60 __decibels

Hewatele Impact Performance Report



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About This Report

This report is designed to provide you with summary insights of the health facilities you serve, including their profiles, experienced outcomes, satisfaction levels, and actionable insights for improving your impact and business performance.

The insights are based on phone interviews with 162 administrative staff and 65 medical staff members in health facilities across Kenya. These interviews were conducted by 60 Decibels-trained researchers. We really enjoyed hearing from the health facilities you serve—they had a lot to say!

We targeted conducting interviews with one administrative staff member and one medical staff member per health facility. To learn more about our methodology, head to the <u>Appendix</u>.

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

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

227 health facility staff were interviewed:65 medical staff and162 administrative staff.





Hewatele provides almost twenty oxygen cylinders, which ensures we have adequate supply of oxygen. This has improved the outcomes from maternity wings. The mortality rate has decreased from 3 deaths in a month to almost zero.

Male medical staff (Kisumu)

60dB Perspective

Top Insights

1 Hewatele fills a critical market gap by offering affordable oxygen to facilities with limited alternatives.

91% of the facilities cannot easily find a good alternative to Hewatele's oxygen. This indicates the degree to which Hewatele is providing a scarce service and filling a market gap.

73% of facilities find the cost of Hewatele's oxygen lower than alternatives, indicating that Hewatele provides a more affordable option for most facilities.

Still, 86% of facilities consider the payment of Hewatele oxygen as 'not a problem' suggesting that the pricing is not a barrier to access.

See pages: 9, 11, 20.

3 Oxygen training boosts confidence.

57% of medical staff have attended oxygenrelated training in the last 8 months. The most commonly covered training topic, and the skill most frequently put into practice, is the proper use of various oxygen accessories.

Of those who attended the training, 87% say that their confidence in administering oxygen has 'very much increased' as a result.

There is demand for more regular refresher courses and updates on oxygen safety protocols and maintenance.

See page: 22, 23.

Recommendations

1 Addressing health facilities' issues efficiently is key to boosting satisfaction.

Facilities facing challenges report significantly lower satisfaction, with an NPS of 31, compared to 61 for those without challenges. Notably, medical staff report higher satisfaction (NPS: 75 vs. 49) and face fewer challenges (83% vs. 89%) than administrative staff. Can Hewatele focus on addressing the unique concerns of administrative staff to enhance their experience?

Implementing routine checks, maintenance, and clearer communication channels for reporting and resolving issues will improve service reliability and overall customer satisfaction.

2 Hewatele is contributing to increased oxygen supply and adequacy.

78% of health facilities report a significant improvement in access to oxygen due to Hewatele. Staff highlight timely delivery, proximity to oxygen plants, and a consistent supply as major drivers of this improvement.

Additionally, 56% of facilities have a 'very adequate' supply of oxygen, reflecting Hewatele's effectiveness in meeting demand. Facilities without challenges are more likely to report 'very adequate' access to oxygen, demonstrating the importance of stable supply chains.

See pages: 13, 14.

Health facilities are satisfied with Hewatele.

Hewatele has a Net Promoter Score (NPS) – a common gauge of satisfaction and loyalty – of 57, which is higher than the 60dB Kenya Benchmark of 41. This is driven by timely delivery and reliable oxygen supply.

79% of health facility staff are 'very satisfied' with the quality of oxygen and oxygen-related accessories. 93% of health facilities have experienced no disruptions in their oxygen supply, highlighting the strong reliability of service delivery.

15% of the facilities experience challenges, such as underfilled cylinders and faulty regulators. It is important for Hewatele to address these challenges promptly to ensure continued customer satisfaction.

See page: 17, 18, 19.

2 Expand training offering.

Expand training programs to ensure more medical staff are trained on oxygen-related equipment. Offer regular refresher courses and additional training on oxygen safety and equipment maintenance. This will boost staff confidence in proper equipment usage and help reduce potential issues caused by improper handling.

3 Focus on expanding rural reach.

With a higher percentage of rural facilities accessing oxygen for the first time, Hewatele should prioritize further expansion in rural areas to help bridge the healthcare gap in oxygen access.

