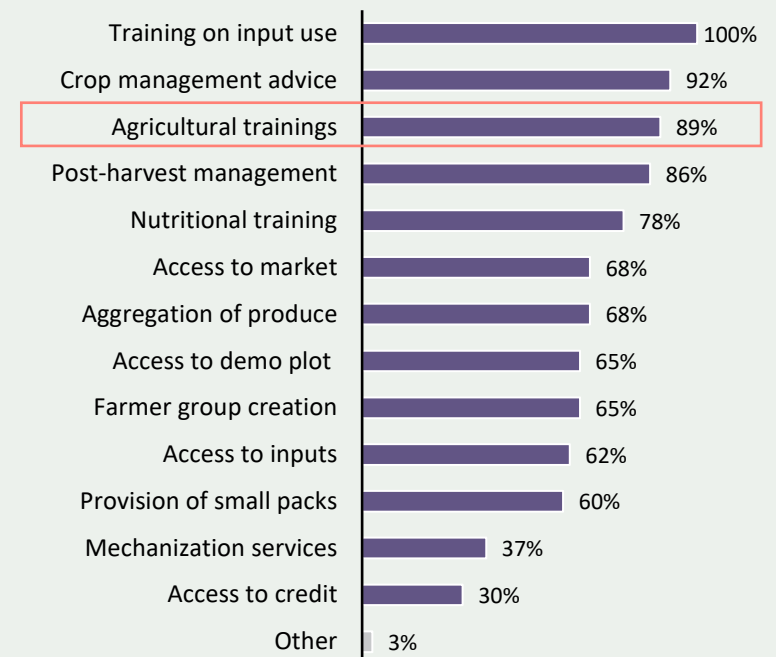
## Services Provided by Male CBAs

Q: What services do you provide to farmers? (n = 138). Multi-select question.



## Services Provided by Female CBAs

Q: What services do you provide to farmers? (n = 37). Multi-select question.



— Most Common Service at Baseline

# Additional Services Provided to Farmers

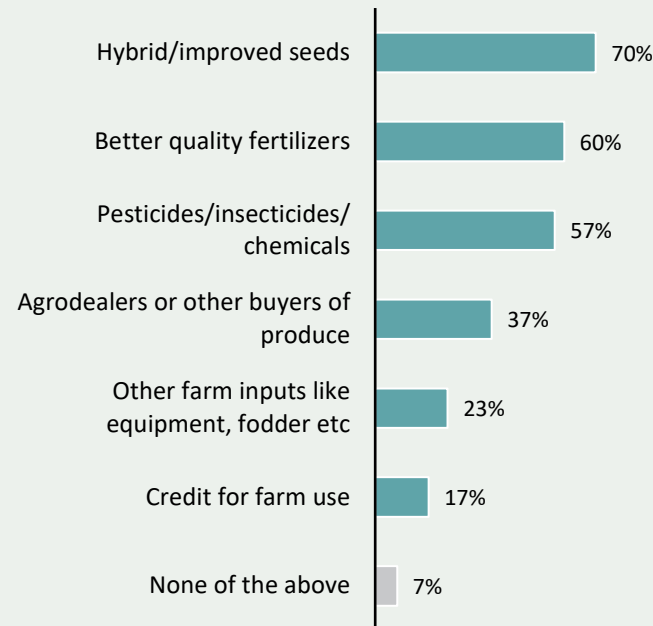
9 in 10 CBAs provide additional services to farmers. Provision of farm inputs like improved seeds, fertilizer, and pesticides are the most common additional services.

Potentially catalyzed by more time in the field, more CBAs are providing additional services to farmers now (91%) than at baseline (64%).

CBAs with prior access to training and experience in similar roles are more likely to provide these additional services (94% and 95% respectively), compared to those with neither (87% and 89% respectively). This indicates those with previous exposure to the agricultural field have a slight upper hand in delivering services to farmers, which continues through their first season.

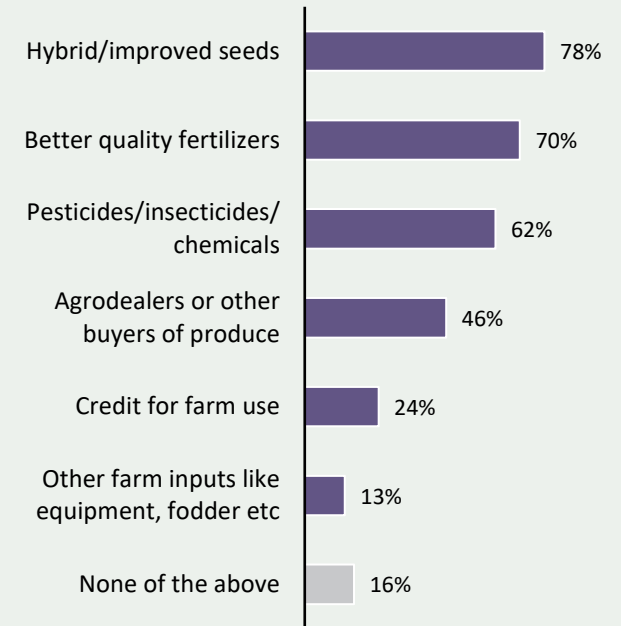
## Additional Services Provided by Male CBAs

Q: In addition to what [partner name] helps you provide to farmers, do you provide your farmers with access to the following? Select all that apply. (n = 128). Multi-select question.



## Additional Services Provided by Female CBAs

Q: In addition to what [partner name] helps you provide to farmers, do you provide your farmers with access to the following? Select all that apply. (n = 31). Multi-select question.





# Connections Developed by CBAs

Nearly 3 in 5 female and male CBAs have been able to make new connections that help them provide services to farmers. Half of these new connections are with agro-dealers.

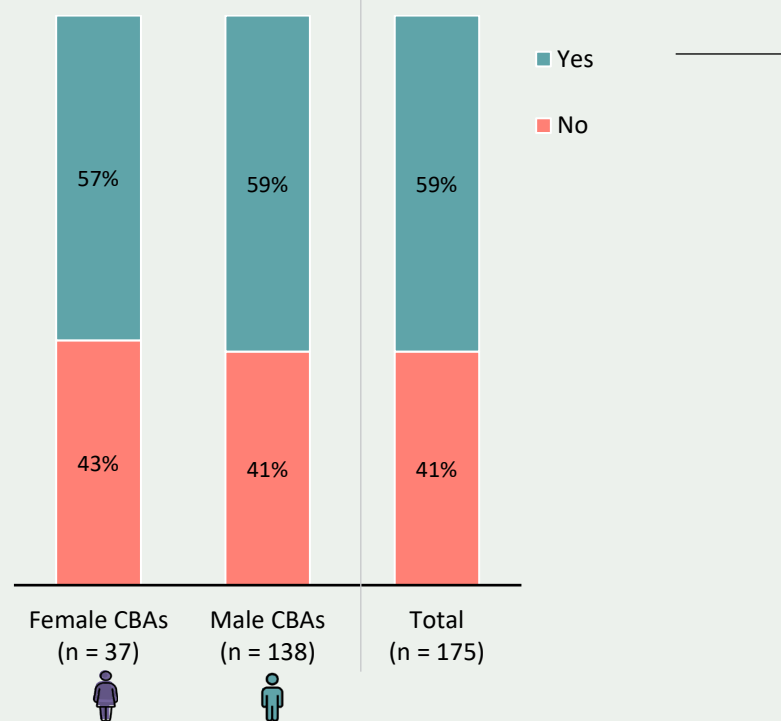
CBAs are leveraging these new connections – those who have made connections are more likely to deliver additional services to farmers (96%), compared to those who have not (84%).

Once again, previous experience in agriculture helps – CBAs with prior access to training are more likely to have made new connections (65%), compared to those who with no prior training (48%).

Despite starting at a disadvantage due to less prior training and experience in the agricultural space, female CBAs have been able to make new connections at a rate similar to male peers. This is an encouraging sign that AGRA's program enables inexperienced recruits to develop their own networks via fieldwork.

## Usage of Prior Connections to Deliver Services

Q: Since you began working as a CBA have you made any new connections or identified other opportunities that have helped you provide services to farmers? (n = 175)



## Types of Connections Developed

Q: What are these connections? (n = 102)



# Support Needed to Form Connections

We asked the 41% of CBAs who have not made new connections if they would like to do so, and for what service.

This points to female CBAs' lower prior access to similar training and roles; they are less familiar with the agricultural space and are hence unsure which connections can be made to enhance their role.

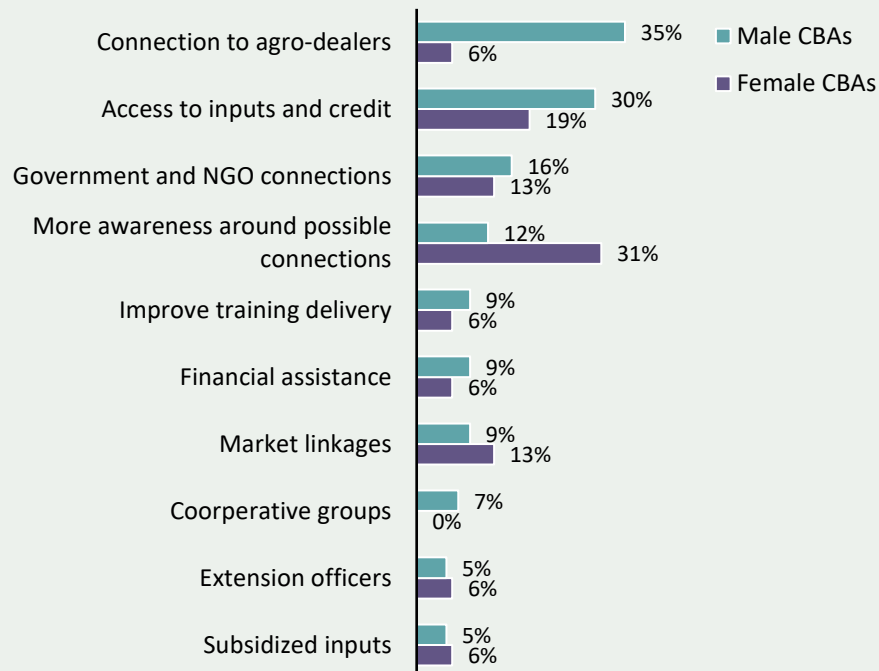
### To consider

How can training be expanded to address this concern by female CBAs?

Male CBAs ask for better connection to agro-dealers, whereas female CBAs want to be better informed about of the potential connections open to them.

## Support CBAs Need to Form Connections

Q: Are there connections / opportunities you would like to make to improve the services you offer to farmers? (n = 73; 16 females, 57 males) Open Ended. Coded by 60 Decibels.



“I want to be linked linked to providers of inputs such as improved seedlings and fertilizer. I have so many farmers with large farms under me and I would like to buy inputs directly at a discounted price.”  
– Male

“I would like to be introduced to some agro-dealers so that I can buy quality chemicals. I also want to buy from them and resell in my community.” - Male

“I want AGRA to help me with making connections so that they can provide us with farm input like chemicals, improved seeds and fertilizer.”  
– Female

# Acquisition Channels for Farmers

CBA's primarily rely on farmer groups and aggregators to identify male farmers, while they cite door to door outreach to identify the female farmers that they serve.

CBA's tend to use more structured acquisition channels such as farmer groups (68%) and aggregators / co-operatives (57%) to identify male farmers, whereas they mostly identify female farmers by going door to door (66%).

