

'Leadership for Life' & Income Generating Activities in 4 Flower Farms in Naivasha, Kenya

(part of the Building Resilience in Flower Supply Chains project)



Impact Assessment Report

June 2021



Special Thanks:

Special thanks to the management and HR teams at Longonot, Star, Gorge, and Fleur Africa. The trainings occurred in a very busy period for the farms, and we are grateful for the cooperation in arranging the trainings at short-notice.

Special thanks to all of the participants and interviewees who were open and frank with our team as we trained and interviewed them over the phone.

Special thanks to the entire VSCF project 'Building Resilience in Flower Supply Chains' team who have led the project and facilitated the funding and relationships for the work to occur.

Special thanks to MM Flowers and Fairtrade for the support in engaging the farms in the programme and their collaboration in shaping the approach.

A special thanks to the Emerging Leaders trainers who were extremely flexible in ensuring everyone got trained.

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Executive Summary

Fairtrade Foundation and MM Flowers engaged Emerging Leaders to deliver high quality leadership trainings to personelle of four flower farms: Longonot, Star, K-Gorge, and Fleur Africa from April-May 2021. Four Leadership for Life trainings (each three modules long) were conducted for 171 staff (~40 per farm), with the purpose of helping participants start an income-generating activity to supplement their income. Forty training participants were selected to receive a small business grant of £100 GBP (14,950 KES) to enable them to kickstart their income-generating project after the training. The FCDO VSCF project 'Building Resilience in Flower Supply Chains' led by Fairtrade Foundation and MM Flowers sponsored the trainings, Emerging Leaders conducted the trainings and disbursed the grants, and Longonot, Star, K-Gorge, and Fleur Africa hosted the trainings.

In June 2021, phone-based monitoring was conducted to evaluate the initial outcomes of the project one month after the funds were disbursed. For the assessment, 83 phone call interviews were conducted – 38 with grant recipients, and 45 with non-grant recipients.¹

Summary of Results

Who was trained? 171 people were trained.

Did trainees implement a project as a result of the training? 100% of grant recipients went on to start a project after the training. Of those that were reached by phone who did *not* receive a grant, 45% started projects using their own resources or by having a colleague give them a small amount of money to help them get started. Of all people whom we interviewed and who started a project, 64% of them had *already* generated income within the first month. Another 17% expected to start earning an income from their project within the next month.

Was income increased due to the training? On average, participants in the training make 9,900 KES per month (about £60) from their employment (e.g., their monthly salary). Participants who started a project had generated an additional 3,400 KES (about £22) on average from their project in the first month. (We are referring to income as total sales generated without deducting any operating costs). The income generated in the first month was equivalent to 38% of the business-owner's salary on average. There were a few stand-out examples, with one project generating the equivalent of 380% of the person's monthly income, another project generating 200% of the participant's monthly income, and three others generating 90-100% of their monthly salary.² Beyond the first month, the average income participants expect to generate in the next month through their project is about 6,100 KES (about £40), or on average 66% of the participants monthly salary.

How sustainable are the new streams of income for participants? It is very early in the project implementation for participants to understand the long-term success or sustainability of their

¹ Please note that all percentages are based on the number of people reached by phone, not on the total number of participants.

² Please note that this accounts for sales generated, not necessarily profit generated.

projects. However, 86% of those who started their project indicated they would keep it going for 5 years or longer.

How influential was the training in helping participants start income-generating projects?

For those who started projects, 66% of people indicated that without the training, they would *not* have implemented an income-generating project. 17% indicated that they would have started the project regardless and another 17% told us that they'd already started income-generating businesses prior to the training. Disaggregating the data further, 72% of people who received grants would not have started without the training, while 42% of people who did *not* receive a grant indicated they would have started one regardless.

Were others reached through a “multiplier effect” beyond those originally trained?

Of the people whom we reached on the phone, they had gone on to share the principles and topics of the training with another 617 people, which averages 7 people per participant, or about another 1200 people across the entire group trained. While no measurement of the ‘impact of the ripple effect’ was carried out, it is expected that the role-modeling of the participants among their colleagues, family members, and neighbours will most likely spawn additional small businesses and improved self-worth, wellbeing and financial behaviour among the individuals closest to these participants.