60_decibels access. 4

Performance Snapshot

The performance column presents how you compare to 60 Decibels Benchmarks in Kenya. You can find additional insights of your results, in the context of the 60 Decibels Benchmarks, in the <u>Appendix</u>.

Benchmark Overview

Kenya 71 17,051 geographical companies focus included listened to

Performance vs 60dB Benchmarks

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

Who are you reaching?	Hewatele Performance	Benchmark Performance
% Accessing product/service for first time	46	• 0 0 0 0
% Could not easily find a good alternative	91	• • • • ○
[+] What impact are you having?		
% seeing significantly adequate oxygen access	56	-
% seeing significantly improved oxygen access	78	-
% seeing significantly increased oxygen supply	25	-
How satisfied are the facilities you ser	ve?	
Net Promoter Score	57	• • • • 0
% experiencing challenges	15	• • • • •
% finding cost significantly lower than alternatives	23	-
% attended a training on oxygen-related equipment	57	-



01: Profile

This section helps you understand the health facilities that you service.

The key indicators in this section are:

- Health Facility Demographics: Which types of health facilities are you currently servicing?
- First Access: What proportion of the health facilities you serve are accessing a similar product or service for the first time?
- Access to Alternatives: Do the health facilities you serve have access to alternative options? Is there competition in the market?



We spoke to health and administrative staff from 209 health facilities across 25 counties and 7 oxygen plants.

Demographics

Location	
Rural	44%
Peri-Urban	30%
Urban	26%
Health Facility Type	
Private	54%
Public	34%
Faith-Based Organization (FBO)	12%

Breakdown by County	
Kisumu	18%
Meru	14%
Nakuru	12%
Nairobi	10%
Siaya	8%
Bungoma	6%
Isiolo	5%
Others*	27%

Oxygen Plant	
Kisumu Plant	26%
Maua Plant	21%
Nakuru Plant	18%
Nairobi Plant	15%
Siaya Plant	13%
Bungoma Depot	7%

Professional Tenure					
Less than 1 year	9%				
1-2 years	23%				
3-5 years	23%				
6 – 10 years	25%				
10+ years	20%				

Breakdown by Cadre	
Admin & Financial Staff	52%
Medical Staff (Nurses, Doctors, & Clinical Officers)	32%
Technical Medical Staff (Biomedical Engineer, Theatre Technician, Medical Engineer)	8%
Facility Supervisors (Officers, In-charge & Managers)	8%

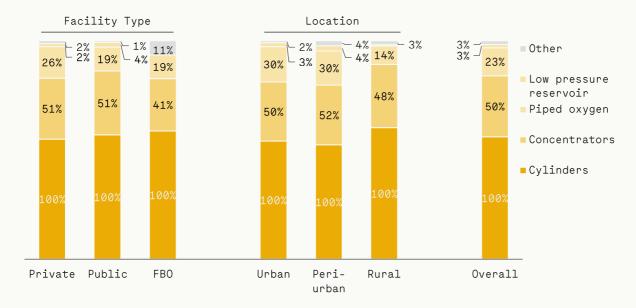
^{*}Others include: Kakamega, Kiambu, Laikipia, Busia, Homabay, Vihiga, Embu, Kisii, Makueni, Migori, Kericho, Uasin Gishu, Baringo, Limuru, Narok, Nyandarua, Tharaka Nithi & Trans Nzoia.



Most health facilities use at least two oxygen delivery methods, with cylinders being the most common.

Available oxygen Delivery Mechanism

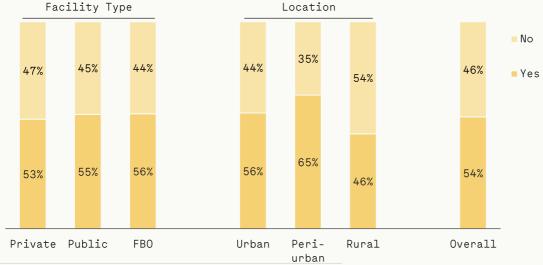
Q: What types of oxygen delivery mechanisms are in your health facility? (Total Sample, n = 227 | Private = 122, Public = 78, FBO = 27 | Urban = 60, Peri-urban = 67, Rural = 100). Multi-select.



