



Partner  
Africa

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**FLAMINGO**  
GROUP INTERNATIONAL



2024

# Endline Report of **Flamingo's Inua Dada Programme**



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# Glossary

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## **Baseline Survey**

A study conducted at the beginning of a project or programme to collect initial data on key indicators. It serves as a reference point to measure changes over time.

## **Midline Evaluation**

An assessment carried out at the midpoint of a project or programme to track progress, identify challenges, and make necessary adjustments to improve outcomes.

## **Endline Evaluation**

A final assessment conducted at the conclusion of a project or programme to measure its impact, compare findings against the baseline, and evaluate the effectiveness of interventions.

## **Quantitative Phone Survey**

A structured data collection method using phone interviews to gather numerical data from a sample population, often focusing on measurable indicators.

## **Qualitative Field Research**

A data collection approach involving in-person interviews, observations, and discussions to gain in-depth insights into experiences, behaviours, and perceptions.

## **Key Performance Indicators (KPIs)**

Measurable values that indicate the success of a project or programme in achieving its objectives.

## **Monitoring and Evaluation (M&E)**

A systematic process of tracking progress, measuring impact, and assessing the effectiveness of a project or programme through data collection, analysis, and reporting.

## **Confidence Level**

The probability that survey results reflect the true characteristics of the population, commonly expressed as a percentage (e.g., 95%).

## **Margin of Error**

A statistical measure indicating the range within which survey results may vary from the true population value, often expressed as a percentage.

## **Women Enumerators (Enumerators)**

Data collectors responsible for conducting surveys, interviews, or field research. Women enumerators are specifically female data collectors who may be engaged to ensure inclusivity or cultural sensitivity.

## **Stakeholders**

Individuals or groups who are affected by or engaged in project or programme, including beneficiaries, funders, implementing partners, government agencies, and community members.

## **Snowball Sampling Methodology**

A non-random sampling technique where existing study participants refer other participants, often used when reaching specific or populations that are hard to access.

## **Random Selection Sampling Methodology**

A probability-based sampling technique where participants are selected randomly from a larger population, ensuring equal chances of selection and reducing bias.

## **Participatory Methods**

Approaches that actively engage stakeholders, particularly beneficiaries, in data collection, decision-making, and project implementation to ensure their voices are heard and considered.

## **Focus Group Discussions (FGDs)**

Structured discussions with a small group of participants to gather qualitative insights on specific topics, facilitated by a moderator.

## **Beneficiaries**

Individuals, groups, or communities who directly benefit from a project or programme.

## **Ingrower Farms**

References farms owned and operated by Flamingo Horticulture.

## **Outgrower Farms**

References farms or producers who are not owned and operate independently from Flamingo, but supply produce directly to Flamingo Horticulture.

## **Training of Trainers (TOT)**

A capacity-building approach where selected individuals are trained on a topic and then responsible for training others within their community, workplace, or organisation.

## Foreword

Flamingo Horticulture and Co-op Retail have a long-standing collaboration focused on sustainability and social impact. This learning paper highlights our recent project on women's empowerment "Inua dada" (Uplift Women), demonstrating our commitment to fostering economic and social resilience.

Women are crucial to sustainability as leaders in their communities. However, systemic barriers limit their opportunities. Our project aimed to break these barriers through inclusive policies, capacity-building, and community-driven solutions.

This paper summarises key lessons, successes, and challenges from our work. We hope it provides valuable insights for others advancing gender equity within sustainability. Our collaboration underscores the power of working together for meaningful change.

We are grateful to all who contributed—the women who shared their stories, the dedicated teams, and our supporting partners. We hope this work inspires further dialogue and action toward a more equitable and sustainable future.

# Background



**The cut flower industry in Kenya offers important opportunities for women to earn a living as workers, farmers and producers. Yet women's skills are often undervalued, they are often held back in low-status jobs and more needs to be done to help them to improve their opportunities through equitable participation.**

After a year of trade between the two organisations Flamingo conducted a survey of roles and grades of employees (male and female) at Flamingo. The survey revealed that around **80%** of the jobs above the general worker salary were being done by men and only **20%** were being done by women. This was largely driven by the women not having the skills for the higher salary jobs. They acknowledged that women have responsibility at home and in their communities and so there was work to be done to empower the women to take on that responsibility in the work place. A decision was taken to offer courses tailored for women and related to the higher skilled jobs at Flamingo, other life skill courses and provide empowerment for women to take up leadership roles. And so Inua Dada was born.

"Inua dada" means "Uplift Women" in Swahili. It is a two-year diversity and inclusion programme developed by Flamingo Horticulture and Co-op to go beyond the Fairtrade Premium to further empower the female workers. It builds upon a successful collaboration between the two companies, with previous projects including a Graduate Nurse Programme at Naivasha Hospital, and a total school renovation project at Maua School, Naivasha.

The main objective of Inua Dada is to economically empower and to increase the confidence and visibility of Flamingo Horticulture female workers both at the workplace and in the community. The programme focuses on two ingrower farmers (Kingfisher and Flamingo) and two outgrower farms

**"Inua dada"  
means  
"Uplift  
Women" in  
Swahili**

(Penta and Bigot). It is a 2-year programme (2022-2023) that focuses on building the skills of female employees at both the ingrower and outgrower farms through providing training.

At the ingrower farms, female farm employees had access to trainings on personal health and personal finance, as well as the opportunity to take part in artisan or skills courses on a variety of topics. Additionally, the health programme provides material support in the form of sanitary towels to female workers at the ingrower farms. Sanitary towels were also provided to female students at the local Maua Primary School in Naivasha.

At the outgrower farms, a programme was designed and delivered by Emerging Leaders<sup>1</sup>. The programme worked with female workers to build their leadership skills, personal finance skills and develop personal projects to improve their work at the farms and their finances. The women also formed Leadership Hubs where they engaged in sharing ideas and peer support.