Introduction and Background

Leadership Training for Flower Farm Workers:

In April and May 2021, Emerging Leaders conducted four “Leadership for Life” trainings for flower farm workers at Longonot, Star, Gorge, and Fleur Africa farms, in and around Naivasha, Kenya. The training focused on Leading Yourself (Module 1), Leading Your Finances (Module 2), and Leading Your Project (Module 3).

At the end of the training, participants filled out a simple 1-page ‘income-generating activity plan’ that recorded their idea for starting a project. Forty projects were then selected (10 from each farm) to each receive a grant of 14,950 KES (£100 GBP) in order to help kick-start the projects.

One month after the grants were disbursed, in early June 2021, a phone-based assessment was conducted by a monitoring team to measure the immediate actions and early impact of the training and grants. The monitoring team then visited a selection of farm participants to see the income-generation projects in action and further interview them.

This report summarizes the outcomes of the project.

Farm Name	# Trained	Training Dates	Trainer	Grants Given Date	# Grants	Phone Call Dates	# Called - Grants	# Called - No Grants
Longonot	39	20-21 April	John	30 April	10	3-11 June	10	20
Star	53	19-20 April	Aduda	29 April	10	3-11 June	10	19
Gorge	40	19-20 April	Anna	29-30 April	10	3-11 June	8	0
Fleur Africa	39	19-20 April	Peter	29 April	10	3-11 June	10	6
TOTAL	171				40		38	45

Impact Assessment Objectives

The aims of the training modules were as follows:

- Module 1, *Lead yourself*, aims to impact the individual with a focus on mindset and behaviour change
- Module 2, *Lead your finances*, aims to equip the individual with basic financial management skills,
- Modules 3, *Lead your project*, aims to translate the above into tangible and measurable change on the level of the individual and his or her community.

The early-impact assessment was designed to measure the following objectives one month after the training was completed and the grants were disbursed:

1. Did the intervention equally reach men, women, young, old, and disabled? Were there any noticeable differences in outcomes for any of these groups?
2. Did participants go on to implement a project as a result of the intervention?

3. Was income of participants increased due to the intervention?
4. Will there be a sustainable/long-term impact for participants?
5. What was the role of the training and the grant in helping participants to start an IGA?

Results from these objectives are presented in the Results Section.

Assessment Methodology

Selection of Interviewees: All 40 grant recipients were selected for follow-up. In addition, a random selection of non-grant-recipients were selected for follow-up phone interviews. Many selected names did not answer their phones during the follow-up assessment, which is typical of phone surveys. A total of 83 interviews were completed by phone, giving approximately 95% +/- 8% confidence in the results.

In addition, 15 participants who had started businesses and were showing early success were visited by the monitoring team, to take pictures of them, to interview them further about their story, and to try to get additional information on the profitability & sustainability of their businesses.

The Questionnaire: The questionnaire for phone-interviews was prepared using the UN's Kobo Toolbox server in English. A translation in Swahili was used by the monitoring team during the interviews. In-person visits were unstructured except for a simple income/expenses/profit data collection table that helped interviewers assess the business profitability forecast.

The Interviews: All 83 interviews were conducted by phone in Swahili. On average the questionnaire took about 20 minutes. Interviews were conducted between the 3rd and 11th of June, 2021.

Remarks and Limitations: The interviewees were noticeably open and engaging during interviews. There were some difficulties in reaching non-grant-recipients by phone for unknown reasons. The farms allowed staff to complete the interviews during work hours, however in a few limited circumstances, workers were not allowed to complete the phone interview by their managers and had to be phoned back after work hours.

Results

Objective 1: Did the training equally reach men, women, young, old, and disabled?

171 people were trained, with the phone assessment indicating about 71% female and 29% male trainees.

Approximately 20% of participants indicated they had health problems/disabilities, assessed using the Washington Group short set of 6 questions (difficulty seeing, hearing, walking, remembering, communicating or self-care). The breakdown of responses for disabilities is shown on Figure 1.

The average age of trainees was 38 years, with the breakdown of ages trained in Figure 2.