46% of the health facilities had no prior access to oxygen like the one Hewatele provides. This is higher among rural facilities at 54%.

First Access

Q: Before Hewatele, did your facility have access to oxygen like Hewatele provides? (Total Sample, n = 222 | Private = 119, Public = 76, FBO = 27 | Urban = 59, Peri-urban = 65, Rural = 98)



•0000

BOTTOM 20% - 60dB Benchmark



91% of the facilities cannot easily find a good alternative to Hewatele oxygen.

Alternative Access

Q: Could you easily find a good alternative to Hewatele oxygen? (Admin Only, n = 162 | Private = 88, Public = 53, FBO = 21 | Urban = 49, Peri-urban = 40, Rural = 70)



TOP 40% - 60dB Benchmark

Of the 8% (13 facilities) that could easily find an alternative to Hewatele, they identified BOC Kenya as the other option.

List of Alternatives

Q: What would that alternative be? (Admin Only, n = 13)

7

2

talk about BOC Kenya mention Oxyplus

2

report government supply



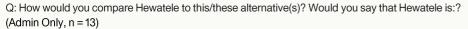
Before Hewatele services, we did not have oxygen services for our patients. It is because of Hewatele that we started offering this service.

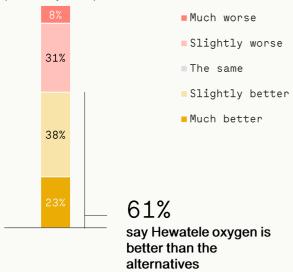
Female administrative staff (Vihiga)



61% of facilities with access to a good alternative consider Hewatele as better than the alternative.

Comparison to Alternative(s)

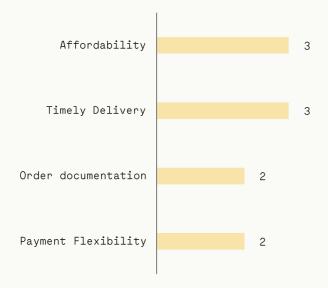




Health facility staff cite affordability and timely delivery as key reasons for preferring Hewatele oxygen over alternatives.

How Hewatele oxygen is Better than Alternatives

Q:Why is Hewatele better than the alternative? Open-ended, coded by 60 Decibels. (Admin Only, n = 8)

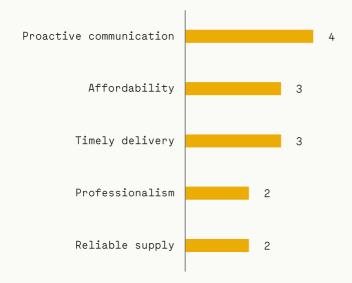




Proactive communication, affordability, and timely delivery are the top reasons for choosing Hewatele over the alternatives.

Reason for Choosing Hewatele

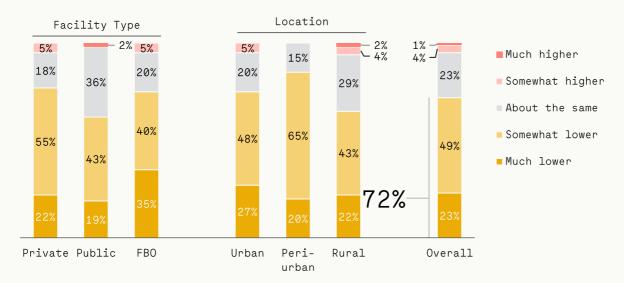
Q: Please explain your reasons for choosing Hewatele over alternatives? (Admin Only, n = 14). Open-ended, coded by 60 Decibels.



72% of the facilities find the cost of Hewatele oxygen is much lower than alternatives.