## *A partnership driving improvement*

**Flamingo Horticulture and the Co-op understand what a vital role women play in their horticultural supply chains and this was one of the drivers behind their trading partnership that was established in 2019.**

<sup>1</sup> Emerging Leaders are an NGO focused on trainings <https://elfafrica.org/>

Flamingo started by making the workers aware of the programme and the courses on offer. They put up notice boards for the workers to apply. Initially, the process of getting applications was slow but once trust had been built in the authenticity of the programme then an overwhelming number of applications were submitted.

## The Inua Dada Project in a Nutshell



### The Challenge

Due to skills gap, only 20% of higher-paid roles held by women



### The Goal

Increase women's economic growth and workplace visibility



### The Scope

2-year's across four farms, uplifting women workers



### The Training

Skills development in finance, health, and technical areas



### The Support

Health resources and sanitary products for workers and students



### The Community

Leadership Hubs for peer support and shared growth

Table 1: the courses offered by the Inua Dada Programme

INTERVENTION	OFFERED BY	DURATION OF COURSE/ PROGRAMME	EXPECTED TARGET NUMBER OF WOMEN TO REACH	ACTUAL NUMBER OF WOMEN REACHED
<b>INGROWER FARMS</b>				
ARTISAN SKILL COURSES	AIC TECHNICAL TRAINING INSTITUTE, KENYA INSTITUTE OF DEVELOPMENT STUDIES (KIDS)	6 MONTHS (COMPLETED IN 2023)	105	101
LIFE SKILL COURSES	CATHOLIC CHURCH TRAINERS WHO CAME TO FLAMINGO	6 MONTHS (BUT VARIED DEPENDING ON THE COURSE) (COMPLETED IN 2023)	132	125
FINANCIAL LITERACY	EQUITY BANK	3 SESSIONS (COMPLETED IN 2022)	1706	36 FEMALE WORKERS DIRECTLY TRAINED BY TRAINERS WHO FURTHER TRAINED AN ADDITIONAL 2,312 WORKERS THROUGH A ToT MODEL
WOMEN IN LEADERSHIP PROGRAMME	EXCELON LIMITED	2 DAYS PER MODULE (COMPLETED IN 2023)	39	83
WOMEN HEALTH: HEALTH TALKS & CANCER SCREENING	NAIROBI WOMEN'S HOSPITAL NAIVASHA DISTRICT HOSPITAL	5 SESSIONS & 2 SESSIONS (COMPLETED IN 2022)	1,740 & 1,740	3,296 & 648
SANITARY PRODUCTS	—	2 YEARS (COMPLETED IN 2023)	2,500	2,127
<b>OUTGROWER FARMS</b>				
FINANCIAL LITERACY AND LEADERSHIP SKILLS	EMERGING LEADERS	3 SESSIONS (JUNE – SEPTEMBER 2022)	65 WOMEN THROUGH TRAINERS AND 335 WOMEN THROUGH ToTs	60 WOMEN THROUGH TRAINERS IN EACH FARM. NUMBERS REACHED THROUGH ToTs NOT PROVIDED – RECORDS OF THESE NUMBERS WERE UNAVAILABLE

# Introduction to the monitoring, evaluation and learning (MEL) project



At the outset of the Inua Dada programme, Flamingo designed objectives and KPI's, as well as conducting a baseline survey to understand the impact of the programme. Flamingo conducted this baseline survey to determine the job roles and genders across the business.



This baseline survey helped inform the programme's objectives and KPIs.

## Midline Evaluation

OCT 2022 - DEC 2022

By 60Decibels  
Phone interviews

By Partner Africa  
Field research

Assessed 1-year implementation impact

Co-op and Flamingo then engaged Partner Africa to independently evaluate the Inua Dada programme through midline and endline studies against the original KPI's and objectives. The midline evaluation comprised of a phone interview by 60Decibels and field research between October and December 2022 to assess the programme's impact after 1 year of implementation.



8%

of women in  
managerial &  
technical roles



92%

of women in  
general worker  
or operator roles

The baseline survey determined that **8%** of the women were in managerial and technical roles, whilst **92%** of women were categorised as general workers or operators (e.g. harvesting, hygiene, plant husbandry and plant maintenance such as planting and pruning). This baseline survey established the goal to increase the number of women in managerial and technical job roles.

## Endline Evaluation

DEC 2023 - JAN 2024

By 60Decibels  
Quantitative phone  
survey (Dec 2024)

By Partner Africa  
Qualitative field  
research (Jan 2024)

Assessed overall programme objectives

The endline evaluation comprised of a quantitative phone survey by 60Decibels in December 2023 and qualitative field research by Partner Africa in January 2024 to assess the impact of the programme and achievement of its original objectives.

## The Goal Setting Framework

Three objectives were set by Flamingo at the outset of the project, with a subset of KPI's as follows:



### OBJECTIVE 1



**To build leadership and technical skills and knowledge of at least 3% of the female employees in Flamingo Horticulture – Naivasha Region.**

#### KPI's for this objective

- ◆ **KPI 1:** Increased percentage of women in the managerial and technical category at Flamingo from the current **8%** to **11%** by the end of 2022.



### OBJECTIVE 2



**To enhance the socio-economic and health status of 1,740 female workers through improved personal financial literacy, diversified extra income generation and enhanced women health interventions.**

#### KPI's for this objective

- ◆ **KPI 2:** Increased number of household income sources from current one to average two.
- ◆ **KPI 3:** Encourage a savings culture and entrepreneurship among **1,740** female low-income earners.
- ◆ **KPI 4:** Provided skills training for **55** women on jobs in traditionally male-dominated fields.
- ◆ **KPI 5:** Enhanced knowledge and ability of **1,740** women to take control over their health and reproductive wellbeing.



