

Oorja

Impact Performance Report



Source: Oorja

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About the Study

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

Oorja provides irrigation, milling, and cooling services to smallholder farmers. They deliver these services through 'operators' who are hired from the local communities and trained by Oorja to provide these services. Oorja has created 34 such jobs in last-mile rural communities so far.

The insights are based on phone interviews with 28 jobholders, in Uttar Pradesh and Bihar, in India. These interviews were conducted by 60 Decibels-trained researchers. We really enjoyed hearing from your jobholders – they had a lot to say!

We aimed to interview as many jobholders as possible from the list provided by Oorja. To learn more about our methodology, head to the [Appendix](#).

To contextualize your results and see how your performance compares to other companies in India across certain indicators, we have benchmarked your results in this report. More details in the [Appendix](#).

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

Once we have collected data for all the companies included in the 2023-24 [60 Decibels Quality Jobs Index](#), we will provide you with an Index ranking.

Profile of the 28 Jobholders Interviewed

4%

are female

38

average # of weekly work hours

48%

working with Oorja for at least a year

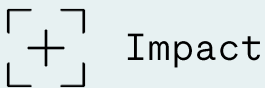
75%

have a written contract of employment with Oorja

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I'm getting water to my farm timely, so it helps with proper productivity. This also helps me handle the expenses of the household a little better.

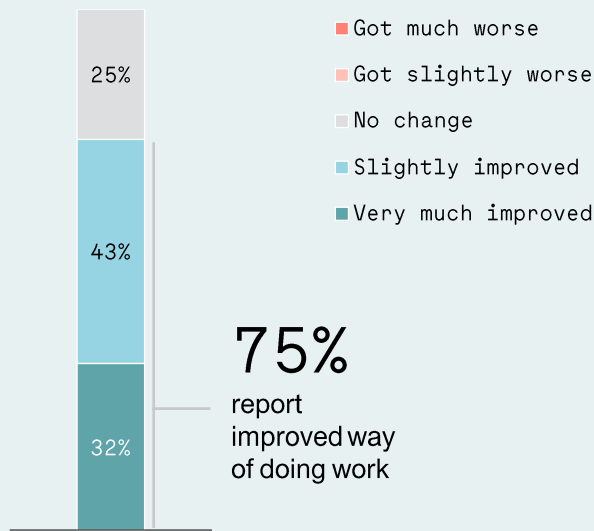
– Male



3 in 4 jobholders report improvements in their way of doing work, primarily mentioning improved irrigation skills.

Changes in Way of Doing Work

Q: Has your way of doing work changed because of working with Oorja? (n = 28)



Top Reported Improvements

Q: How has your way of doing work improved? (n = 21). Open-ended, coded by 60 Decibels.

57%

talk about improved irrigation skills (12 jobholders)

33%

mention being able to better use equipment (7 jobholders)

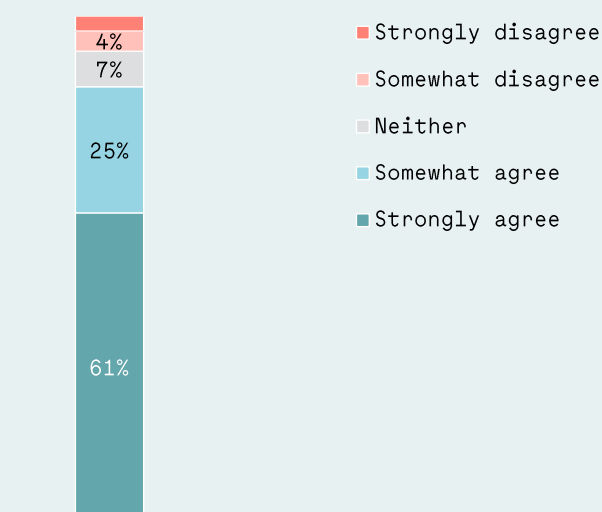
19%

report improved business communication skills (4 jobholders)

6 in 10 jobholders ‘strongly agree’ to learning relevant skills. Over half report having opportunities for advancement in their role.