Cost Compared to Alternatives

Q: How does the cost of Hewatele oxygen compare to other providers? (Admin Only, n = 142| Private = 80, Public = 42, FBO = 20 | Urban = 40, Peri-urban = 34, Rural = 68)





02: Impact

We believe the best way to understand your social impact is to determine whether access to oxygen has changed and, if so, how.

This section shows you the degree to which you impact access to oxygen and what outcomes, if any, the health facilities you serve experience, in their own words.

The key indicators in this section are:

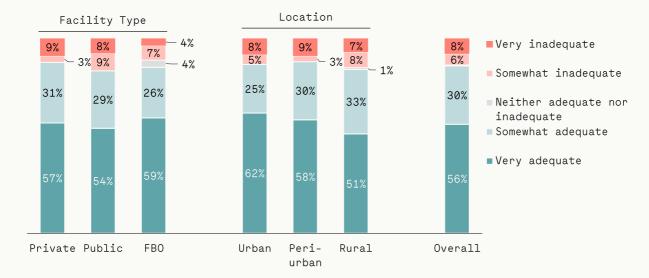
- Access to Oxygen Change: To what extent has access to oxygen changed in the health facilities you serve due to your offering?
- Oxygen Supply Change: What is Hewatele's impact on the quantity of oxygen supplied to health facilities?



56% of the facilities have 'very adequate' access to oxygen.

Access to Oxygen

Q: Based on the needs of your facility and patients, how adequate is your facility's access to oxygen? (Total Sample, n = 227 | Private = 122, Public = 78, FBO = 27 | Urban = 60, Peri-urban = 67, Rural = 100)





I find Hewatele to be very swift from the time of order to the time of delivery. Their cost is also very fair. This enables the hospital to always have enough oxygen and deal promptly with emergencies whenever there's a need.

Male administrative Staff (Bungoma)

60 <u>decibels</u>

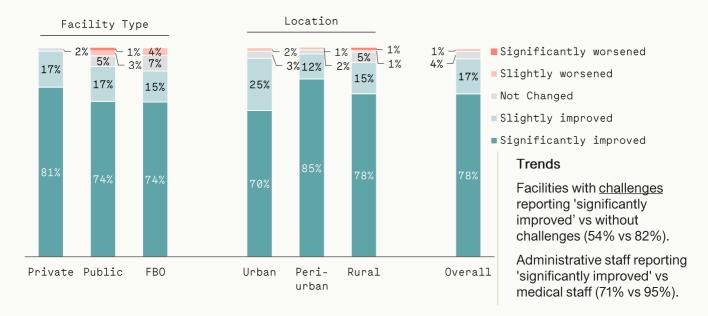
13



78% of facilities have experienced 'significantly improved' access to oxygen because of Hewatele oxygen.

Change in Ability to Access Oxygen

Q: Has your ability to access oxygen changed because of Hewatele. (Total Sample, n = 227 | Private = 122, Public = 78, FBO = 27 | Urban = 60, Peri-urban = 67, Rural = 100)



Top three self-report outcomes for facilities whose ability to access oxygen has improved.

Q: Why has your ability to access oxygen improved? (Total Sample, n = 215). Open-ended question, responses coded by 60dB

68%

talk about timely delivery (64% of all respondents) 41%

mention consistent supply (39% of all respondents)

25%

report the proximity of the oxygen plants (23% of all respondents) 66

Thanks to Hewatele, accessing oxygen has been made easy. Sometimes we have to transport patients and it's easy to transport the oxygen with them because the oxygen cylinders are portable.

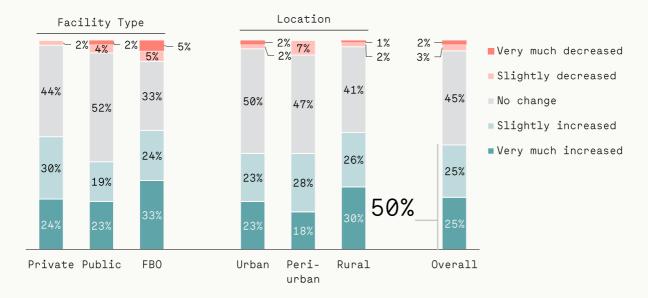
Female medical staff (Kisumu)



50% of the facilities' staff report an increase in oxygen supply from Hewatele.

