

AINFP

Smallholder Sourcing Lean Impact Study



Contents

About This Report	03
-------------------	----

Top Insights	04
--------------	----

Performance Snapshot	05
----------------------	----

Farmer Voices	06
---------------	----

 01: Profile	07
--	----

 02: Impact	10
--	----

 03: Experience	15
--	----

 04: Methodological Recommendations	21
--	----

Appendix	24
----------	----

About 60 Decibels	32
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About this Report

About AINFP

TechnoServe, in collaboration with 60 Decibels, set out to understand the impact that food processors supported by the USAID Alliance for Inclusive and Nutritious Food Processing (AINFP) have on their smallholder farmer suppliers. The three food processing companies participating in this study are:

> **Milk processor:** A Kenyan dairy that processes and supplies pasteurized milk and yoghurts. They received support from AINFP to develop a strategy that included plans to strengthen its relationship with farmer suppliers.

> **Rice flour processor:** A Tanzanian agri-business that produces fortified maize flour and sunflower oils. Through AINFP, they developed an Inclusive Business Plan to expand its supplier base by contracting farmer groups and providing value chain services.

> **Peanut processor:** A Kenyan groundnut and bean processor that worked with AINFP to develop an Inclusive Business Plan to strengthen its domestic supply chain through partnerships with local farmer producer organizations to build capacity and strengthen market linkages.

Capturing Farmer Voices

Each processor received a report summarizing their farmer base, their profile, the outcomes they experience, how satisfied they are, and how the processors can improve their impact and business performance.

This report summarizes insights from across all three companies. The insights are based on phone interviews with 521 farmers in Kenya and Tanzania. These interviews were conducted by 60 Decibels trained researchers between August and September 2023. Given sample sizes and value chains differ by food processor, we have shown results at an aggregate level as well as at a company level. The aggregate results are unweighted by company, and therefore may be affected by a greater proportion of farmers from companies with higher sample sizes.

We really enjoyed hearing from the farmer suppliers – they had a lot to say!

To learn more about our methodology, head to the [Appendix](#).



“

[Rice flour processor] has enabled me to find a reliable market and my income is improving. I no longer stress about finding a market for my harvest.

- Male, 46

Top Insights

AINFP food processors are positively impacting farmer livelihoods.

Farmers are availing essential services from their food processors, such as market access, trainings, inputs, and transport. The majority report improvements in their way of farming, such as the adoption of high-quality inputs, better techniques, and higher farm investments after selling to their food processor. Consequently, farmers observe improved yields and earnings. These outcomes have enabled farmers to afford household expenses and realize quality of life improvements.

Experience with service delivery influences the depth of impact realized and farmer satisfaction.

We find that perception of price offered, service delivery timeliness, challenge rates, and the food processor's contribution to their overall sales are factors that influence the extent of impact realized by farmers and how satisfied they are with their food processors. Moreover, the presence of alternate service providers in the market can influence farmer expectations.

Farmers are satisfied with their food processors.

On average, AINFP's food processors have a Net Promoter Score of 41, which indicates moderate satisfaction. Farmers are happy with the payment timeliness, quality of inputs, and good customer service. Dissatisfied farmers would like to see better prices and increased service reliability – fewer delays, reliable market access, and more periodic follow-ups from their food processors. Addressing operational challenges can significantly boost farmer trust, satisfaction, and loyalty.

Overall, food processors demonstrate high potential to strengthen their sourcing models while delivering meaningful impact.

AINFP's food processors are in a unique position to maximize impact for all stakeholders – farmers and consumers alike. While strategically sourcing from smallholder suppliers, they have created stable markets and avenues to access key services that drive long-term farm outcomes. These interactions increase trust among farmer groups and build reliable supplier connections.

Continue to listen better to your farmers and keep up the good work!



Performance Snapshot

This snapshot showcases key highlights from the data collected:

 Who are you reaching?	Milk processor	Peanut processor	Rice flour processor
% could not easily find a good alternative	59%	72%	71%
 What impact are you having?			
% reporting improved way of farming	76%	80%	77%
% reporting increased production	86%	62%	88%
% reporting increased farm earnings	86%	67%	95%
% reporting improved quality of life	92%	73%	93%
 How satisfied are your farmers?			
% saying they would sell less without the processor	90%	91%	88%
% say the price offered is good	42%	63%	95%
% find the food processor to be trustworthy	99%	95%	100%
% say they receive timely payments at least most of the time	98%	89%	99%
Net Promoter Score®	29	38	82
% experiencing challenges	34%	15%	20%

Note: Performance relative to relevant 60dB Benchmarks can be found in the [Appendix](#).

Farmer Voices

We loved hearing the voices of farmers! Here are some that stood out.

Quality of Life Improved

“Thanks to [rice flour processor], I am able access a reliable rice market, which has helped me increase my family's income and buy fields for rice cultivation. It has also increased the breeding of goats and cows and I have been able to meet my family's daily needs.”

- Male, Rice flour processor

Farmer Satisfaction

“I didn't have the privilege of supplying beans to the school because my harvest was minimal. Since I joined [peanut processor], I yielded enough harvest. For this reason, I have been recommending it to my friends and family.”

- Male, 25, Peanut processor

Way of Farming Improved

“I have been able to buy better quality feed for my animals to sustain my milk production. I invest the money that I get from milk processor into my cows by buying quality feed from my local agrovet rather than just using normal feed.”

- Female, 63, Milk processor

Challenges Reported

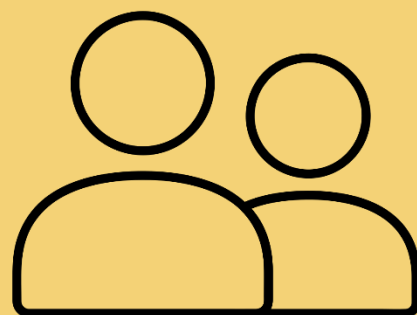
“Our roads are not so good so sometimes; the collection of milk is very slow. They use motorbikes to collect milk which cannot carry a lot at a time. There's also a lot of worry about delays in milk collection.”

- Female, 80, Milk processor

No Change in Money Earned

“I invested a lot of money during the planting season. But I ended up harvesting only 1 bag that I did not sell and decided to keep it to use as seeds.”