'Other' acquisition channels include:

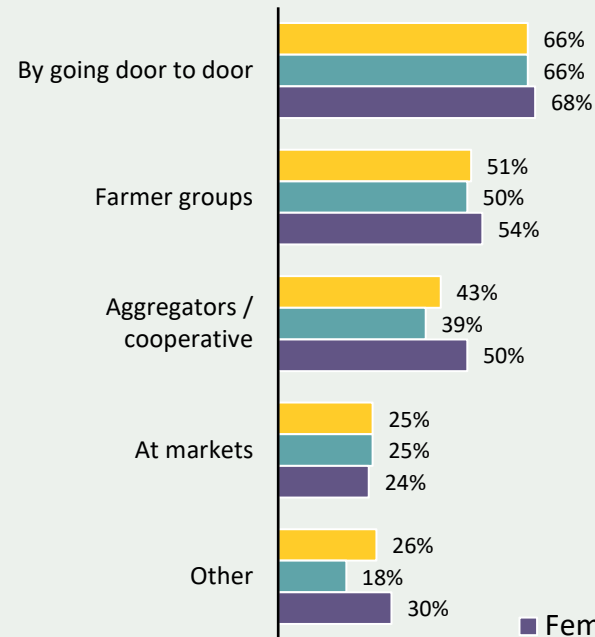
1. Community gatherings or place of worship
2. Places of work
3. Talking to village leaders or chiefs

### Insight

Since structured channels are a more reliable way to onboard farmers, this gendered trend could explain the higher proportion of male farmers served.

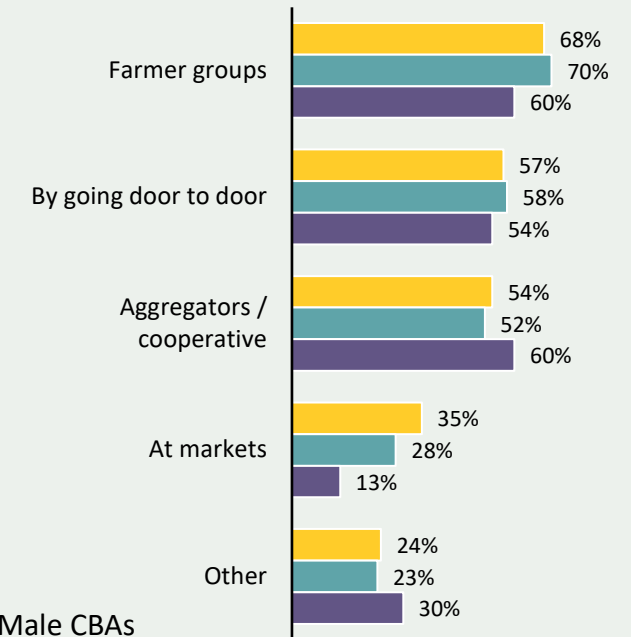
## Identifying Female Farmers to Serve

Q: What do you find to be the easiest way to identify female farmers? Select all that apply. (n = 175; 37 females; 138 males).



## Identify Male Farmers to Serve

Q: What do you find to be the easiest way to identify male farmers? Select all that apply. (n = 175; 37 females; 138 males).



# Suggestions for Improvement

We asked CBAs how AGRA could help them identify more farmers. All the CBAs had a suggestion to share, and these are similar to those at baseline.

A majority of CBAs request for farm inputs such as seeds, fertilizers, machinery, etc. This is in line with the most common challenge CBAs face (see [page 21](#)), suggesting that this is a common barrier to them effectively carrying out their role.

## A recommendation

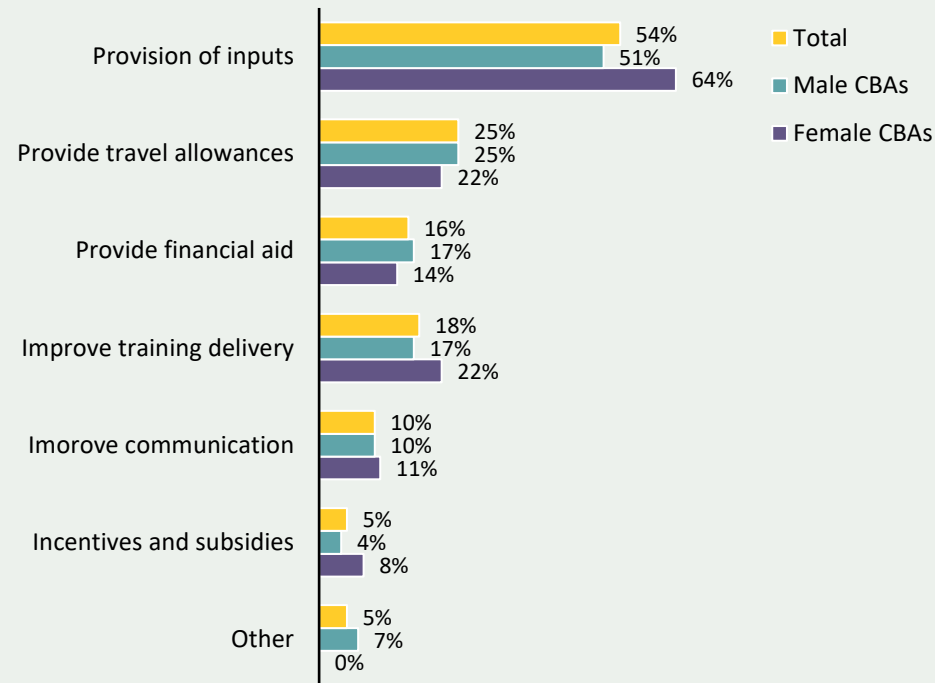
Facilitating access to input providers could not only help ameliorate CBAs' concerns, it could also help them forge better connections (see [page 34](#)).

Further, the request for travel allowance has persisted from the baseline. Consider if a form of compensation for the same can be arranged for these CBAs.

CBAs primarily request access to more farm inputs, followed by travel allowances and financial support to identify farmers better.

## Suggestions for Improvement from CBAs

Q: What could [partner name] do to help you identify more farmers? (n = 175; 36 females, 135 males) Open Ended. Coded by 60 Decibels.



“AGRA can help up identify more farmers by giving them more seeds, fertilizers and farming equipment. The farmers will show up and they will come forward to learn.” – Male

“Providing a motor bike would help make the transportation easier allowing me to reach out to more farmers.” – Male, 37

“AGRA should help us financially so that we can improve our land. I want them to bring more maize seeds and fertilizers. Our land needs more nutrients.” – Female, 35

# Impact

- Quality of life changes
- Changes in farming
- Financial impact
- Household impact



Credit: AGRA

# Quality of Life

To gauge depth of impact, CBAs were asked to reflect on whether their quality of life has changed since becoming a CBA with AGRA.

CBAs whose quality of life has 'very much improved' tend to be more optimistic about their future as a CBA – 96% report they are 'very likely' to continue working in a year, compared to 79% of those who report slight or no improvements to quality of life. This suggests that the positive impact they've experienced has cascaded down to their outlook and willingness to remain engaged with the AGRA program.

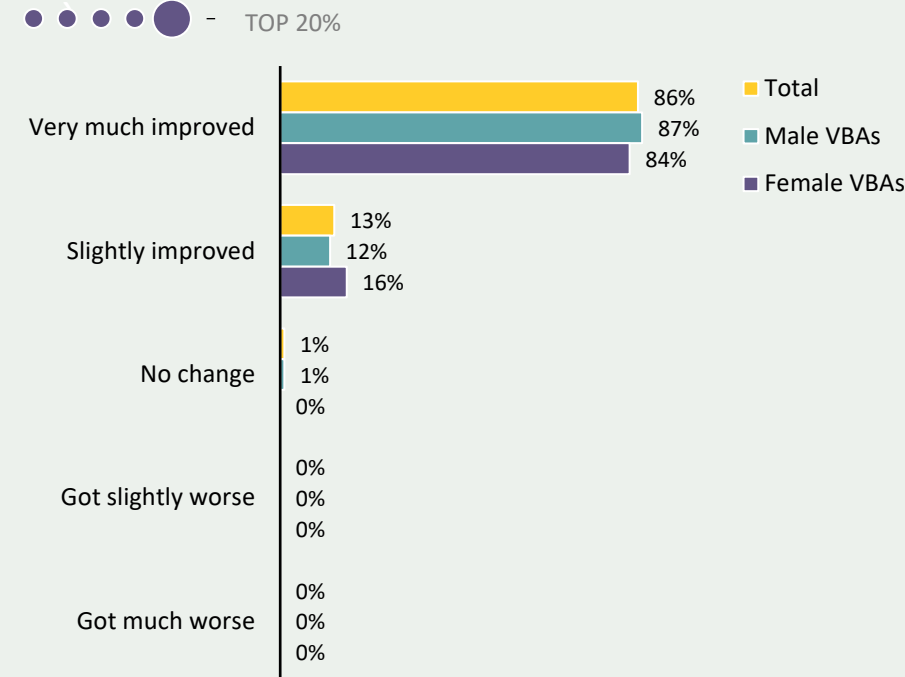
### Comparison to Baseline

- > Baseline: 85%
- > Follow-Up: 86%

More than 8 in 10 female and male CBAs report their quality of life has 'very much improved' since becoming a CBA.

### Perceived Quality of Life Change

Q: Has your quality of life changed since becoming a CBA? (n = 175; 37 females, 138 males)



#### Very much improved:

“Knowledge is power, I am happier since becoming a CBA. I feel more confident and I am definitely achieving more results which makes me happy.” – Male

#### Slightly improved:

“My income has improved a little bit since becoming a CBA. I am confident to start other things because I see the advice I give is helping farmers.” – Female

#### No change:

“I lost my phone which made me loose connections and stop receiving any information from the extension officers.” – Male

# Quality of Life: Top Outcomes

Similar to the baseline, improvements in livelihood can be attributed to CBAs applying agricultural training to their own farms and witnessing improvements in their harvest or yield.

Other outcomes include:

- Financial independence (24%)
- Expanded farming activities (14%)
- Improved savings (8%)

Both male and female CBAs identify improved income, and better agricultural knowledge as top drivers for improvements in their quality of life.

## Three Most Common Self-Reported Outcomes for 99% of CBAs Who Say Quality of Life Improved

Q: Please explain how your quality of life has improved. (n = 174). Open-ended, coded by 60 Decibels.



**Female CBAs**  
(n = 37)

**65%**

mentioned **improved livelihood and income**  
(65% of all respondents)

**51%**

talked about **increased knowledge and confidence about agriculture**  
(51% of all respondents)

**24%**

reported **practicing better nutrition**  
(24% of all respondents)



**Male CBAs**  
(n = 137)

**76%**

mentioned **improved livelihood and income**  
(76% of all male respondents)

**44%**

talked about **increased knowledge and confidence about agriculture**  
(44% of all male respondents)

**26%**

reported **increased agricultural yield**  
(26% of all male respondents)

# Way of Farming

CBAs were asked how their way of farming had changed since engaging with AGRA.

