

REPORT OF THE BOOST BETTER BUSINESS PROGRAM, 2 SCALE PARTNERS





CONTENTS

LIST OF ACRONYMS	2
INTRODUCTION.....	3
Objectives of The Programme	4
PROGRAMME OVERVIEW	5
PROGRAM ACTIVITIES.....	5
List of participnats and participating organisations.....	6
KERINGET COMMUNITY SOCIAL ENVIRONMENTAL AND ECONOMIC DEVELOPMENT	7
Ongoing Activities	7
KIENI DAIRY PRODUCTS LIMITED	11
Ongoing Activities	11
BIA Performance: Areas of strong impact.....	12
NYABON ENTERPRISES.....	17
RECOMMENDATIONS TO 2SCALE	23
ANNEX.....	24
B IMPACT ASSESSMENT: NYABON ENTERPRISES LIMITED	24



LIST OF ACRONYMS

BIA - Full B Impact Assessment

QIA - Quick Impact Assessment

SIB - Sustainable Inclusive Business

IFDC - International Fertilizer Development Corporation

KCSEED - Keringet Community Social Economic and Environmental Development

KDPL - Kieni Dairy Products Limited Investments

B3 - Boost Better Business

KEPSA - Kenya Private Sector Alliance

SMEs - Small Medium Enterprises

GIIR - Global Impact Investing Rating System

INTRODUCTION

While it is commonplace for business leaders to discuss how they minimize the harm their businesses cause to communities and the environment, the new business leaders are setting the bar higher by seeking to, not only minimize harm, but to also maximize the positive impact of their businesses. Instead of limiting negative externalities, they actively and purposefully seek a regenerative economy by operating their businesses using inclusive, thoughtful and sustainable approaches.

Businesses' applying the sustainability approaches have a new mind-set to their value proposition, HR, Innovation, Value Chain & Procurement, Mobility, Governance, Transparency, Environment, Finance, Partnerships, Stakeholder engagement, Business Models and Communication. This are the SMART companies that add transformative value and are destined to exist in for a long while. The clarion call is that business today have to be transformational, innovative, smart, responsible, inclusive and sustainable. Such businesses are not only the best companies in Kenya, they are the best for Kenya as well.

Upon adoption of the Sustainable Development Goals, by the UN General Assembly in 2015, Sustainable Development Goals (SDG's) are redefining the business landscape today. The expanded scope of the SDGs, provide a great opportunity for the private sector to play a pivotal role not only in economic growth, but also, in providing solutions for transforming the world in a sustainable manner. The definition of a great company is thus changing from generation of high profits to the realization of positive impact on People, Planet and Profit.

In the current global context, there is need for businesses to provide the foundation for its success. This formed the premise for the establishment of the Boost Better Business Program a partnership between Sustainable Inclusive Business and B Lab East Africa.

Sustainable Inclusive Business is a knowledge centre established in 2015 by the Kenya Private Sector Alliance Foundation (KEPSA) and MVO Nederland with the support of the Embassy of the Kingdom of the Netherlands in Kenya. Our main objective is to encourage businesses to be Sustainable and Inclusive with a positive impact on People, Planet & Profit. We raise awareness, share knowledge, bring networks together and facilitate processes of change through:

- Knowledge sharing
- Business Scan
- Training
- Research & Market advise for business with SIB DNA
- Conference
- Match making & business linkages
- Fruitful partnerships
- Workshops & roundtable discussions
- Project and program initiation, implementation, facilitation and management
- Events on 'hot SIB business topics' & sectors.
- Engagement on mainstream and social media
- Business Development Missions/Tours

B Lab East Africa is part of a global movement that supports people using business as a force for good™. Its vision is that one day all companies compete not only to be the best in the world, but the Best for the World® and as a result society will enjoy a more shared and durable prosperity. B Lab drives this systemic change through:

- Certified B Corporations™ (<https://www.bcorporation.net/>)

A community of for-profit businesses who meet the highest standards of verified, overall social and environmental performance, public transparency, and legal accountability.

- Measure What Matters

Helping tens of thousands of businesses, investors, and institutions Measure What Matters, by using the B Impact Assessment and B Analytics to manage their impact—and the impact of the businesses with whom they work—with as much rigor as their profits.

