Farmer Experience with Community Based Advisors (CBAs)

IGNITE Lean Data Insights:

Alliance for a Green Revolution in Agriculture (AGRA)

Nigeria

February 2022
About IGNITE’s Support

Alliance for a Green Revolution in Agriculture (AGRA)’s Community Based Agents (CBAs) 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.

About this Study

60 Decibels’ Lean Data researchers conducted phone-based interviews with 263 Nigerian farmers who received training and support from AGRA CBAs.

This report is based on lessons from these conversations. It provides a baseline understanding of Nigerian farmers’ interactions with CBAs, their satisfaction with this support, and the perceived impact of CBA services. For details about our methodology, please refer to the Methodology.

Wherever possible, we have tried to shed light on how female farmers’ experiences with CBAs differ from that of their male counterparts, and how gender-specific constraints and opportunities affect these.

About the Results

While the findings of this study are internally valid (hold true for the surveyed farmers), we cannot ascertain external validity (whether findings hold true for the entire population of farmers whom CBAs serve) because:

- **Contacts received:** We received a non-random sample of 43,569 farmers from a larger group that AGRA CBAs work with. We do not have information on the wider group of farmers to ascertain representativeness of our sample.

- **Response rate:** While we made up to 5 attempts to reach a respondent, we were only able to complete 2 in 10 surveys.

- **Confidence:** A random sample of 263 farmers provides a confidence level of 90% and a margin of error of 5% in results for the farmer base we had phone numbers of.
Methodology

Survey mode: Phone
Country: Nigeria
Language: Hausa
Dates of data collection: October – December 2021

Sample Frame: Random sample of 43,569 male and female farmer contacts shared by AGRA.

Response rate*: 23%

Responses Collected
Farmers: 263

*Calculated as follows: Completed # of interviews / (Total numbers dialed – wrong numbers – ineligible numbers)
Sampling Framework

Our confidence level and margin of error for results are calculated based on the total number of phone numbers we had access to (43,569 farmer phone numbers), and not the total population of farmers that AGRA serves.

<table>
<thead>
<tr>
<th>Sampling</th>
<th>% sample</th>
<th>% population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>47</td>
<td>29</td>
</tr>
<tr>
<td>Kaduna state</td>
<td>43</td>
<td>97</td>
</tr>
<tr>
<td>Niger state</td>
<td>57</td>
<td>3</td>
</tr>
</tbody>
</table>

**Accuracy**

- Confidence Level: c. 90%
- Margin of error: c. 5%
Welcome To The Results

We enjoyed hearing from 263 farmers who received support from AGRA’s CBAs - they had a lot to say!

Contents

Headlines
06 / Performance Snapshot
07 / Findings & Recommendations
09 / Farmer Voices

Detailed Results
11 / Deep Dive Into Key Questions

What Next
40 / How To Make The Most Of These Results

Appendix
41 / Detailed Benchmarking Summary
Performance Snapshot

CBAs are providing services to farmers who are accessing agricultural services for the first time. Farmer satisfaction and impact on most farming outcomes is high.

Poverty Profile

1.08
Inclusivity Ratio

Impact

58%
way of farming 'very much improved'

What Impact

- 45% report higher crop production
- 32% talk about improved fertilizer usage
- 27% mention better farming skills

Contribution

99%
first time accessing at least one service provided

Farmer Voice

“The quality of the crops have increased. We have better production and access to bigger and better markets within and outside the country.” – Male, 36

Data Summary

Company Performance: 263 farmer phone interviews in October – December 2021 in Nigeria.

Quintile Assessment compares Company Performance with 60dB Agriculture – Farmer as Customer Benchmark comprised of 42 companies, 16 countries, and 7,460 customers. Full details can be found in Appendix.

Performance vs. 60dB Benchmark

- TOP 20%
- TOP 40%
- MIDDLE
- BOTTOM 40%
- BOTTOM 20%

Net Promoter Score®

62
on a -100 to 100 scale

Challenges

6%
report challenges

Crop Revenue

53%
'very much increased'

Crop Production

63%
'very much increased'
Top Findings

1. Farmers are rearing and selling livestock for their livelihood, in addition to farming crops. 8 in 10 of both male and female farmers report having reared some livestock in the last one year. Livestock represents a top income source, with over half of the farmers reporting they sold all or almost all of their livestock production.

2. Increasing women’s access to finance can increase their application of CBA-recommended information / training. Compared to male farmers, female farmers are less likely to report having a bank account (89% vs. 79%). They are also less likely to apply ‘all’ the CBA-recommended information, in large part due to lack of funds. However, female farmers are more likely to be part of informal savings groups (33% vs. 10%).

3. Networks for information sharing are strong amongst women; CBAs are helping aggregate these networks for increased productivity. Female farmers are more likely to work with female CBAs (55% vs. 39% male), and they are statistically more likely to share information they learn with other female members in their families. They are also more likely to access aggregation services for the first time, that increases their bargaining power in the market (46% vs 27% male) – making these gendered networks a great opportunity to increase women’s agricultural profitability.