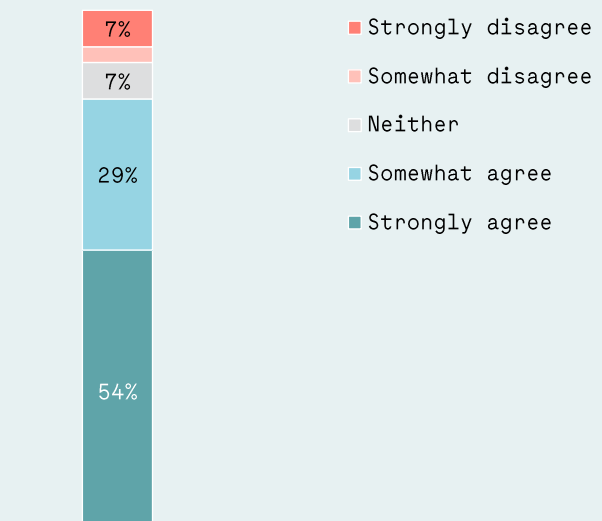
Relevant & Transferrable Professional Skills

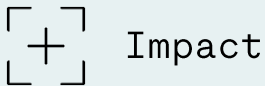
Q: To what extent do you agree or disagree with the following statement: "Since I started working with Oorja, I have learned skills that have helped me grow, develop and get a better job in the future." (n = 28)



Opportunities for Advancement

Q: To what extent do you agree or disagree with the following statement: "Since I started working with Oorja, I have had opportunities for advancement in my current role." (n = 28)

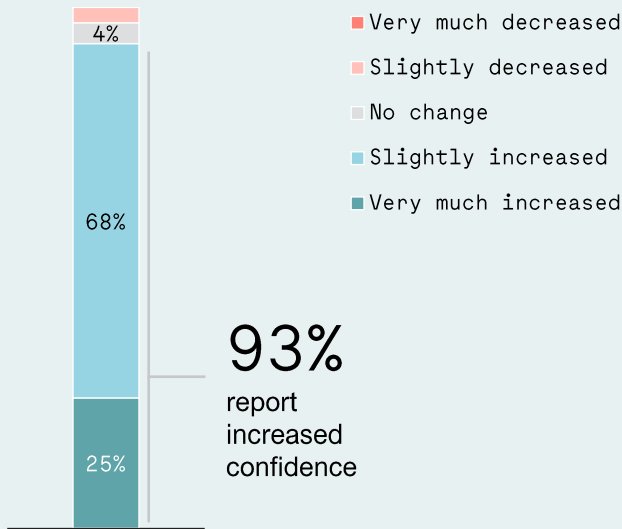




Over 9 in 10 jobholders report increased confidence. Nearly 6 in 10 'strongly agree' to having the right level of autonomy at work.

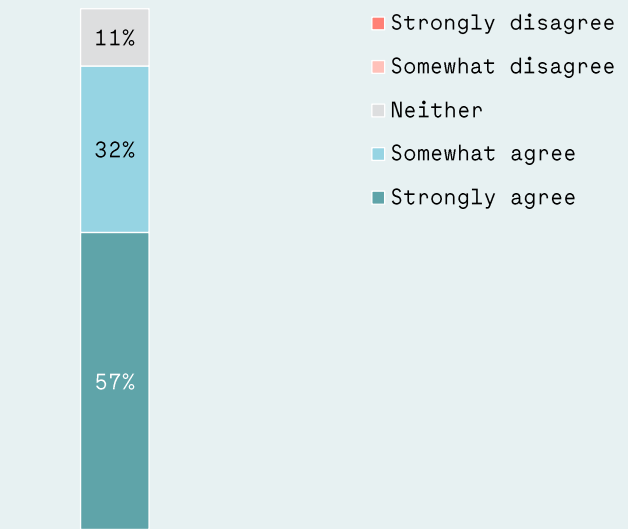
Changes in Confidence

Q: Has your confidence in yourself and your abilities changed because of working with Oorja? (n = 28)