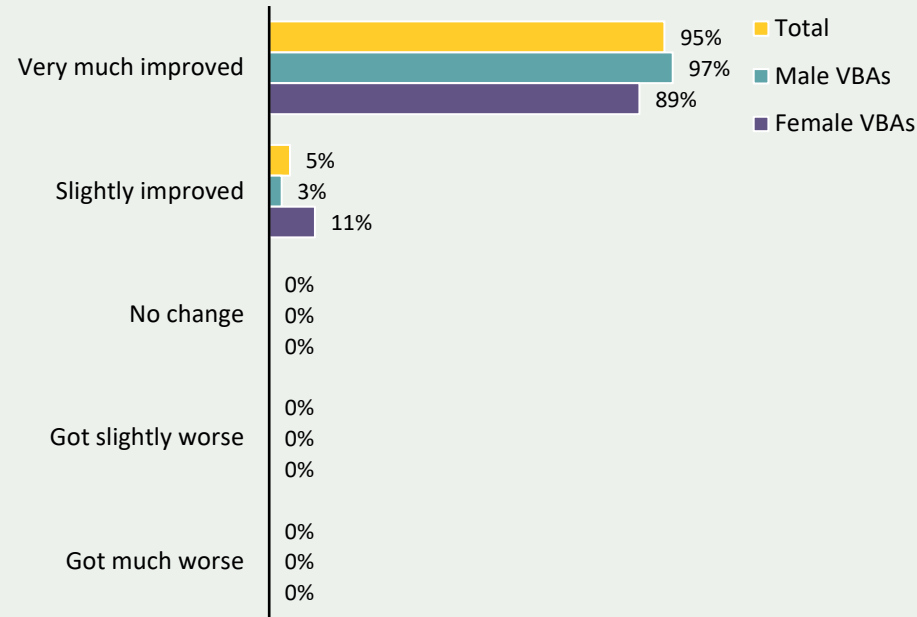
Male CBAs were slightly more likely to report that their way of farming has ‘very much improved (97%) compared to female CBAs (89%).

All CBAs report improvements in their way of farming since becoming a CBA with AGRA, with 95% reporting this has ‘very much improved’.

## Perceived Way of Farming Change

Q: Has your way of farming changed because of working as a CBA?  
(n = 175; 37 females, 138 males)

● ● ● ● ● - TOP 20%



### Very much improved:

“I now have more knowledge on good quality seeds and the correct use of fertilizers. I used to buy seeds and fertilizers from the local market. After AFRA’s training, I now use the right choice of seed and fertilizers that helps my crop to grow well.” – Male

### Slightly improved:

“Since becoming a CBA, I apply fertilizer 22 days after planting. I also remove weeds to make sure that the fertilizer enters the soil. The system of planting seeds is now 1 seed per hole.” – Female



# Way of Farming: Top Outcomes

Respondents were asked to describe – in their own words – the improvements in their way of farming since becoming a CBA.

The top outcomes are shown on the right. A few other way of farming improvements include:

- Improved knowledge and skills (26%)
- Better storage and post harvest handling (13%)
- Effective pesticide use (11%)
- Use of hybrid seeds (5%)

Female and male CBAs report that their farming has improved due to the implementation of modern farming methods, better planting techniques, and fertilizer application.

## Three Most Common Self-Reported Outcomes for 100% of CBAs Who Say Way of Farming Improved

Q: Please explain how your way of farming has improved. (n = 175). Open-ended, coded by 60 Decibels.



**Female CBAs**  
(n = 76)

**46%**

talked about **now practicing modern farming methods**  
(14% of all respondents)

**41%**

talked about using better **spacing and planting techniques**  
(13% of all respondents)

**24%**

reported **better fertilizer application**  
(13% of all respondents)



**Male CBAs**  
(n = 137)

**56%**

talked about **now practicing modern farming methods** (48% of all respondents)

**55%**

talked about using better **spacing and planting techniques**  
(38% of all respondents)

**30%**

reported **better fertilizer application**  
(37% of all respondents)

# Financial Impact: Income Change and Employment

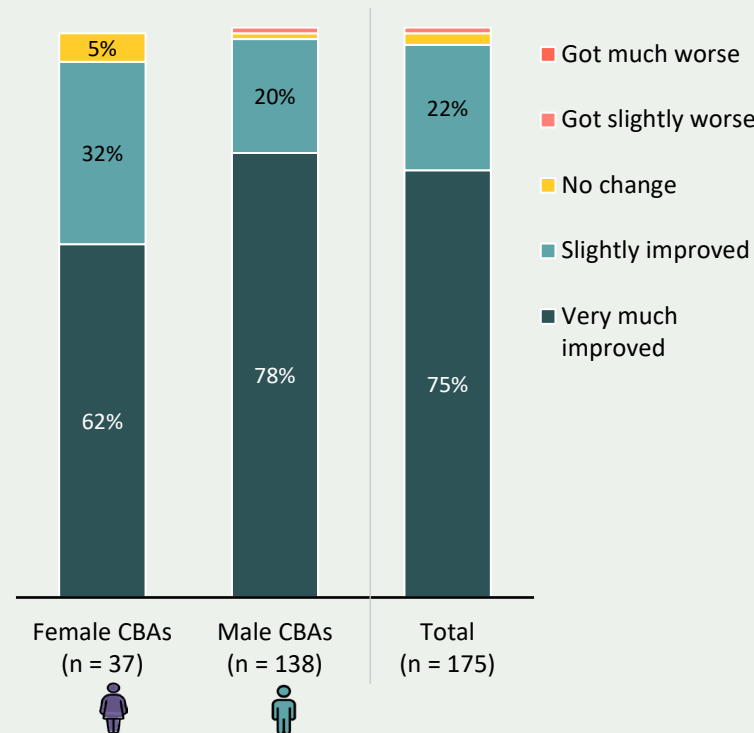
Three quarters of CBAs say that their income has ‘very much improved’. 8 in 10 believe their chances of getting a better job in the future has improved after working in this role.

CBAs whose way of farming has ‘very much improved’ are more likely to report that their money earned has ‘very much improved’ (83%), compared to CBAs who report a slight improvement in their way of farming (21%).

Perhaps as a result of male CBAs being more likely to improve their way of farming (see [page 40](#)), they are also more likely to report significantly improved income compared to their male peers.

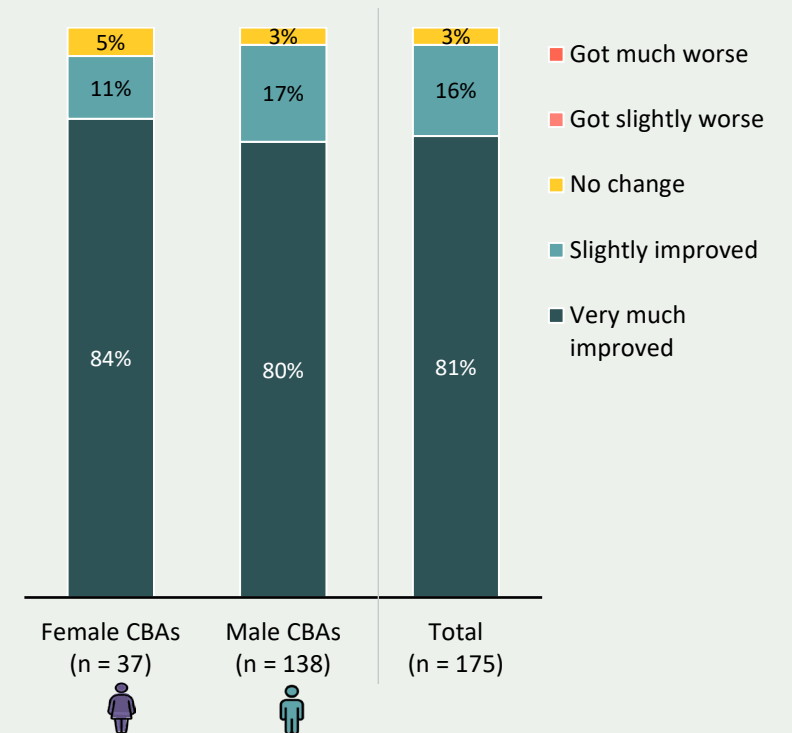
## Income Change

Q: Has the money you earn changed because of your work as a CBA? (n = 175)



## Future Job Opportunities

Q: Has working as a CBA changed your chances of getting a better job in the future? (n = 175)



# Income Change – Top Reasons

Nearly all CBAs who report an increase in income say that it is a result of selling more crops.

This observation is in line with the almost universal improvement in way of farming and increase in farm yields being one of the top drivers of improved quality of life.

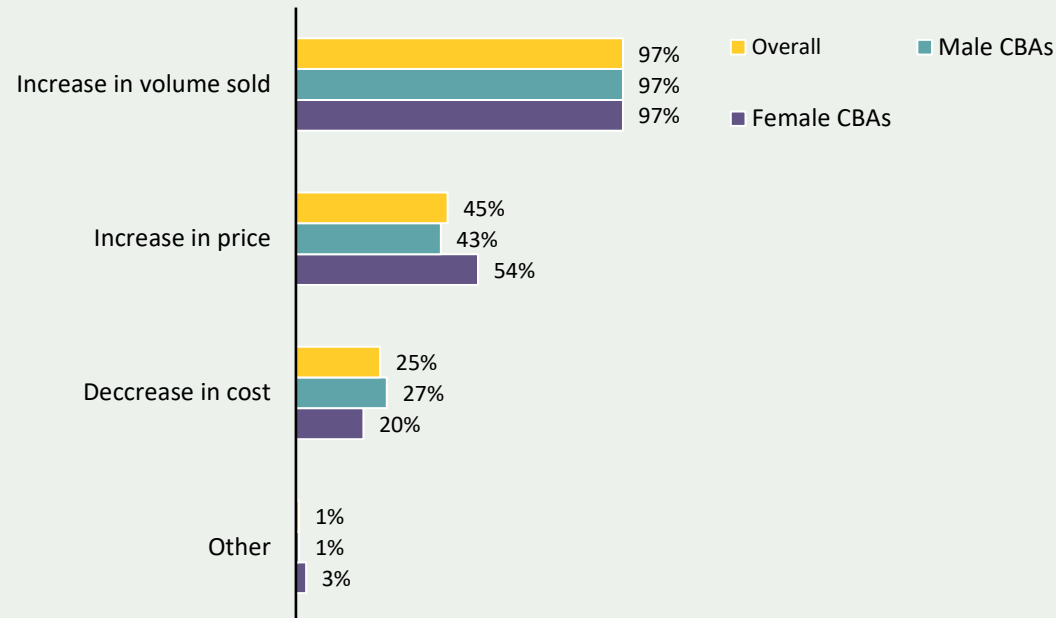
### Insight

All of these drivers are related to the sale of produce from CBAs’ farm. Given that almost no CBAs attribute any ‘other’ drivers for increase in income, it is likely that increase from personal farm yields are catalyzing most of the impact, similar to baseline.

### Increase in Income

Q: What were the main reasons for the increase in money earned? Select all that apply. (n = 170; 35 Female CBAs, 135 Male CBAs). Multi-select question.