4. A higher proportion of female farmers interact with at least one female CBA. Almost all male farmers interact with at least one male CBA. Even though farmers do not mention the sex of the CBA as a top quality that matters to them, farmers tend to interact with CBAs of the same sex as theirs.
Recommendations

There is opportunity for CBAs to provide livestock-related services. Improving female farmers’ financial access and recruiting more female CBAs will enable women to make fuller use of the CBA services.

<table>
<thead>
<tr>
<th>Headline</th>
<th>Suggested Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farmers are rearing and selling livestock for their livelihood, in addition to farming crops.</td>
<td>AGRA can consider training their CBAs with adequate livestock knowledge in order to best support male and female farmers involved in livestock rearing. Given that it’s a top income source, optimal support on livestock related services could potentially lead to generate women’s empowerment outcomes among female farmers.</td>
</tr>
<tr>
<td>Increasing women’s access to finance can increase their application of CBA-recommended information / training.</td>
<td>CBAs working with female farmers can link them to more informal savings groups and inclusive financing options to improve their financial access and help them apply the shared information / training.</td>
</tr>
<tr>
<td>Networks for information sharing are strong amongst women; CBAs are helping aggregate these networks for increased productivity.</td>
<td>Use these networks to identify recruiting strategies to employ more female CBAs and match them to work with female farmers.</td>
</tr>
<tr>
<td>A higher proportion of female farmers interact with at least one female CBA. Almost all male farmers interact with at least one male CBA.</td>
<td>Investigate into drivers of such CBA gender preferences that farmers might have.</td>
</tr>
</tbody>
</table>
Impact Stories: 98% of the farmers shared how working with the CBAs had improved their way of farming

Changes in Farming Practices

“I now know how to use fertilizer, seeds, and pesticides properly. This has made me produce better and healthier crops.” – Female, 45

“I practiced the nursery bed method and transplanted and applied fertilizers after three weeks. And I harvested 30 bags of millets, but before I used to harvest 5 bags.” – Female, 25

“Insects don’t feed off my crops again or destroy them like before and the crops grow faster and bigger.” – Male, 22

“I used to farm the traditional way because I used to farm with only animal dung, but now I use the modern fertilizer.” – Male, 53

“I used to be very careless in taking care of my crops...but after the training I made sure I applied fertilizers and cleared my farm every two weeks. My harvest this year has been bountiful.” – Female, 46

“Now we are financially stable, we are empowered, we have access to the market even within our community.” – Male, 40
**Experience:** 68% of the farmers are Promoters and are highly likely to recommend working with a CBA. 97% request specific additional services from the CBA.

**Opinions On Value Proposition Of Services Provided by CBAs**

“I really enjoyed working with them, they are hard workers and know how to explain things clearly for easy understanding and they train us well.” – Male, 29

“They have really helped me with their advice, and my harvest this year has changed.” – Female, 20

**Opportunities For Improvement**

“I want to learn how to rear animals, especially poultry. And I will appreciate a training on poultry and start-up capital.” – Female, 27

“I need more information on how to access an income and how to do dry season farming properly.” – Male, 30
Who Are CBAs Reaching?

- Demographics & inclusivity
- Farm & livestock profile
- Day to day livelihood decisions

What Is Farmers' Experience With CBAs?

- Interaction with the CBAs
- First access
- Access to alternatives

What Impact Are CBAs Having?

- Top CBA advice: On farm & nutrition
- Effectiveness of advice on farm
- Impact on crop production
- Impact on revenue & way of farming
- Gender deep-dive

How Can CBAs Improve?

- Net Promoter Score & drivers
- CBA qualities valued by farmers
- Challenges & suggestions for improvement
About The Farmer

The average age of farmers we spoke with is 35 years. They live in a male-headed rural household.

Sex of the Farmer

- 47% Female
- 53% Male

We asked questions to understand farmers’ homes, farms, and engagement with AGRA’s CBAs. We spoke with a roughly even split of male and female farmers and have called out differences by sex wherever they are statistically significant.

About The Farmers We Spoke With

Data relating to farmer characteristics (n = 263)

- Age
  - Average age: 35
- Household Size
  - Average size: 11
  - Median size: 9
- Gender of Household Head
  - Female: 7%
  - Male: 93%
- Farmer Residence
  - Village: 52%
  - Town: 39%
  - City: 9%
- State
  - Niger: 57%
  - Kaduna: 43%
Farmer Profile: Education Level & Financial Accounts

The majority of farmers have completed some level of schooling and more than 8 in 10 have a bank account. There are gender disparities in both metrics.

Female farmers are more likely to report not having gone to school (23%) than male farmers (7%) and in general report lower levels of education.

Female farmers are also less likely to report having a bank account (79%) than male farmers (89%). However, they are more likely to be part of an informal savings group (33%), compared to male farmers (10%).
Using the Poverty Probability Index®, this analysis measures how the income profile of the farmer base that CBAs are serving compares to the Nigeria average.

84% of farmers live on less than $3.20 per day, which is the recommended poverty line for Nigeria, suggesting that CBAs are serving lower income farmers than the Nigeria national average (73%).

This has resulted in an Inclusivity Ratio of 1.08.

No statistical differences by sex of the farmer

---

**Poverty And Inclusivity**

CBAs are serving some of the poorest households in Nigeria.