- Benefit Corporation

Promoting Mission Alignment using innovative corporate structures like the benefit corporation to align the interests of business with those of society and to help high impact businesses be built to last

- B The Change

A multi-platform website created to inform and inspire people to use business force to solve social and environmental problems in the world. B The Change commits to telling the most compelling stories possible to the largest audiences possible.

Objectives of The Programme

- Awareness creation on business impact on people, planet and profit
- Information on sustainable inclusive business impact, SDG's and climate change
- Measuring impact
- Supporting and monitoring Business progress
- Creating frontrunners in private sector in Kenya

PROGRAMME OVERVIEW

The 2 Scale Programme accelerates inclusive business in target agri-food sectors and industries, enabling them to produce, transform and supply quality food products to local, national and regional end-user markets, including Base of the Pyramid (low-income) consumers.

The main objective of this B3 PROGRAM was to support 2SCALE partners;

- Keringet Community Social Economic and Environmental Development (KCSEED)
- Kieni Dairy Products Limited Investments- KDPL
- Nyabon Enterprises Limited - on measurement and management of impact.

The program Specifically focused on:

- Assessing Operations:** Evaluate the operational impact of the three SMEs on all their stakeholders as managed and operated on a day to day basis, giving an essential attention to a holistic measure of business performance.
- Benchmarking, Learning and Ideating with Peers:** Review and compare the SMEs “B Impact Assessment” report. Learn and ideate with peers and experts.
- Improve Performance and Impact:** Identify key improvement metrics and set short-term and long-term goals to take the business to the next level.

PROGRAM ACTIVITIES

- Introductory workshop
- Companies completing the BIA and update with input from others in their team
- Improvement reports Shared
- Improvement workshop SIB (one on one meetings)
- Diagnostic report back to companies
- Follow up on email and telephone to gauge progress
- Companies update the BIA with improvement made

List of participants and participating organisations

Table 1: List of participants and participating organisations

NAME	ORGANISATION	DESCRIPTION
Noah Kirui	KCSEED	Participating organisation
Kelvin Karimi	Kieni Dairy	Participating organisation
Armstrong Kamau	Kieni Dairy	Participating organisation
John Rotich	KCSEED	Participating organisation
David Osamba	Nyabon Enterprises	Participating organisation
Gabriel Obengo	IFDC - 2 Scale	Convener
Llyord Mwaniki	KEPSA - SIB	Facilitator
Sussy Wanjala	KEPSA - SIB	Facilitator
Pracksidis Wandera	KEPSA - SIB	Facilitator
Judith Chabari	IFDC - 2 Scale	Convener
David Njenga	IFDC - 2 Scale	Convener
Thompson Orgunsanmi	IFDC - 2 Scale	Convener
Alhassan Issahaka	IFDC - 2 Scale	Convener
Ruth Kamunya	IFDC - 2 Scale	Convener
Janet Machane	Bop Inc - 2 Scale	Convener
Gladys Kivati	Bop Inc - 2 Scale	Convener
Karin Boomsma	KEPSA - SIB	Program Facilitator
Olivia Muiru	BLAB EastAfrica	Program Facilitator



Participants and facilitators during the introductory workshop held at Sports View Hotel, Nairobi

KERINGET COMMUNITY SOCIAL ENVIRONMENTAL AND ECONOMIC DEVELOPMENT



Keringet Community Social Environmental and Economic Development (KCSEED)

Foundation is a community owned foundation based in Keringet Location of Kuresoi District in Kenya. The Foundation runs a Dairy processing plant, Food Processing plant (mainly processing potatoes), a potato model farm, an agro vet shop and a brick making facility. The

Ongoing Activities

The Board of Directors and the team at KCSEED have put in place various innovative solutions that to enable the foundation to become more sustainable and inclusive.