### OBJECTIVE 3



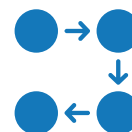
**Enhancing the capacity of 335 women leaders within the Flamingo outgrower partner through training in leadership skills.**

#### KPI's for this objective

- ◆ **KPI 6:** Enhance the capacity of **335** women leaders within the Flamingo outgrower partner through training in leadership skills.



# Methodology for the monitoring and evaluation



Quantitative phone survey and qualitative participatory field research methods were chosen to ensure a representative sample of the workforce were reached. The phone surveys further ensured anonymity of the respondents as they offered their feedback on the impact of the programme.

Details of the methods are as follows:

## Quantitative phone survey



**25**

**Survey Questions**

Phone survey questions developed



**103**

**Respondents**

Total survey participants



**90%**

**Confidence Level**

With 8% margin of error



**100%**

**Women Enumerators**

Only women enumerators used

A phone survey was undertaken by 60 Decibels (60dB), an end-to-end measurement impact company with extensive expertise in conducting digital surveys and an in-depth knowledge of local languages and context. 60dB developed a 25-question phone survey with input from Partner Africa and Inua Dada programme managers.

The quantitative phone survey reached **103** respondents in December 2023, meaning a confidence level of **90%** and a margin of error of **8%** was used to determine this sample size.

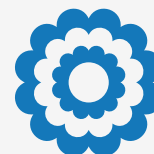
The participants were randomly selected from a list of phone numbers of programme participants from ingrower farms provided by Flamingo management (female workers from outgrower

farms who participated in the Emerging Leaders programme were not included in this survey).

All surveys were conducted by female enumerators to increase the comfort of the female respondents. After the survey was completed, 60dB cleaned the data and sent it to Partner Africa for analysis. The analysis was used to inform the research tools used for the field research. This report includes the key findings of the phone survey.

**"The stakeholders were placed at the centre of the research to help identify the impact made by the project."**

CORE RESEARCH PRINCIPLE



## Qualitative participatory field research



7

### Interview Groups

Different stakeholder groups interviewed in-depth



3

### Focus Groups

Distinct focus group discussions conducted



3

### Documentation

Types of case study media (photos, narratives, videos)



2

### Sampling Methods

Random selection & snowballing technique

A field visit was conducted between the 8<sup>th</sup> and 13<sup>th</sup> of January 2024 at the following locations:

#### COMMUNITY

MAUA PRIMARY SCHOOL, MAUA

#### INGROWER FARM

KINGFISHER FARM, NAIVASHA

#### COMMUNITY

NAIVASHA TOWN

#### INGROWER FARM

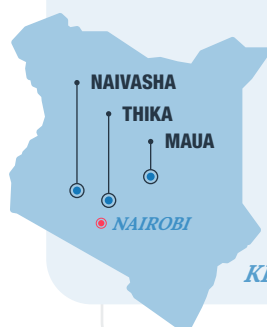
FLAMINGO FARM, NAIVASHA

#### OUTGROWER FARM

PENTA FARM, THIKA

#### OUTGROWER FARM

BIGOT FARM, NAIVASHA



KENYA

The field research used participatory methods and sought to elicit the honest opinions of the interviewees regarding their experiences with the project to measure the impact of the interventions. The stakeholders were placed at the centre of the research to help identify the impact made by the project and stakeholder buy-in was emphasised alongside active participation and dialogue between researchers and interviewed stakeholders.

In this field research, this took the following forms:

#### ◆ In-depth individual interviews

with (I) Flamingo management, (II) ingrower management (IV) outgrower management (V) workers in both ingrower and outgrower farms, (VI) community members and the (VII) Maua Primary School headteacher. These interviews helped identify the opinions and experiences of individual participants and management on the impact of the Inua Dada Programme.

#### ◆ Focus group discussions

with (I) female students at Maua Primary School in Sulmac Village, Naivasha to understand the impact of the sanitary products intervention on the confidence level of the girls, (II) Flamingo staff involved in implementing the project to gain insight into any success stories or lessons learned, with an emphasis on gathering qualitative anecdotes, and (III) with female workers who participated in artisan or skills course at Kingfisher and Flamingo farms to help us gather

information on the general impact of the artisan and skills courses and how the courses had benefited the women's lives financially and personally.

- ◆ **Case studies** (using photos, narratives and videos) to collect information from women who were willing to share their success stories on how the programme had impacted their lives. These included a few questions done in the form of individual interviews that motivated the participants to tell their stories such as how the programme had benefited them, what they learned and had implemented and how better their lives have become as a result of being a part of the programme. Photos and videos of the participants were only taken after getting their full consent to participate, using consent forms.

Participants who were involved in the Inua Dada programme were identified from a full list of employees who had benefited from the programme, alongside the activities they had participated in. Once the participants had been identified, we randomly selected a sample to participate in the interviews – ensuring we covered the breadth of activities provided. With regards to the case studies, a snowballing technique was used whereby during interviews we sought to identify which beneficiaries had specific and interesting 'success stories' which could be highlighted in the case studies.