**Inclusion Ratio**

Degree that AGRA is reaching low-income customers in Nigeria compared to the general population

1 = parity with national population; > 1 = over-serving; < 1 = under-serving.

See Appendix for calculation.
Farm & Livestock Profile

Over half of the farmers rear goats or poultry. On average, farmers sell most (or all) of their crops and livestock.

Livestock Ownership
Q: Which of these [livestock options] did you rear in the last 12 months? (n = 262). Multi-select question.

<table>
<thead>
<tr>
<th>Livestock Type</th>
<th>Male farmers</th>
<th>Female farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goats</td>
<td>35%</td>
<td>11%</td>
</tr>
<tr>
<td>Poultry</td>
<td>27%</td>
<td>20%</td>
</tr>
<tr>
<td>Cattle (cows, buffaloes)</td>
<td>13%</td>
<td>8%</td>
</tr>
<tr>
<td>Sheep</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Pigs</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>20%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Use of Farm and/or Livestock Production
Q: What do you do with your farm / livestock’s production? (n = 263 farm, n = 229 livestock**)

- **Sold most of it and consumed the surplus**: 34% (Farm), 71% (Livestock)
- **Sold all or almost all of it**: 9% (Farm), 54% (Livestock)
- **Consumed most of it and sold the surplus**: 13% (Farm), 3% (Livestock)
- **Consumed all or almost all of it at home**: 4% (Farm), 2% (Livestock)
- **Other**: 2% (Male farmers), 7% (Female farmers)

Gender Insights
- Female farmers are much more likely to have consumed most of their farm production and sold the surplus than male farmers (20% vs. 7%). Male farmers are more likely to have sold most of their farm production and consumed the surplus than female farmers (77% vs. 65%).
- Female farmers are more likely to rear goats than male farmers (56% vs. 49%), while male farmers are more likely to rear cattle compared to female farmers (35% vs. 10%).

*Calculated using weighted average method.

4 hectares average land farmed in the last 12 months

69% of the average household income* came from selling farm and livestock produce in the last 12 months

[**Excludes respondents who preferred not to respond or who have not reared any livestock in the last 12 months.](#)
Day-to-Day Livelihood Decisions

15% of female farmers report being the final decision makers in day-to-day livelihood decisions. Of the remaining, 95% provide at least some input into decisions.

Decision Maker and Input in Day-to-Day Livelihood Decisions

Q: Who was the final decision maker in day-to-day livelihood decisions? (n = 140 male; 123 female)
Q: How much input do you have in making day to day decisions related to these livelihoods? (n = 35 male; 104 female)

Male Farmers

- 21% of male farmers report being the final decision makers.
- 75% of male farmers report providing some input into decisions.
- 63% of male farmers report having no input into decisions.

Female Farmers

- 37% of female farmers report being the final decision makers.
- 60% of female farmers report providing some input into decisions.
- 13% of female farmers report having no input into decisions.
- 15% of female farmers report having negligible input into decisions.
- 5% of female farmers report having no input into decisions.

Profile CBA Interaction Impact Satisfaction

Profile

- CBA Interaction
- Impact
- Satisfaction

100%
Who Are CBAs Reaching?
- Demographics & inclusivity
- Farm & livestock profile
- Day to day livelihood decisions

What Is Farmers’ Experience With CBAs?
- Interaction with the CBAs
- First access
- Access to alternatives

What Impact Are CBAs Having?
- Top CBA advice: On farm & nutrition
- Effectiveness of advice on farm
- Impact on crop production
- Impact on revenue & way of farming
- Gender deep-dive

How Can CBAs Improve?
- Net Promoter Score & drivers
- CBA qualities valued by farmers
- Challenges & suggestions for improvement
Interaction with CBAs: Overview

78% of the CBAs that farmers interact with are male and 22% are female. This implies that roughly 4 in 5 CBAs that farmers interact with are male.

### Gender Insights

This data helps validate the hypothesis that female CBAs are more successful at reaching/serving female farmers. Our research with CBAs will help AGRA better understand what drives these gendered preferences, and better identify how to recruit and employ more female CBAs.

<table>
<thead>
<tr>
<th>Male Farmers</th>
<th>Female Farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>n = 140</strong></td>
<td><strong>n = 123</strong></td>
</tr>
<tr>
<td><strong>Average number of CBAs a male farmer works with</strong></td>
<td><strong>Average number of CBAs a female farmer works with</strong></td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>Male farmers interact with at least 1 female CBA</strong></td>
<td><strong>Female farmers interact with at least 1 female CBA</strong></td>
</tr>
<tr>
<td>39%</td>
<td>55%</td>
</tr>
<tr>
<td><strong>Male farmers interact with at least 1 male CBA</strong></td>
<td><strong>Female farmers interact with at least 1 male CBA</strong></td>
</tr>
<tr>
<td>98%</td>
<td>94%</td>
</tr>
</tbody>
</table>
Interaction with CBAs
Mode of Interaction

CBAs contact farmers mainly through community meetings and farm visits. 9 in 10 male farmers say that a male adult interacts with the CBA in their families; among female farmers, 6 in 10 say a male adult interacts with the CBA and 8 in 10 say a female adult interacts with the CBA.

Gender Insights
The gendered difference in farmers reporting CBAs contacting them via phone call highlights well-documented gendered differences in access to mobile phones.