1. **Governance:** Board sub committees to focus energies on particular issues e.g. the HR committee which is responsible for making critical employee engagement decisions. The committee looks at their current staffing and identify skills gaps for the foundations operations.
2. **Environment:** KCSEED has a waste management and disposal policy. It has developed a potato waste management program and an effluent management program to manage effluent from the milk cooling plant. They have also embraced renewable energy through use of Solar power. The Foundation is also working on a tree nursery to benefit the local community. It also markets potatoes and milk from farmers.
3. **Community engagement:** Being a community project, KCSEED has developed programs that directly impact on the environment. At least 30 homes in the vicinity of the foundation are connected to clean piped water from the plant, during community activities and events, the foundation also takes part extensively by supporting in kind and/or finances.
4. **Expansion to processing:** KCSEED is currently managing marketing potatoes for farmers and is in the process of establishing a potato processing facility, it also collects and sells milk on behalf of farmers

Impact Area - Goal	Question	Selected Answer	Suggested Improvement Plan	How/ Examples	Improvement Made
Environment	Does your company monitor, record and/or report its energy usage?	Our company monitors and records usage (no reduction targets)	<ul style="list-style-type: none"> - Monitor energy usage through monthly electricity bills. - Introduce energy efficient systems and bulbs - Cut down on use of the diesel powered generator and increase use of sustainable options such as Solar, Biogas 	<ul style="list-style-type: none"> - Besides monitoring, minimal changes and improvements could lead to significant reductions in energy costs, these measures include; <ul style="list-style-type: none"> o Education employees on need to be energy efficient. o Incentivise employees for saving energy o Label appliance and switches to remind employees when to keep them off. 	<ul style="list-style-type: none"> - A training session with all members of staff was held. In this session, employees were introduced to ways of conserving and saving energy as discussed. - KCSEED has installed solar panels to supplement power from the grid. <p>RESULTS: A drop in energy costs from a monthly average of 200,000Kes to 120,000Kes.</p>
Environment	Does your company monitor, record and/or report its water usage?	We do not currently monitor and record our usage	<ul style="list-style-type: none"> - Water reuse and recycling. Enhanced waste water management. 	<ul style="list-style-type: none"> - The company has already discontinued a program that allowed farmers to clean their milk delivery motorised transport at KCSEED. <p>Water usage has dropped from 10000Litres a day to 4000Litres a day in 2018, while the plants still operates at an optimum rate.</p>	<ul style="list-style-type: none"> - KCSEED has already made significant steps towards cutting on water wastage. - As demand for water within the community remains, they have used this an extra source of revenue.
Community	What % of the members of your Board of Directors (or equivalent) are women or individuals from chronically underemployed communities?	10-24%	<ul style="list-style-type: none"> - Increase the number of women and youth in the board. - Increase the number of women working for the company. 	<ul style="list-style-type: none"> - Deliberately hiring qualified women and youth - Sensitising members during the AGM on the benefits of a diverse board. 	<ul style="list-style-type: none"> - An AGM has been scheduled for 11th December 2018. The purpose will be to amend the constitution to allow the inclusion of Women and Youth into the Board keeping a maximum of either gender to two thirds.
Environment	Does your company have an environmental management system that includes any of the following?	Programming designed, with allocated resources, to achieve these targets			<ul style="list-style-type: none"> - KCSEED has now introduced a training program for all potato farmers on 'conservation agriculture' the training covers topics on good agricultural practices with minimal negative impact on people and planet.

					<ul style="list-style-type: none"> - It has also introduced tree planting program (annual). Farmers are given free seedlings on this day.
Workers	During the last fiscal year, did all full-time and part-time workers receive an increase to their salary/wages (excluding bonuses) that at least meets the inflation rate in your country?	No	<ul style="list-style-type: none"> - Consider an annual percentage (5 to 10%) increment to cushion employees against inflation. This is informed mainly by the performance of the company. 	<ul style="list-style-type: none"> - This can be performance based where employees are appraised twice or once a year. <p>See: Sample Appraisal form</p>	<ul style="list-style-type: none"> - The Board of Directors will review the accounts at the end of the year. The financial health of the company will inform on the possibility of this happening in January 2019.
Workers	Which supplementary benefits are provided to a majority of full-time and part-time workers?	None	<ul style="list-style-type: none"> - Employees are the backbone of an organisation hence the need to care for them so they can take care of the business. This care should however not exceed the capacity of the business. There is however need to consider offering other benefits besides salary and wages. These include: <ul style="list-style-type: none"> - Medical schemes/covers - Allowances - Training & professional development (skill based training) - Cross job training - Lactation rooms for lactating employees. 	<ul style="list-style-type: none"> - Ensure that all employees are on the National Medical insurance scheme, where financial resources allow, include a private medical scheme. - Include all benefits in the HR Manual. - Encourage employees to learn from one another. 	<ul style="list-style-type: none"> - Proposals have been made for consideration in 2019.
	Which of the following are true of your occupational health and safety policies?	None of the above			<ul style="list-style-type: none"> - Support required: the team requires professional assistance to develop an internal health and safety policy.

