60 \_\_decibels

# Ibisa Network Impact Performance Report



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### **About This Report**

This report is designed to provide you with an in-depth understanding about your customers, their profile, the outcomes they experience, how satisfied they are, and how you can improve your impact and business performance.

The insights are based on phone interviews with 234 customers, in India. These interviews were conducted by 60 Decibels trained researchers. We really enjoyed hearing from your customers – they had a lot to say!

We employed a random sampling method to select respondents. To learn more about our methodology, see below.

To contextualize your results, you can see how your performance compares to other Financial Inclusion companies in the <u>Performance Snapshot</u> and <u>Appendix</u>.

We encourage you to use these results to set targets and identify ways you can further improve your impact performance over time.

#### 234 customers interviewed, 21% were female.

Though the insurance product was mainly registered under women's names, male partners or family members were generally more accessible for interviews. Female clients may also have been less comfortable answering calls from unknown numbers or discussing finances with strangers.

### **About 60 Decibels Methodology**

In October and November 2024, 60 Decibels' trained researchers conducted 234 phone interviews with Ibisa customers. The customers were randomly selected from a random sample of Ibisa Network's customers database. Here is the breakdown of how we collected this data:

Country	India
Client Population	1055
Interviews Completed	234
Response Rate	47%
Languages	Gujarati, Odia
Average Survey Length	15 mins
Confidence Level	95%
Margin of Error	5%

### **About Ibisa and Cinl India**

In 2022, SCBF provided a technical assistance grant to IBISA, an insurance technology company, for the design and launch of a parametric insurance for smallholder farmers in India. IBISA worked together with ClnI (Collectives for Integrated Livelihood Initiatives), an association working to transform the lives of tribal households in the Central India tribal belt through building knowledge. ClnI presently works with more than 1 million small and marginal farmers through its Lakhpati Kisan program, which seeks to increase farmers' quality of life through increased income.

The parametric insurance was designed to protect crops such as maize, groundnuts, paddy rice, cotton, and vegetable plants against lack of rainfall, excessive rainfall, extreme heat or other extreme weather. Lessons from consultations with farmers and Farmer Producer Organizations (FPOs) each season were incorporated into the next product design, fine-tuning the product to the farmers' needs. Another important component to enrolling farmers was creating awareness and enabling financial literacy. This was done through multiple field visits and training sessions for the field staff of ClnI and Avanti Finance.

During the project period, 54,644 farmers across the states of Gujarat, Odisha and Jharkhand were insured against perils like excessive/unseasonal rainfall, dry spells and disease-favourable days.

Disease-favourable days = days with rainfall and temperatures between 15-30°C, which are conditions conducive to crop diseases.

SCBF Project 2022-10: Factsheet and Final Report

Project Period: September 2022 – March 2024

Country: India
Theme: Agriculture

Product: Parametric insurance

Target group: Smallholder farmers

#### **Product description**

The final parametric insurance covered excessive rainfall for vegetable crops (bitter gourd, brinjal, chilli, cucumber, okra, tomato and bottle gourd) and paddy rice. The FPOs or farmer federations became the group policyholders and the smallholder farmers the end users. Clnl promoted the concept of "Insurance as a Service" to the various Federations/FPOs. Under this program the farmers are informed that the FPO/federation has taken an insurance coverage while the premium for the coverage is paid by the FPO/Federation. In the case of claim payouts, the farmer members collectively agree on the utilization of the funds and can receive cash payouts or tangible benefits in the form of farm inputs, for example.

### 60dB Perspective

### Top Insights

### 1 Ibisa Network demonstrates strong inclusivity but has room for improvement.

65% of Ibisa's customers live under \$3.65 per day, higher than the national average of 29%, showing the company's focus on underserved populations. This places Ibisa in the top 20% of our 60dB benchmark in Southern Asia. Additionally, 95% of customers report having no prior access to services like those provided by the cooperative, demonstrating significant inclusivity. However, with only 21% of surveyed customers being female, there is an opportunity to further improve inclusivity by reaching more women.

See pages: 7, 8.