Autonomy at Work

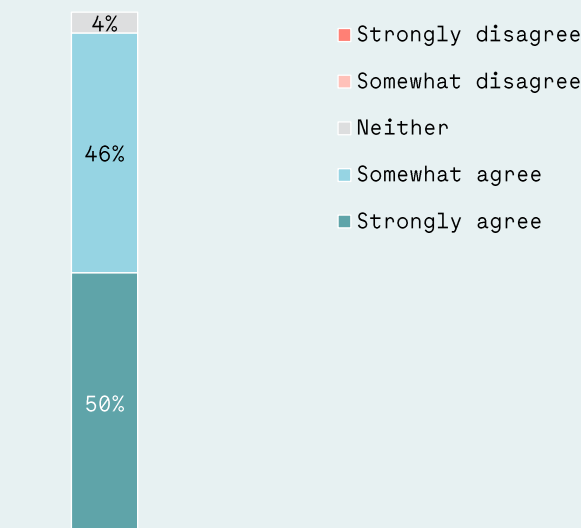
Q: To what extent do you agree or disagree with the following statement: "Since I started working with Oorja, I have the level of autonomy that feels right for me right now." (n = 28)



1 in 2 jobholders 'strongly agree' to find their work meaningful, owing to improved financial independence and work-life balance.

Sense of Purpose - Meaningful Work

Q: To what extent do you agree or disagree with the following statement: "I find the work that I do with Oorja to be meaningful." (n = 28)



Top Reported Themes for Those Who Agree

Q: Can you please explain your answer? (n = 27). Open-ended, coded by 60 Decibels.

48%

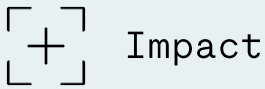
talk about improved financial independence (11 jobholders)

41%

report better work-life balance (11 jobholders)

30%

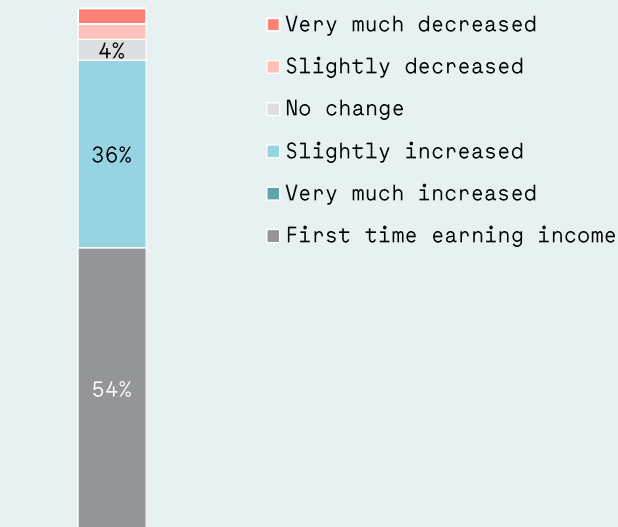
mention skills development opportunities (8 jobholders)



Over half of the jobholders are earning an income for the first time. Nearly 7 in 10 earn less than INR 5,000 with Oorja.

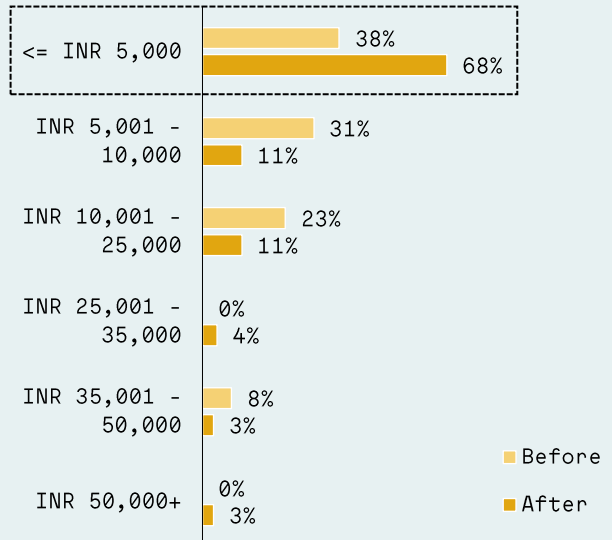
Income Change

Q: Has your income changed since you started working with Oorja? (n = 28)



Income Change (Amount)