# Midline and Endline Findings



## Midline Findings

The midline techniques had the following reach in relation to recipients:

### Phone Survey:

**100** The phone survey reached 100 female respondents.

### Field Research:

During field research, the following interviewees were reached:

STAKEHOLDER	NUMBER OF PEOPLE INTERVIEWED
FEMALE WORKER (INGROWER)	10
FEMALE WORKER (OUTGROWER)	12
FEMALE WORKER IN ARTISAN/ SKILLS COURSE FGD (INGROWER)	9
MAUA PRIMARY SCHOOL TEACHERS	2
MAUA PRIMARY SCHOOL STUDENTS FGD	10
COMMUNITY MEMBER	3
INGROWER MANAGEMENT	4
OUTGROWER MANAGEMENT	2
<b>TOTAL</b>	<b>52</b>

## Endline Findings

The endline techniques had the following reach in relation to recipients:

### Phone Survey:

**103** The phone survey reached 103 female respondents from the ingrower (Flamingo and Kingfisher) farms.

### Field Research:

During field research, the following interviewees were reached:

STAKEHOLDER	NUMBER OF PEOPLE INTERVIEWED
FEMALE WORKER (INGROWER)	15
FEMALE WORKER (OUTGROWER)	13
FEMALE WORKER IN ARTISAN/ SKILLS COURSE FGD (INGROWER)	10
MAUA PRIMARY SCHOOL TEACHERS	1
MAUA PRIMARY SCHOOL STUDENTS FGD	6
COMMUNITY MEMBER	2
FLAMINGO MANAGEMENT	7
INGROWER MANAGEMENT	1
OUTGROWER MANAGEMENT	2
CASE STUDIES OF FEMALE WORKERS IN INGROWER FARMS AND ONE OUTGROWER FARM (BIGOT FARM)	13 (9 NARRATIONS, 4 VIDEOS)
<b>TOTAL</b>	<b>70</b>

## Topline information about the (working) activities of stakeholders

	FEMALE INGROWER WORKERS	FEMALE OUTGROWER WORKERS
<b>AT THE FARM PER WEEK</b>	7-60 HOURS, AVERAGE 46 HOURS (10 RESPONDENTS MENTIONED 60 HOURS A WEEK)	48-54 HOURS, AVERAGE 49 HOURS
<b>SPENT ON DOMESTIC TASKS/CHORES PER WEEK</b>	3-30 HOURS, AVERAGE OF 24 HOURS	20-30 HOURS, AVERAGE 25 HOURS
<b>SPENT ON OTHER INCOME-GENERATING ACTIVITIES PER WEEK</b>	0-30 HOURS, AVERAGE OF 6 HOURS	0-30 HOURS, AVERAGE 15 HOURS

# Results for Each Objective and KPI



## OBJECTIVE 1

**To build leadership and technical skills and knowledge of at least 3% of the female employees in Flamingo Horticulture – Naivasha Region.**

### KPI 1:

Increased percentage of women in the managerial and technical category at Flamingo from the current **8%** to **11%** by the end of 2022.



### 8%

#### Current Status

177 out of 2,259 women in leadership



### +3%

#### Leadership Growth

Increase in leadership capacity



### 28.6%

#### Recent Hires

20 out of 70 positions went to women

### 11%

#### Current Target

Short-term goal for women leaders

### 14%

#### Long-term Target

Goal for Flamingo & Kingfisher farms

### 8%

#### The Baseline

147 out of 1,740 women initially

### +30

#### Net Increase

Additional women in leadership roles

This KPI is measured using Flamingo's records of women in managerial and technical positions.

Data from the baseline survey showed **8%** of women in such roles (**147** out of **1,740**). At the endline evaluation, this percentage remains at **8%** (**177** out of **2,259**), despite an increase of **30** women due to the overall rise in the female workforce.

Flamingo management acknowledges they have not yet reached the **11%** target for women in these roles, citing a lack of available positions. Of **70** advertised job openings since the start of the Inua Dada programme, only **20 (28.6%)** went to women. Gender-disaggregated data on applications is unavailable. Female workers reported awareness of advertised roles but felt unqualified to apply despite the Inua Dada training.

When asked about steps taken to ensure women applied for leadership and technical roles, the Flamingo team mentioned encouraging female employees to apply by including a clause in job ads and ensuring gender-balanced shortlisting and interview panels. While the programme increased women's leadership capacity by **3%** over two years, more effort is needed to reach the target of **14%** at Flamingo and Kingfisher farms.

**"Women felt unqualified to apply despite the Inua Dada training"**

ENDLINE EVALUATION INSIGHT, 2023



## OBJECTIVE 2

**To enhance the socio-economic and health status of Female Workers at Flamingo farms through improved personal financial literacy, diversified extra income generation and enhanced women health interventions.**

### KPI 2:

Increased number of household income sources from current one to average two.



**92%**

#### Baseline Dependency

Women relying solely on Flamingo salary



**34%**

#### Midline Progress

Started additional income sources



**31%**

#### Endline Status

Currently have additional income

**88%** Of women attribute new income sources to Inua Dada support

Flamingo's baseline survey found that 92% of 530 women relied solely on their salary from Flamingo farms.

Although the results may not be fully comparable with the endline evaluation, it provides a basis for midline data comparison. The midline evaluation showed that 34% had started other income sources whilst at the endline this figure was 31% of respondents had started other income sources. Most women cited a lack of funds as the primary reason for not starting additional income sources, as their earnings were used for essential family expenses.

Flamingo management mentioned the OKOLEA Fund, a micro-lending project that began in December 2019,

which offers low-interest loans to workers, including Inua Dada beneficiaries. However, none of the field interview respondents mentioned the fund, despite management's claim that all workers were aware of it. This could indicate an expectation among beneficiaries for direct funding from the Inua Dada project. It is recommended that Flamingo management encourage beneficiaries to apply for available funding to start their own projects and businesses. The endline survey showed a slight decline in new income sources, with 31% of participants starting a new income source compared to 34% at midline. This decrease is likely due to a lack of funds, increased inflation, and time constraints. Some participants had to close their businesses because of long working hours and limited rest days.