### 3 Customers exhibit good overall satisfaction that can, however, be improved by resolving challenges.

Ibisa's Net Promoter Score (NPS), which measures customer loyalty and satisfaction, is 35. While this score indicates positive sentiment, it is lower than the 60dB Benchmark of 50 in Southern Asia, suggesting room for improvement. Challenges reported are inadequate compensation (42%), delayed responses (38%), and unfulfilled promises (28%). This is consistent with the fact that 87% of customers who experienced crop loss in the last season report not receiving compensation, a significant driver of dissatisfaction.

Addressing these concerns is key to improving customer satisfaction and loyalty.

See pages: 10, 16, 17.

### Recommendations

### 1 Improve gender inclusivity and support for female customers.

Conduct targeted outreach to female farmers, addressing the specific barriers they face in accessing resources and benefiting from the insurance program. For example, provide tailored financial literacy training, and ensure that women are actively consulted in decision-making processes.

See pages: 8, 23.

### 2 Ibisa has a positive impact on its customers' finances and quality of life.

57% of customers report increased income due to cooperative support, improved crop quality, and access to resources. 58% of customers report increased savings, and 66% say their financial stress has decreased due to the insurance. Similarly, 60% of customers report improved quality of life, citing better household expense management, financial savings, and cooperative support as key factors. These outcomes highlight lbisa's role in enhancing customers' financial stability and well-being.

See pages: 11-13.

### 4 Male customers experience more positive outcomes and greater engagement.

Male customers report better financial outcomes, including higher income increases (65% vs. 32%) and reduced financial stress (70% vs. 54%) compared to females. Additionally, they find it easy to acquire emergency funds compared to female customers (30% vs. 14%).

Male customers are also more likely to say they were consulted before the cooperative subscribed to the insurance (91% vs. 81%).

These disparities raise questions about the barriers faced by women in achieving similar benefits and being involved in decision-making processes.

See pages: 8, 11, 12, 14.

### 2 Improve transparency around cooperative payout decisions.

Support cooperatives in clearly communicating how insurance payouts are made and who benefits. For example, sharing clear payout distribution guidelines with members, and providing regular community updates following payout events. This can improve trust and reduce dissatisfaction around compensation.

See pages: <u>16</u>, <u>17</u>.

### Performance Snapshot

The performance column presents how you compare to 60 Decibels Benchmarks in the Financial Inclusion sector in Southern Asia. You can find additional insights of your results, in the context of the 60 Decibels Benchmarks, in the <u>Appendix</u>. Please note that this benchmark is primarily based on data from credit providers with only a handful of insurance providers.

### Performance vs 60dB Benchmarks

)	0	0	0	0	Bottom 20%
)	•	0	0	0	Bottom 40%
)	•	•	0	0	Middle
)	•	•	•	0	Top 40%
)	•	•	•	•	Top 20%

Who are you reaching?	Ibisa Performance	Benchmark Performance
Female	21%	• • • • •
Inclusivity ratio	1.76	• • • •
Accessing product/service for first time	95%	• • • •
[+] What impact are you having?		
% 'very much increased' income	6%	• 0 0 0 0
% 'very much increased' savings	6%	• • • • •
% 'very much decreased' financial stress	6%	• 0 0 0 0
% 'very much improved' quality of life	7%	• 0 0 0 0
% 'very difficult' to come up with emergency funds	20%	• 0 0 0 0
A How satisfied are your customers?		
Net Promoter Score	35	• • • • •
% experiencing challenges	23%	• 0 0 0 0
% reporting strong understanding of terms	14%	• 0 0 0 0



## 01: Profile

This section helps you understand your customer base, and if you are reaching a previously underserved population.

The key indicators in this section are:

- Inclusivity Ratio: Are you reaching less well-off customers? How representative is your customer base of the national population of the country you are working in?
- First Access: What proportion of your customers are accessing a similar service for the first time?