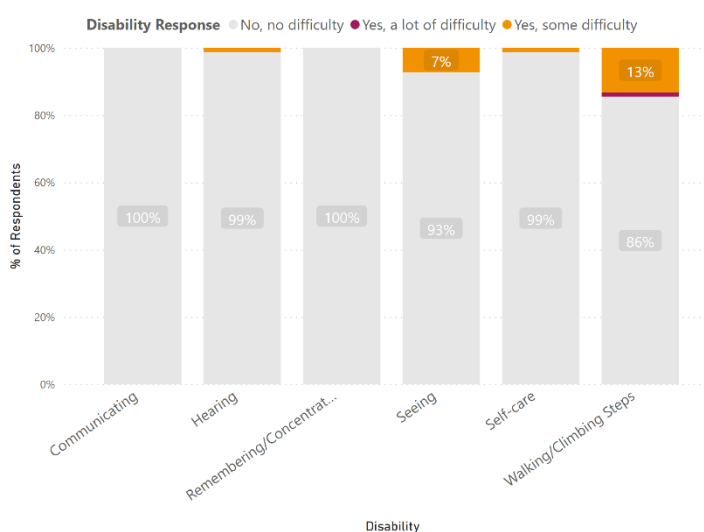


Figure 1. Disabilities/Health Problems Identified by Respondents

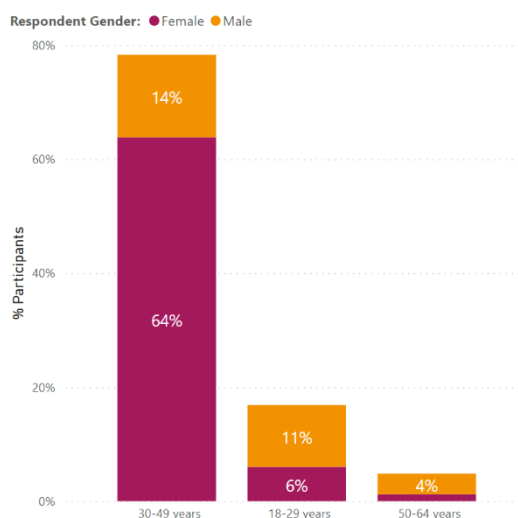


Figure 2. Ages & Gender Split of Participants

Objective 2: Did participants go on to implement a project as a result of the intervention?

71% of respondents went on to start a project after the training. This includes 100% of grant recipients who all went on to initiate their project, and 45% of participants who did not receive a grant still started their project. The types of projects started were mainly animal farming (e.g., poultry projects), selling produce, selling clothing, selling fish, and crop farming. The breakdown of project types is presented on Figure 6.

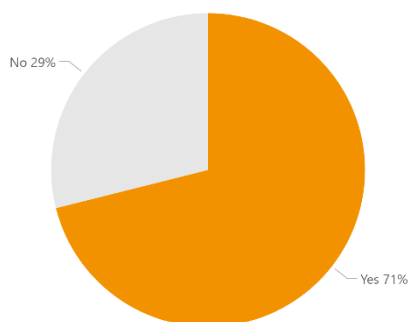


Figure 3. Did the respondents start an income-generating project?

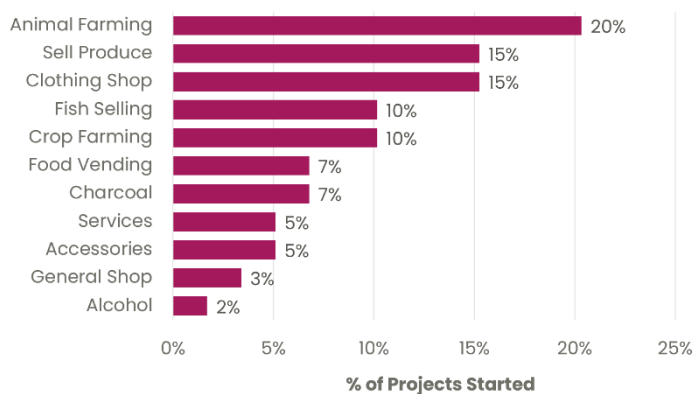


Figure 4. Types of Projects set up by Respondents after the Training

Objective 3: Was income of participants increased due to the intervention?

As stated under Objective 2, 71% of respondents started a project (59 projects that we assessed by phone). Of those projects, 64% of them had already started generating an income in the first month. Another 17% expected to start earning an income from their project within the next month.

It is too early to understand the breakdown of turnover into costs, overheads and profit, as grant money is still being spent and initial setup expenses have, in general, exceeded sales in the first month. However, some of the cashflow details from the first month are shared Table 1 in order to show the initial trajectory of these businesses. This data was collected during in-person visits with project owners, when it was easier to try to dig into further details of project finances.