Governance	Does your company have any of the following internal engagement practices that focus on the social or environmental mission of your company?	All workers receive orientation, training, or instruction that explicitly covers the company's social and/or environmental mission and goals			Pending
Governance	In the last year, how did the company solicit specific feedback from its external stakeholders (excluding employees and investors) regarding the company's social and environmental performance?	Annual stakeholder meeting			Pending

Table 2: KCSEED Improvement plan

IENI DAIRY PRODUCTS LIMITED

Kieni Dairy Products limited was started by 7 dairy cooperatives in Kieni West Sub Country. The main reason for starting the organisation was to offer better market access for dairy farmers in the region in response to difficulties encountered working with KCC - inconsistent pricing and demand for milk. Starting as a bulking centre, the organisation is now in the process of expanding its services to processing, with the first product in development being yoghurt. The activities with B3 programme will be designed to aide KDPL in identify areas they are doing really well and areas they can work on improving to ensure sustainable expansion.

Ongoing Activities

The Board of Directors and Senior team of KDPL are dedicated to the sustainable development of the organisation. They have put in place a number of forward thinking initiatives in the organisation:

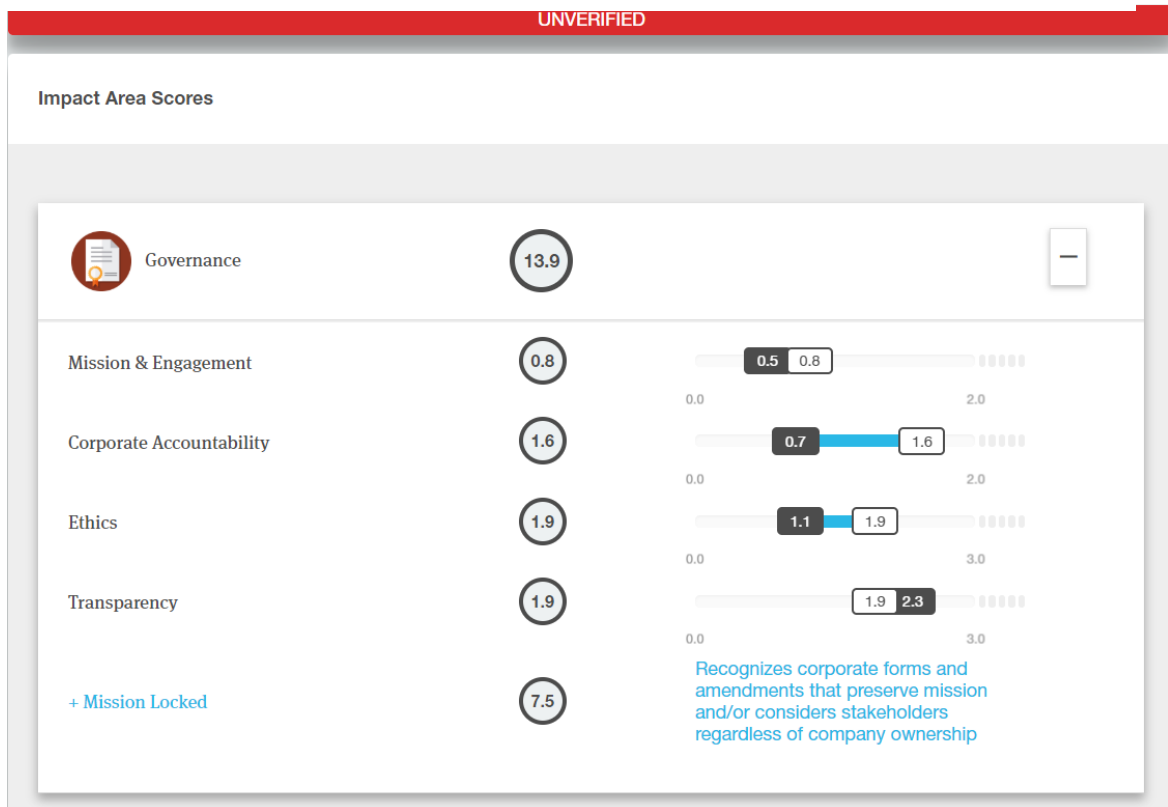
1. HR Subcommittee: the board set up a HR Subcommittee to look at their current staffing and identify skills gaps for the bulking and processing plant. The committee and the board are also working on gender inclusion in the organisation to diversify decision making.
2. Expansion to processing: The company is currently in the process of launching a yogurt product in the market. With a switch to processing, they expect to increase the capacity of the team and the output as well. To do this, the company has hired a new marketing manager and are considering mechanization of current processing plant while balancing between expansion and financial limitation.
3. Community engagement: KDPL provides in-kind support to farmers in the region. Some of the in-kind support includes provision of water and feeds at subsidised costs to engage with the farmers, training at no extra costs to improve milk quality and yield.
4. Environment: The organisation has put in place a water waste management process to treat water used. The water is stored in open fermenters and discharge is used as compost in the surrounding fields. The organisation is also exploring a setting up a tree nurseries and tree planting initiative with the cooperatives given that Kieni is a dry area.