Additional income sources mentioned included selling handbags, tie and dye products, umbrellas, vegetables, and fish. These align with the artisan and life skills training many women received, such as tie and dye, tailoring, poultry farming, carpentry, and welding as illustrated below:



*"My life has undergone a positive change. While other workmates await their salaries, I still have income from my tie-and-dye business. I can save for emergencies. When I received payment for my initial designs, my mother was unwell, and I used some of that money to assist her. I didn't have to wait for my salary or resort to taking a loan. During the financial literacy training, I learned about the importance of saving and setting life goals. I also discovered that one can generate income through side hustles, reducing dependence on a salary."*

**VIOLET AMAKOBÉ**, General Worker (harvesting) at Flamingo Horticulture Ingrower farm

In phone interviews, 88% of women said they wouldn't have started their new income sources without support from the Inua Dada programme. Field research showed that the programme not only provided artisan skills but also changed their mindset on financial literacy, encouraging them to start businesses and teaching them monetizable skills, saving, and budgeting.

**KPI 3:**

Encourage a savings culture and entrepreneurship among 1,740 female low-income earners.

**2,348****Training Reach**

Workers trained vs  
1,740 target

**93%****Skills Improvement**

Reported improved  
financial management

**58%****Started Saving**

Began saving practices  
(up from 38%)

**71%** **Livelihood Security**

Reported improvement  
(down from 98%)

**12%** **Increased Savings**

Reporting much  
higher savings

As of the endline evaluation, 2,348 workers at Flamingo and Kingfisher farms received financial literacy training, surpassing the target of 1,740 women. 268 women had received these financial literacy trainings during the midline evaluation. This includes 36 women trained as trainers who then trained 2,312 others. The training-of-trainers model aims to expand the programme's impact. In the phone survey, 65% of respondents said their financial management skills "very much improved" due to the training, 28% reported "slight improvement," and only 7% saw no change. During field research, respondents mentioned gaining knowledge on saving, budgeting, minimising expenses, and starting small businesses. Of those interviewed, 5 out of 15 in the ingrower farms reported increased personal income, enabling them to afford rent, reduce debt, pay school fees, and buy basic necessities.

*"I've gained valuable money management skills that have helped me make better financial decisions, such as what to spend on and what not to. It's true to say the training has made me financially wiser considering how I used to spend my money before. Though I don't earn much, it shouldn't be an excuse for me to live in debt. But now after the training I've managed to cut down on the debts by reducing unnecessary expenditure."*

— INUA DADA BENEFICIARY

When asked about changes in livelihood security due to the Inua Dada programme 45% reported "very much improved," 26% said "slightly improved," and 29% saw "no change." These numbers are lower than the midline survey, which showed 60%, 38%, and 2% respectively. The decline might be due to the financial literacy training having occurred well before the endline survey, causing the impact to fade over time.

**"I have my chicken project at home, now I have eggs that I cook for my children when I want to change diet and I can sell when I need money."**

INUA DADA BENEFICIARY

In phone interviews, 58% of respondents said they had "started saving," and 12% said they were "saving much more" due to the Inua Dada programme. This shows an increase in those starting to save compared to the midline (38%), likely due to more participants receiving financial literacy training through the Training of Trainers model. However, fewer respondents reported saving more, possibly due to financial constraints, increased responsibilities, or inflation.

During field research, most women reported starting to save, budget, and monitor spending, which helped them save more. Those saving in groups meet monthly, contribute funds, and loan to each other at low interest rates (1-2%) to grow their savings.

*"They (Inua Dada trainers) introduced me to the concept of saving and setting financial goals. Now, I've set a few financial goals, some of which I've met and some I hope to reach soon. This is no longer the aimless financial life I used to live before and I'm grateful for that knowledge."*

— INUA DADA BENEFICIARY

Although many women were knowledgeable about financial literacy and had started saving, they still faced challenges that hindered their saving and entrepreneurship efforts. Key obstacles included insufficient funds, high inflation, and a lack of necessary business resources.



**KPI 4:**

Provided skills training for 55 women on jobs in traditionally male-dominated fields.

**47****Total Trained**

Women in male-dominated skills

**85%****Target Progress**

47 trained vs 55 target

**Number of women trained per field**

Driving	12
Plumbing and Masonry	10
Carpentry and Joinery	10
Welding and Fabrication	5
Motor Vehicle Electrical	5
Motor Vehicle Mechanic	5

This KPI is measured using Flamingo's records of training in 'male-dominated' fields and interviews with women who participated in these courses.

As at the time of the endline evaluation, the Inua Dada programme had trained **47** women in skills for such jobs. **20** women had been trained in these skills during the midline evaluation.

During FGDs with women trained in typically 'male-dominated' artisan skills, they expressed confidence in acquiring valuable skills they never thought possible. All women reported completing their courses, passing exams, completing attachment training at Flamingo/Kingfisher farms, and are now awaiting their certificates. The training had a broad impact, changing perceptions of gender roles among both participants and other female workers. All women expressed a desire to pursue careers in their trained fields and felt proud seeing two women from the driving course promoted to driving jobs. **All the women reported facing some challenges during the trainings on the courses:**

- A big challenge the women say they faced is that they were only allowed to attend the classes during their off days. The women work at the farm 6 days a week and get one day off to rest and do domestic chores.
- The women felt that this was not sufficient time for them to fully grasp and understand everything from the

courses. This challenge was also echoed by a trainer at the technical institute which offered these courses who cited that most women would either not be able to attend all the classes since they were on their off days, and they had other domestic responsibilities or would be too tired to come to class. Furthermore, when they came to these classes, some would be too tired to fully concentrate during the lessons.

- The women also stated that the 6-month period to undertake the courses was not adequate to be fully trained and to gain enough knowledge on these courses. Most of them felt that they were only taught introductory topics of the various courses, and some had to seek further learning from carpentry shops or garages within Naivasha town at a cost.