- Male, 38, Peanut processor



01: Profile

This section provides insights into the supplier base of each of the three food processors, including farmer characteristics, access to alternatives, and whether they are effectively reaching farmers who were underserved in the past.

The key indicators in this section are:

- **Demographics:** What is the profile of a typical farmer working with the food processor?
- **Services Availed:** What services are farmers availing from the food processor?
- **Access to Alternatives:** Do farmers have access to alternatives? Is there competition in the market?



Typical farmer profiles vary across the three food processors, reflecting the different value chains in which they operate.

About the Farmer	Milk processor (Kenya)	Peanut processor (Kenya)	Rice flour processor (Tanzania)
Sample Size (521)	275	150	96
 Female farmers	50%	23%	40%
 Median age	53	42	38
 Median tenure (in years)	5	1.5	2
 Median household size	4	6	6
 Median land or livestock ownership	2 cows	1 acre	7 acres
 Value chain	Dairy	Groundnuts and beans	Maize, sunflowers and rice
 Inclusivity ratio*	-	0.87	0.59

*The Inclusivity Ratio reflects the degree to which food processors are reaching low-income farmers. This question set was only administered to farmers who engage with Rice flour processor and Peanut processor and its partners. Find out more in the [Appendix](#).



Farmers receive a range of different services, either directly or through cooperatives engaged by the food processor.

Services Availed From Food Processor

Q: Which of the following services did you receive from the food processor? Select all that apply. (n = 521 | Milk processor = 275 | Peanut processor = 150 | Rice flour processor = 96)

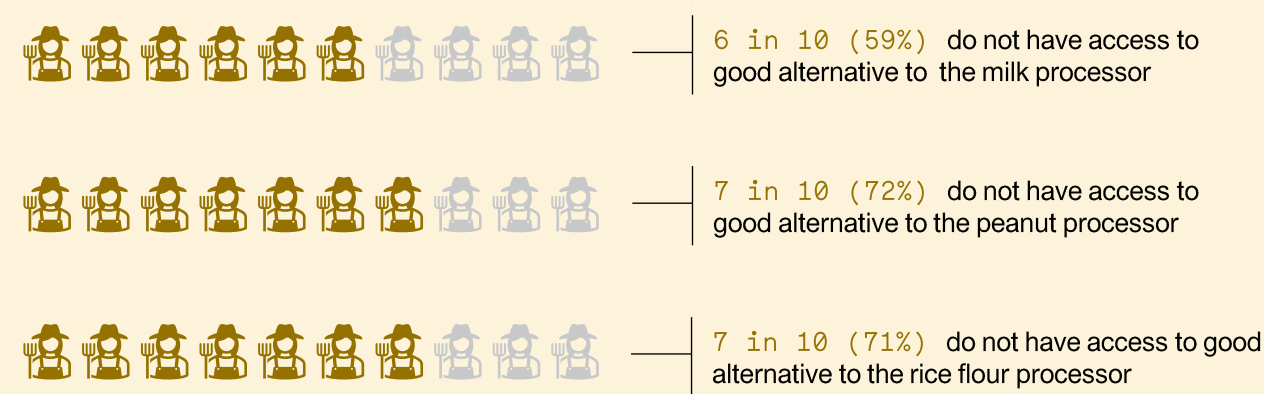
Services Accessed	Milk processor	Peanut processor	Rice flour processor
Market access	100%	38%	93%
Access to inputs	71%	91%	-
Training	44%	69%	-
Storage	-	-	83%
Transport	-	-	38%
Milling or processing	-	-	16%

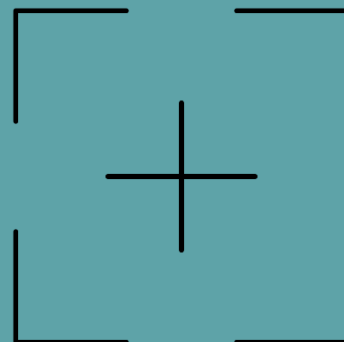
Top service used by farmers

More than half of all farmers lack access to a good alternative for the services they receive from the food processor.

Access to Alternatives

Q: Could you easily find a good alternative to the food processor’s services? (n = 521 | Milk processor = 275 | Peanut processor = 150 | Rice flour processor = 96)





02:

Impact

TechnoServe supports food processors with a dual focus on establishing a sustainable sourcing model and enhancing livelihoods for smallholder farmers.

Our method of gauging the impact on farmer livelihoods involves three key aspects: assessing changes in farming practices leading to productivity gains, capturing income changes, and evaluating the subsequent impact on their overall quality of life.

This section provides a summary of the collective impact on farmers engaged with TechnoServe through all three food processors.

The key indicators in this section are:

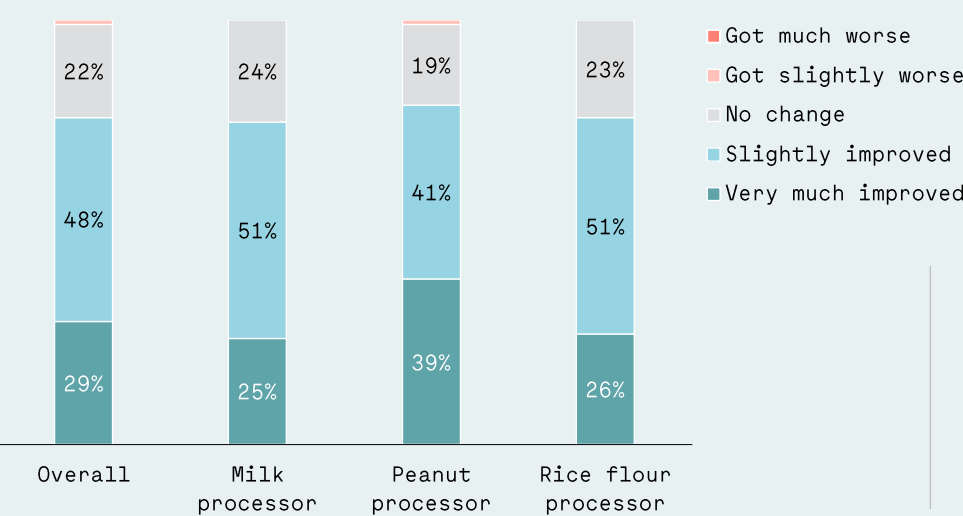
- **Way of Farming:** Have farming practices changed as a result of the food processor's engagement?
- **Production & Revenue:** Have farmers witnessed an increase in their production and revenue?
- **Quality of Life:** To what extent has the quality of life of farmers changed as a result of the food processor's offerings?