● ● ● ● ● - TOP 20%



# Financial Impact: Income Sufficiency

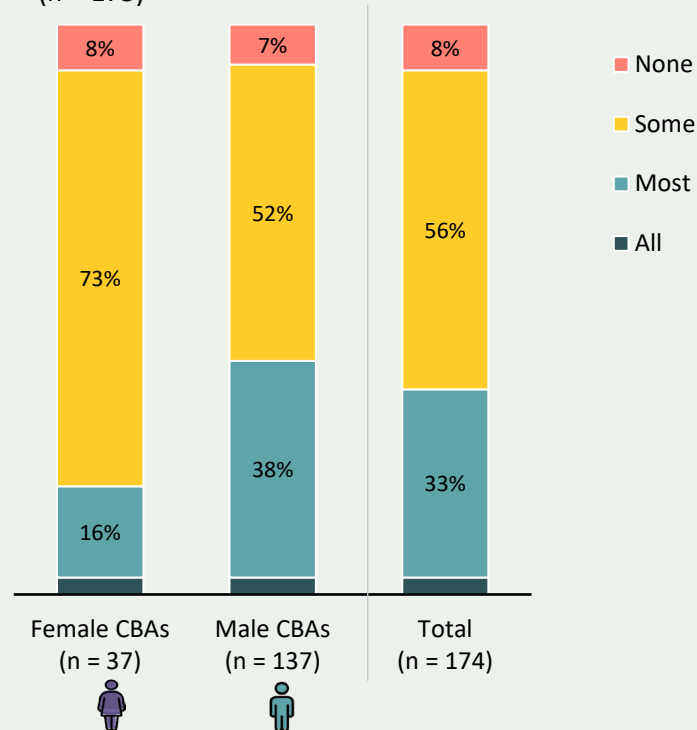
Nearly 4 in 10 CBAs find their current CBA income is sufficient to cover 'all or 'most' of their household expenses. More than 9 in 10 expect this to increase after a year.

Increase in income is closely related to income sufficiency – those who say their income has 'very much increased' are more likely to report that 'all' or 'most' of their household expenses are covered (45%), than those who report little or no income change (11%). This pattern is also mirrored in perception on future income sufficiency (70% v/s 36%)

Since male CBAs report higher levels of improved income (see page 41), they also report higher levels of current and future income sufficiency.

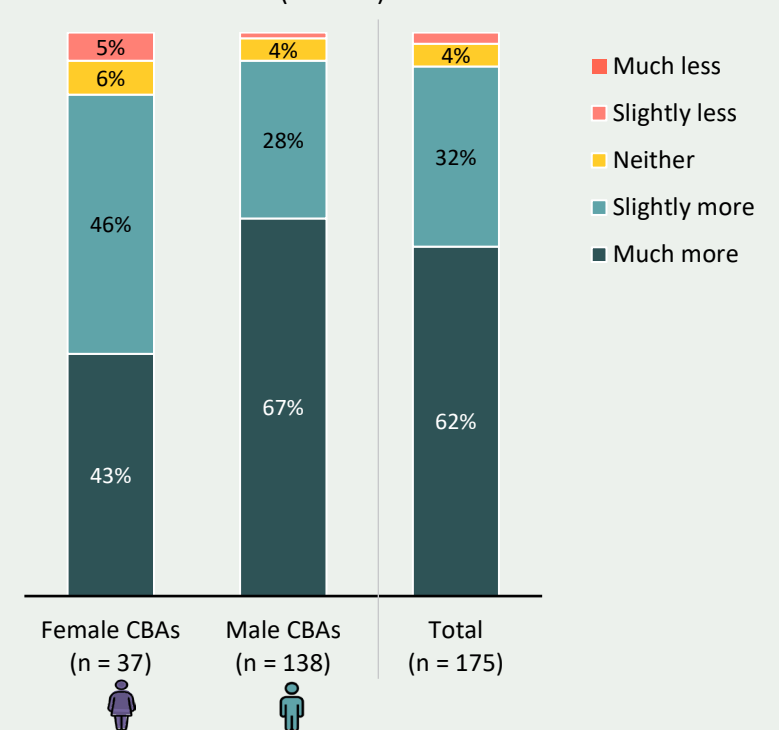
## Current Income Sufficiency

Q: What proportion of your household's expenses are covered by your income from working as a CBA? (n = 175)



## Future Income Sufficiency

Q: Do you expect income from working as a CBA to cover more, less or the same proportion of household expenses 12 months from now? (n = 175)



# Financial Impact: Savings and Financial Stress

Nearly 9 in 10 CBAs say that their savings have increased, and 8 in 10 report their financial stress has reduced.

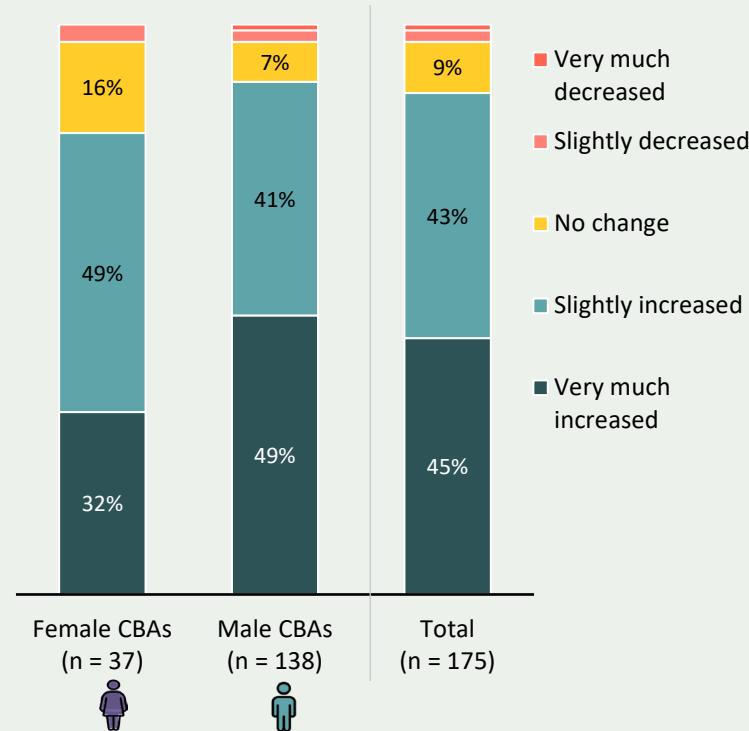
Similar to income sufficiency, increase in savings is also closely related to increase in income – those with ‘very much improved’ income are more likely to report ‘very much increased’ savings (58%), compared to those with little or no income increase (9%).

All these higher levels of financial security translate to those with ‘very much improved’ income reporting higher levels of ‘very much decreased’ stress (47%), compared to those with little or no income change (7%).

Similar to the trend seen for income sufficiency, male CBAs report higher savings and less stress due to their higher increase in income.

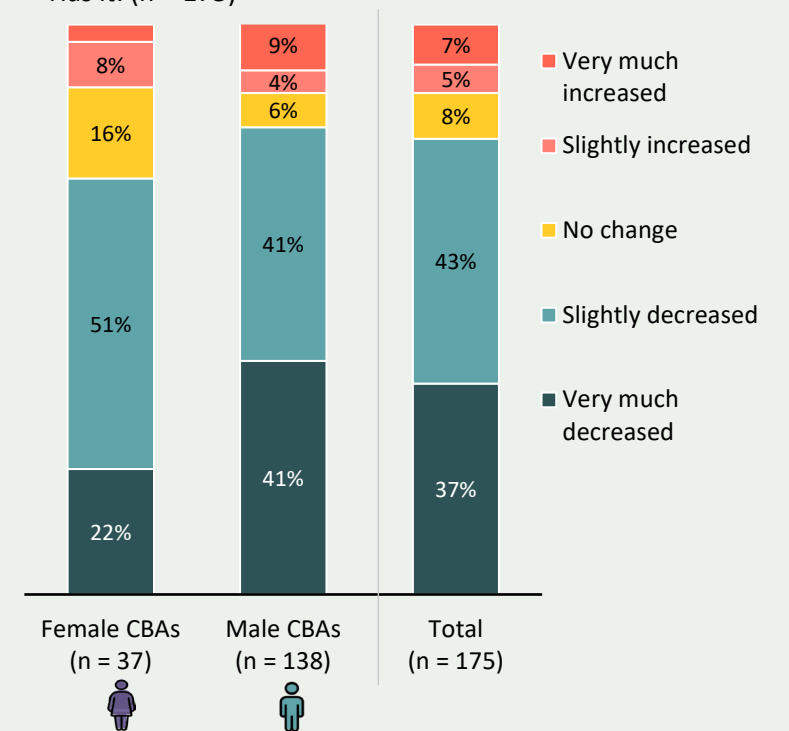
## Savings

Q: Has the amount of money that you save changed since becoming a CBA? Has it: (n = 175)



## Financial Stress

Q: Has the level of stress that you feel about meeting your family’s basic needs changed because of your work as a CBA? Has it: (n = 175)



# Change in Financial Resilience

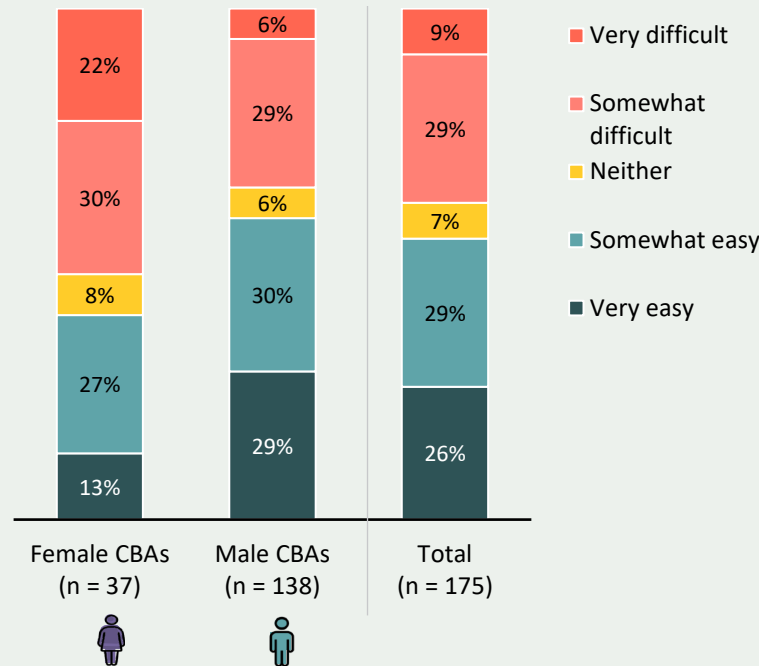
Nearly 4 in 10 CBAs would find it difficult to procure 120,000 NGN within a month. Yet, 9 in 10 report that their ability to do this has improved as a result of working as a CBA.

Financial resilience is positively impacted by higher levels of savings - CBAs with 'very much increased savings are more likely to find coming up with 120,000 NGN in a month 'very easy' (41%) and are more likely to say their ability to do this has 'very much improved' (73%) since becoming a CBA, compared to those with decreased or no change in savings (13% and 31% respectively).

Due to the disparity in income and subsequent savings increase between male and female CBAs, male CBAs are more financially resilient than female CBAs.