As a result, the women felt unable to apply for male-dominated jobs at Flamingo/Kingfisher despite completing the courses, believing they didn't meet the advertised qualifications. The Flamingo Management team, however, believed the course time was sufficient and tailored to the women's schedules, as they aimed to minimize work disruption at the farm. While the target number of training **55** women may not have been achieved, these trainings had a positive impact on the **47** women that participated in the training. They exposed them to very specific skills and the women felt empowered to pursue careers that are too often still seen as jobs that 'only men can do' as illustrated below:



*"Before Inua Dada, I worked as a general worker, mainly involved in planting vegetables like broccoli. I had an interest in operating machines, and the farm management provided me with a three-day training on how to operate tractors and farm implements. After the training, there was an opportunity within the company to work as a driver. I applied for the position and was shortlisted for an interview. Unfortunately, they only needed one driver, and I was not successful. However, I didn't lose hope. When another opportunity was announced, I applied once again, and this time, I was selected for the job. That marked the transition from being a general worker to becoming a tractor operator. I have now been working as a tractor operator for three years.*

*The new position came with an increased salary, significantly assisting me in meeting my basic needs and supporting my other siblings. With my previous salary, saving was a challenge after covering my bills. Now, I can save more money. Without Inua Dada, I would still be employed as a general worker. The programme introduced me to a new role. In the company, I am the only woman operating a tractor among 21 tractor drivers."*

**ANNE WANGARE**, Tractor Operator Flamingo Horticulture

**KPI 5:**

Enhanced knowledge and ability of 1,740 women to take control over their health and reproductive wellbeing.

**3,200****Health Training Reach**

Women attended health trainings

**650****Cancer Screenings**

Women screened

**2,127****Monthly Distribution**

Sanitary products provided monthly

**81%** Improved Access

Reported better access to menstrual products

**87%** Mood Impact

Reported improved confidence

**1,080** School Impact

Female students supported

**58%** Health Impact

Reported positive livelihood impact

This KPI is measured primarily through analysing the impact of two related interventions: the women's health trainings (consisting of health talks from Nairobi Women Hospital and cancer screening sessions from Naivasha District Hospital) and the sanitary products support programme.

According to Flamingo's (training) records provided to Partner Africa, around **3,200** women had attended the health trainings (this is a cumulative number of women attending the various health trainings provided), **650** had gone through cancer screenings and **2,127** sanitary products had been issued to women and girls at the local primary school monthly as of the endline evaluation. During the midline evaluation, approximately **1,800** women had been trained on health topics and an average of **2,106** sanitary towels per month had been issued by the programme to both female workers and to local Maua primary school.

**HEALTH TRAININGS**

In phone interviews, **58%** of women said the Inua Dada health trainings positively impacted their livelihoods, while **42%** saw no impact. The midline survey showed a more positive outcome, with **83%** reporting benefits from the interventions.

Field research revealed that some respondents had forgotten most health interventions, like health talks and cancer screenings (except for receiving sanitary towels), recalling them only when prompted. This suggests they may not recognize the intervention's impact on their livelihoods, which could explain differences between midline and endline evaluations. Refresher trainings may be needed to reinforce the intervention's impact.

**SANITARY PRODUCTS**

Phone interviews revealed that **81%** of respondents felt their access to menstrual health products had 'very much improved,' and **87%** reported a 'very much improved' confidence due to access to these products through the Inua Dada programme. The women expressed that the sanitary products programme had had a positive impact on not only their lives but that of their daughters as well as illustrated below:

*"The Inua Dada programme also supplies materials such as monthly sanitary towels and conducts clinics on managing certain lifestyle diseases. We also receive free cancer screening. In the past, general workers had to pay for screening, which can be expensive. Even after screening, Inua Dada continues to support us with medication. Even after screening, Inua Dada continues to support us with medication. We receive sanitary pads every month regardless of a woman's age. Even if you are at the age of menopause, you'll still get one. I usually keep sanitary towels in my handbag and locker. When I encounter a lady in need of pads, I give them one. This has truly benefited the women, and we are grateful."*

— LOYCE MOMANYI, GENERAL WORKER AT FLAMINGO HORTICULTURE INGROWER FARM

All the women interviewed expressed they would like to continue receiving sanitary products. However, during the interview with Flamingo Management, they stated that it would be financially challenging to keep this programme going and mentioned that when they designed the project, their aim was "to encourage workers to continue purchasing the same (sanitary products) from their savings / increased income after the project period."

*"It has saved some women a lot of money. It has really helped the ladies on personal hygiene. Most ladies are pre-menopause or menopausal, so the sanitary products have been helping their children."*

INUA DADA BENEFICIARY



### SANITARY MATERIAL SUPPORT FOR PRIMARY SCHOOL STUDENTS

The intervention provided sanitary products to female students at Maua Primary School. In FGDs, students reported a positive impact: they feel confident and no longer fear their cycle starting because they have access to sanitary pads. They also noted increased confidence, less taunting from male students, and no need to skip school during menstruation.

*“No need to skip school during menstruation”*

MAUA PRIMARY SCHOOL STUDENT IMPACT



The Guidance and Counselling teacher reported that the programme supported around **1,080** female students, many from poor families who could not afford sanitary products. The programme prevented students from skipping school or facing shame from soiled uniforms, positively impacting their performance and confidence. Both students and the teacher expressed a desire for the programme to continue and therefore important that Flamingo implements an accountable ‘exit strategy’ if this programme ends.



### OBJECTIVE 3

**To enhance the capacity of Women Leaders within the Flamingo Outgrower Partners through training in leadership skills.**

#### KPI 6:

Enhance the capacity of **335** Women Leaders within the Flamingo Outgrower Partner through training in Leadership skills.