29% of all farmers say that their farming or livestock rearing has 'very much improved' with the help of their food processor.

Way of Farming or Rearing Livestock

Q: Has your way of farming or rearing livestock changed because of the food processor? (n = 520 | Milk processor = 275 | Peanut processor = 150 | Rice flour processor = 95)



Insight

Farmers who report improvements in their farming practices are more inclined to express that they would have sold less without their food processor, as opposed to those who report no change (94% vs. 73%). Find out more on [page 19](#).

Improved use of inputs is the top way of farming improvement across all food processors.

Top Way of Farming Improvements

Q: How has your way of farming or rearing livestock improved? (n = 402 | Milk processor = 208 | Peanut processor = 121 | Rice flour processor = 73). Open-ended, coded by 60 Decibels.

Milk processor	Peanut processor	Rice flour processor
61% use of high-quality animal feeds or dairy meals (46% of all respondents)	31% improved fertilizer and pesticide use (25% of all respondents)	44% improved seeds or fertilizer affordability (33% of all respondents)
17% improved knowledge of good dietary practices (13% of all respondents)	20% improved crop spacing techniques (16% of all respondents)	22% increased investment in equipment or labour (17% of all respondents)
17% increased focus on cattle health and hygiene (13% of all respondents)	16% use of manure or organic fertilizers (13% of all respondents)	12% agricultural land and earnings expansion (9% of all respondents)

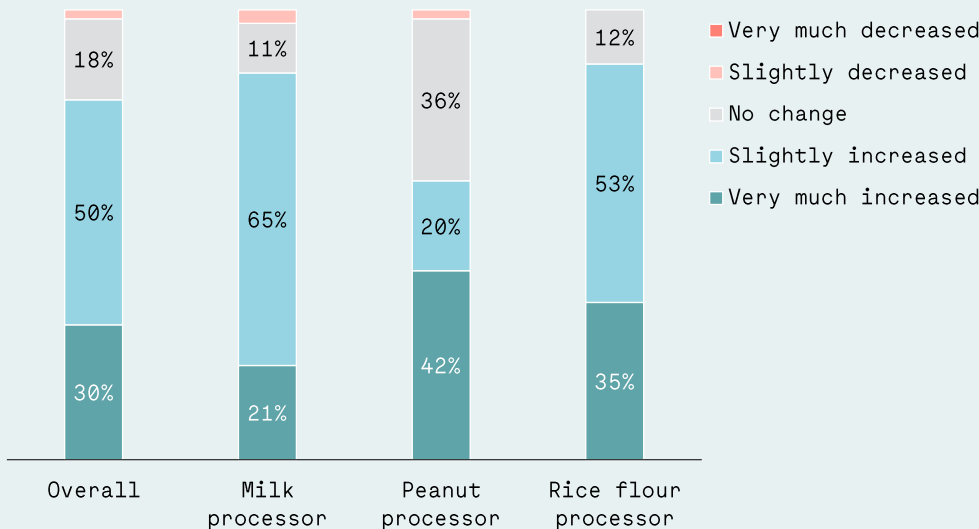


30% of farmers report a significant increase in production because of their involvement with or sales to their food processor.

Changes in Production

Q: Has the total production from your livestock/crop changed because of selling to the food processor? (n = 518 | Milk processor = 275 | Peanut processor = 147)

Q: Has the total production from your [specific crop] changed because of food processor? (Rice flour processor = 96)



“

[Milk processor] provides inputs at an affordable price and this has ensured that the cows' production continues to increase.

– Female, 62, Milk processor

“

The bean seedlings I used to plant before were from somewhere else and they didn't work. But the Nyota beans received from the [Peanut processor] improved my yield.

– Male, 39, Peanut processor

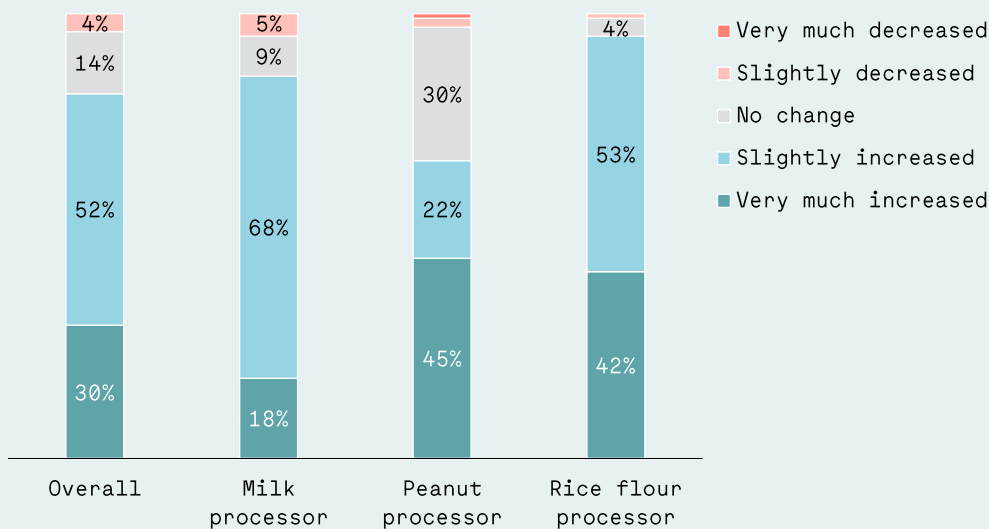


82% of farmers report increased earnings due to their food processor, with 30% saying their earnings ‘very much increased’.

Changes in Earnings

Q: Has the money you earn from crop/livestock/farm changed because of the food processor?