Oxygen Supply Change

Q: In the last 8 months, have you experienced any changes in the quantity of oxygen supply from Hewatele at your health facility? Has it: (Admin Only, n = 161 | Private = 87, Public = 53, FBO = 21 | Urban = 48, Peri-urban = 40, Rural = 73)*



66

We used to have only one cylinder, and it was difficult dealing with patients with critical conditions. Hewatele came with many blessings because they brought several cylinders. The hospital now has more than enough oxygen cylinders to deal with emergencies.

Male administrative Staff (Kisumu) 60_decibels



03:

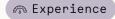
Experience

If the health facilities you serve are unhappy, they are unlikely to continue to choose your product/service or recommend it to others.

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

The key indicators in this section are:

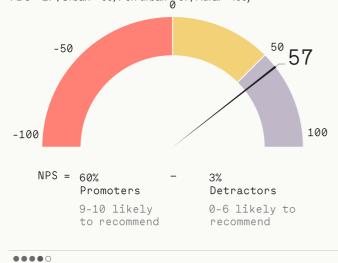
- Net Promoter Score: How likely are the health facilities you serve to recommend Hewatele?
- Facility Satisfaction: How satisfied are the facilities with the quality of oxygen?
- Oxygen Disruptions: How many times have the facilities experienced disruptions in the oxygen supply over the past 8 months?
- % Experiencing Challenges: What proportion of the health facilities you serve experience challenges with the oxygen you provide?



Hewatele has an excellent NPS of 57. However, the NPS among admin staff is significantly lower at 49, compared to 75 for medical staff.

Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely is it that you would recommend Hewatele to other health facilities, where 0 is not at all likely and 10 is extremely likely? (Total Sample, n = 227 | Private = 122, Public = 78, FBO = 27 | Urban = 60, Peri-urban = $\frac{1}{6}$ 67, Rural = 100)



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

The score can range from -100 to 100. Hewatele in Kenya has a NPS of 57, which is excellent.

Segments	NPS
Private	57
Public	56
FBO	59
Rural	57
Peri-urban	58
Urban	55
Admin staff	49
Medical staff	75

Promoters and Passives value timely delivery and reliable oxygen supply, while Detractors seek reduced delivery delays and lower cylinder costs.

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

60% [©]

TOP 40% - 60dB Benchmark

are Promoters

They love:

- 1. Timely delivery (60% of Promoters/ 36% of all respondents)
- 2. Reliable oxygen supply (37% of Promoters / 22% of all respondents)
- 3. Good customer service (27% of Promoters/16% of all respondents)

37%

are Passives

They like:

- 1. Timely delivery (48% of Passives / 18% of all respondents)
- 2. Reliable oxygen supply (42% of Promoters/15% of all respondents)

They want to see:

3. Reduced delivery delays (8% of Passives/ 3% of all respondents)

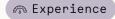
3%



are Detractors

They want to see:

- 1. Reduced delivery delays (29% of Detractors / 1% of all respondents)
- 2. Lower cylinder cost (29% of Detractors / 1% of all respondents)



79% of health facility staff report being 'very satisfied' with their overall experience using Hewatele oxygen and its accessories.

Level of Satisfaction

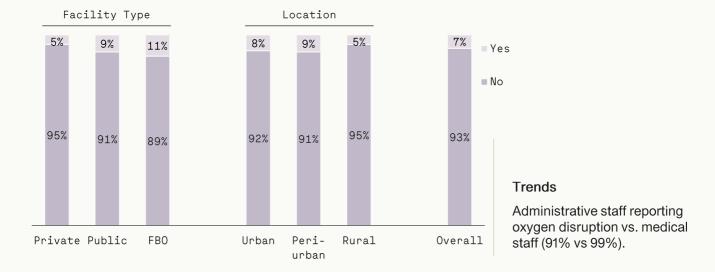
Q: Are you satisfied with the quality of Hewatele's medical oxygen and its accessories? (Total Sample, n = 227 | Private = 122, Public = 78, FBO = 27 | Urban = 60, Peri-urban = 67, Rural = 100)

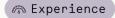


93% of the health facility staff report no disruptions in the supply of oxygen in the last 8 months.