### A typical surveyed Ibisa customer is a 38-year-old male, living in a rural area, in a household of 7 people.

### **Demographics**

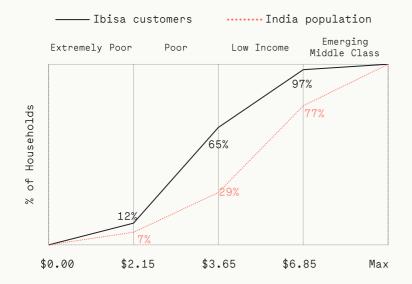
Gender Breakdown		Age	Dis
Female	21%		
Male	79%	_	
●●○○○  BOTTOM 40% - 60dB Southern Asia Benchmark			be <sup>-</sup>
Location		-	
Rural	100%		
		_ _ Hou	seh
Region		6.5 F	Peo
Gujarat	14%		
Odisha	86%		

Age Distribution		
90% between 27 - 52 38 Average		
I <sub>19</sub>		
Household Size		
6.5 People		

### 65% of customers live on less than \$3.65 per day, compared to the national average of 29%.

### Customers' Income Distribution Relative to Country Average

% living below x.xx per person per day (2011 PPP) (n = 234)



### Inclusivity Ratio

Degree to which Ibisa is reaching low-income customers in India (n = 234)

1.76

1 = parity with population;

> 1 = over-serving;

< 1 = under-serving.

See Appendix for calculation.

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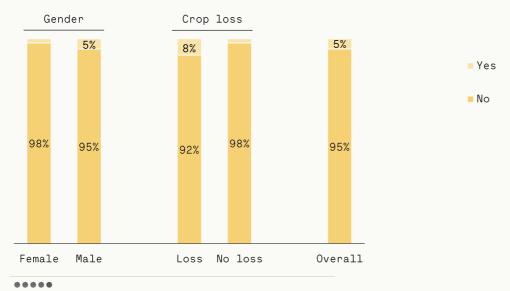
TOP 20% - 60dB Southern Asia Benchmark



### 95% of customers say they had no prior access to crop insurance like the one provided by their cooperative.

#### First Access

Q: Before the Lakhpati Kisan program , did you have access to a service like your cooperative provides?  $(n = 234 \mid \text{Female} = 50, \text{Male} = 184 \mid \text{Loss} = 105, \text{No loss} = 129)$ 

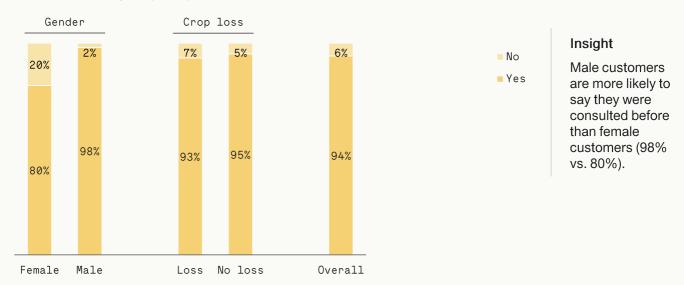


TOP 20% - 60dB Southern Asia Benchmark

### 94% of customers report they were consulted when their cooperative decided to subscribe to the insurance program.

#### Insurance Program

Q: Were you consulted when your cooperative decided to subscribe to the Lakhpati Kisan crop insurance as part of the Lakhpati Kisan program? (n = 234)



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### 02: Impact

We believe that the best way to understand the social impact that you are having, is to simply ask customers whether their quality of life has changed as a result of access to the crop insurance and if so, how.

This section shows you the degree to which you are impacting quality of life, and what outcomes, if any, are customers experiencing, in their own words.

The key indicators in this section are:

- Quality of Life Change: To what extent has the quality of life of your customers changed as a result of your offering?
- Income Change: To what extent has the money customers earn changed because of the crop insurance?



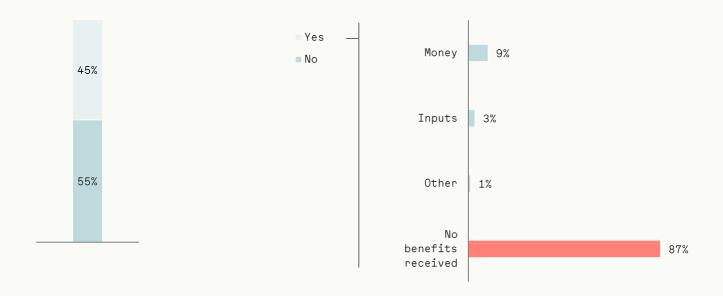
### 45% of customers report crop loss last season. Of these, 87% say they received no compensation from the cooperative.