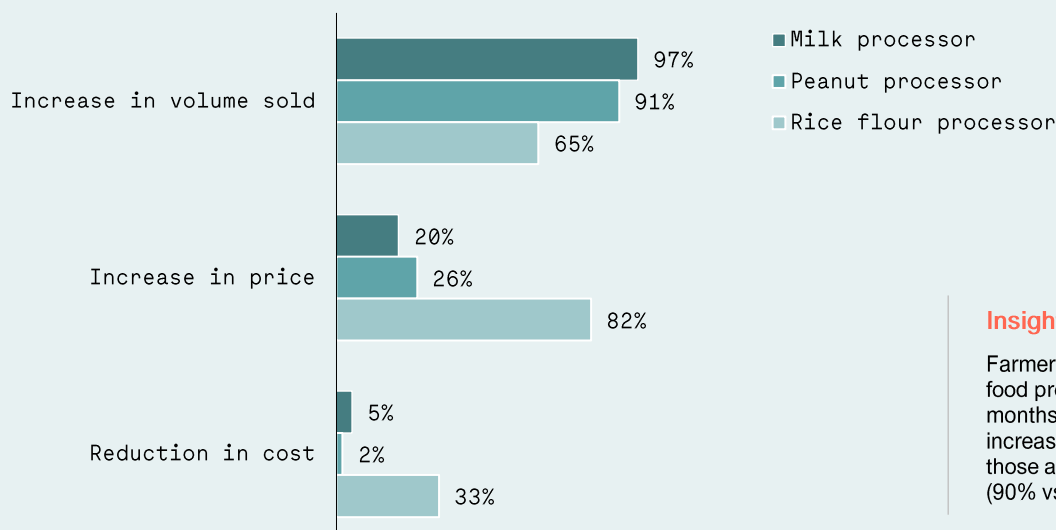
(n = 518 | Milk processor = 275 | Peanut processor = 147 | Rice flour processor = 96)



Farmers attribute increased earnings to selling higher volume, while rice flour processor farmers also attribute it to higher prices.

Reasons for Increase in Earnings

Q: What were the main reasons for the increase in money earned? (n = 426 | Milk processor = 236 | Peanut processor = 99 | Rice flour processor = 91)



Insight

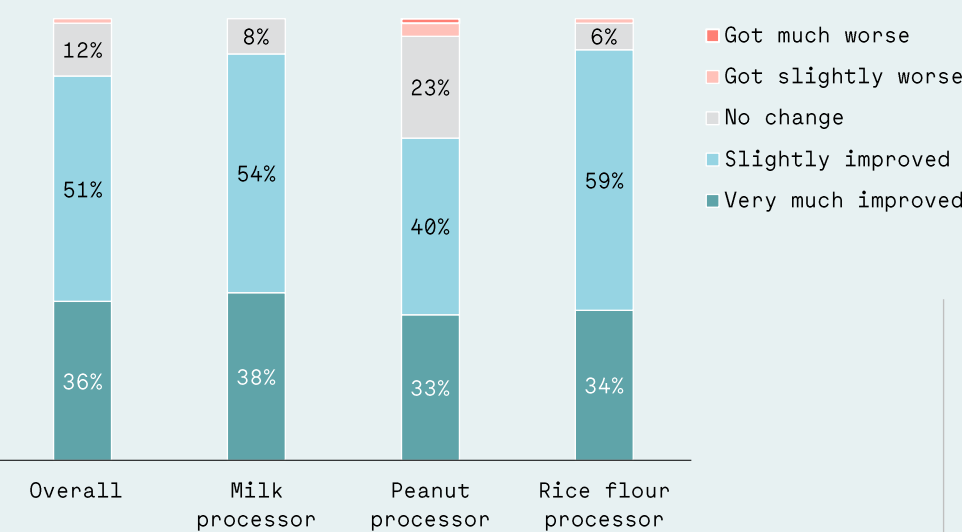
Farmers who have sold to their food processor in the last 12 months are more likely to report an increase in earnings compared to those accessing other services (90% vs. 52%).



36% of all farmers report that their quality of life has significantly improved because of their food processor.

Quality of Life

Q: Has your quality of life changed because of the food processor? (n = 520 | Milk processor = 275 | Peanut processor = 150 | Rice flour processor = 95)



Insight

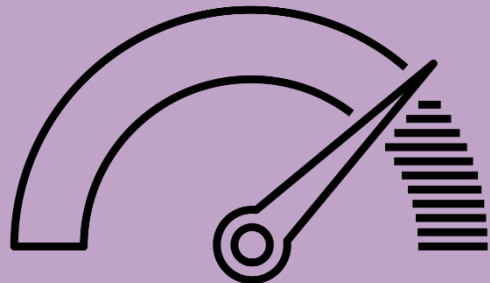
Female farmers are more likely to report improvements in their quality of life compared to their male counterparts (91% vs. 83%). This trend is more pronounced for farmers working with the milk processor (97% vs 87%).

Farmers talk about an improved capacity to afford household expenses as the top quality of life improvement.

Improvements in Quality of Life

Q: How has your quality of life improved? (n = 450 | Milk processor = 253 | Peanut processor = 109 | Rice flour processor = 88). Open-ended, coded by 60 Decibels.

Milk processor	Peanut processor	Rice flour processor
66% improved ability to manage household expenses (61% of all respondents)	38% improved ability to manage household expenses (27% of all respondents)	53% improved ability to afford household expenses (49% of all respondents)
39% improved ability to afford education (36% of all respondents)	32% improved ability to afford education (23% of all respondents)	51% increase in income (47% of all respondents)
14% increased creditworthiness due to higher income (13% of all respondents)	25% increase in their profit or revenue (18% of all respondents)	43% ability to afford assets, such as house, livestock, and farmland (40% of all respondents)



03:

Experience

If farmers are happy, it's likely they will continue to recommend their food processor to other farmers.

This section uses the popular Net Promoter Score® to understand the level and drivers of farmer satisfaction and loyalty. Additional insights cover farmers' experience of selling to the food processor.

The key indicators in this section are:

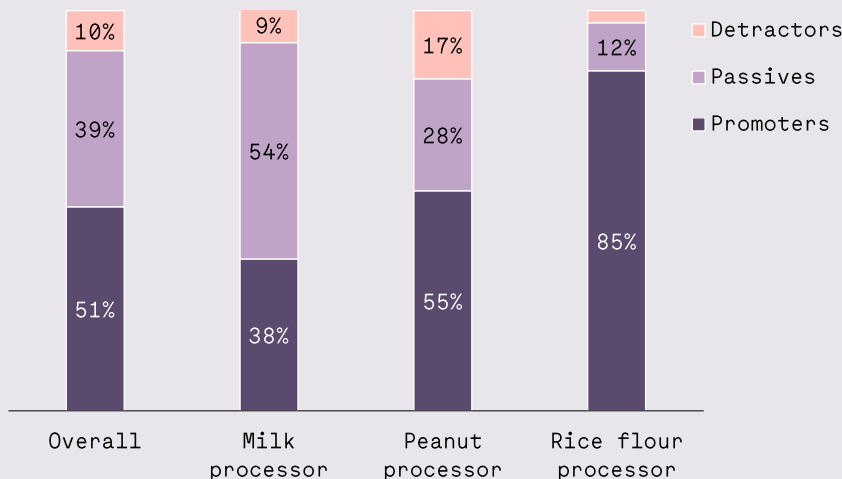
- **Perception of Service Delivery:** How do farmers view the price and timeliness of service delivery? Do they trust the food processor and to what extent does the food processor contribute to their sales?
- **Net Promoter Score®:** How likely are farmers to recommend their food processor to a friend?
- **Challenge Experience:** What proportion of farmers experience challenges with the food processor?