BIA Performance: Areas of strong impact

Based on how KDPL has answered the assessment, the company is performing strongly in the Governance. They have a board that is dedicated to creating positive impact to members of the 7 cooperatives Kieni serves, the environment, the organisation all the while considering the company’s financial position.

Table 3: KDPL, areas of strong impact



IMPROVEMENT MADE

Kieni Dairy products limited has been working on a new product, yoghurt. The product is set to hit the market in December 2018. This has slowed down their impetus to work on the items marked for improvement as most energy is now on launching this brand. All the same, they have done the following:

- Increased the number of female employees, all youth, to 5 from one.
- Created an organogram including departments and their heads. The current head of marketing is a lady. The organogram has created efficiency and effectiveness at the organisation.

Impact Area - Goal	Question	Selected Answer(s)	Suggested Improvement Plan	How/examples	Implementation Period
Governance	Does your company have a corporate mission statement, and does it include any of the following?	A general commitment to social and/or environmental responsibility and stewardship A commitment to a specific positive social impact (e.g. poverty alleviation, sustainable economic development)	“To create wealth for Kieni West Dairy Farmers by offering high quality products and value added services” A good mission statement will be short and clear. It will summarize social goals and should describe concrete, measurable, and plausible impacts, rather than vague aspirations that are hard to assess.	This refers to making the mission statement clear which should be immediate. Kieni could better articulate how they are creating wealth. For example: Increase income level of smallholder farmers in Kieni West Dairy Farmers by offering high quality products and value added services OR Improving access to market for smallholder Kieni West Dairy Farmers by offering high quality products and value added services	Less than 6 months. An update to the mission statement should be approved by the BOD and Senior Management. It should also be explained at all levels of the institution and integrated into new employee initiation.
Workers	During the last fiscal year, did all full-time and part-time workers receive an increase to their salary/wages (excluding bonuses) that at least meets the inflation rate in your country?	No	The company previously had a flat rate increase of 10% for all staff. Due to financial challenges the last 2 years, they decided to hold on the increment and the Board, through the Compensation Committee, is developing a performance based increment programme. The organisation is already taking the right step in this initiative.	Formalise appraisal process for staff. Communicate appraisal structure for staff members to offer transparency. Resource:	Employee performance appraisal can be implemented from quarter 1 of 2019, followed by an incremental compensation for inflation.
Workers	Are any of the following benefits provided to employees to supplement government programs?	None	These include financial benefits like insurance policy, pension, credit/savings	Workers issues are best outlined and explained in an Employee Hand book or Manual. This is a document detailing an	This is dependent on the financial health of the organisation. The company can

			<p>programmes and other benefits.</p> <p>The provision of financial benefits is directly tied to the financial health of the organisation. The Board and Senior management are aware they need to offer other financial benefits but only when the financial health of the organisation enables. KDPL has however other employee benefits that include:</p> <ul style="list-style-type: none"> - Breakfast for all employees - Milk program for all employees. 	<p>organization's policies regarding employee management and the relationship between managers and employees.</p> <p>Sample HR manual:</p>	<p>plan to review the financial benefits in the next 12 months.</p>
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In the Employee Satisfaction Survey, employees rate their organization's human resource practices in a number of areas within the following categories:

Example of questions

1. Human Resource Function and Policies

Staff Issues are handled confidentially, fairly and timely
 There are clear human resource policies that are understood by all staff
 Human resource systems are fair and work well

2. Professional Development

Do you have a clear understanding of your career or promotion path?
 I am satisfied with the training opportunities provided
 The training policy here is fair
 I am satisfied that this organization provides me with meaningful opportunities for career development

3. Performance Management

4. Communications

My organization communicates directly with me (commented on my work, motivation etc.)
 I feel part of the organization (regular communication on the big picture and my role in achieving it)
 I have clearly identified the goals, values and objectives of the organization

5. Employee Benefits and Compensation

I believe the salaries are fair, without anomalies and favouritism
 Salaries are competitive compared to similar organizations
 We have relevant benefits in addition to salary

6. Employee Relations, Welfare and Fulfilment

Do you believe the leadership team takes your feedback seriously?



Do you believe you'll be able to reach your full potential here? My supervisor provides me with clear direction My supervisor provides me with constructive feedback My supervisor holds regular reviews with me			On a scale of 1 to 10, how comfortable do you feel giving upwards feedback to your supervisor? I feel that the management cares about employees and take interest in them The employees trust and respect management There are good working relations and teamwork at most levels		
Community	What % of your workforce (both full-time and part-time) are women or from chronically underemployed communities? Women	1-9%	Significant improvement has been made to include women in the workforce with four women hired in the last two months. Though tremendous progress has been made, the Board is aware recruiting women in the region is a challenge. The work at the company is often viewed by society as male centred. A new yoghurt and milk processing plant is set to include more women.	The organisation can look at using other recruitment avenues to attract female employees. For example, using the current female employees to talk to other women in the community about work opportunities in Kieni. The HR committee identifying skills needs for the processing plant should include female staff as well.	Tremendous progress has already been made. KDPL should continue on the same trajectory .
Community	What % of the members of your Board of Directors (or equivalent) are women or individuals from chronically underemployed communities?	0%	Board is made of management from the cooperatives, through selection from the community. The current board is constituted of men. This is mainly as a result of culture with preference within the community to nominate men over women. The board has tried to recruit female members but in nomination/ election process the women are not elected.	The organisation may want to consider introducing an ex-official position reserved mainly for women.	3 - 5-year game plan which will include knowledge share with organisations similar on how to drive inclusion within the community they serve.
Community	What was the equivalent % of revenue donated to charity during the last fiscal year?	Less than 0.1% of revenues	The company has a robust in-kind support programme for the community, for example, they grow animal feed that	Develop a community engagement plan to track in-kind support and any other ways the organisation connects	

			are sold to farmers at a subsidised rate, they offer water for farmers etc. There is need to formalise the process.	with the community they are serving. Assign a person to track it per year.	
Environment	Does your company monitor, record and/or report its energy usage?	Our company monitors and records usage (no reduction targets)	<ul style="list-style-type: none"> - Educate employees on importance of energy efficiency. - LED lighting - Using daylight (well-lit rooms) - Tracking monthly reduction bills 	<ul style="list-style-type: none"> - Internal incentives for energy savings - Labelling benefits of energy saving around the facilities. 	-
Environment	Does your company monitor, record and/or report its water usage?	We do not currently monitor and record our usage	<ul style="list-style-type: none"> - Educate employees on importance of water efficiency & facilitate with relevant equipment - Incentivize to conserve water 	- Rain water harvesting & storage	
Environment	During the last fiscal year, what % of energy used by your company came from low-impact renewable sources?	0%	<p>The board is exploring the possibility of gradually turning to renewable energy:</p> <ul style="list-style-type: none"> o Wind o Solar o Biogas <p>- Switching to LED lighting</p>	Given the financial implications, the organisation should explore setting up partnerships with other entities in the region to share costs / with renewable energy organisations.	Long term 3 - 5 years

Table 4:KDPL, Improvement plan



NYABON ENTERPRISES

Nyabon Enterprises was founded in March 2014 by Mr. with the primary objective of addressing farm mechanisation needs of smallholder farmers to support key crop value chains. In partnership with original equipment manufacturers from India, Nyabon promotes the use and adoption of 2 wheel walking tractors and 4 wheel compact tractors, and associated attaching implements. It is located in Sondu with major operations currently focused in the counties of Kisumu, Siaya, Homa Bay, Kericho, Bomet and Kirinyaga. It aims to progressively move to other counties as part of scale up of operations for rest of Africa. It is already working with the Agriculture ministry in Rwanda and exploring opportunities in Tanzania.