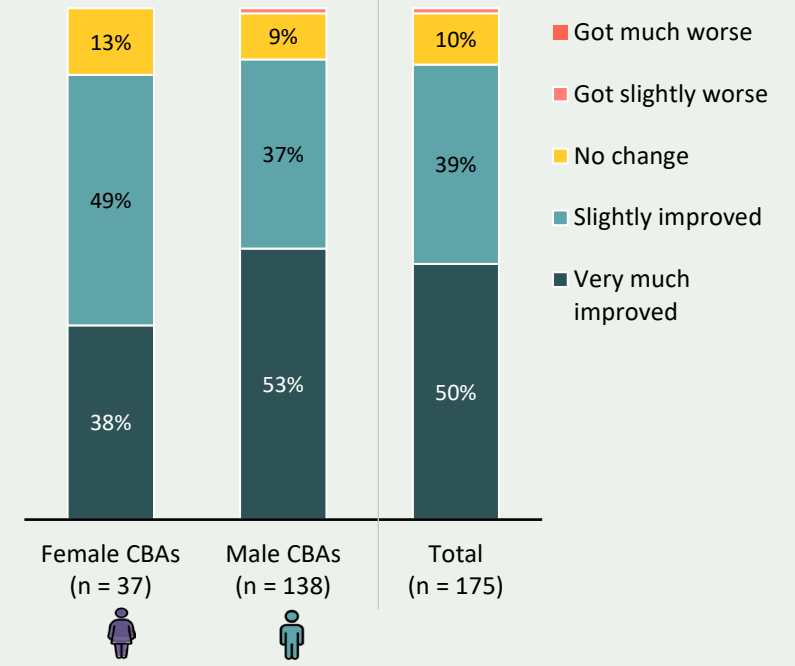
## Emergency Expenses

Q: Imagine that tomorrow you have an unexpected emergency and need to come up with 120,000 NGN within the next month. How easy or difficult would it be to come up with this money? (n = 175)



## Unexpected Expenses

Q: Has your ability to manage this unexpected expense changed because of your work as a CBA? Has it: (n = 175)



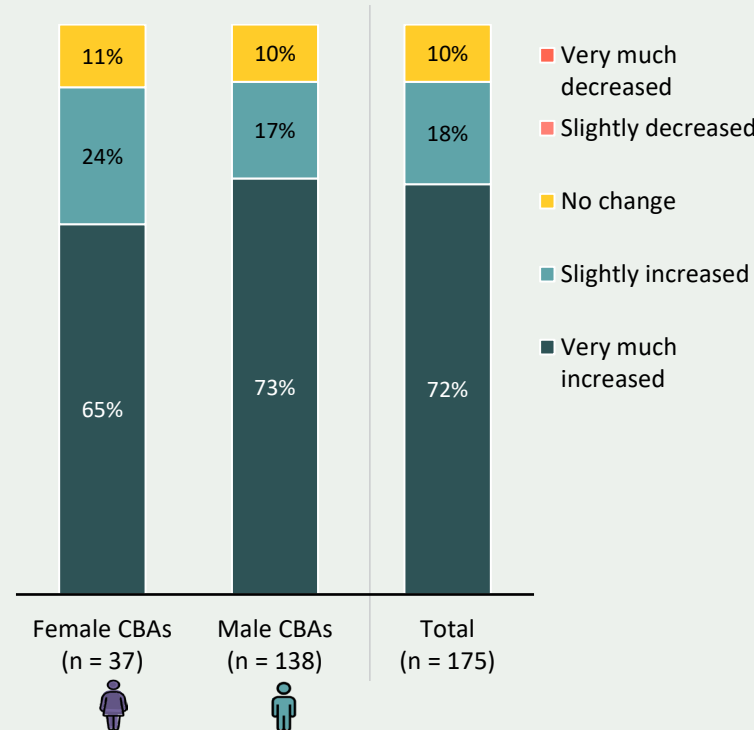
# Household Impact: Decision Making

9 in 10 CBAs' have increased ability to influence household decisions and 7 in 10 have greater autonomy to make financial decisions.

Change in the CBA's influence on household decision making is correlated to their income change – those with 'very much increased' income are more likely to report their ability to influence household and financial decisions has 'very much increased' (82% and 52% respectively), compared to those with little to no income change (41% and 27% respectively).

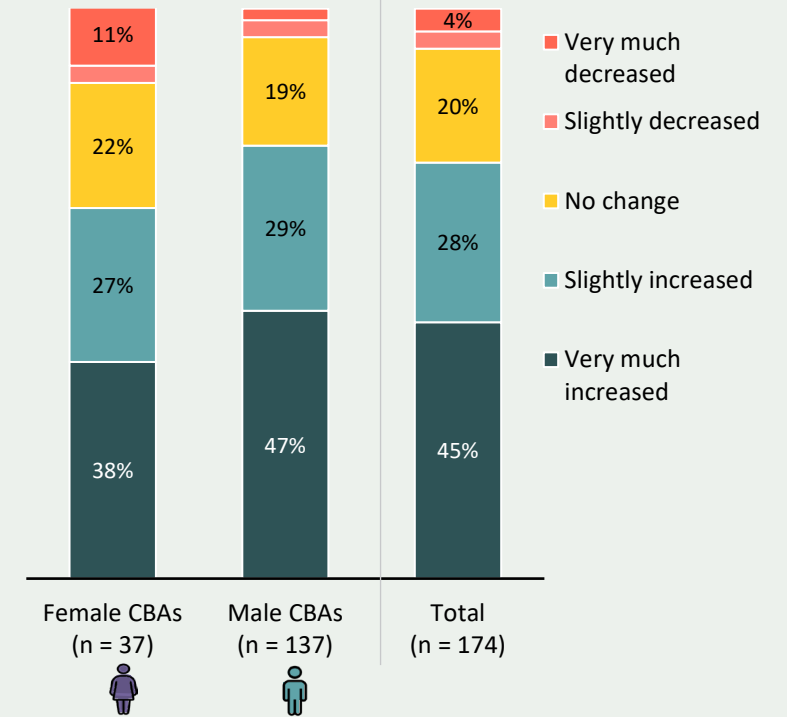
## Household Decision Making

Q: Has your ability to influence household decisions changed because of working as a CBA? Has it (n = 175)



## Financial Decision Making

Q: In particular, has your ability to make decisions on what you do with your money (i.e. spend or save) without consulting your spouse/another adult changed? (n = 174)



# Household Impact: Details of Change in Decision-Making

CBAs who reported that their influence on household decision making has increased were asked follow-up questions to gauge the nature and drivers of this increase.

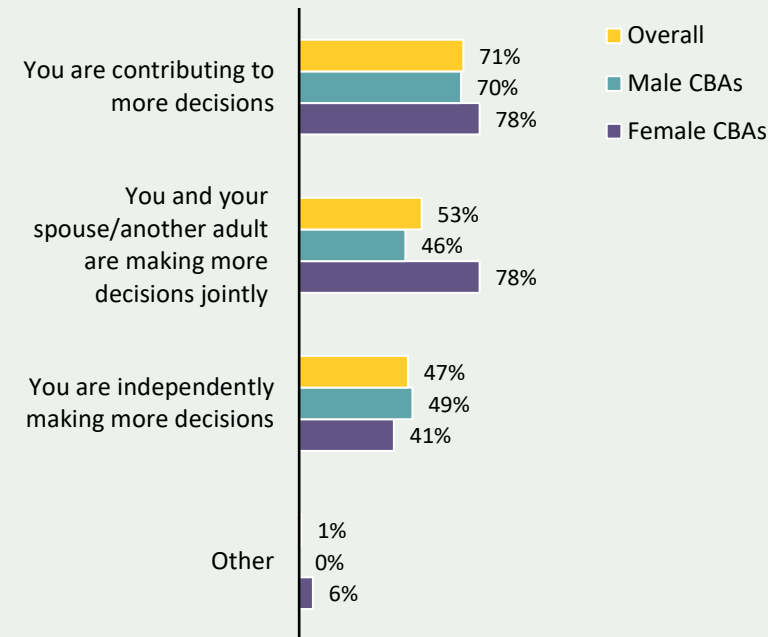
We find that more female CBAs engage in joint decision making (78%) than their male counterparts (46%), suggesting that female CBAs are still less autonomous, potentially due to pre-existing cultural norms.

Influence in decision making is correlated with better communication skills. CBAs who report 'very much improved' communication skills also report 'very much increased' influence in decision making (91%), compared to those with lower levels of improvement (80%).

CBAs ascribe changes in their decision making to feeling more knowledgeable and hence contributing to more decisions.

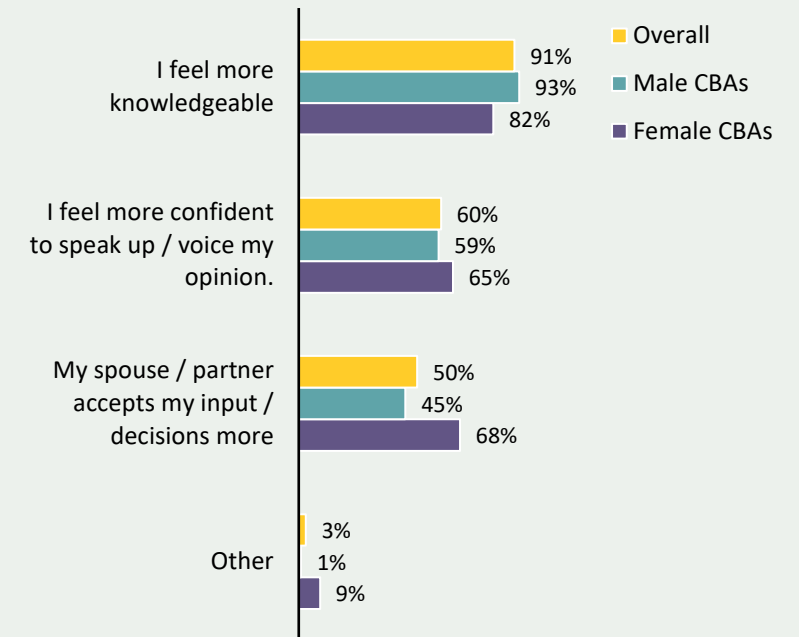
## Changes in Decision-Making

Q: Which of these describes the changes? (n=157\*) Select all that apply.



## Drivers of Change in Decision-Making

Q: What about being a CBA led you to have more input in decisions? (n=157\*) Select all that apply.



\*These questions were only asked to respondents who reported that their ability to influence household decisions has 'very much increased' or 'slightly increased'.



# Household Impact: Respect

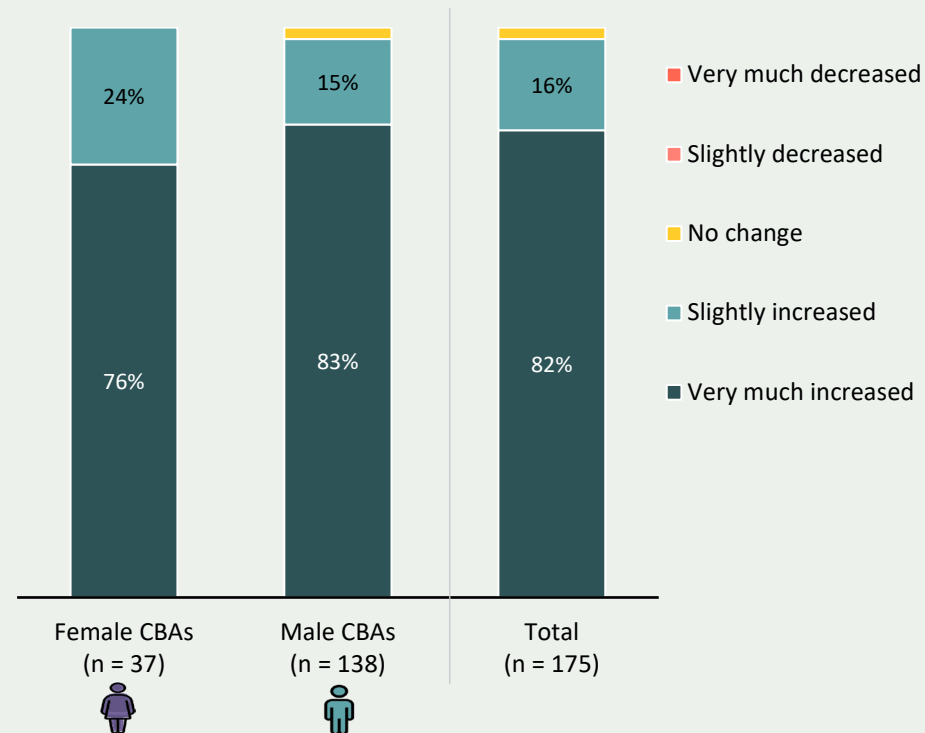
More than 2 in 5 CBAs report that the level of respect they receive in their household has increased because of their work.