How can CBAs overcome these communication barriers to be in contact with farmers of both genders at comparable frequencies?

Modes of Interaction with CBAs

Q: How does the CBA contact you? (n = 140 male; 123 female). Multi-select question.

<table>
<thead>
<tr>
<th>Interaction Method</th>
<th>Male Farmers</th>
<th>Female Farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community meeting</td>
<td>72%</td>
<td>79%</td>
</tr>
<tr>
<td>Farm visits</td>
<td>64%</td>
<td>53%</td>
</tr>
<tr>
<td>Phone call</td>
<td>52%</td>
<td>38%</td>
</tr>
<tr>
<td>Phone SMS</td>
<td>19%</td>
<td>12%</td>
</tr>
<tr>
<td>WhatsApp</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Household Members Interacting with CBA

Q: Who in your household typically interacts with the CBA? (n = 140 male; 123 female). Multi-select question.

<table>
<thead>
<tr>
<th>Household Member</th>
<th>Male Farmers</th>
<th>Female Farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male adult</td>
<td>91%</td>
<td>60%</td>
</tr>
<tr>
<td>Female adult</td>
<td>14%</td>
<td>77%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Crop management advice related to maize and rice production is the top CBA service received by both male and female farmers.

### Mix of CBA Services and Farmer Crops

Q: What services have you received from your CBA? (n = 140 male farmers; 123 female farmers). Multi-select question.

<table>
<thead>
<tr>
<th>Service</th>
<th>Male farmers</th>
<th>Female farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crop management advice</td>
<td>97%</td>
<td>95%</td>
</tr>
<tr>
<td>Training on proper input use</td>
<td>97%</td>
<td>95%</td>
</tr>
<tr>
<td>Post-harvest training</td>
<td>82%</td>
<td>81%</td>
</tr>
<tr>
<td>Access to market</td>
<td>94%</td>
<td>94%</td>
</tr>
<tr>
<td>Farmer group creation</td>
<td>69%</td>
<td>69%</td>
</tr>
<tr>
<td>Mechanization services</td>
<td>67%</td>
<td>67%</td>
</tr>
<tr>
<td>Access to inputs</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Access to demo plot</td>
<td>42%</td>
<td>44%</td>
</tr>
<tr>
<td>Access to inputs on credit</td>
<td>41%</td>
<td>44%</td>
</tr>
<tr>
<td>Farmer group creation</td>
<td>41%</td>
<td>44%</td>
</tr>
<tr>
<td>Mechanization services</td>
<td>31%</td>
<td>41%</td>
</tr>
<tr>
<td>Supply of small packs</td>
<td>39%</td>
<td>44%</td>
</tr>
<tr>
<td>Aggregation of produce</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

### Focus Crops for CBA Service(s)

Q: For which crop(s) did you receive this service? (n = 140 male; 123 female). Open-ended, coded by 60 Decibels.

- **Maize**
  - Male farmers: 63%
  - Female farmers: 65%

- **Rice**
  - Male farmers: 60%
  - Female farmers: 65%

- **Soya beans**
  - Male farmers: 13%
  - Female farmers: 17%

- **Cowpeas**
  - Male farmers: 17%
  - Female farmers: 17%
First Time Access

Almost all farmers are accessing at least one new service through the CBAs. Female farmers are more likely to access farmer group creation and aggregation of produce for the first time.

On average, farmers accessed 5 services for the first time through their CBA.

CBAs appear to be providing female farmers with first access to collective bargaining resources such as farmer group creation and aggregation of produce – both of which help increase female farmers’ ability to sell produce at better prices.

% accessing at least one service for the first time

Female farmers: 100%
Male farmers: 98%

First-time Access

% farmers accessing service(s) for the first time. (n = 140 male; 123 female)

<table>
<thead>
<tr>
<th>Service</th>
<th>Male Farmers</th>
<th>Female Farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply of small packs</td>
<td>63%</td>
<td>36%</td>
</tr>
<tr>
<td>Training on proper input use</td>
<td>63%</td>
<td>72%</td>
</tr>
<tr>
<td>Crop management advice</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>Post-harvest training</td>
<td>56%</td>
<td>56%</td>
</tr>
<tr>
<td>Mechanization services</td>
<td>43%</td>
<td>37%</td>
</tr>
<tr>
<td>Access to inputs</td>
<td>39%</td>
<td>33%</td>
</tr>
<tr>
<td>Farmer group creation</td>
<td>38%</td>
<td>54%</td>
</tr>
<tr>
<td>Access to demo plot</td>
<td>35%</td>
<td>34%</td>
</tr>
<tr>
<td>Access to credit</td>
<td>34%</td>
<td>28%</td>
</tr>
<tr>
<td>Access to market</td>
<td>31%</td>
<td>36%</td>
</tr>
<tr>
<td>Aggregation of produce</td>
<td>27%</td>
<td>46%</td>
</tr>
</tbody>
</table>
Availability of Alternatives

Almost all farmers say they cannot easily find a good alternative to the CBA services suggesting a favorable market position.

Availability of alternatives provides insight into the competitive landscape and the degree to which CBAs are providing a scarce service(s) in the market.