Oxygen Supply Disruptions

Q: In the last 8 months, have you experienced disruptions in your supply of oxygen? (Total Sample, n = 227 | Private = 122, Public = 78, FBO = 27 | Urban = 60, Peri-urban = 67, Rural = 100)

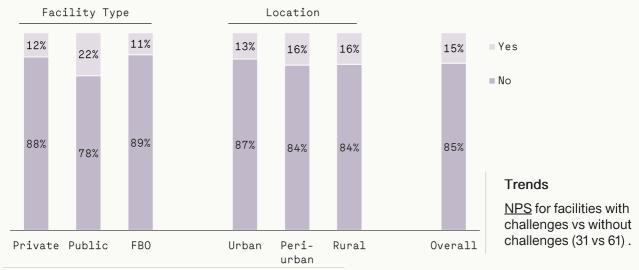




15% of the facilities have experienced a challenge with Hewatele.

Proportion of Facilities Reporting Challenges

Q: Have you experienced any challenges with the use of Hewatele oxygen or oxygen-related equipment? (Total Sample, n = 227 | Private = 122, Public = 78, FBO = 27 | Urban = 60, Peri-urban = 67, Rural = 100)



TOP 40% - 60dB Benchmark

Of the 15% who experience a challenge, the most common ones are delivery delays, underfilled cylinders, poor billing process, and faulty regulators.

66

Most Common Challenges

Q: Please explain these challenges. (Total Sample, n = 35). Open-ended, coded by 60 Decibels.

23%

14%

cylinders

talk about delivery delays

(2% of all respondents)

mention underfilled

(4% of all respondents)

11%

report about faulty regulators

report about payment process issues

(2% of all respondents) (2% of all respondents)

11%

Male administrative staff

The circumference of

either very narrow or

incompatible with our

regulators. I request

narrow cylinders that

are compatible with

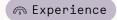
all the regulators.

the cylinders are

Hewatele to have

very wide and

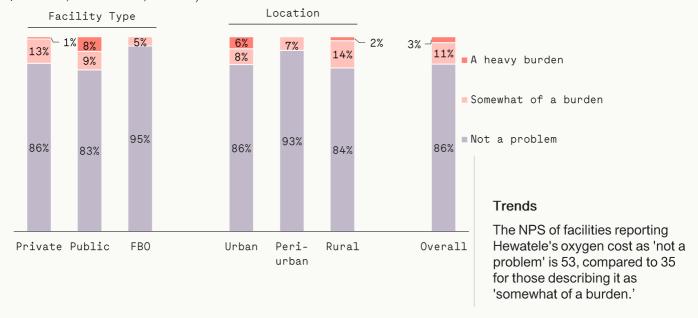
(Kisumu)



86% of the facilities staff perceive the cost of Hewatele oxygen as 'not a problem.'

Perception of Hewatele's Cost

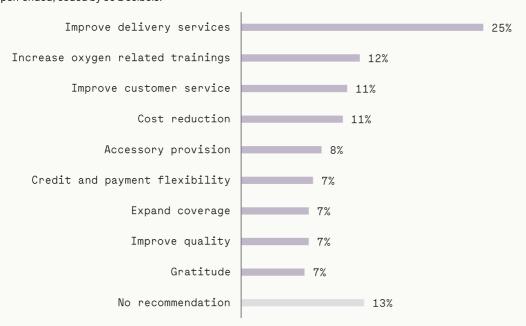
Q: Thinking about the payment for the Hewatele oxygen and oxygen-related equipment, do you find it to be a heavy burden, somewhat of a burden, or not a problem? (Total Sample, n = 162 | Private = 88, Public = 53, FBO = 21 | Urban = 49, Peri-urban = 40, Rural = 73)*



Respondents most commonly suggested improving delivery methods and increasing oxygen-related training.