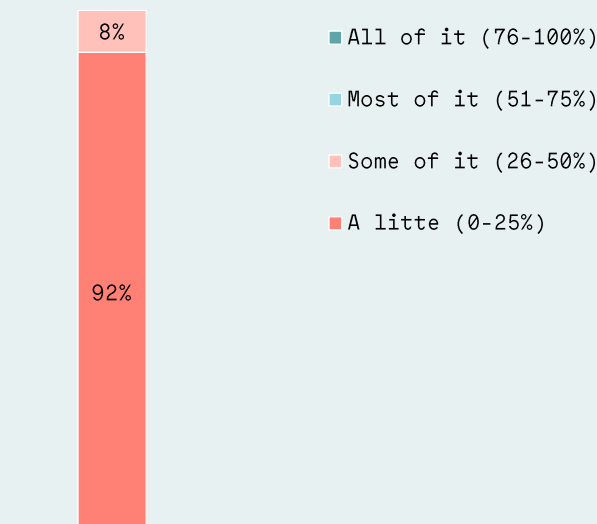
Q: In a typical month, how much do you earn in total working with Oorja, and how much did you earn before? (Before = 13, After = 28)



9 in 10 jobholders are able to save 'a little' (0-25%) of their income. Half report no change in their ability to invest in any assets.

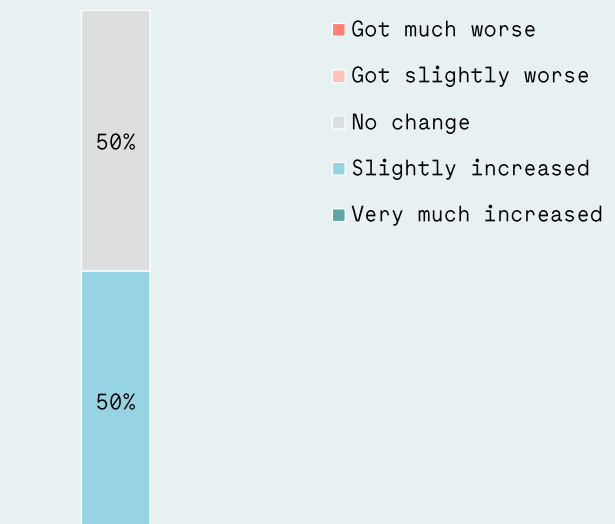
Ability to Save

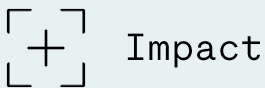
Q: How much of your total monthly income are you able to save because of working with Oorja? (n = 26)



Ability to Invest in Assets

Q: Has your ability to invest in any assets (such as building land, making home improvements, buying assets for business) changed because of Oorja? (n = 28)

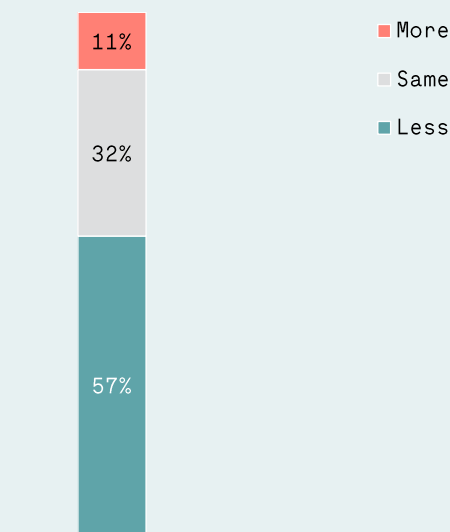




Nearly 6 in 10 report reduced repayment burden because of Oorja. Half of the jobholders report low financial resilience.

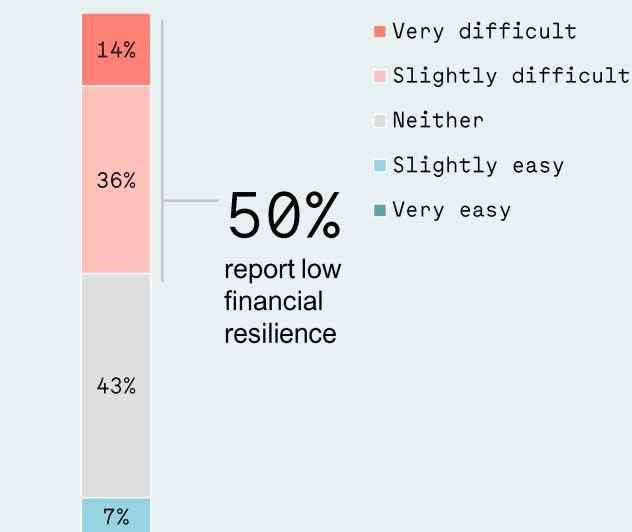
Borrowings Repayment Burden

Q: Thinking about your household's borrowing repayments, do they feel less, same, or more of a burden after you started working with Oorja? (n = 28)



Financial Resilience

Q: Imagine that tomorrow you have an unexpected emergency and need to come up with 8,280 INR within the next month. How easy or difficult would it be to come up with this money? (n = 28)



Most jobholders say the way their community views their job has improved. They now earn greater trust and respect.