Represented by Mr. David Osamba, Nyabon has diligently taken part in the Boost Better Business program, reporting tremendous programs in the first few months. Mr. David Osamba is the proprietor hence the high level of commitment.



Machinery as sold by Nyabon Enterprises

ITEMS MARKED FOR IMPROVEMENT AND PROGRESS MADE

Impact Area - Goal	Question	Selected Answer(s)	Nyabon Actions	Timelines	Resources Needed	How/Example
Governance	Does your company have a corporate mission statement, and does it include any of the following?	A written corporate mission statement that does not include a social or environmental commitment	Improve our mission statement to include social and environmental commitments	end-Q2 2019	inhouse	<p>This refers to making the mission statement clear which should be immediate.</p> <p>Nyabon could better articulate how they are empowering the youth, and their long term sustainability vision</p>
Governance	Which of the following apply to your company's Board of Directors or equivalent governing body?	Includes at least one independent member Meets at least twice annually (2x per year)	Constitute an appropriate Board that will meet at least 4 times a year.	end-Q4 2018	inhouse	<p>The trick, is to make sure you're bringing on people who complement your existing skill set while adding a combination of new abilities and experience to the table. It is also key to bring in people who understand the business and the industry that you're in so they can think strategically.</p> <p>As you are on startup level, it is wise to bring experienced people and then later incorporate other members with influence, contacts and other service experience eg lawyers, government</p>
Governance	Does the company publicly share information on its social and/or environmental performance? If so, how?	Information is presented in a formal report that allows comparison to previous time periods	Put a process in place to ensure impact is incorporated in our financial reporting through the company annual report.	end-Q4 2019	inhouse	<p>There are many measurement metrics like GRI, Social Impact, SDGs. It is advisable however, to start at basic level that works for Nyabon, to avoid too much effort to 'fit in' thus ignoring/sidelining the metrics critical to Nyabon. If there be any similar businesses that measure and report impact, it is advisable to benchmark, or otherwise be a pace setter.</p> <p>It is inspiring to have the report more than an internal financial report, but one that tells a story, and communicates interactively with people: Investors, employees, suppliers</p>
Workers	Are any of the following benefits provided to employees to supplement government programs?	Financial services (credit or savings programs)	Will work towards providing Disability coverage/ accident insurance in addition.	end-Q3 2019	in-house	

Workers	Which supplementary benefits are provided to a majority of full-time and part-time workers?	Transportation or transit subsidy	Will work towards providing On-site prepared food for staff	end-Q1 2019	in-house	Commendable! Consider healthy/vegetarian lunches as a way to reduce your foot print and to create awareness to employees. https://www.ted.com/talks/graham_hill_weekday_vegetarian
Workers	Which of the following is true of intern hiring practices?	Company partners with education institutions to provide internship opportunities Interns have a formal opportunity to provide feedback on experience	Develop a full policy for hiring interns in line with best practice for Industry.	end-Q1 2019	In-house	Ensure that the feedback is well thought off and considered if in line with the company's mission, vision & objectives. Currently, it is upon the businesses to bridge the gap between academia and practice. Nyabon can therefore consider working with a relevant institution to streamline current/latest business practices in rice with academia through research fellowships, visits and result-based internships
Workers	What % of all full-time employees (including founders and executives) own stocks, stock equivalents and stock options, or participate in an ESOP or other qualified ownership plans in the company?	1-24%	To be reviewed as company grows.	Ongoing	in-house	As this is considered in later years, it is important to review the ability of the company against the sustainability of the company. Complex employee benefits like ESOPs tend to change as growth is experienced hence the need to involve financial experts to ensure financial sustainability for both employer and employee
Workers	Does the company do any of the following regarding worker satisfaction / engagement?	None of the above	Worker engagement surveys to be conducted periodically.	end-Q4 2019	in-house	Annex 1
Workers	Which of the following is included in your company's termination policy?	N/A--no written termination policy	Document a termination policy and socialize the same with employees.	end-Q4 2018	Inhouse + external experts	Can be Within HR handbook