#### **Crop Loss**

### Q: Did you experience any crop loss due to an extreme weather event in the last season? (n = 234)

### Insurance Payment

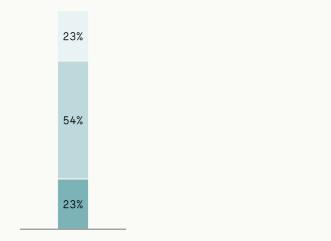
Q: Did you receive any of the following from the cooperative to compensate for this crop loss? (n = 105)



### Of those who received compensation, 23% say it covered less than half of their emergency or crop failure.

### **Cost Coverage**

Q: What proportion of the total costs associated with this extreme weather event did this compensation cover? (n = 13)



A little bit (0%-25%)

Less than half (26%-50%)

More than half (51%-75%)

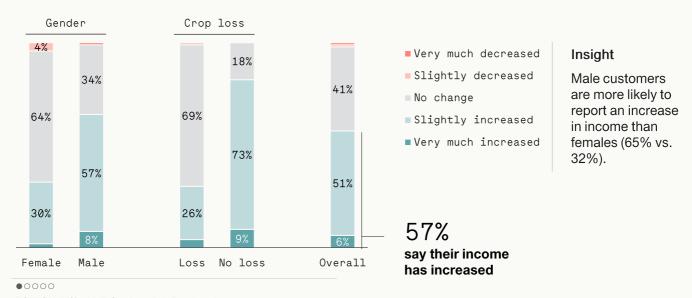
Almost All (76%-100%)



### 57% of customers report that their income has increased as a result of their crop insurance.

### **Income Change**

Q:Has the money you earn (your income) changed because of the crop insurance provided through your cooperative? Has it:  $(n = 234 \mid Female = 50, Male = 184 \mid Loss = 105, No \mid loss = 129)$ 



BOTTOM 20% - 60dB Southern Asia Benchmark

### Customers attribute their increased income to cooperative support, good crop quality, and access to resources.

**Customers Reporting Income Increase** 

Open-ended question, responses coded by 60dB (n = 135)

38%

talk about cooperative support (22% of all respondents) 30%

mention good crop quality (17% of all respondents) Customers Reporting No Change in Income

Open-ended question, responses coded by 60dB (n = 95)

35%

talk about crop loss (14% of all respondents)

25%

mention lack of support (10% of all respondents)

19%

report access to resources (11% of all respondents) 24%

report lack of compensation (10% of all respondents)

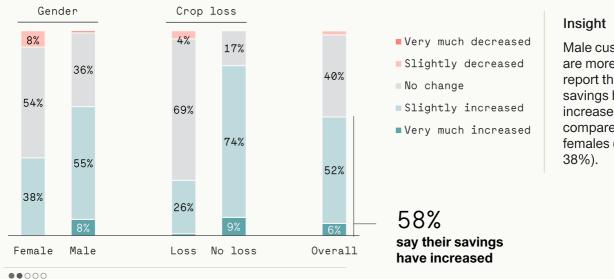
Ibisa Impact Performance



### 58% of customers say their savings have increased because of their crop insurance.

#### Savings Balance

Q: Has your savings changed because of the crop insurance provided through the cooperative ? Has it: (n = 234 | Female = 50, Male = 184 | Loss = 105, No loss = 129)



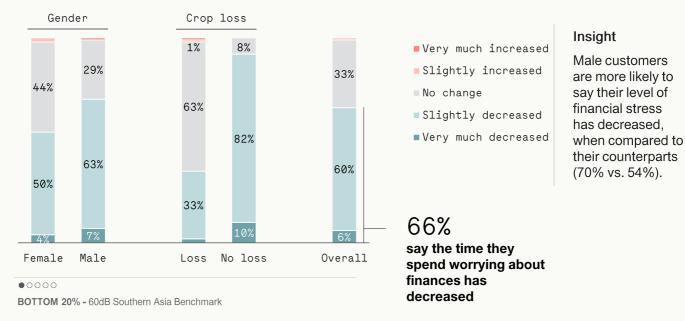
Male customers are more likely to report their savings have increased, when compared to females (64% vs

BOTTOM 40% - 60dB Southern Asia Benchmark

### 66% of customers say their level of financial stress has decreased because of their crop insurance.

#### **Financial Stress**

Q: Has the amount of time you spend worrying about your finances changed because of your crop insurance? Has it: (n = 234 | Female = 50, Male = 184 | Loss = 105, No loss = 129)