Social Status - Changes in Community Views

Q: Has the way your community views your job changed because of working at Oorja? (n = 28)



Top Reported Improvements

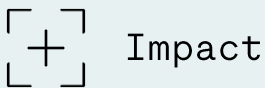
Q: How has the way your community views your job improved? (n = 27). Open-ended, coded by 60 Decibels.

74%

talk about earning greater trust and respect (20 jobholders)

19%

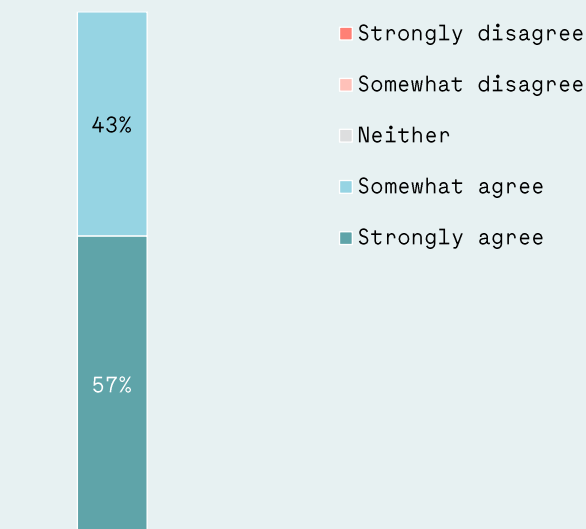
report being viewed as someone with a worthy income (5 jobholders)



Nearly 6 in 10 jobholders 'strongly agree' that they feel a sense of accomplishment in their work with Oorja.

Sense of Accomplishment

Q: To what extent do you agree or disagree with the following statement: "The work I do with Oorja gives me a feeling of personal accomplishment." (n = 28)



“

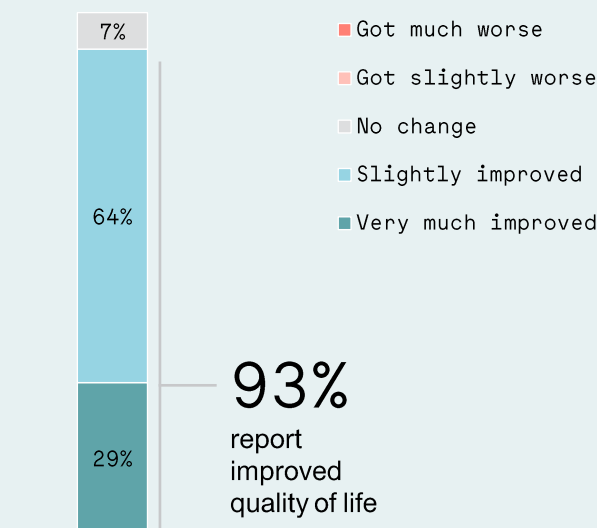
People have come to know me now. I also did a lot of hard-work in installing the pump. People trust me now. My earnings have also increased.

- Male

Most jobholders report improvements in their quality of life. The top reported improvement is greater income and financial stability.

Quality of Life

Q: Has your quality of life changed because of working with Oorja? (n = 28)



Top Reported Improvements

Q: How has your quality of life improved? (n = 26). Open-ended, coded by 60 Decibels.

69%

talk about increased income and financial stability (18 jobholders)

31%

report timely water availability for irrigation (8 jobholders)

19%

mention better ability to afford children's education (5 jobholders)

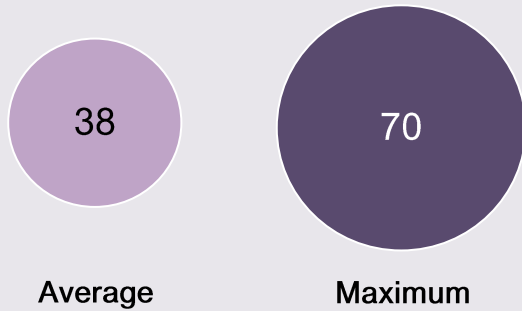


Experience & Satisfaction

On average, an Oorja jobholder works 38 hours a week. Most feel their work hours are reasonable.