On average, food processors have an NPS of 41, which is good and above the 60dB Agriculture Benchmark for East Africa.

Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely are you to recommend the food processor to a friend or family member, where 0 is not at all likely and 10 is extremely likely? (n = 521 | Milk processor = 275 | Peanut processor = 150 | Rice flour processor = 96)



The Net Promoter Score® (NPS) is a gauge of respondent satisfaction and loyalty. The score can range from -100 to 100. Promoters are satisfied and likely to recommend their lenders to others, with a rating of 9-10. Passives provide a rating of 7-8. Detractors are less satisfied and unlikely to recommend the loan, with a rating of 0-6.

Creators of the NPS, Bain & Company, suggest that a score above 0 is good, 20-50 is favourable, above 50 is excellent, and above 80 is world class. The food processors have a NPS of 41 which is good.

NPS: 41 29 38 82

Promoters value timely payments, high quality inputs, and good customer service from their food processor.

Milk processor (Promoters = 103)

67% timely payments
(25% of all respondents)

36% trustworthiness
(14% of all respondents)

25% good customer service
(10% of all respondents)

Peanut processor (Promoters = 82)

57% high quality inputs
(31% of all respondents)

38% informative training
(21% of all respondents)

24% Ability to realize improved yields
(13% of all respondents)

Rice flour processor (Promoters = 82)

48% good customer service
(41% of all respondents)

46% safe and guaranteed storage
(40% of all respondents)

38% assurance of market access
(32% of all respondents)



Passives and Detractors want to see better prices and regular follow-ups from their food processors.

Milk processor (Passives = 148)	Peanut processor (Passives = 42)	Rice flour processor (Passives = 11)
16% better milk prices (8% of all respondents)	14% regular follow ups (3% of all respondents)	2 more reliable market access farmers
7% affordable inputs (4% of all respondents)	10% provision of trainings (4% of all respondents)	2 better machinery farmers
Milk processor (Detractor = 24)	Peanut processor (Detractor = 26)	Rice flour processor (Detractor = 3)
79% better milk prices (7% of all respondents)	31% better prices for crops (5% of all respondents)	3 better prices for crops farmers
29% affordable input prices (2% of all respondents)	23% regular follow ups (4% of all respondents)	

Insights

1 Farmer satisfaction is strongly linked to price perception.

Farmers who perceive prices to be 'very good' or 'good' are more likely to express satisfaction with their food processor compared to those who find them to be fair or poor (NPS of 62 vs. 17). This sentiment is mirrored by Detractors, who primarily seek better prices from their food processor, which in turn has the potential to improve their earnings in the future.

2 Service reliability is an area of improvement for food processors.

Farmers categorized as Passives and Detractors express a desire for more reliability in terms of follow-ups or communication from their food processor as well as the provision of a dependable market. Addressing these aspects could contribute to an overall enhancement in satisfaction among farmers.

“

[Milk processor] is always on the ground for frequent interactions. They have never delayed nor failed to pay for what I supply.
– Female, 39, Milk processor



3 in 4 farmers face no challenges with their food processor. For those who do, service delays or poor prices are the main issues.

Farmers Reporting Challenges

Q: Have you experienced any challenges engaging with the food processor? (n = 521 | Milk processor = 275 | Peanut processor = 150 |

Rice flour processor = 96)

26%

Overall

34%

Milk processor

15%

Peanut processor

20%

Rice flour processor

Top Challenges

Q: Please explain the challenge(s) you have experienced. Open-ended, coded by 60 Decibels. (Milk processor = 92 | Peanut processor = 22 | Rice flour processor = 19)

32%

report delays in milk collection

25%

mention poor and unstable prices

23%

talk about poor customer service

18%

report poor quality or price of inputs

53%

mention delays in accessing services

21%

report unstable or fluctuating prices

Insights

- 1 The proportion of challenges reported is higher among farmers with access to alternative service providers.

Close to 40% of farmers with access to good alternatives report challenges with their food processor, compared to 20% of farmers without alternatives. Perception of service delivery is likely to be affected by the presence of competitors in the market.

- 2 Trust among farmers in their food processor is linked to whether they report challenges.

96% of farmers without challenges find their food processor to be 'very trustworthy,' in contrast to 69% of farmers reporting challenges. Implementing accessible challenge resolution mechanisms can enhance farmers' trust and willingness to sell to their food processor.

“

The price of milk has been fluctuating without warning. The competitors pay better. The milk collecting stewards do not keep good records of our delivery. My issue is with record keeping.

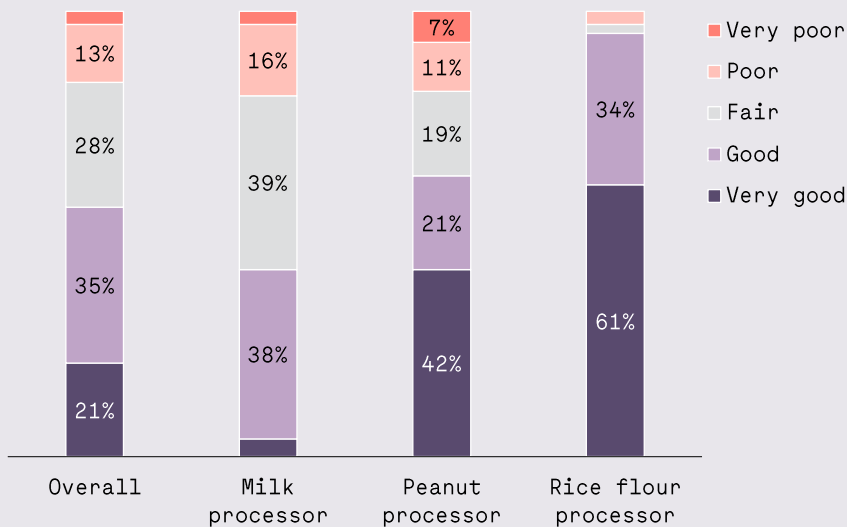
– Female, 50, Milk processor



Perception of prices varies widely across the food processors.