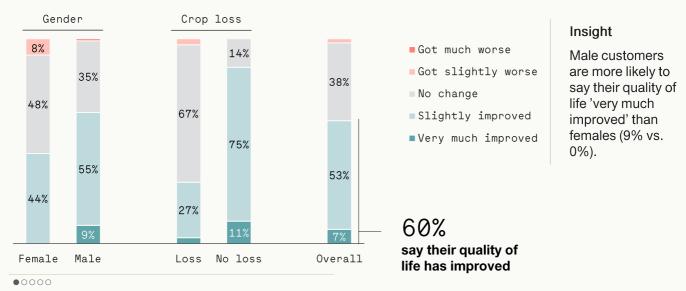




### 60% of customers report that their quality of life has improved as a result of their crop insurance.

### **Quality of Life Change**

Q: Has your quality of life changed because of your crop insurance? (n = 234 | Female = 50, Male = 184 | Loss = 105, No loss = 129)



BOTTOM 20% - 60dB Southern Asia Benchmark

### Top three self-report outcomes for 60% of customers who say their quality of life improved.

**Customers Reporting Improved Quality of Life** 

Open-ended question, responses coded by 60dB

45%

talk about household expense management (27% of all respondents) 43%

mention financial savings (26% of all respondents)

39%

report cooperative support (24% of all respondents) 66

With the timely support of the cooperative, I was able to achieve a good harvest, which resulted in a substantial profit. This profit has allowed me to comfortably manage my household expenses and set aside savings for the future.

- Male, Odisha, 31

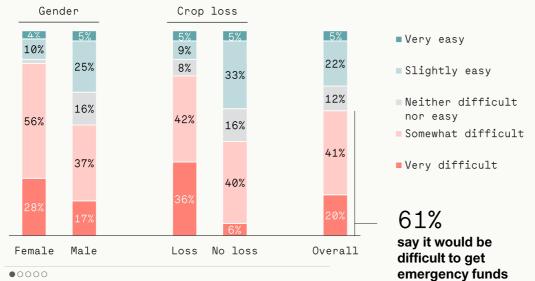


### 61% of customers say it would be difficult to come up with emergency funds within a month.

#### Financial resilience

Q: Imagine that tomorrow you have an unexpected emergency and need to come up with 10,000 rupees within the next month. How easy or difficult would it be to come up with this money?

(n = 234 | Female = 50, Male = 184 | Loss = 105, No loss = 129)



#### Insight

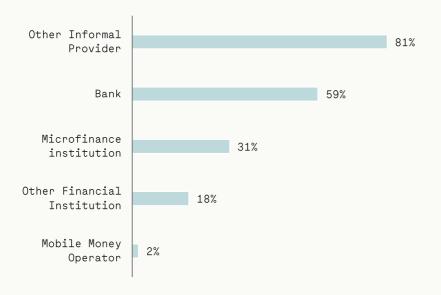
Female customers are more likely to say it would be difficult to acquire emergency funds, when compared to males (84% vs. 54%).

### 59% of customers report using a bank.

#### **Financial Inclusion**

BOTTOM 20% - 60dB Southern Asia Benchmark

Q: Do you use any of the following for financial services (savings or credit for example)? Choose all that apply: (n = 234)



### Insight

Female customers are more likely to report using a bank than males (84% vs. 52%).



### 03:

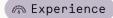
### Experience

If your customers are unhappy, it's unlikely they will continue to choose your service or recommend to others.

This section uses the popular Net Promoter Score® to understand the level and drivers of customer satisfaction and loyalty. Additional insights on challenges and suggestions for improvement highlight areas you can improve.

The key indicators in this section are:

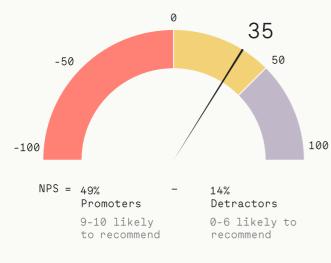
- Net Promoter Score: How likely are your customers to recommend your company to a friend?
- % Experiencing Challenges: What proportion of customers experience challenges with your insurance?
- Loan Understanding: What proportion of customers say they understand their insurance's terms?



