

# Shortlisted for the 2014 FT/IFC Transformational Business Awards Achievement in Inclusive Business: Jain Irrigation Systems Ltd. (JISL)



### **Company Profile**

Founded in 1987, JISL is the largest manufacturer of micro irrigation systems (MIS) worldwide and a leading processor of fruits and vegetables—the world's largest in pureed mangos and third-largest in dehydrated onions. The company also engages in pipe and plastic sheet manufacturing, renewable energy, tissue culture plants, agricultural inputs, and financing. JISL has establishments in India, the Middle East, Europe, Australia, Central and South America, and the United States.

#### Base of the Pyramid Reach

3.5 million farmers impacted through MIS and other areas, including 0.5 million through agriculture extension and 10,000 through contract farming. JISL's network of 4,000 dealers/distributors employ over 40,000 people



# Challenge

- Farmers' high dependence on rainwater resulting in harvest losses during years of low rainfall or drought
- Inefficiency in water use in India; only around 6% of irrigated area is under MIS
- Low productivity among small farmers due to lack of access to inputs and training
- Limited access to finance for small farmers to purchase MIS and other agricultural assets

# Strategy

- Manufacturing and product development in MIS; leverage 50% government subsidy to reduce farmers' initial costs
- Provide access to inputs and training, including good agricultural practices, water harvesting and management, and other climate change adaptation topics
- Purchase fruits and vegetables from farmers for food processing and work with them on sustainable agricultural practices and JAINGAP
- Facilitate financing for MIS and other products through banks and JISL's own non-banking finance corporation—Sustainable Agro Commercial Finance Ltd. (SAFL)

# Results

- MIS use has resulted in annual yield increases between 60–200% (varies by crop and location)
- Depending on the crop, farmers are increasing their annual gross incomes by \$500 to \$6,000
- More than 10,000 farmers trained in ultrahigh density mango planting
- 9,056 small farmers have received loans from SAFL for a total value of INR 687.8 million since January 2013

# IFC's Role

- Since 2007, IFC has invested \$120 million in debt financing and \$16.4 million in equity in JISL and SAFL
- IFC Advisory Services helped develop the JAINGAP standard, supporting project design and implementation, monitoring and evaluation, and knowledge-sharing of international good practices
- IFC Advisory Services worked with JISL on a water footprint assessment to document and disseminate the benefits of MIS



#### JISL's Inclusive Business Model

JISL offers farmers inputs, financing, and training to produce more and better crops. The company also purchases fruits and vegetables from farmers for processing and sale in international and domestic markets. In this way, JISL's business reaches farmers as both consumers and producers.

Farmers who switch from flood irrigation to JISL's drip and sprinkler systems see water savings of 30-65% over traditional surface irrigation systems. Water from farm ponds serves as a source for MIS, ensuring continuous availability when there are water supply fluctuations. Along with a 50% government subsidy, financing helps farmers afford MIS—an average loan is about \$817. JISL works with banks to facilitate MIS financing and also launched the Sustainable Agro Commercial Finance Ltd. (SAFL) in 2011 for this purpose. In the future, SAFL expects to meet broader financing needs for the agriculture sector.

On the producer side, JISL procures fruits and vegetables from farmers either indirectly via traders or directly through contract farming. JISL's contract farming model is built on selecting progressive, receptive farmers and providing them with high-quality seeds, MIS, fertilizers, saplings, and other inputs. This is combined with agronomic training by JISL extension staff so farmers get guidance on all aspects of planting, input application, and other farm functions. In partnership with Coca-Cola India, a major buyer of JISL's mango puree, JISL launched Project UNNATI for ultra-high density mango plantation. This is expected to double output and reduce water and pesticide intake. For more information, please visit www.jainirrigationinc.com.