Price Offered

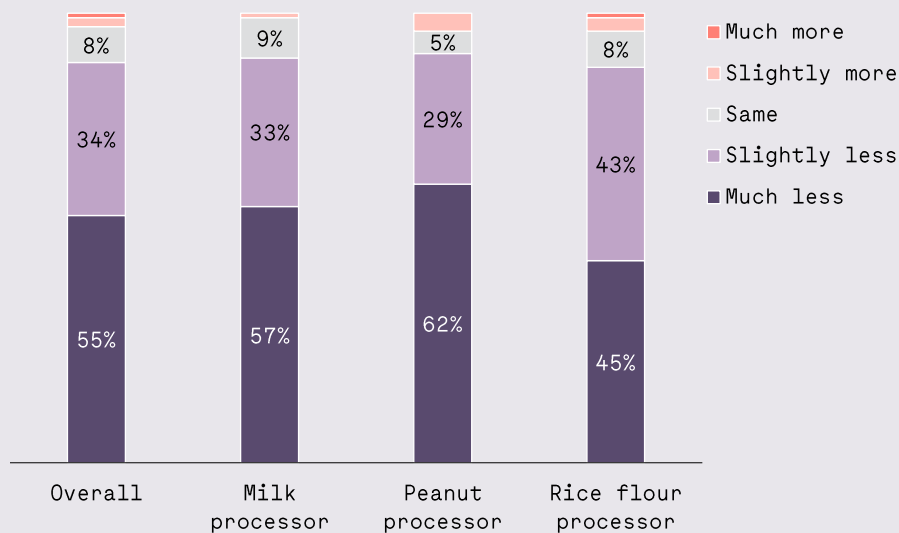
Q: Do you think the price offered by the food processor is: (n = 421 | Milk processor = 275 | Peanut processor = 57 | Rice flour processor = 89)



9 in 10 farmers say they would have sold less produce without the food processor.

Contribution to Sales

Q: Without the food processor, would you have sold more, less or the same quantity of produce? (n = 420 | Milk processor = 275 | Peanut processor = 56 | Rice flour processor = 89)

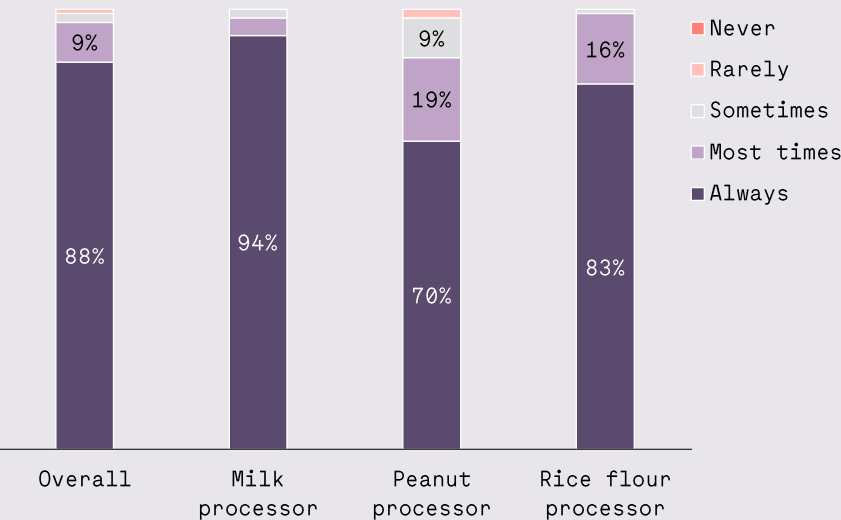




Most farmers say their food processor ‘always’ pays them on time.

Timeliness of Payment

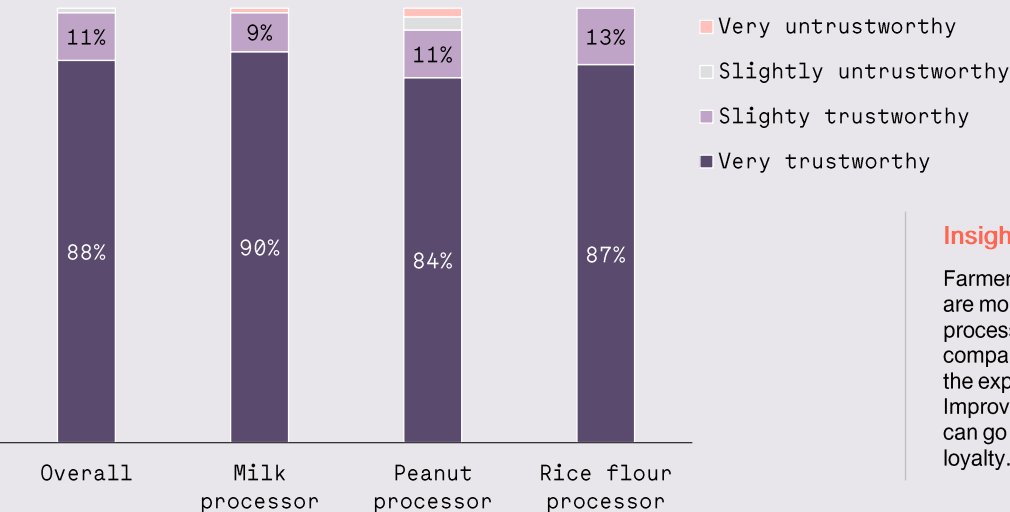
Q: How often does the food processor pay on time? (n = 421 | Milk processor = 275 | Peanut processor = 57 | Rice flour processor = 89)



Most farmers also find their food processor to be ‘very trustworthy’.