### Ibisa Network has an NPS of 35 in India, is lower than the 60 Decibels Benchmark of 50 in Southern Asia.

#### Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely is it that you would recommend the Lakhpati Kisan crop insurance to a friend, where 0 is not at all likely and 10 is extremely likely? (n = 234)



The Net Promoter Score® (NPS) is a gauge of respondent satisfaction and loyalty. The NPS is the percent of customers rating 9 or 10 ('Promoters') minus the percent of customers rating 0 to 6 ('Detractors'). Those rating 7 or 8 are 'Passives'.

The score can range from -100 to 100. Ibisa in India has a NPS of 35, which is a good score.

NPS
36
35
28
64

••000

BOTTOM 40% - 60dB Southern Asia Benchmark

### Promoters value timely resources, training, and cooperative support of their crop insurance. Detractors want adequate compensation.

Follow up from NPS question: We ask respondents to explain their rating to provide an insight into what they value and what creates dissatisfaction.

49%

are Promoters

#### They love:

- 1. Timely resources (37% of Promoters/18% of all respondents)
- 2. Training and education (33% of Promoters / 16% of all respondents)
- 3. Cooperative support (31% of Promoters / 15% of all respondents)

37%



#### They like:

1. Farming resources (24% of Passives / 9% of all respondents)

#### They want to see:

- 2. Adequate compensation (17% of Passives / 6% of all respondents)
- 3. Water supply (16% of Passives / 6% of all respondents)

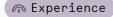
14%

#### are Detractors

#### They want to see:

- 1. Adequate compensation (50% of Detractors / 7% of all respondents)
- 2. Sufficient information (22% of Detractors / 3% of all respondents)

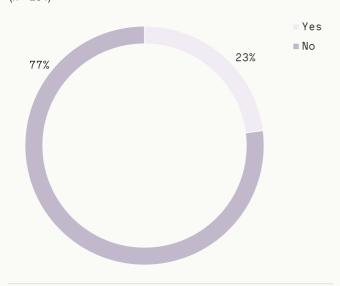
Impact Performance



### 23% of customers report facing a challenge with their crop insurance.

#### **Proportion of Customers Reporting Challenges**

Q: Have you experienced any challenges with your crop insurance? (n = 234)



Segments	Experiencing challenges	
Female	24%	
Male	22%	
Crop loss	46%	
No loss	4%	

•0000

BOTTOM 20% - 60dB Southern Asia Benchmark

### Of the 23% who experience a challenge, the most common ones are related to inadequate compensation and delayed response.

#### Most Common Challenges

Q: Please explain these challenges. (n = 53). Open-ended, coded by 60 Decibels.

42%

38%

talk about inadequate compensation

mention delayed response

(9% of all respondents)

(8% of all respondents)

28%

talk about unfulfilled promises

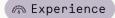
(6% of all respondents)



Last time, I grew peas, and the crop was ruined due to bad weather. I told the cooperative committee about it but till now no help, no information, and no compensation has been given to me till now.

- Male, Odisha, 40

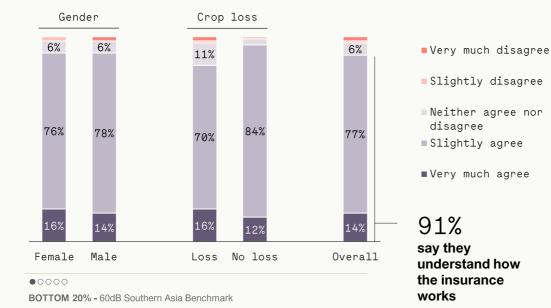
Ibisa



### 91% of customers say they understand how their crop insurance works.

#### **Terms Understanding**

Q: To what extent do you agree or disagree with the following statement: "I understand how the crop insurance that my cooperative has works"? (n = 234 | Female = 50, Male = 184 | Loss = 105, No loss = 129)



### Insight

Customers who had previous access to a service like this are more likely to say they very much agree (72% vs. 11%).



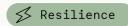
### 02: Realized Resilience

A household's experience with and response to an unexpected weather event can change the trajectory of their livelihood for generations.