Workers	Does your company have a written employee handbook that workers have access to and includes the following information?	No written employee handbook	Document an employee handbook (which contains all the salient points) and socialise within the company.	end-Q4 2018	Inhouse + external experts	Example of a HR manual.
Workers	If you have a written non-discrimination policy, which of the following are covered in hiring and in the workplace?	No written policy	Document a non-discrimination policy (which covers all the salient points) and socialize within the company.	end-Q4 2018	Inhouse + external experts	<p>Discrimination is any negative action or attitude directed toward someone because of protected characteristics, like race and gender. Other protected characteristics are:</p> <ul style="list-style-type: none"> • Age • Religion • Ethnicity/ nationality • Disability/ medical history • Marriage / civil partnership • Pregnancy / maternity/ paternity • Gender identity/ sexual orientation <p>Policy elements</p> <ul style="list-style-type: none"> - Scope (employees only or including suppliers, etc) - Elements (age, religion etc) - Harassment policy - What to do in case it happens - How to address complaints
Workers	Which of the following are true of your occupational health and safety policies?	None of the above	Document appropriate policies and practices to minimize on-the-job employee accidents and injuries	end-Q4 2018	In-house + external experts	As these are documented, creative ways to communicate should be employed eg posters, safety, drills, quizzes, employee of the year based on these, to increase not only awareness but ownership and realization of the importance of these rules.

Workers	Does your company do any of the following with regard to equipment or machinery used by workers?	All workers who use equipment receive initial and ongoing training on proper operation and emergency shut-off of the machinery All workers are required to wear appropriate protective gear, including clothing, eye and foot protection, when working with machinery Machinery is checked at least once per year for necessary maintenance issues	Document and socialize clear policies governing use of machinery. Work with machinery suppliers to develop this.	end-Q2 2019	Inhouse + fertiliser and chemical suppliers	
Community	What is the average tenure of your relationships with Significant Suppliers?	37-60 months				
Environment	Does your farm comply with any of the following soil management policies?	Adverse environmental impact mitigation always put in place during crop production cycles	Put in place a comprehensive and explicit soil management plan that includes measures to look after all aspects of soil health.	end-Q2 2019	In-house + fertilizer and chemical suppliers	
Environment	Which of the following soil productivity/protection practices does your farm apply?	Use of organic fertilizer and deep placement application of	Conservation tillage to be introduced where necessary. Also drip irrigation.	end-Q4 2019	in-house	

		chemical fertilizer encouraged				
Environment	Has your company implemented any of the following water conservation methods at your corporate offices or agro processing facilities?	Use good agronomic practices that reduce water use.	Plans already in place to Harvest rainwater for office and use drip irrigation on alternative crops to paddy rice.	end-Q3 2019	in-house	
Environment	Has your company tested wastewater emissions for potential contamination during the last 12 months?	No	Put process in place to test water from our irrigated fields.	end-Q4 2018	In-house + fertilizer and chemical suppliers	

Table 5: Nyabon Enterprises improvement plan

NB: Despite the many items marked for improvement, during the visit, we established that Nyabon Enterprises had already made significant improvements or that most of the questions did not apply.



RECOMMENDATIONS TO 2SCALE

The Boost Better Business Program presents a great opportunity to all 2SCALE partners to reflect on deeply on their impact on People and Planet and take lessons that lead to operational and managerial adjustments that greatly impact on their profits.

Businesses will in most times be focused on the output and forget important elements that contribute to their success; Governance, Workers, Community and Environment. Businesses, especially those in the agriculture value chain exist in this value chain hence the need to take part in the program. However, the success of the program is determined by a strong mix of participants from the organisation, mainly mid-level managers, top level managers, Board or founders. This guarantees commitment from the organisation and recommended improvements are made.

Our assessment indicates that the program has been of value to the three companies; KCSEED, KDPL and Nyabon Enterprises. As indicated, they have made changes to reflect the suggestions made at the assessment level. In fact, KDPL recommends the program to its seven cooperatives.

It is therefore prudent that 2SCALE roles out this program to all its partners to help them advance towards being more sustainable and inclusive. Each program phase should cover at least five to ten business.