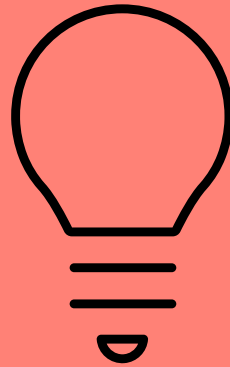
Trustworthiness

Q: Did you find the food processor trustworthy or not? (n = 421 | Milk processor = 275 | Peanut processor = 57 | Rice flour processor = 89)



Insight

Farmers who are ‘always’ paid on time are more likely to find their food processor to be ‘very trustworthy’ compared to those who are not paid at the expected time (91% vs. 67%), Improving service delivery timeliness can go a long way in enhancing farmer loyalty.



04 : Methodological Recommendations

These studies were a pilot learning activity for the USAID AINFP program, to explore methodologies for capturing smallholder impact. To this end, we captured a few valuable insights and recommendations for similar future initiatives. We'd love to continue refining this with you!



Top Methodological Takeaways from the AINFP Study



Direct attribution enhances our understanding of company impact.

Clear understanding of the causal pathway informs the level of attribution expected from farmers. This was successful with the milk processor, where farmers demonstrated high recall of their local name and attributed impact to their offerings. In the case of the peanut processor's sourcing model, cooperatives serve as the primary touchpoint for farmers, making attribution somewhat indirect. Partnerships are crucial for service delivery, and it's vital to establish early on the connection between the local partner's intervention and the company's contribution in order to measure impact.



Farmer impact and satisfaction varies across value chains.

As we've engaged with farmers across various value chains (dairy, beans, maize, to name a few), our findings are specific to each farmer group within those chains. Service delivery and satisfaction are significantly influenced by factors like market price and the competitive landscape. In the future, exploring the clustering of food processors by value chain could provide a nuanced perspective on farmer impact and satisfaction. This approach could also enable more meaningful comparisons of performance within your portfolio.



Sourcing sufficient farmer contacts is essential to phone surveys.

Effective phone surveys rely heavily on the quality and scope of the contact base provided by companies. A comprehensive list of active farmers enables random sampling, ensuring maximum representativeness, while a limited contact list may hinder the extrapolation of results to the larger group. Response rates in phone surveys are also susceptible to factors such as connectivity and farmer availability. A larger, digitized contact base of farmers is essential for future studies.



Tracking farmer feedback over time could strengthen sourcing.

Farmers' responses today may evolve in the next 12 months, influenced by changes in the food processor's service delivery, operations, or external factors like new market competitors. Regularly collecting feedback on farmer perception and willingness to sell to their food processor can serve as early indicators for processors to enhance efficiencies or introduce new offerings.



“

[Rice flour processor] helped me provide food for my family and pay school fees. This was a result of increased income from saving storage costs and getting good prices for my rice.

– Female, Rice flour processor



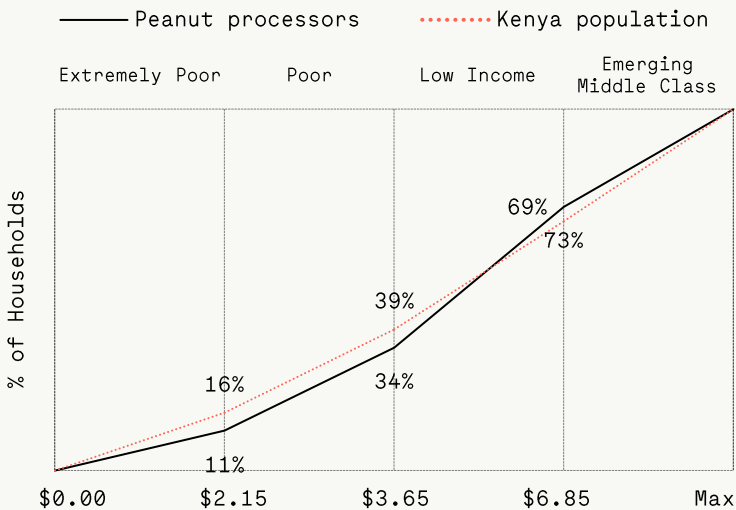
Appendix

Appendix: Farmers' Income Distribution

Peanut processor farmers' income distribution relative to Kenya's average.

Farmers' Income Distribution Relative to Kenya Average

% living below \$x.xx per person per day (2011 PPP) (n = 126)



Inclusivity Ratio

Degree to which peanut processor and its partners are reaching low-income farmers in Kenya (n = 126)

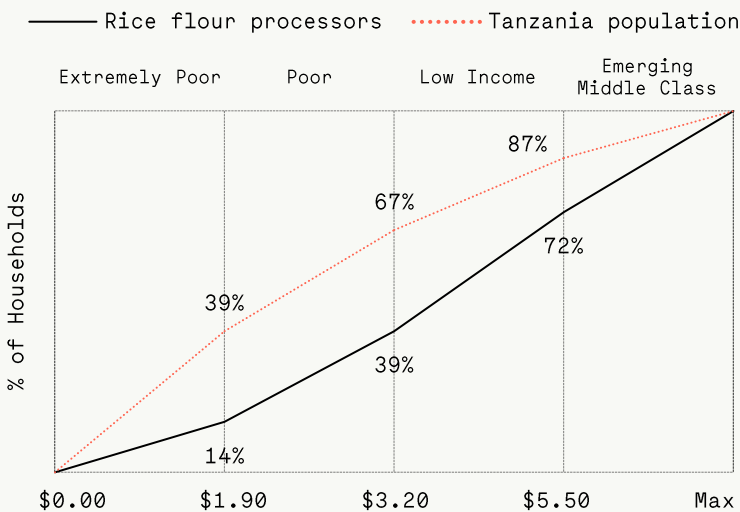
0.87

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

Rice flour processor farmers' income distribution relative to Tanzania's average.

Farmers' Income Distribution Relative to Tanzania Average

% living below \$x.xx per person per day (2011 PPP) (n = 88)



Inclusivity Ratio

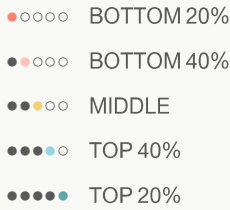
Degree to which rice flour processor is reaching low-income farmers in Tanzania (n = 88)

0.59

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

Detailed Milk Processor Impact Performance

Performance Relative to Benchmark indicates where milk processor falls in the ranking relative to other companies in the agriculture sector.