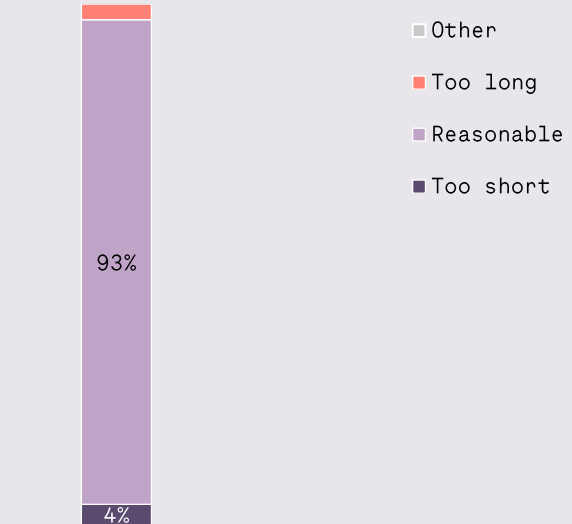
Work Hours

Q: On average, how many hours a week do you work with Oorja? (n = 28)



Perception of Work Hours

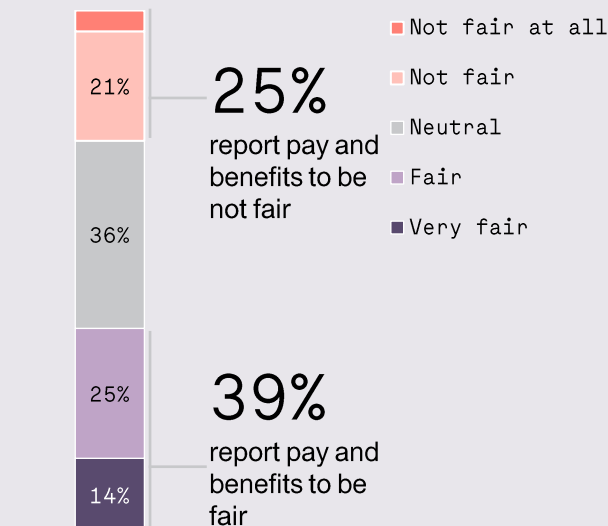
Q: How do you feel about your working hours at Oorja? (n = 28)



2 in 5 jobholders describe Oorja’s pay and benefits to be fair. A quarter say they are not fair.

Fairness of Pay & Benefits

Q: How would you describe the pay and benefits offered by Oorja? (n = 28)





Experience & Satisfaction

There is scope to hear jobholders’ opinions better and improve their understanding of rights at work.

Work Culture, Safety & Rights

Q: To what extent do you agree or disagree with the following statements?*(n = 28)



● % of jobholders who ‘strongly agree’

* These questions were asked as 5-point rating scale questions with the following answer options: strongly agree / somewhat agree / neither agree nor disagree / somewhat disagree / strongly disagree

** This was asked as a Y/N question.

Methodology

About the 60dB Methodology

In July-August 2023, 60 Decibels' trained researchers conducted 28 phone interviews with Oorja jobholders. We aimed to interview as many jobholders as possible from the list of jobholders provided by Oorja. Here is the breakdown of how we collected this data:

Country	India
Jobholder Population	34
Interviews Completed	28
Response Rate	85%
Language	Hindi
Average Survey Length	19 mins
Confidence Level	85%
Margin of Error	6%

60 Decibels Benchmarks

The performance column below compares how the results compare to the 60 Decibels Benchmarks in India.

Benchmark Overview

India	96	22,215
country	companies	voices
focus	included	listened to

Performance vs 60dB Benchmarks

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

Indicator	Description	Oorja (n = 28)	60dB India Benchmark	60dB India Top 20%	Performance Relative to Benchmark
Quality of Life	% whose lives 'very much improved'	29%	23%	39%	●●●●○
Financial Resilience*	% who would find it 'very difficult' to cover an emergency expense	14%	9%	4%	●○○○○

* We have benchmarked the results for financial resilience against companies who work in the financial inclusion sector in India. This benchmark includes data from 20 companies and 5,658 respondents.

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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 ~80 countries and have worked with more than 1200 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.

Acknowledgments

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