This section focuses on only those respondents who report experiencing a shock in the past two years. It measure Ibisa's impact on how they responded and recovered.

The key indicators in this section are:

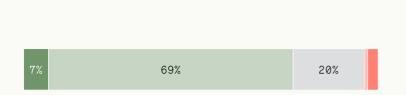
 Preparedness: Were customers more prepared because of the crop insurance?



### 76% of customers say they feel more prepared for a future climate shock because of their crop insurance.

#### **Perceived Preparedness**

Q: Has the crop insurance through your cooperative affected how prepared you feel for such a shock? Would you say you are: (n= 228)



Much more prepared
 Slightly more prepared
 No change
 Slightly less prepared

Much less prepared

### Insight

Male customers are more likely to say they feel more prepared than females (80% vs. 62%).

### Customers who feel more prepared attribute it to insurance compensation, reliable support, and community guidance.

#### **Customers Reporting More Preparedness**

Q: How are you more prepared? (n = 174). Open-ended, coded by 60 Decibels.

42%

talk about insurance compensation (31% of all respondents)

32%

report reliable support (24% of all respondents) **Customers Reporting No Change in Preparedness** 

Q: How are you more prepared? (n = 45). Open-ended, coded by 60 Decibels.

53%

talk about absence of information (10% of all respondents)

40%

report unreliable support (8% of all respondents)

31%

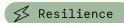
mention community guidance

30%

(22% of all respondents)

mention lack of compensation

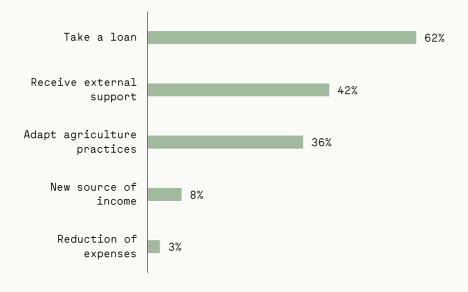
(6% of all respondents)



### 62% of all customers say they would take a loan to cope with climate shock if they didn't have insurance.

### **Coping Strategies**

Q: What would you do to cope with a climate shock affecting your farming if you did not have access to crop insurance? (n = 228)





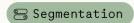
### 04: Segmentation Analysis

Not every customer is the same. Understanding your impact across different groupings of customers can reveal additional insights into how you can improve performance.

This section disaggregates results by gender across five key indicators introduced in previous sections.

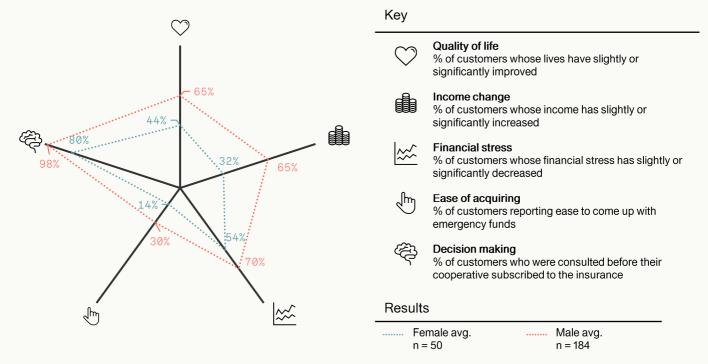
The key indicators in this section are:

- Quality of life
- Income change
- Financial stress
- · Ease of acquiring
- · Decision making



### Ibisa's male customers have more positive interactions and experiences with the company than female customers.

#### **Gender Segmentation Analysis**



### Insights

Male customers report significantly greater benefits from insurance compared to females.

65% of male customers report improvements in quality of life and income, compared to 44% and 32% of female customers, respectively. Males also experience greater reductions in financial stress (70% vs. 54%) and find it easier to acquire emergency funds (30% vs. 14%).

This suggests that there are gender disparities in how lbisa's services impact male and female customers, possibly due to differences in access, engagement, or influence within the cooperatives.

### **Action**

2 Focus on increasing access and tailored support for female customers.

Since female farmers report lower benefits across most indicators, Ibisa could collaborate with cooperatives to provide training or resources specifically designed to meet women's needs. For example, programs could focus on financial literacy or decision-making empowerment to ensure that female customers gain more equitable benefits from the insurance.