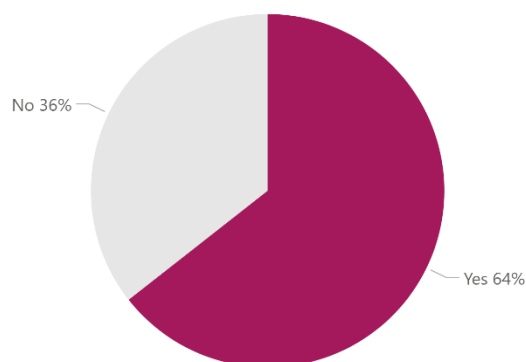


Figure 5. % of Projects that had earned income in the first month.

Cashflow

The data presented below in Table 1 is meant to give an overview of first-month sales and expenses incurred for a selection of projects.

In general, some participants spent very little in setup costs and are trying to keep monthly expenses to a minimum. These are often projects that are setup in open-air settings, with no rent/utility costs. The main expense for these projects is taxes to the local county and ongoing stock costs. Other projects invested in shops, took on rental costs, invested in shelving, etc. While these costs are higher, these business owners have plans of expanding their stock range, so wanted to invest in a more substantial setup.

Some business setup expenses were more than the initial grant given. In these situations, participants added their own savings to the grant in order to invest more in the business setup.

Table 1. Cashflow Details of 11 Income-Generating Projects

	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11		
Project Type:	Clothing	Clothing	Charcoal	Charcoal	Fish	Fish	Poultry	Poultry	Food Vending	Sell Produce	Services	AVERAGE TOTAL (KES):	AVERAGE TOTAL (GBP):
	Month 1	Month 1	Month 1	Month 1	Month 1	Month 1	Month 1	Month 1	Month 1	Month 1	Month 1		
Grant Received:	14950	14950	14950	14950	0	14950	14950	14950	14950	14950	14950		
Income from Sales:	37860	2000	1300	3000	5000	3600	0	0	9000	6000	3200	6451	£43
Income so far that's in debt (people owe you):	800	500	200	50	0	0	0	0	400	0	300	450	£3
Total Income (not incl. grant):	38660	2500	1500	3050	5000	3600	0	0	9400	6000	6200	6901	£46
Setup Costs	0	500	200	7000	500	0	1200	4000	9000	0	7000	3655	£24
Running Expenses:	480	100	210	3500	900	3000	3000	2500	1000	3000	0	1608	£11
Cost to purchase stock:	23170	10000	2000	2000	600	5000	1080	10000	2000	14000	7000	8361	£55
Total Expenses:	23650	10600	2410	12500	7400	8000	2580	16500	12000	17000	14000	13624	£90
Cashflow (incl. grant):	29960	6850	14040	5500	-240	10550	-10850	-1550	12350	3950	7150	6868	£45
Cashflow (not incl. grant):	15010	-8100	-910	-9450	-240	-440	-25800	-16500	-2600	-11000	-7800	-6723	-£44

Also seen in the table is that sales for some projects (e.g., poultry) are not yet generated because the chicks are not yet producing eggs. In other projects, the businesses are owed money in the future by people they have extended an IOU to.

Monthly Income

Monthly income ranges are shown on Figure 8 below. Most respondents make a personal income between £50 and £65 per month, and 96% of respondents have a family income less than £100 per month.