The top alternatives reported by the 5% of farmers who could find an alternative are:

- Other skilled local farmers (6 farmers)
- Government entity or NGO (5 farmers)
- IFAD (2 farmers)
- Global 2020 (1 farmer)

Access to Alternatives

Q: Could you easily find an alternative to the services the CBA provides? (n = 263)

<table>
<thead>
<tr>
<th>Option</th>
<th>5%</th>
<th>94%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maybe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comparison to Alternatives

Q: How does your CBA compare to this alternative? CBA is: (n = 14)

<table>
<thead>
<tr>
<th>Comparison</th>
<th>7%</th>
<th>21%</th>
<th>14%</th>
<th>57%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much worse</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slightly worse</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Same</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slightly better</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Much better</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

71% (10 farmers) who find the CBA better than the alternative mention training related drivers:

- Good product knowledge (4 farmers)
- CBA provides time to learn (3 farmers)
- Easy to understand training (2 farmers)
Who Are CBAs Reaching?
- Demographics & inclusivity
- Farm & livestock profile
- Day to day livelihood decisions

What Is Farmers’ Experience With CBAs?
- Interaction with the CBAs
- First access
- Access to alternatives

What Impact Are CBAs Having?
- Top CBA advice: On farm & nutrition
- Effectiveness of advice on farm
- Impact on crop production
- Impact on revenue & way of farming
- Gender deep-dive

How Can CBAs Improve?
- Net Promoter Score & drivers
- CBA qualities valued by farmers
- Challenges & suggestions for improvement
Impact of the CBA Services on Male vs. Female Farmers

Male and female farmers report comparable improvements across all outcomes because of their interactions with CBAs.

Average performance across metrics:
- Male farmers: 71%
- Female farmers: 72%

Impact of the CBAs on Male vs. Female Farmers

Key:
- Male farmers: n = 140
- Female farmers: n = 123

First Time Access
% accessing at least one service for the first time because of AGRA

Way of Farming
% “very much improved” because of AGRA

Production
% “very much increased” because of AGRA

Money Earned
% “very much increased” because of AGRA

Net Promoter Score
Proxy for farmer satisfaction/loyalty

No Challenges
% experienced “no” challenges with AGRA
Top Advice from CBAs: General

We asked farmers to share the three most important pieces of information they learnt from their CBA and to rank them in order of importance.

The top themes we saw across all three most important pieces of information are shown on the charts to the right.

When asked what was the #1 piece of information, both male and female farmers report advice related to fertilizer and manure usage as the most important message.

Three Most Important Messages Shared by CBAs

Q: Could you tell me 3 of the most important messages shared by the CBA? (n = 140 male; n = 123 female). Open-ended, 60 by Decibels.

Over 9 in 10 of both male and female farmers say advice on fertilizer and manure usage is among the top three messages they have received from their CBA.
Top Advice from CBAs: Nutrition

11% Of male farmers report that their CBA has discussed household nutrition-related information with them.

13% Of female farmers report that their CBA has discussed household nutrition-related information with them.

Just over a tenth of farmers report receiving nutrition advice from the CBAs. The top message they have received is general dietary advice.

Nutrition-Related Messages Shared by CBAs

Q: What were the nutrition-related messages shared by your CBA? (n = 15 male; 16 female). Open-ended, coded by 60 Decibels.

- General dietary advice: 40% of male, 44% of female
- Balanced diet: 20% of male, 19% of female
- Children's nutrition: 13% of male, 19% of female
- Hygiene-related: 13% of male, 25% of female
- Protein importance: 13% of male, 13% of female

No statistical differences by sex of the farmer.
Effectiveness: Application of CBA Advice

Male farmers are more likely to report applying ‘all’ the information provided by their CBA than female farmers. The top barrier for female farmers is lack of funds.

Application of CBA Advice & Barriers to Application

Q: How much of the information shared by your CBA did you apply to your farm? (n = 140 male; 123 female)

Q: Would you mind sharing with me what prevented you from applying all of the information? (n = 6 male; 18 female)

Male Farmers

- None of it: 96%
- Some of it
- Most of it
- All of it

Top Reasons for Not Applying All Advice

- Need more information (2 respondents)
- Lack of funds (2 respondents)
- No need/interest (2 respondents)

Female Farmers

- None of it: 6%
- Some of it: 8%
- Most of it
- All of it

Top Reasons for Not Applying All Advice

- Lack of funds (11 respondents)
- Have not had chance to (3 respondents)
- Need more information (2 respondents)
Effectiveness: Trickle Down of CBA Advice

On average, male farmers share information at a slightly higher rate (2.5 people) than female farmers (2.2 people).

Female farmers are more likely (82% vs. 51%) to share information they learn with other female members in the family, and less likely (68% vs. 78%) to share with male members in the community compared to male farmers.

On average, farmers share the information they learn with 2 other people. Farmers are more likely to share information with members of the same sex.
Almost all farmers report at least some increase in crop production because of working with the CBA. Male farmers are more likely to report that their production roughly doubled than female farmers.
Almost all farmers report at least some increase in revenue from crops because of working with CBAs. A similar proportion also report improvements in their way of farming.