Both male and female CBAs report similar increases in the level of respect they receive in their household.

There is a strong correlation between increase in household decision making of CBAs and respect. CBAs who say that their ability to influence household decisions has 'very much improved' are more likely to report that their respect within the household has also 'very much improved' (94%), compared to CBAs reporting less impact on decision making (82%).

## Respect in Household

Q: Has the level of respect you receive within your household changed because of working as a CBA? Has it: (n = 175)



# Household Impact: Domestic Responsibilities

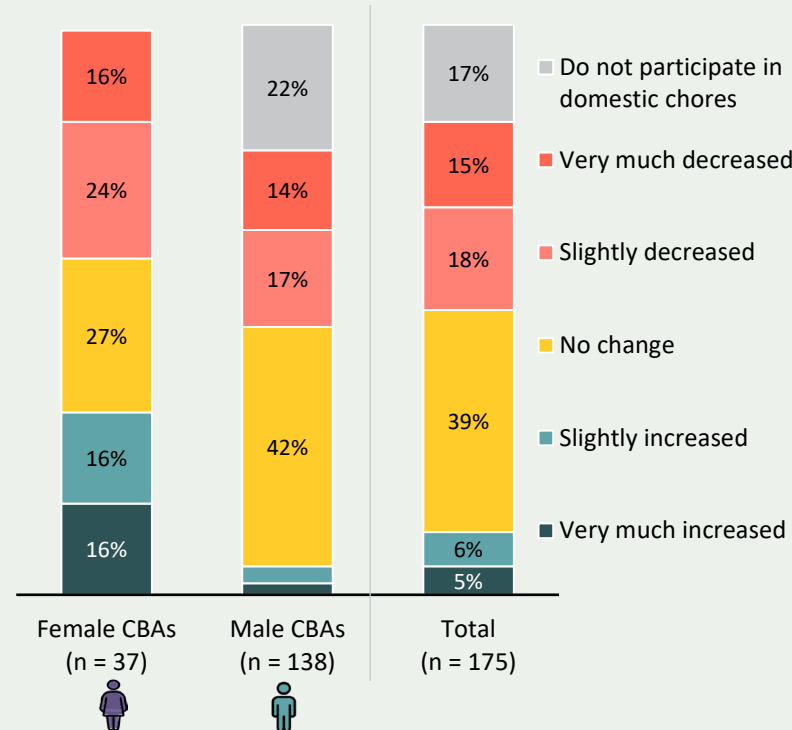
Over 3 in 10 CBAs say that the time they spend on domestic chores has decreased after working as a CBA. This is driven by CBAs' children and spouses covering their housework.

22% of male CBAs mention that they do not participate in any domestic chores; 4 in 10 male CBAs also report no change in the time they spend on housework.

In contrast, female CBAs report higher levels of change in domestic work – 4 in 10 report it has decreased, 3 in 10 report it has increased. This mixed result points to female CBAs still shouldering most of their own housework in addition to their CBA duties.

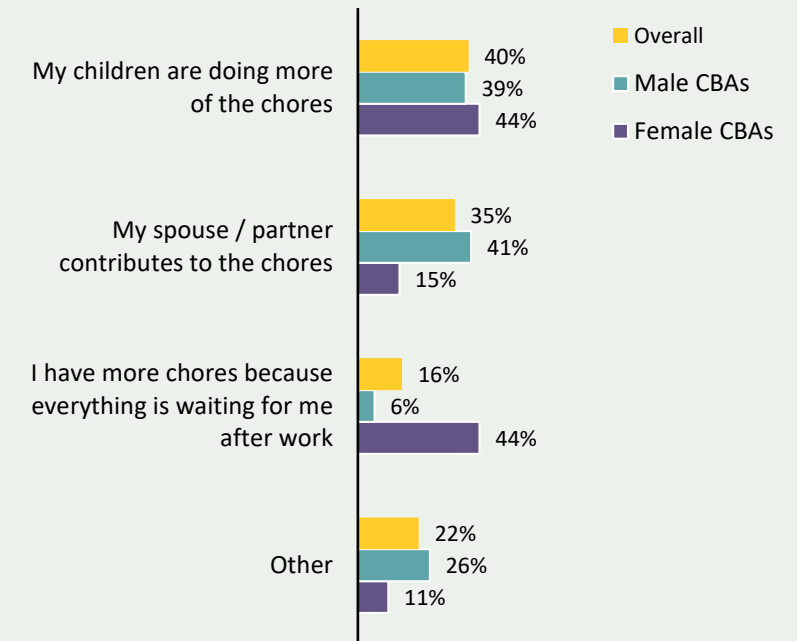
## Time Spent on Domestic Chores Change

Q: Has the total time you spend on domestic chores changed because of working as a CBA? (n = 175)



## Reason for Times Spent Change

Q: What has been the primary reason for the change in time spent on domestic chores? Select all that apply. (n = 107)



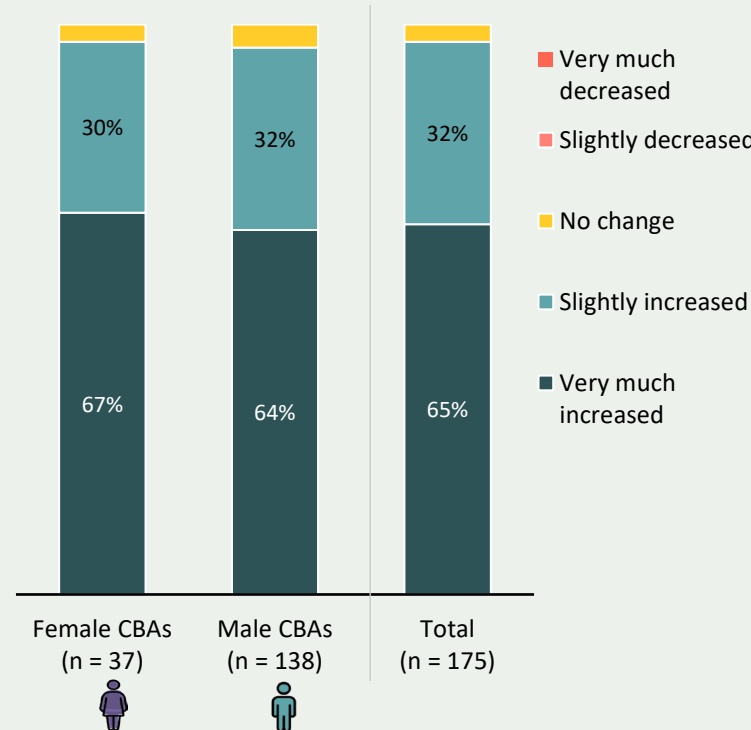
# Household Impact: Meals and Nutrition (1/2)

Nearly all CBAs say that the number and quality of meals that their family eats has increased since working as a CBA.

CBAs who say their ability to independently make financial decisions has 'very much improved' are also more likely to report that the number and quality of meals their household eats has 'very much improved' (83% vs 65% for all CBAs).

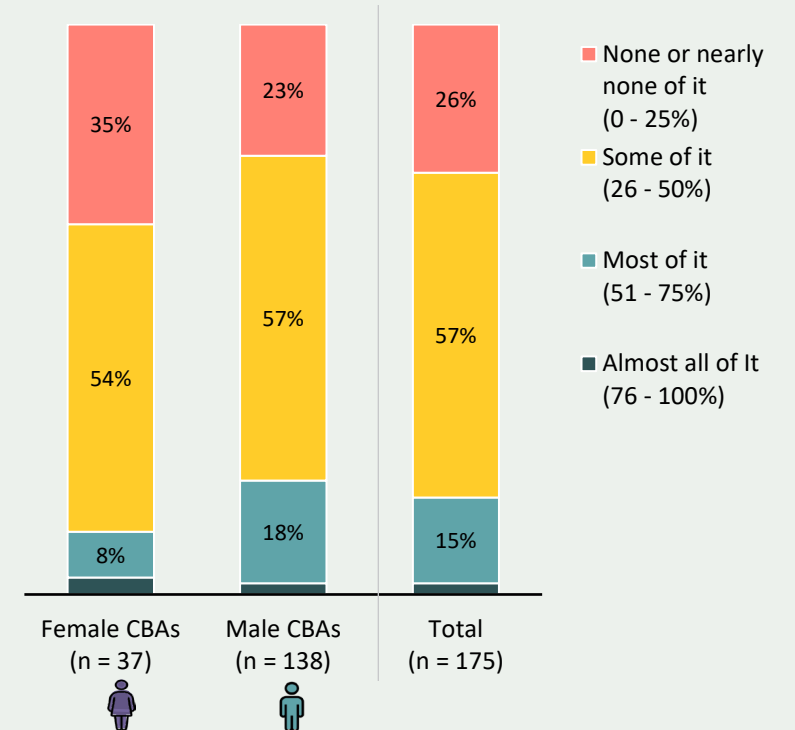
## Quality of Meals

Q: Has the number and quality of meals your family eats changed because of working as a CBA? (n = 175)



## Spending on Nutrition

Q: How much of your income goes towards the purchase of nutritious food for the household? (n = 175)

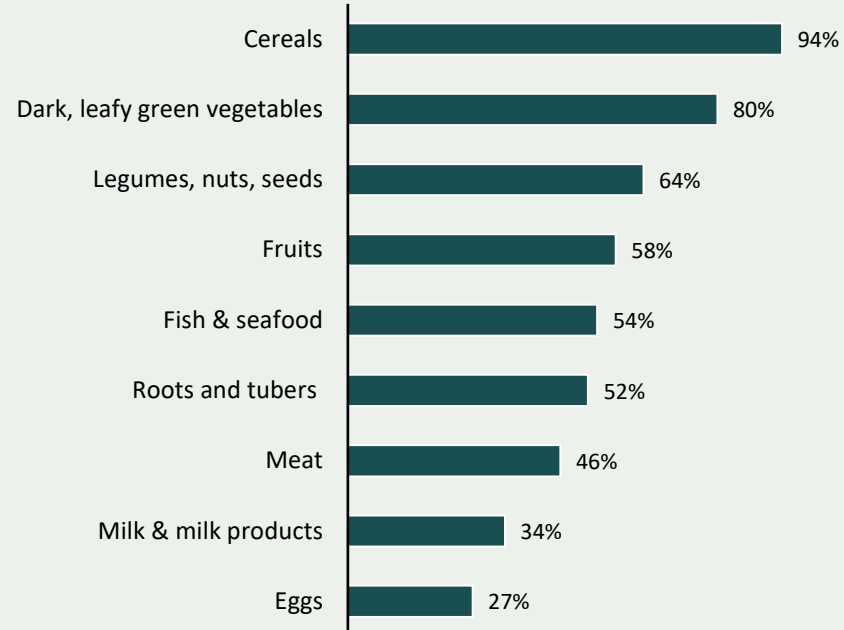


## Household Impact: Meals and Nutrition (2/2)

A majority of respondents say they have increased the consumption of cereals and green leafy vegetables after becoming a CBA.