Recommendations

Q: How can Hewatele improve their services? (Total Sample, n=227) Multi-response. Open-ended, coded by 60 Decibels.





04:

Knowledge and Upskilling

Training medical staff on the use of oxygen-related equipment is crucial for maximizing the impact of the equipment.

This section provides insights from medical staff on how attending the Hewatele oxygen-related training has influenced their confidence and ability to use the equipment effectively. The key indicators in this section are:

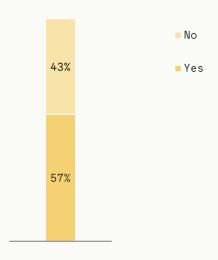
- Training and Knowledge utilization: To what extent have medical staff applied the oxygenrelated training in their day-to-day work?
- Confidence in Oxygen Administration: How has the training affected their confidence in administering oxygen?

Mowledge & Upskilling

57% of medical staff have attended an oxygen-related training in the last 8 months.

Training on Oxygen-related Equipment

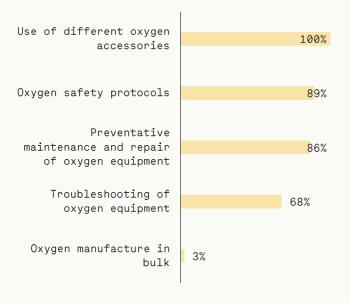
Q: Did you attend a training on oxygen-related equipment and use in the last 8 months? (Medical Only, n = 65)



The most common training topic and the most frequently applied skill is the use of various oxygen accessories.

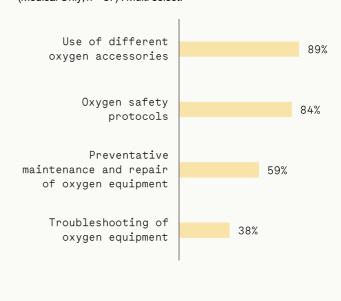
Training Information

Q: What oxygen-related training(s) have you attended in the past 8 months? (Medical Only, n=37). Multi-select.



Training Utilization

Q: Which training(s) have you been able to apply to your work? (Medical Only, n=37). Multi-select.

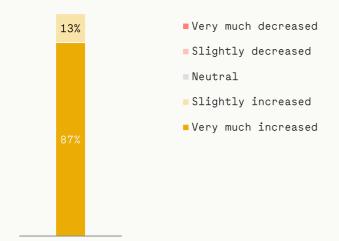


Knowledge & Upskilling

87% of medical staff report a significant increase in oxygen administration and equipment use after training.

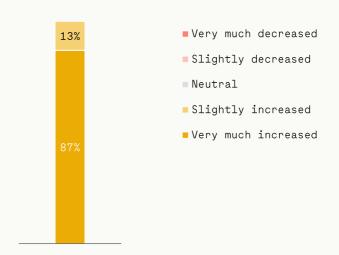
Confidence in Oxygen Administration

Q: Has your confidence in administering oxygen changed since attending the training? Has it:? (Medical Only, n = 37)



Confidence in Using Oxygen Equipment

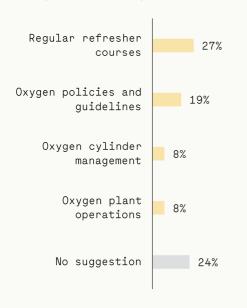
Q: Has your confidence in using oxygen-related equipment changed since the training? Has it: (Medical Only, n = 37)



The top suggestions for oxygen-related training include regular refresher courses and training on oxygen policies and guidelines.

Additional Oxygen-related Training

Q: What other oxygen-related training(s) would you like the facility to offer? (Medical Only, n = 37)





Hewatele could update us on the emerging issues. Things keep changing in terms of technology and even use. They could organize training to update us.

Male medical staff (Meru)



04: Segmentation Analysis

Not every facility is the same. Understanding your impact across different groups can reveal valuable insights for improving your performance.