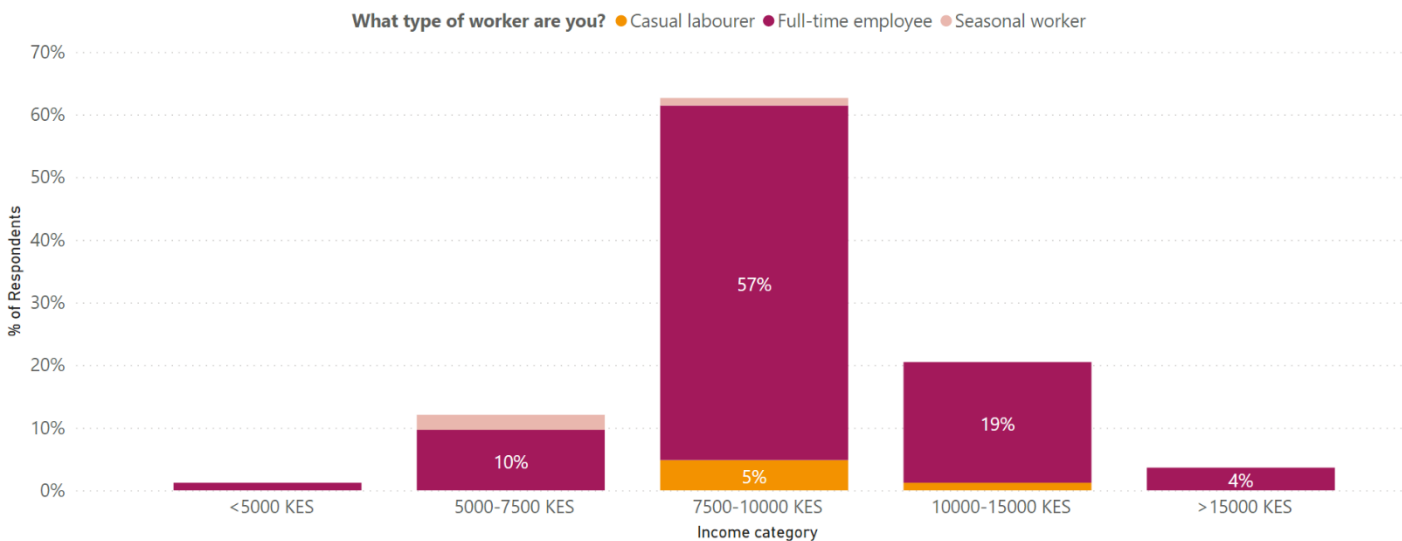


Figure 6. Monthly Income of Respondents. Note: 5000 KES = £32 GBP

On average, participants make 9,900 KES per month (about £60) from their employment (e.g., their monthly salary).

Average Revenue Generated in Month 1 through Income Generating Activities

Participants who started a project had generated an additional 3,400 KES (about £22) on average from their project in the first month. The income generated in the first month was equivalent to 38% of the business-owner's salary on average. There were a few stand-out examples, with one project generating the equivalent of 380% of the person's monthly income, another project generating 200% of the participant's monthly income, and three others generating 90-100% of their monthly salary.³ Beyond the first month, the average income participants expect to generate in the next month through their project is about 6,100 KES (about £40).

³ Please note that this accounts for sales generated, not profit generated.

Gender Disaggregation

The basic cashflow values obtained from phone respondents were also disaggregated by gender in order to determine if there were any substantial differences between male and female-initiated projects. Because the number of male-initiated projects is lower, the values are more impacted by any single individual within the group. Thus, these numbers are given as an indication of equality only, but do not necessarily represent statistical accuracy.

To date, the projects initiated by female participants seem to be performing stronger.

Income Generation	Male-Initiated Projects	Female-Initiated Projects
Total Amount of Money to Spent to Set Up Project	Average: 9100 KES	Average: 8500 KES
How Much Money Earned so Far	Average: 1400 KES	Average: 4000 KES
How Much Money Expected in Sales Next Month:	Average: 4100 KES	Average: 6800 KES

Disaggregation by Self-Identified Disability

Likewise, for those who self-identified as having a health problem or disability, their results were also disaggregated to see if there were any substantial differences. Because the number of projects initiated by those with a disability is lower, the values are more impacted by any single individual within the group. Thus, these numbers are given as an indication of equality only, but do not necessarily represent statistical accuracy.

Income Generation	Projects by Persons with a Disability	Projects by Persons without a Disability
Total Amount of Money to Spent to Set Up Project	Average: 12900 KES	Average: 7400 KES
How Much Money Earned so Far	Average: 7800 KES	Average: 2200 KES
How Much Money Expected in Sales Next Month:	Average: 7000 KES	Average: 6000 KES

Based on the disaggregated results, it seemed that results from the IGAs started were equally accessible to people with and without disabilities.

Objective 4: Will there be a sustainable/long-term impact for participants?

It is very early in the project implementation for participants to understand the long-term success or sustainability of their projects. However, 86% of those who started their project indicated they would keep it going for 5 years or longer.