### More Consumed Food Groups

Q: Which food groups has your household consumed more of since you became a CBA. Select all that apply. (n = 169)



# Change in Confidence and Community's Respect

Most of the CBAs report very much increase in their confidence and community views because of working as a CBA.

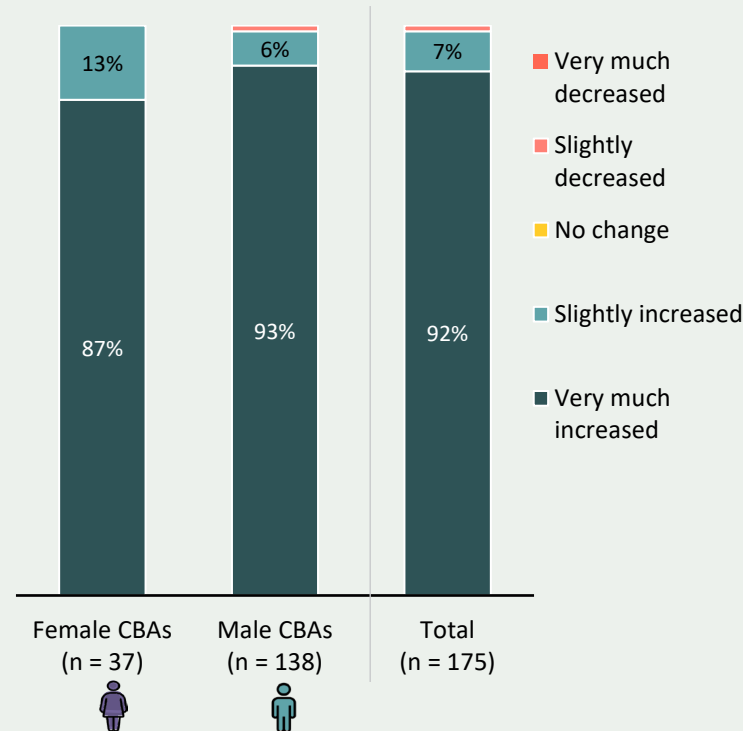
CBAs who report their communication skills have 'very much improved' are more likely to report their confidence has very much increased (96%) and their community's respect for them has 'very much improved' (96%), compared to those with lower levels of improvement (62% and 76% respectively).

### Insight

The training CBAs are receiving is helping them holistically transform their lives in positive ways.

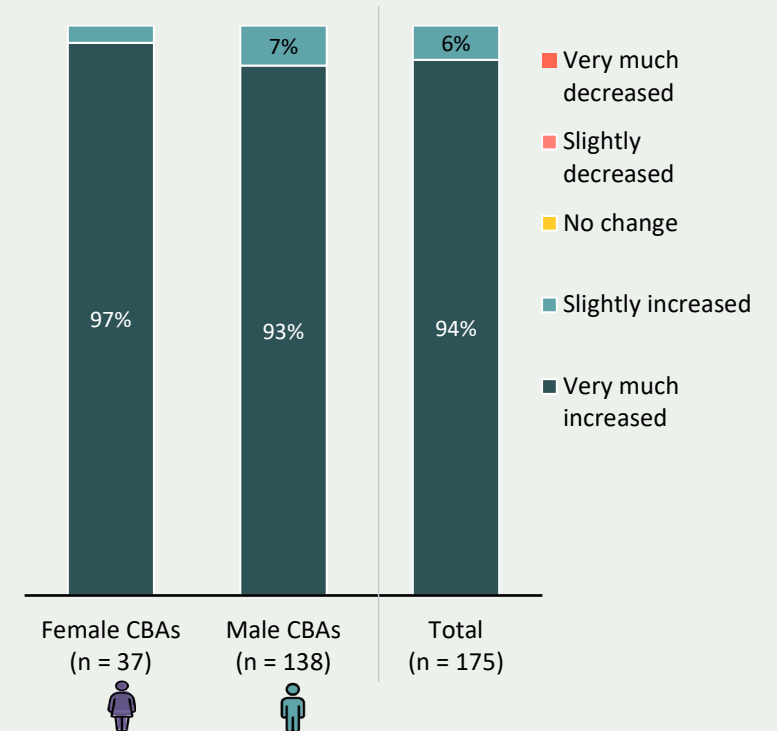
## Change in Confidence

Q: Has your confidence in yourself and your abilities changed because of working as a CBA? (n = 175)



## Change in Community's Respect

Q: Has the way your community views you changed because of working as a CBA? (n = 175)



# Inactive CBAs

- Drivers of CBAs discontinuing work
- Expectations from CBA role
- Willingness to Resume Work and Support



Credit: Rockefeller Foundation

# Drivers of CBAs Discontinuing Work

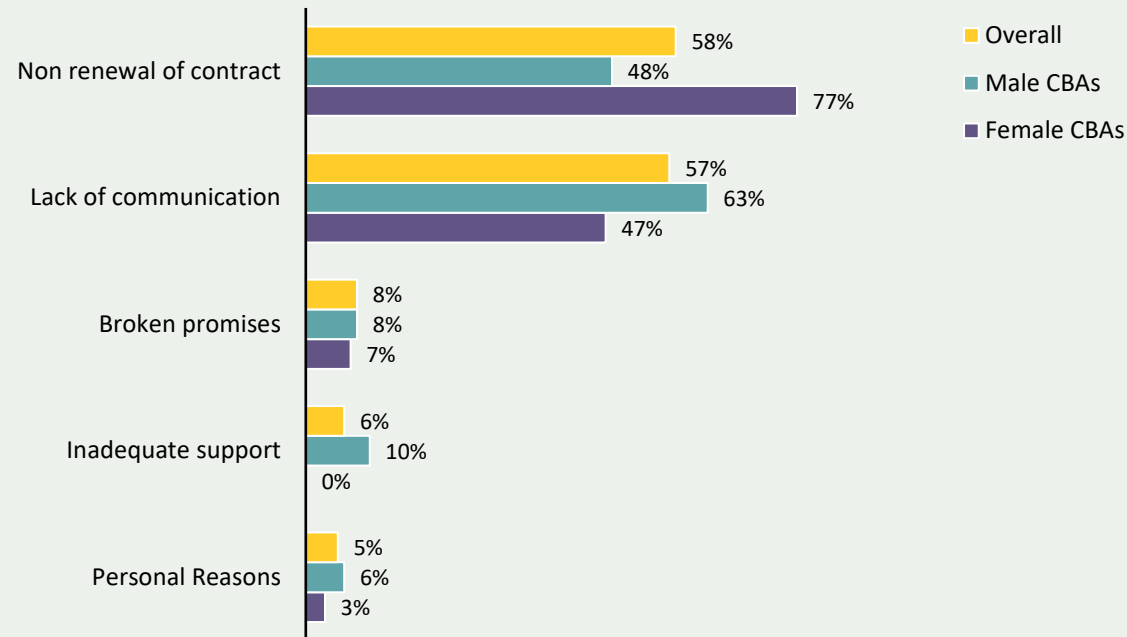
Close to 3 in 10 CBAs report non-renewal of their contract, and lack of communication by AGRA as primary reasons for discontinuing CBA work.

We asked inactive CBAs to explain the reasons why they stopped working. Female CBAs are more likely to cite contract termination, while male CBAs report a lack of communication from AGRA about continued work.

A majority of these inactive CBAs are still uncertain why they were 'screened out', and many complain about the same. Improving communication among CBAs and standardizing the process of contract renewal could reduce the number of CBAs dropping out and could improve overall satisfaction

## Reasons CBAs stopped Working

Q: What were the reasons you stopped working as a CBA? Select all that apply. (n = 92; 30 females; 62 males).



# Expectations from CBA Work

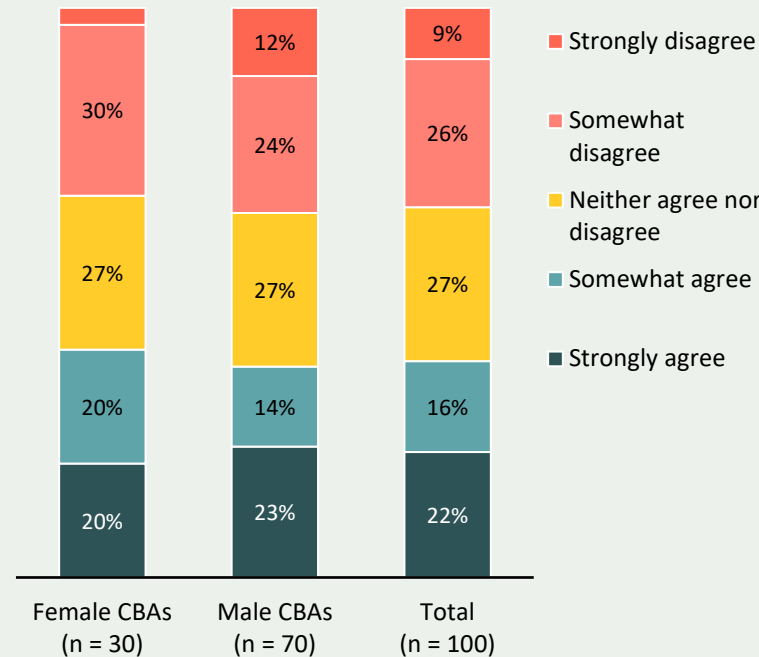
More than 1 in 3 CBAs disagree that the program is what they expected it to be. The top complain is about the lack of communication from AGRA, leading to unfulfilled expectations.

We asked inactive CBAs whether their expectations from the CBA program were met.

Those that found work was somewhat in line with expectation appreciated the training of the program. Those with a wider gap in their experience vs expectations complain about the lack of follow-through on promises made about continuous work, and the lack of communication from AGRA.

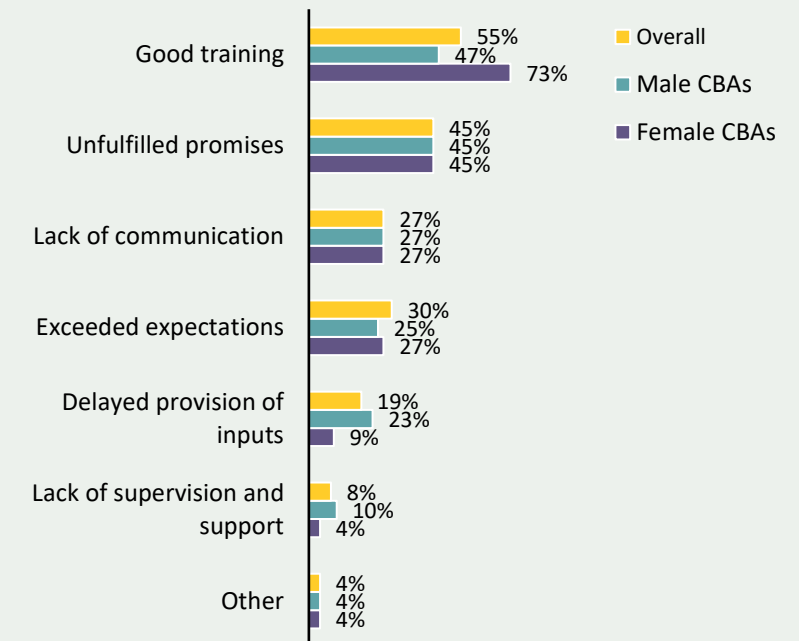
## Expectations from work as CBA

Q: To what extent would you agree with the following statement: "My work as a CBA was what I expected it to be." (n = 100)



## Divergence of CBA role from Expectations.

Q: Please explain how your expectations for the role were different than the reality of the role (n = 73). Open ended. Coded by 60 Decibels.