**Impact on Revenue & Way of Farming**

Farmers in Kaduna state are much more likely to say their way of farming ‘very much improved’ (70%) than those in Niger state (49%).

Within Kaduna state, male farmers are more likely (77%) to report ‘very much improved’ way of farming than female farmers (61%).

Within Niger state, female farmers are more likely (57%) to report ‘very much improved’ way of farming than male farmers (41%).

**Returns from Crops**

Q: Has the money you earn from crop/livestock changed because of working with the CBA? (n = 261*)

- Very much increased: 53%
- Slightly increased: 44%
- No change: 2%
- Slightly decreased: 1%
- Very much decreased: 0%

**Impact on Way of Farming**

Q: Has your way of farming changed because of working with the CBA? (n = 262)

- Very much improved: 57%
- Slightly improved: 41%
- No change: 1%
- Got slightly worse: 1%
- Got much worse: 0%

No statistical differences by sex of the farmer
Way of Farming: Top Outcomes

Other outcomes include:
- Increased income (20%)
- New cultivation methods (14%)

Gender Insights
It’s interesting to note that when asked to describe in their own words – the ways in which their farming/livestock management had changed – female farmers are more likely to value the lessons they learnt around fertilizer usage, and male farmers are more likely to report economic impact-related outcomes such as crop production (which is likely tied to increased earnings) as the top outcome.

Top improvements in farmers’ approach include increased crop production, improved fertilizer usage, and having learnt general farming skills.

Three Most Common Outcomes for 98% of Farmers Who Say Way of Farming Improved

Q: Please explain how your way of farming has improved. (n = 137 male; 119 female). Open-ended, coded by 60 Decibels.

<table>
<thead>
<tr>
<th>Male Farmers</th>
<th>Female Farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>58%</strong></td>
<td><strong>36%</strong></td>
</tr>
<tr>
<td>mentioned increased crop production</td>
<td>mentioned improved fertilizer usage</td>
</tr>
<tr>
<td>(57% of all male farmers)</td>
<td>(35% of all female farmers)</td>
</tr>
<tr>
<td><strong>31%</strong></td>
<td><strong>32%</strong></td>
</tr>
<tr>
<td>talked about improved fertilizer usage</td>
<td>talked about increased crop production</td>
</tr>
<tr>
<td>(30% of all male farmers)</td>
<td>(31% of all female farmers)</td>
</tr>
<tr>
<td><strong>26%</strong></td>
<td><strong>29%</strong></td>
</tr>
<tr>
<td>reported learning general farming skills</td>
<td>reported learning general farming skills</td>
</tr>
<tr>
<td>(26% of all male farmers)</td>
<td>(28% of all female farmers)</td>
</tr>
</tbody>
</table>
Who Are CBAs Reaching?
- Demographics & inclusivity
- Farm & livestock profile
- Day to day livelihood decisions

What Is Farmers’ Experience With CBAs?
- Interaction with the CBAs
- First access
- Access to alternatives

What Impact Are CBAs Having?
- Top CBA advice: On farm & nutrition
- Effectiveness of advice on farm
- Impact on crop production
- Impact on revenue & way of farming
- Gender deep-dive

How Can CBAs Improve?
- Net Promoter Score & drivers
- CBA qualities valued by farmers
- Challenges & suggestions for improvement
Farmer Satisfaction: Net Promoter Score

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.

**Insight**
You’re in the top 40% of our benchmark for this indicator.
Increase this score by 3 percentage points to move into the top 20%.

CBAs have a Net Promoter Score® of 62 which is excellent, and nearly two times higher than the 60dB Global and Agriculture averages.

**Net Promoter Score® (NPS)**
Q: On a scale of 0-10, how likely are you to recommend working with a CBA to another farmer, where 0 is not at all likely and 10 is extremely likely? (n = 263)

- 68% Promoters (9-10 likely to recommend)
- 6% Detractors (0-6 likely to recommend)

**NPS Benchmarks**

- **60 Decibels Global average**: 44
  - 464 companies

- **Agriculture average**: 36
  - 102 companies

- **Farmer as Customer average**: 38
  - 53 companies

- **60dB Quintile Benchmark Assessment** compares Company Performance with 60dB Agriculture – Farmer as Customer Benchmark comprised of 42 companies, 16 countries, and 7,460 customers. Full details can be found in Appendix.
Net Promoter Score

Promoters' value helpful advice and overall good customer experience provided by the CBAs. They also appreciate skill improvement resulting from the interaction.

<table>
<thead>
<tr>
<th>Male farmers</th>
<th>Female farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>70% are Promoters. They LOVE:</td>
<td>65% are Promoters. They LOVE:</td>
</tr>
<tr>
<td>1. Helpful advice (38%)</td>
<td>1. Helpful advice (38%)</td>
</tr>
<tr>
<td>2. Good customer experience (35%)</td>
<td>2. Improved skills (34%)</td>
</tr>
<tr>
<td>3. Improved skills (32%)</td>
<td>3. Good customer experience (24%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>22% are Passives: They LIKE:</th>
<th>31% are Passives: They LIKE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Helpful advice (48%)</td>
<td>1. Helpful advice (50%)</td>
</tr>
<tr>
<td>2. Good services (23%)</td>
<td>2. Improved skills (13%)</td>
</tr>
</tbody>
</table>