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

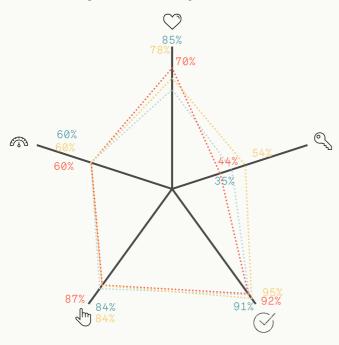
The key indicators in this section are:

- Change in ability to access oxygen
- First access
- Uninterrupted Supply
- · Ease of use
- Net Promoter Score

Rural facilities lead in first-time oxygen access (54% vs. 35% periurban, 44% urban), while peri-urban facilities see the greatest improvement in access (85% vs. 78% rural, 70% urban).

Kav

Location Segmentation Analysis



Insights A

- 1 Facilities in rural areas are significantly more likely to be accessing services like those provided by Hewatele for the first time, with 54% reporting first-time access, compared to 44% in urban areas and 35% in peri-urban locations. This suggests that Hewatele is filling a critical gap in rural regions, where access to such resources are limited.
- Pacilities in peri-urban areas are more likely to report a 'significantly improved' access to oxygen (85%) compared to those in rural (78%) and urban (70%) locations. This highlights the notable impact of improved oxygen access in peri-urban regions compared to others.

Key						
\Diamond	Ability to Access Oxygen % of facilities whose access to oxygen has significantly improved					
O _v	First Access % of facilities accessing oxygen for the first time					
\bigcirc	Uninterrupted Supply % of facilities not experiencing supply disruption					
\bigvee_{i}	Ease of Use % of facilities not experiencing challenges					
	Net Promoter Score (NPS) % Promoters					
Results						
Ru av						

Actions

- 1 Prioritize expanding services in rural areas where first access is highest. In peri-urban and urban areas, focus on raising awareness and reducing barriers to increase adoption through tailored outreach strategies.
- Pocus on maintaining and enhancing the high levels of improved oxygen access in periurban areas while addressing gaps in rural and urban locations. Tailored interventions, such as infrastructure upgrades and supply chain improvements, could help raise access levels in these regions to match peri-urban success.



Appendix

Detailed Hewatele Impact Performance

Performance Relative to Benchmark indicates where Hewatele falls in the ranking relative to other companies in the Africa.

Benchmark Overview	# Companies	# Respondents		
60dB Kenya Benchmark	71	17,051		
60dB Global Benchmark	553	149,500		

Performance vs 60dB Benchmark

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

Indicator	Description	Hewatele	60dB Kenya Benchmark	60dB Global Benchmark	Performance Relative to Kenya Benchmark
Profile & Access					
First Access	% accessing product/service for the first time	46	77	67	• 0 0 0 0
Alternatives	% without access to good alternatives	91	84	64	• • • • 0
Satisfaction					
Net Promoter Score	NPS, on a scale -100 to 100	57	41	50	• • • • 0
Challenges	% experiencing challenges	15	27	21	• • • • 0

Methodology

About the 60 Decibels Methodology

In August 2024, 60 Decibels' trained researchers conducted 227 phone interviews with health facilities that receive oxygen from Hewatele. Here is the breakdown of how we collected this data:

Country	Kenya
Facility Population	281
InterviewsCompleted	227
Response Rate	82%
Languages	English and Swahili
Average Survey Length	12 mins
Confidence Level	90%
Margin of Error	2%

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 of 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'.

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 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 the facilities you serve.
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.

About 60 Decibels

60 Decibels is the world's leading customer insights company for social impact. We bring speed and repeatability to social measurement, making it easy to listen directly to the people who matter most. Our network of [1,400]+ researchers in [100+] countries gives you global reach. Couple this with standardized questions across thousands of projects and you get the largest data set of social performance benchmarks worldwide — with a focus on Financial Inclusion, Off-Grid Energy, and Agriculture value chains. These data help investors, funders, Fortune 500 companies, and NGOs understand their impact performance relative to their peers. Get in touch to find out more about our award-winning approach to impact measurement.

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Thank You For Working With Us!

Let's do it again sometime.

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

Stay In Touch

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

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