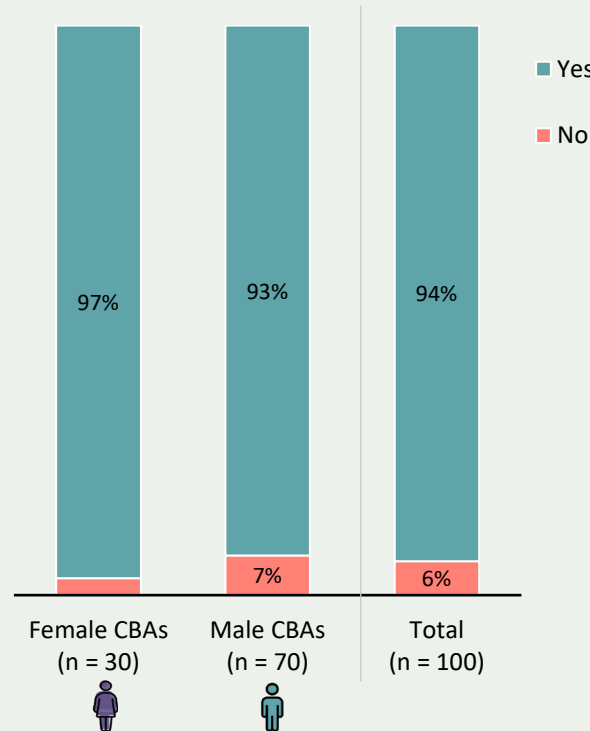
# Willingness to Resume Work and Support

Nearly all inactive female and male CBAs would like to resume their work. A majority ask for more training support.

Almost all CBAs express a desire to resume working with AGRA. Most request continued training to aid them to do this.

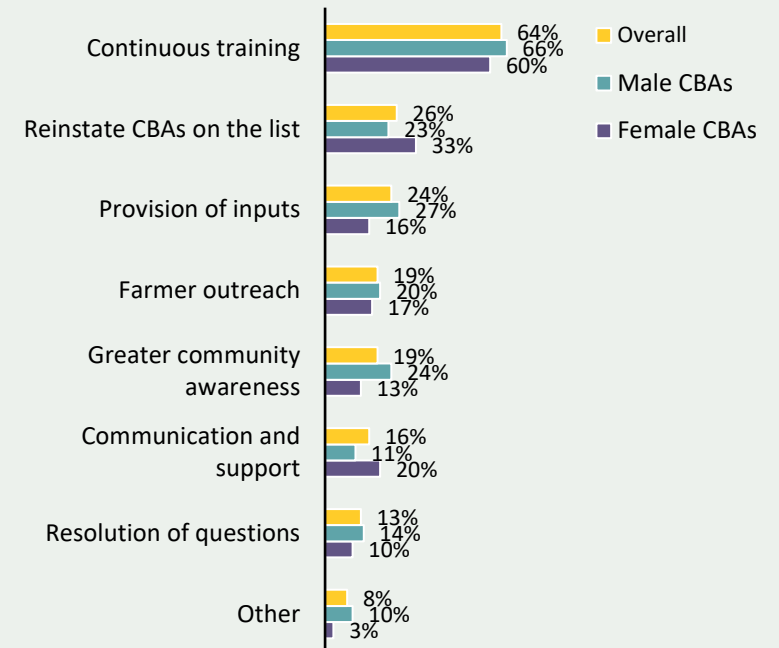
## Willingness to Resume Work

Q: Would you like to resume work as a CBA? (n = 100)



## Support Needed to Resume Work

Q: What steps could [partner name] take for you to resume your work as a CBA? Select all that apply. (n = 100)



# Recommendations

# Recommendations

Better communication needs to be established with inactive CBAs. There is an opportunity to bring more female farmers into the fold. There is a need to formalize linkages to input providers.

## Headline

## Detail & Suggested Action



**A majority of inactive CBAs wish to resume work with AGRA.**

Most inactive CBAs stopped work due to a lack of communication from AGRA. As a result, most would like to resume their work, and are simply waiting for further details from AGRA about the same. They request continued trainings and better communication from AGRA. **How can AGRA communicate better with inactive CBAs and reintegrate them into the program? In the future, how can expectations be set with CBAs so they feel more secure in their role? See pages: [55-57](#)**



**There is room to improve outreach to female farmers.**

Compared to baseline, more CBAs favor working with female farmers at follow-up. Despite this, only 1 in 3 farmers they are females. This could be a result of different ways they use to identify farmers – male farmers are identified by more reliable, structured channels than female farmers. **Can AGRA help organize the channels via which these CBAs can reach out to more female farmers? Further gender-based training could also help mitigate cultural assumptions about female farmers See pages: [26-28](#), [35](#)**



**CBAs have a few requests to help support them with their work**

CBAs of both genders report having inadequate inputs to share with farmers as a top challenge. Better access to inputs is also a common request from CBAs in order to help them make more connections with farmers. Further, CBAs ask support with outreach to agro-dealers to help them provide better services to farmers, such as provision of inputs. **Are there networks with agro-dealers AGRA can leverage to facilitate these connections? Could formal partnerships be established with input companies? See pages: [21](#), [34](#)**

What Next?

...& Appendix

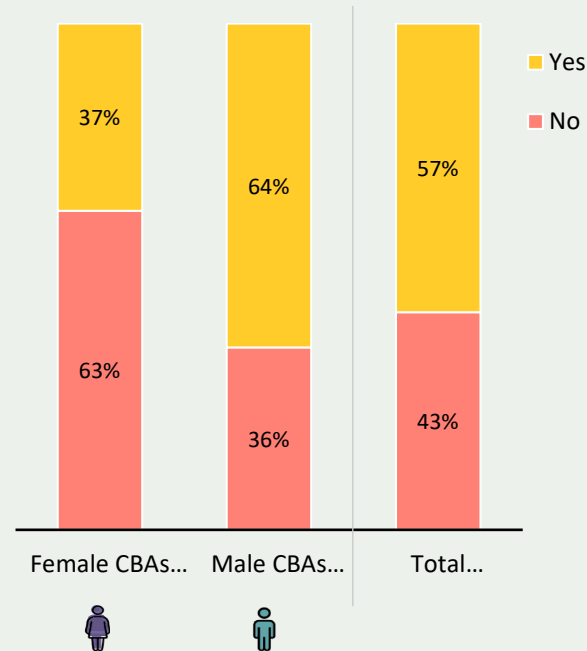
# From Baseline - Prior Access to Similar Work or Trainings

Roughly 7 in 10 CBAs had not worked in any similar positions with other organizations prior to AGRA. However, nearly 6 in 10 had prior access to agricultural trainings.

For the subset of 275 CBAs from the 301 interviewed previously, the trends for prior training and experience in similar roles are nearly the same as baseline.

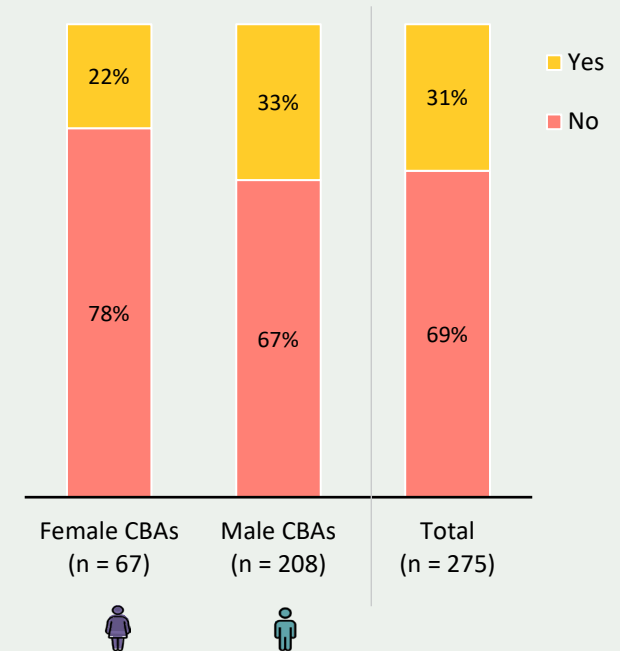
## Prior Access to Agricultural Training

Q: Prior to becoming a CBA did you have access to agricultural training\*? (n = 275)



## Past Experience in Similar Positions

Q: Before working as a CBA, did you work in any similar positions with other organizations\*? (n = 275)



\*These data points come from the baseline report.

# How to Make the Most of These Insights

Example tweets or Facebook posts to share publicly:

- More than 8 in 10 CBAs, report 'very much improved' quality of life since becoming a CBA." #ListenBetter with @60\_decibels
- Over 3 in 5 CBAs would recommend working as a CBA with AGRA to a friend – what are you waiting for?
- Nearly all CBAs say that the number and quality of meals that their family eats has increase after working as a CBA. – let's continue to do the good work! #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"/> Share staff quiz – it's a fun way to fuel engagement & discussion
	<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 customers – 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 "Thanks 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"/> If you can, call back the customers with challenges and/or complaints to find out more and show you care.
	<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

# Detailed Benchmarking Comparison

Comparison to benchmarks can be useful to identify where you are under- or over-performing versus peers, and help you set targets. We have aligned your results to the [Impact Management Project](#) framework – see next slide.

Information on the benchmarks is found below:

## Company Data

# CBAs 175

## 60dB Global Average:

# companies 540  
# customers 139,316

## 60dB Agriculture Average

# companies 90  
# customers 18,872

## 60dB Western Africa Agriculture Average

# companies 12  
# customers 2,459

AGRA is making significant improvements to quality of life and way of farming, as well as overall CBA satisfaction. There is room to reduce the proportion of challenges faced.

## Comparison of Company Performance to Selected 60dB Benchmarks

Dimension	Indicator	AGRA	60dB Global Average	60dB Agriculture Average	60dB Agri Western Africa Average
Who	% female respondents	21%	37%	29%	27%
How Much	% reporting quality of life very much improved	86%	33%	33%	59%
What Impact	% reporting way of farming very much improved	95%	-	38%	59%
Risk	% money earned very much increased	75%	-	29%	49%
Experience	% experiencing challenges	67%	19%	20%	14%
	Net Promoter Score	63	48	40	62

# 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.

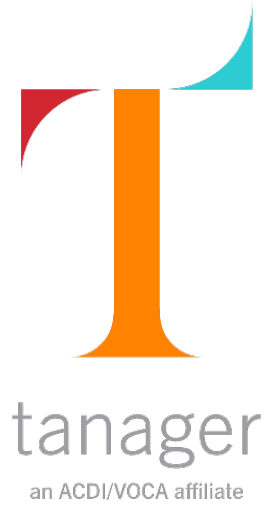
Dimension	Explanation
Who ○	The <b>Who</b> of impact looks at the stakeholders who experience social and environmental outcomes. All things equal, the impact created is greater if a particularly marginalised or underserved group of people is served, or an especially vulnerable part of the planet protected. <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<sup>®</sup></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'.



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# Thank you!

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