### Appendix

### Detailed Ibisa Network India Impact Performance

Performance Relative to Benchmark indicates where Ibisa Network India falls in the ranking relative to other companies in the Southern Asia Financial Inclusion Benchmark. Please note that this benchmark is primarily based on data from credit providers with only a handful of insurance providers.

Benchmark Overview	# Companies	# Respondents	
60dB Southern Asia Financial	37	10,202	

### Performance vs 60dB Benchmark

O O O O O Bottom 20%
 O O O Bottom 40%
 O O Middle
 Top 40%
 Top 20%

Indicator	Description	lbisa Network	60dB Southern Asia Benchmark	60dB Top 20%	Performance Relative to Benchmark
Profile & Access					
Female	% of female respondents	21%	80%	100%	• • 0 0 0
Equitable Access	inclusivity ratio	1.76	0.72	1.04	• • • •
First Access	% accessing for the first time	95%	60%	80%	• • • •
[+] Impact					
Income change	% 'very much increased' income	6%	24%	34%	• 0 0 0 0
Savings	% 'very much increased' savings	6%	12%	28%	• • 0 0 0
Financial Stress	% 'very much decreased' financial stress	6%	19%	29%	• 0 0 0 0
Quality of Life	% 'very much improved' quality of life	7%	23%	39%	• 0 0 0 0
Financial resilience	% 'very difficult' to come up with emergency funds	20%	8%	3%	• 0 0 0 0
Satisfaction					
Net Promoter Score	NPS, on a scale -100 to 100	35	50	69	• • 0 0 0
No Challenges	% experiencing challenges	23%	7%	4%	• 0 0 0 0
Terms Understanding	% reporting strong understanding of terms	14%	73%	81%	• 0 0 0 0

### Calculations and definitions

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

#### Metric

#### Calculation

Inclusivity Ratio

The Inclusivity Ratio is a metric developed by 60 Decibels to estimate the degree to which an organization is reaching less well-off customers. It is calculated by taking the average of Company % / Country %, at the \$1.90, \$3.20, and \$5.50 lines for low income and low-middle income countries, or at the \$3.20, \$5.50 and \$8.00 lines for middle income countries. The formula is:

Net Promoter Score®

The Net Promoter Score (NPS) is a common gauge of client satisfaction and loyalty. It is measured by asking customers to rate their likelihood to recommend a product/service to a friend or family member 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'.

### Ideas for How to Use these Results

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

Review Your Results	Review your results and qualitative customer responses. There's a lot of interesting feedback in there!
Engage Your Team	<ul> <li>Send the report to your team &amp; invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!</li> <li>Set up a team meeting &amp; discuss what's most important, celebrate the positives, and identify next steps.</li> </ul>
Spread The Word	Reach a wider audience on social media & show you're invested in your customers.
Close The Loop	We recommend posting on social media/website/blasting an SMS saying a 'thank you to everyone who took part in the recent survey with our research partner 60 Decibels, your feedback is valued, and as a result, we'll be working on XYZ' (edited)
	If you can, call back the customers with challenges and/or complaints to find out more and show you care.
	After reading this report, don't forget to let us know what you thought: Click Here!
Take Action!	Collate ideas from team into an action plan including responsibilities.
	Keep us updated, we'd love to know what changes you make based on these insights.
	Set up the next Lean Data project – we recommend checking in again in 6 to 12 months.

### **About 60 Decibels**

60 Decibels is the world's leading customer insights company for social impact. We bring speed and repeatability to social measurement, making it easy to listen directly to the people who matter most. Our network of 1,400+ researchers in 80+ countries gives you global reach. Couple this with standardized questions across thousands of projects and you get the largest data set of social performance benchmarks worldwide — with a focus on Financial Inclusion, Off-Grid Energy, and Agriculture value chains. These data help investors, funders, Fortune 500 companies, and NGOs understand their impact performance relative to their peers. Get in touch to find out more about our award-winning approach to impact measurement.

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### Thank You For Working With Us!

Let's do it again sometime.

We'd love to hear your feedback on working with 60dB; take 5 minutes to fill out our feedback survey here!

#### Stay In Touch

Please sign up for <u>The Volume</u>, our monthly collection of things worth reading.

### **Acknowledgments**

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