But complain about:
1. Lack of follow up (2 farmers)

<table>
<thead>
<tr>
<th>8% are Detractors. They DISLIKE:</th>
<th>4% are Detractors. They DISLIKE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Unresponsive representatives (4 farmers)</td>
<td>1. Lack of inputs received (2 farmers)</td>
</tr>
<tr>
<td>2. Lack of inputs received (3 farmers)</td>
<td>3. Training difficult to understand (2 farmers)</td>
</tr>
</tbody>
</table>

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

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

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

*All percentages are out of the total % of Promoters, Passives, Detractors among male and female farmers respectively.
Timeliness & Clarity of Support

Female farmers are statistically less likely to agree with the CBA being available when they require support, compared to male farmers. This could indicate that the CBAs are not aware of female farmers’ time constraints, thus failing to provide services to them within those constraints.

The majority (93%) of farmers are satisfied with the support, preparedness and clarity of instruction provided by their CBAs.

Satisfaction with CBA Support

Q: To what extent do you agree or disagree with the following statements? (n = 140 male; 123 female)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Male Farmers</th>
<th>Female Farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>The CBA is available when I need support</td>
<td>8% 79%</td>
<td>15% 66%</td>
</tr>
<tr>
<td>The CBA is well-prepared</td>
<td>15% 83%</td>
<td>18% 81%</td>
</tr>
<tr>
<td>The CBA explains concepts clearly / is easy to understand</td>
<td>10% 89%</td>
<td>17% 82%</td>
</tr>
</tbody>
</table>
Top CBA Qualities for Farmers

When asked about the #1 rank, nearly half of all farmers rank Friendliness as the most important quality while a third rank Knowledge in #1 place. Neither male nor female farmers listed the sex of the CBA as an important driver.

Friendliness, knowledge and communication are the most valued qualities in a CBA.

Top CBA Qualities Valued By Farmers

Q: In your opinion, what qualities make a good CBA? Please rank top 3 qualities in order of importance. (n = 140 male; 123 female)

<table>
<thead>
<tr>
<th>Most Important</th>
<th>Average Rank*</th>
<th>Female Farmers</th>
<th>Average Rank*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male Farmers</td>
<td></td>
<td>Female Farmers</td>
<td></td>
</tr>
<tr>
<td>Friendliness</td>
<td>1.90</td>
<td>Knowledge</td>
<td>2.36</td>
</tr>
<tr>
<td>Knowledge</td>
<td>2.44</td>
<td>Friendliness</td>
<td>2.39</td>
</tr>
<tr>
<td>Communication</td>
<td>2.51</td>
<td>Communication</td>
<td>2.63</td>
</tr>
<tr>
<td>Organization</td>
<td>3.70</td>
<td>Organization</td>
<td>3.81</td>
</tr>
<tr>
<td>Gender</td>
<td>5.04</td>
<td>Gender</td>
<td>4.75</td>
</tr>
<tr>
<td>Cultural awareness</td>
<td>5.61</td>
<td>Cultural awareness</td>
<td>5.15</td>
</tr>
<tr>
<td>Other</td>
<td>6.80</td>
<td>Other</td>
<td>6.88</td>
</tr>
</tbody>
</table>

*Rank 1-7 represents highest-lowest.
Farmer Challenges

Asking about farmer challenges enables AGRA to identify problem areas with CBAs and tackle them proactively to enhance farmers’ future experience with the CBA services.

Only 6% of farmers report challenges working with their CBA. The most common challenges include poor follow-up and inaccessibility of the CBAs.

Proportion of Farmers Reporting Challenges
Q: Have you experienced any challenges working with the CBA? (n = 263)

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>7%</td>
<td>93%</td>
</tr>
<tr>
<td>Female</td>
<td>4%</td>
<td>96%</td>
</tr>
<tr>
<td>Total</td>
<td>6%</td>
<td>94%</td>
</tr>
</tbody>
</table>

“I usually can’t reach them on the phone when I need them except when they have the time to get back to me.”
- Male, 32

“When they invite people for training, they should give transportation.”
- Male, 27

No statistical differences by sex of the farmer
Farmer Suggestions for Additional Services

Male and female farmers both have the same top requests for additional services including greater access to inputs, trainings on new farming techniques, and loans.

Other suggestions by male farmers include:
- Better frequency of CBA visits (4%)
- Sheep and goat-related training (4%)
- Market access (4%)

Other suggestions by female farmers include:
- Better frequency of CBA visits (4%)
- Breeding-related training for livestock (3%)
- Crop management support (2%)

Suggestions for Additional CBA Services

Q: What additional services would you like the CBA to provide? (n = 140 male; 123 female). Open-ended, coded by 60 Decibels

<table>
<thead>
<tr>
<th>Service</th>
<th>Male Farmers</th>
<th>Female Farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater access to inputs</td>
<td>45%</td>
<td>33%</td>
</tr>
<tr>
<td>Trainings on new farming techniques</td>
<td>18%</td>
<td>22%</td>
</tr>
<tr>
<td>Loans</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Farming equipment</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>Other financial assistance</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>Crop management support</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>General trainings</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>Disease control</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>
What Next?