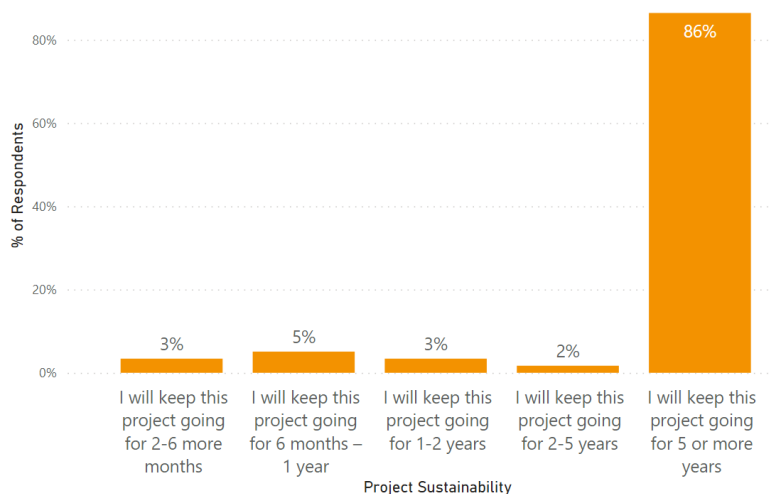


Figure 7. Respondent Answers to "How long will you keep your project running?"

As part of assessing how much participants owned the topics of the training and wanted the principles to be propagated within their homes, communities, and workplaces, they were asked if they shared the training with others. Everyone said that they had shared the training topics with other people; on average each participant shared it with 7 other people.

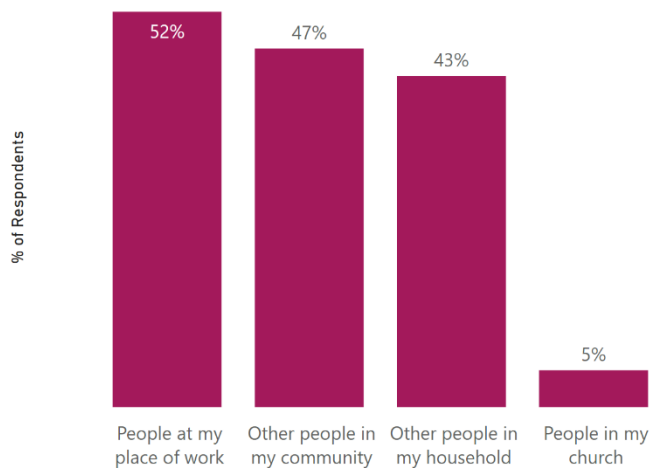


Figure 9. Who the Participants Shared the Training Topics With After the Training was Done

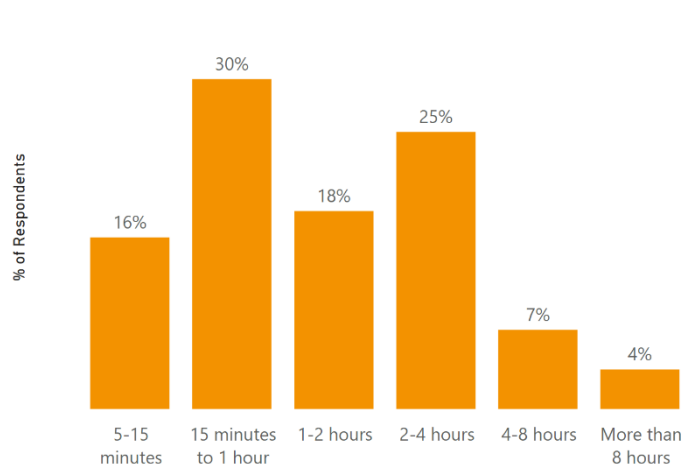


Figure 8. How Long Participants Engaged in Sharing Training Topics with Others

When the monitoring team visited the businesses in person, participants requested additional community training for family members, neighbours, and friends who would also benefit from the training. They gave the team names and numbers, requesting if any further training was going to be done in Naivasha, that their friends could be invited. Where possible, Emerging Leaders intends to maintain informal communication with these new business owners and follow-through with additional training when funding will allow. Continued community presence and support will help to encourage and support participants longer-term.

Objective 5: What was the role of the training and the grant in helping participants to start an IGA?

For those who started projects, 66% of people indicated that without the training, they would *not* have implemented an income-generating project. 17% indicated that they would have started the project regardless and another 17% told us that they'd already started income-generating businesses prior to the training. Disaggregating the data further, 72% of people who received grants would not have started without the training, while 42% of people who did *not* receive a grant indicated they would have started one regardless.



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