**335**

#### Target Reach

Direct training target (125 + 210 mentees)



**120**

#### Actual Reach

Women directly trained (60 per farm)



**95%**

#### Hub Participation

Women still active in Leadership Hubs

**750**

#### Indirect Target

Intended community beneficiaries

**77%**

#### Business Impact

Started income-generating activities (10/13)

Performance data for this KPI was gathered through interviews with female workers and farm managers at Penta and Bigot farms. The respondents confirmed that the Inua Dada programme, run by Emerging Leaders, focused on life skills, leadership, and economic training, was implemented from June to September 2022.

#### TRAININGS

Flamingo management aimed to directly reach **125** women through Emerging Leaders trainers, who would then mentor **210** others, totalling **335** women. Additionally, the programme targeted **750** indirect beneficiaries, including family, friends, and neighbours, through the trainees’ shared knowledge. During the endline evaluation, farm managers reported that

60 women from each of the two farms (120 total) were directly trained by Emerging Leaders. While all interviewed women said they mentored others, exact numbers were not provided. Managers also lacked records on additional women trained through the Training of the Trainer (ToT) approach, making it hard to quantify the total impact beyond the 120 directly trained. The same issue was noted during the midline evaluation. The exact missing figure may be due to respondents forgetting the number of women reached, as the programme ended in September 2022 without any follow-up. To track the impact more accurately, it's recommended to maintain clear training records in the future.

Female workers interviewed during the endline research spoke positively about the training's usefulness. Most found the sessions interesting, motivational, and applicable to their lives. 10 of the 13 women interviewed started income-generating businesses, such as selling vegetables, poultry farming, and goat farming. These businesses have significantly improved their ability to afford food, rent, and school fees. For those who hadn't started businesses, lack of capital was a key challenge as illustrated to the right.

**“95% of women  
are still active in  
Leadership Hubs”**

#### WOMEN'S GROUP SUCCESS RATE

Respondents noted the programme could have had a greater impact with some financial support to start their businesses. They also expressed interest in further training on specific business sectors, specialised skills like tailoring and mechanics, and advanced management skills. These views were also shared during the midline survey.

#### LEADERSHIP HUBS

The trainings also included forming Leadership Hubs, small groups of 5-20 women who carry out group projects. These Hubs function as table banking groups, where women save monthly and lend to each other at low interest rates. All interviewed women were or had been part of a Leadership Hub, with 95% still active. The 5% who left cited challenges like poor financial management. The women plan to grow their savings and start group income-generating projects. They also reported increased confidence, a willingness to take leadership roles, and a shift in mindset due to the training. Farm managers noted that the Leadership Hubs reduced debt, boosted motivation, and improved teamwork on the farms.



*“I was selected as one of the peer educators to undergo training under the Inua Dada programme. During the training, I acquired valuable insights into budgeting my salary. Initially, I would receive my pay and impulsively buy items at the market. However, through the training, I learned how to minimize costs, live within my means, and even start a business.*

*I had poultry chickens but lacked the proper knowledge for efficient farming. Since the training, I have improved my farming methods, increased my chicken, and started selling rabbits. However, I eventually stopped rabbit farming due to the high cost of rabbit food. I continue to keep poultry chickens and manage them based on the lessons learned, such as feeding them with fruit and vegetable leftovers rather than solely relying on purchased chicken feed.*

*We shared the knowledge gained with our colleagues, some of whom were unfamiliar with budgeting their salaries. They adjusted their spending habits. Previously, I fully depended on my salary, but now, I earn extra income through selling chickens, eggs, and rabbits, which also allows me to save money. If there is any emergencies, I can withdraw money from my savings. Before the training, I struggled with debt, and would spend my entire salary within the first five days of the month.”*

**PERITAH ACHANDO**, Grower  
(Harvester) at Bigot farm

# Other Findings



This section examines the high-level impact of the programme at the endline, highlighting themes from the data not addressed in the KPI performance discussion. It also includes suggestions and reflections from participants and interviewees.

## High Approval of the Programme

Participant feedback results demonstrate high program approval.

In the phone survey, ingrower farm workers rated their likelihood of recommending the programme on a scale of 0 (not at all likely) to 10 (extremely likely). **75%** were highly likely to recommend it (scores of 9-10), **16%** were neutral (scores of 7-8), and **9%** were less likely to recommend it (scores of 0-6).

### FEEDBACK COMMENTS

- ◆ *“The advice from this programme has helped me a lot. I can save money, unlike the previous days. People from Equity Bank taught us how to budget our money even if we are not earning a lot. I have seen women drive cars because of the Inua Dada programme. By receiving sanitary pads every month my budget for personal items has reduced I can use it to do something else.”*

— BENEFICIARY HIGHLY LIKELY TO RECOMMEND

- ◆ *“While the financial literacy classes were very good, I’ve yet to enjoy the full benefits of my hairdressing course. I haven’t had much time to implement the knowledge. That’s what made me give the score I did.”*

— BENEFICIARY WHO IS NEITHER LIKELY NOR UNLIKELY TO RECOMMEND

- ◆ *“They should be able to train many women at the same time, because I applied for tailoring, but I did not succeed, and I was told that we are many, so I have to wait until next time.”*

— BENEFICIARY LESS LIKELY TO RECOMMEND

## Multiplier Effect of the Training

Field research revealed that both ingrower and outgrower beneficiaries shared the skills they learned with family, children, and community members.

Eight of the fifteen women from ingrower farms applied their knowledge at home, teaching skills like financial management, mending clothes and making their own furniture. Six women passed on the training to neighbours and community members. They also shared the training with coworkers, including men, though some male colleagues felt excluded and preferred hearing from the trainers directly. Overall, the impact of the training extended beyond the women directly involved, benefiting workplaces, families, and communities.