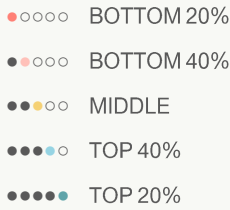


Benchmark Overview	# Companies	# Respondents
60dB East Africa Farmer as Supplier Agriculture Benchmark	38	7,497

Indicator	Description	Milk processor	60dB Benchmark	60dB Top 20%	Performance Relative to Benchmark
Profile & Access					
Alternatives	% without access to good alternatives	59%	50%	70%	●●●●●
Impact					
Quality of Life	% 'very much improved' quality of life	38%	26%	38%	●●●●●
Way of Farming	% 'very much improved' way of farming	25%	33%	53%	●●○○○
Production	% 'very much increased' production because of selling to Milk processor	21%			
Money Earned	% 'very much increased' money earned	18%	22%	34%	●●○○○
Satisfaction					
Net Promoter Score	NPS, on a scale -100 to 100	29	34	51	●●○○○
Challenges	% experiencing challenges	34%	26%	14%	●●○○○
Price Perception	% saying that the price is 'very good'	4%	7%	19%	●●○○○
Price of Inputs	% reporting price of inputs is 'very good'	6%	-	-	
Timeliness of Payments	% reporting payments are 'always' done on time	94%	-	-	
Trustworthiness	% reporting milk processor is 'very trustworthy'	90%	-	-	

Detailed Peanut Processor Impact Performance

Performance Relative to Benchmark indicates where peanut processor falls in the ranking relative to other companies in the Agriculture sector.

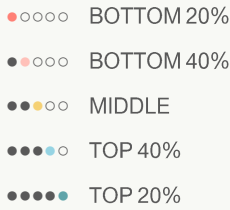


Benchmark Overview	# Companies	# Respondents
60dB East Africa Agriculture Benchmark	56	12,091

Indicator	Description	Peanut processor	60dB Benchmark	60dB Top 20%	Performance Relative to Benchmark
Profile & Access					
Alternatives	% without access to good alternatives	72%	62%	83%	●●●●○
Impact					
Way of Farming	% 'very much improved' way of farming	39%	35%	53%	●●●○○
Production	% 'very much increased' production because of selling to Peanut processor or their partners	42%			
Money Earned	% 'very much increased' money earned	45%	31%	43%	●●●●●
Quality of Life	% 'very much improved' quality of life	33%	35%	43%	●●●○○
Satisfaction					
Net Promoter Score	NPS, on a scale -100 to 100	38	37	53	●●●○○
Challenges	% experiencing challenges	15%	25%	14%	●●●●○
Price Perception	% saying that the price is 'very good'	42%	7%	19%	●●●●●
Price of Inputs	% reporting price of inputs is 'very good'	15%	-	-	
Timeliness of Payments	% reporting payments are 'always' done on time	70%	-	-	
Trustworthiness	% reporting peanut processor or its partners are 'very trustworthy'	84%	-	-	

Detailed Rice Flour Processor Impact Performance

Performance Relative to Benchmark indicates where rice flour processor falls in the ranking relative to other companies in the agriculture sector.



Benchmark Overview	# Companies	# Respondents
60dB East Africa Farmer as Supplier Agriculture Benchmark	38	7,497

Indicator	Description	Rice flour processor	60dB Benchmark	60dB Top 20%	Performance Relative to Benchmark
Profile & Access					
Alternatives	% without access to good alternatives	71%	50%	70%	●●●●●
Impact					
Quality of Life	% 'very much improved' quality of life	34%	26%	38%	●●●●○
Way of Farming	% 'very much improved' way of farming	26%	33%	53%	●●○○○
Production	% 'very much increased' production	35%			
Money Earned	% 'very much increased' money earned	42%	22%	34%	●●●●●
Satisfaction					
Net Promoter Score	NPS, on a scale -100 to 100	82	34	51	●●●●●
Challenges	% experiencing challenges	20%	26%	14%	●●●●○
Price Perception	% saying that the price is 'very good'	61%	7%	19%	●●●●●
Timeliness of Payments	% reporting payments are 'always' on time	83%	-	-	
Trustworthiness	% reporting rice flour processor is 'very trustworthy'	87%	-	-	

Methodology

About the 60 Decibels Methodology

In August 2023, 60 Decibels' trained researchers conducted 521 phone interviews with farmers engaging with three AINFP food processors.

They provided a database of farmers actively engaged with them in the last 12 months, which served as the sampling frame for this study. Here's how the data collection was conducted:

Countries	Kenya, Tanzania
Farmer Sample Frame	2,973
Interviews Completed	521
Response Rate	67%
Languages	Swahili
Median Survey Length	21 mins
Confidence Level	90%
Margin of Error	3%

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

Net Promoter Score®

The Net Promoter Score (NPS) is a common gauge of client satisfaction and loyalty. It is measured by asking clients 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 clients rating 9 or 10 out of 10 ('Promoters') minus the % of clients rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.

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 clients. 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:

$$\sum_{x=1}^3 \frac{([\text{Company}] \text{ Poverty Line } \$x)}{([\text{Country}] \text{ Poverty Line } \$x)} / 3$$

***Interpreting the results:** All references to figures, proportions and trends hold true for the sample that we interviewed; these may or may not be extrapolatable to the whole of your population.

****Representativeness:** Our results are representative of the sampling frame (2,973 farmer contact details shared by the food processors) to a 90% confidence level and a 3% margin of error. We can be confident to an 90% level and 3% margin of error that our results are representative of the overall farmer base if there is no systematic bias between farmers whose contacts were shared with us versus those who were not.

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

- ☐ Send the report to your team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!
 - ☐ Set up a team meeting & discuss what's most important, celebrate the positives, and identify next steps.
-

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'
 - ☐ 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.



“

I am able to start a small business for my wife. I am able to pay the school fees for my children and also be in a position to buy food for the family.

– Male, 53, Milk processor

About 60 Decibels

60 Decibels is a global, tech-enabled impact measurement company that brings speed and repeatability to social impact measurement and customer insights. We provide genuine benchmarks of impact performance, enabling organizations to understand impact relative to peers and set performance targets. We have a network of 1,300+ researchers in 85+ countries and have worked with more than 800 of the world's leading impact investors, companies, foundations, corporations, NGOs, and public sector organizations. 60 Decibels makes it easy to listen to the people who matter most.

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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 [The Volume](#), our monthly collection of things worth reading.