…& Appendix
How to Make the Most of These Insights

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

Example tweets or Facebook posts to share publicly

- 58% of our farmers say their way of farming has very much improved since they started using the CBA services. “It has improved because now I know of many methods and have knowledge on farming that I didn’t know before, and by applying the knowledge I gain more profit.” #ListenBetter with @60_decibels
- Over two-thirds of our farmers would recommend working with a CBA to a fellow farmer – what are you waiting for?
- 99% of our farmers report accessing at least one of the CBA-provided services for the first time – let’s continue to do the good work! #ListenBetter with @60_decibels

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

<table>
<thead>
<tr>
<th>Engage Your Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Share staff quiz – it’s a fun way to fuel engagement &amp; discussion</td>
</tr>
<tr>
<td>□ Send deck to team &amp; invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!</td>
</tr>
<tr>
<td>□ Set up team meeting &amp; discuss what’s most important, celebrate the positives &amp; identify next steps</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spread The Word</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Reach a wider audience on social media &amp; show you’re invested in your customers – we’ve added some example posts on the left</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Close The Loop</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Let us know if you’d like us to send an SMS to interviewed customers with a short message letting them know feedback is valued and as a result, you’ll be working on XYZ</td>
</tr>
<tr>
<td>□ If you can, call back the customers with challenges and/or complaints to find out more and show you care.</td>
</tr>
<tr>
<td>□ After reading this deck, don’t forget to let us know what you thought here!</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Take Action!</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Collate ideas from team into action plan including responsibilities</td>
</tr>
<tr>
<td>□ Keep us updated, we’d love to know what changes you make based on these insights</td>
</tr>
</tbody>
</table>
### 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**
- # farmers: 263

**60dB Global Average**
- # companies: 469
- # customers: 189,752

**60dB Agriculture Average**
- # companies: 53
- # customers: 15,513

**60dB Western Africa Average**
- # companies: 77
- # customers: 29,513

---

**Comparison of Company Performance to Selected 60dB Benchmarks**

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Indicator</th>
<th>AGRA</th>
<th>60dB Global Average</th>
<th>60dB Agriculture Average</th>
<th>60dB Western Africa Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Inclusivity Ratio</td>
<td>1.08</td>
<td>1.23</td>
<td>1.12</td>
<td>1.25</td>
</tr>
<tr>
<td><strong>How Much</strong></td>
<td>% reporting way of farming very much improved</td>
<td>58</td>
<td>-</td>
<td>55</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% reporting way of farming slightly improved</td>
<td>40</td>
<td>-</td>
<td>45</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% reporting production very much increased</td>
<td>63</td>
<td>-</td>
<td>44</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% reporting money earned very much increased</td>
<td>53</td>
<td>-</td>
<td>32</td>
<td>-</td>
</tr>
<tr>
<td><strong>What Impact</strong></td>
<td>% reporting in higher crop production</td>
<td>45</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% reporting in improved fertilizer usage</td>
<td>32</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% reporting in better farming skills</td>
<td>27</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Contribution</strong></td>
<td>% first time accessing at least one service</td>
<td>99</td>
<td>72</td>
<td>78</td>
<td>69</td>
</tr>
<tr>
<td><strong>Risk</strong></td>
<td>% experiencing challenges</td>
<td>6</td>
<td>29</td>
<td>25</td>
<td>30</td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td>Net Promoter Score</td>
<td>62</td>
<td>43</td>
<td>38</td>
<td>42</td>
</tr>
</tbody>
</table>
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).


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.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who</td>
<td>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 marginalised 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.</td>
</tr>
<tr>
<td>What Impact</td>
<td>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.</td>
</tr>
<tr>
<td>How Much</td>
<td>How Much looks at the degree of change of any particular outcome.</td>
</tr>
<tr>
<td>Contribution</td>
<td>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.</td>
</tr>
<tr>
<td>Risk</td>
<td>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.</td>
</tr>
</tbody>
</table>
For those who like to geek out, here’s a summary of some of the calculations we used in this deck.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Promoter Score®</strong></td>
<td>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’.</td>
</tr>
</tbody>
</table>
| **Inclusivity Ratio**       | The Inclusivity Ratio is a metric developed by 60 Decibels to estimate the degree to which an enterprise is reaching less well-off customers. It is calculated by taking the average of Company % / National %, at the $1.90, $3.20 & $5.50 lines for low-middle income countries, or at the $3.20, $5.50 and $11 lines for middle income countries. The formula is:  

\[
\frac{\sum \left( \frac{\text{Company Poverty Line $x}}{\text{Country Poverty Line $x}} \right)}{3}
\]
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.

We are proud to be a Climate Positive company.

Acknowledgements

Thank you to Maureen Munjua, Angela Kangori, Winnie Osulah, Vanessa Adams, Sarah Shanley and Charles Karari from the Tanager team, and Paul Seward, Sabdiyo Dido, Rufaro Madakadze, Querish Noordin, and Evaline Obiero from AGRA for their support throughout the project.

This work was generously sponsored by IGNITE.
Thank you!

Venu Aggarwal
venu@60decibels.com

Katie Reberg
katie@60decibels.com

Jasleen Kaur
jasleen@60decibels.com

Lalit Sharma
lalit@60decibels.com