### FEEDBACK COMMENTS

- ◆ *“I have taught people in my church to make the dyed materials. I have also shown people in my community how to do tie and dye so that they can also dye fabrics, and I earn an income from showing other women this skill.”*

— TIE AND DYE BENEFICIARY

## Limitations of the study



- ◆ **SMALL INTERVIEW SAMPLES AT FARMS:** Due to time and resource constraints, the field researcher was not able to reach a representative sample of female workers at the ingrower or outgrower farms. The qualitative data gathered, therefore, is indicative rather than representative, though it still provides valuable insight into the impact of the interventions. Hence the two-track approach of both qualitative and quantitative data collection was used.
- ◆ **LACK OF COMPLETE RANDOMISATION OF THE SAMPLE:** Some of the workers who participated in the programme were not present during the field research. Some had left Flamingo, others were on leave and for

some it was their rest day. This affected the random sample selection as we had to rely on management in both the ingrower and outgrower farms to identify the research participants. In addition, as it was challenging to identify participants for the case studies, the Flamingo management team supported us with identifying case studies based on their records.

- ◆ **TIME CONSTRAINTS FOR COMMUNITY INTERVIEWS:** The field research plan included a 1 – day community visit to Maua Primary school and surrounding community. Due to the availability of community members, only 2 of the targeted 4 community members could be interviewed.

## Key learnings, conclusions and recommendations



**The Inua Dada programme achieved most of its goals and KPIs. Despite challenges, it positively impacted both ingrower and outgrower participants, with high satisfaction from participants and farm management.**

Financial knowledge had the greatest impact, while health trainings and sanitary products also benefited recipients. Leadership hubs in outgrower farms improved interpersonal relations, boosting incomes, productivity, and workplace harmony.

The programme's benefits extended beyond direct participants, as many shared their knowledge with colleagues, friends, family, and community members.

However, as explained in the report, not all of the project's targets were reached, and, in some areas, the results of the endline showed that the programme was less impactful compared to results of the midline.

**Looking at the key challenges hindering the ultimate impact of the project on the project beneficiaries, the following learnings and recommendations for future programmes can be identified:**



### **TIME/DURATION OF THE COURSES ESPECIALLY THE ARTISAN SKILLS COURSES:**

A majority of the women interviewed brought up the issue of the time it took to undertake the courses. They stated that the time allocated (1 day per week for 6 months, giving a total of 24 days) was not sufficient to adequately get all the knowledge and skills they needed and they would have preferred 2 days per



week or a longer period than 6 months. Hence, for future programmes, additional learning days could be considered to provide project beneficiaries, especially when it comes to artisan skills classes.

#### **LACK OF CAPITAL:**

A major challenge that was brought up by a majority of the women interviewed, was the lack of capital to start their own businesses. They stated that it was the major reason why they had not applied the knowledge and skills they got from the interventions such as financial literacy trainings and life skills courses (bead making, mat making, poultry farming, hair dressing, etc). The women interviewed expressed that they were hoping that the Inua Dada programme would include financial support to help them start the business ideas they had in mind. It is therefore recommended that future programmes include some form of financial support in their design (e.g. in the form of loans) to aid the beneficiaries in starting their own businesses to ensure a bigger and long-term impact on the beneficiaries. Moving forward, beneficiaries of the programme could be encouraged to apply for the available OKOLEA funding already at Flamingo to support them in starting and growing their additional sources of income.

#### **LACK OF AVAILABILITY OF THE WOMEN WORKERS:**

A major challenge (stated by both the women interviewed and the farm managers in the outgrower farms) was the trainings were conducted during the low season where most workers take their leave days, and so some workers missed some sessions. Going forward, it is recommended that adequate planning is necessary with the outgrower farm management to ensure that workers are able to attend all the training sessions. Catch up and more follow up sessions are also recommended for workers who may have missed sessions.

#### **INCREASE IN THE NUMBER OF TRAINING SESSIONS:**

Both the women who were interviewed and farm management at the outgrower farms stated that they would have liked to receive more training sessions on financial literacy and leadership skills. They further mentioned that more consistent follow-up sessions should have been done considering a lot of women were able to start their own projects and some had started their projects but failed and needed guidance. Hence, for future programmes, increased training sessions on financial literacy and leadership skills and more follow up sessions are recommended to ensure the beneficiaries benefit fully from the programme.

#### **INCLUSION OF MALE EMPLOYEES IN THE TRAININGS:**

Both the women interviewed, and farm management stated that men should also have been included in these trainings for awareness purposes. It is therefore recommended that while the programme was mainly targeted to uplift women, a bigger positive impact especially at the farms would have been felt had the male employees been included in the interventions too.

#### **PROVISION OF SANITARY PRODUCTS:**

It was identified that the provision of sanitary towels had a great positive impact on the beneficiaries and their wider female network and how lack of access to sanitary towels can impact attendance negatively. All the interviewees mentioned they would like to see this activity continue in the future.

#### **LIVING WAGE/INCOME:**

The women identified that the current wage was not enough and there was a need to supplement their income, though having the time to do so was a challenge. While the programme focused on empowering the women economically such as by fostering a savings and entrepreneurship culture to supplement their income, the women expressed challenges of time and capital to do this. It is therefore recommended to go a step further by addressing and improving the living wage and/ or income of the workers to ensure such programmes have greater and long-lasting impact.

#### **LONGEVITY OF THE INUA DADA PROGRAMME:**

The endline results give clear indications as to the areas of the programme that provided the most impact and where improvements would be required in follow up projects. This first phase has provided a good spring board from which to evolve the project for greater impact, should this be the vision.

#### **BENEFIT OF MONITORING AND EVALUATION:**

The evaluation has collated broad and thorough feedback from the beneficiaries of the Inua Dada programme which will enable the Co-op and Flamingo to review the successes and take the learnings forwards to future endeavours.



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