



Partner  
Africa

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**FLAMINGO**  
GROUP INTERNATIONAL



2024

# Learning Paper: Inua Dada Programme



# 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.

# Brief Description about the Programme



**Launched in 2022, the Inua Dada programme builds on a legacy of partnership between Flamingo and Co-op. Co-op is the largest UK retailer of Fairtrade flowers and the first retailer to use 100% Fairtrade roses sourced from Africa.**

Since 2019, Co-op and Flamingo have initiated Corporate Social Responsibility (CSR) projects to improve livelihoods for flower workers in the Naivasha region. It was initiated after a survey was conducted on the 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. On the basis of these results a decision was taken to empower the female workers at Flamingo through offering courses tailored for women and related to the higher skilled jobs at Flamingo. And so Inua Dada was born.

Inua Dada, which means ‘uplift women’ in Swahili, has supported over **6,000** women and community members around Flamingo farm by giving women in the ingrower farms access to trainings on personal health and personal finance, as well as the opportunity to take part in artisan or skills courses such as tailoring, plumbing, carpentry, hair dressing, tie-dye and poultry keeping among others. The health programme also provided 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, female workers were equipped with leadership and personal finance skills and encouraged to develop personal projects to improve their work at the farms and within their personal finances. The women also formed Leadership Hubs where they could engage, share ideas and receive peer support.

## ➔ KPI Framework

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 helped inform the programme's objectives and KPIs. 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.

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. Flamingo wanted this project to reach three different objectives, each of which has a separate set of indicators, as listed below:

### 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.

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

## Brief Description about the Programme continued

### ➔ Methodology

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.

#### Data collection methods

The field research took the following forms:

**In-depth individual interviews**



**Focus group discussions**



**Case studies**



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. Additionally all surveys were conducted by female enumerators to increase the comfort of the female respondents.

#### Stakeholders reached

The phone survey reached:



**103 Female Respondents**

from the ingrower (Flamingo and Kingfisher) farms

The field research reached:



**70 Beneficiaries in the Programme**

including women from ingrower/ outgrower farms, farm managers, Flamingo management, community members and Maua Primary students

#### Working activities of stakeholders

Information about the (working) activities of stakeholders:

**Number of working hours at the farm per week**

*Female Ingrower Workers*

**7 – 60** Hours per week (Average 46 hours)

10 respondents mentioned 60 hours a week

*Female Outgrower Workers*

**48 – 54** Hours per week (Average 49 hours)

**Number of hours spent on domestic tasks/chores per week**

*Female Ingrower Workers*

**3 – 30** Hours per week (Average 24 hours)

*Female Outgrower Workers*

**20 – 30** Hours per week (Average 25 hours)

**Number of hours spent on other income-generating activities per week**

*Female Ingrower Workers*

**0 – 30** Hours per week (Average 6 hours)

*Female Outgrower Workers*

**0 – 30** Hours per week (Average 6 hours)

# 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.

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Endline Findings: KPI Results



# Endline Findings: KPI Results



## 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

**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.



## 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

**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.

### KPI 3:

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



**2,348**

**Training Reach**

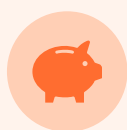
Workers trained vs 1,740 target



**93%**

**Skills Improvement**

Reported improved financial management



**58%**

**Started Saving**

Began saving practices (up from 38%)

**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."*

— 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. 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

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.

Women trained in traditionally male-dominated skills gained confidence in abilities they never thought possible. All completed their courses, passed exams, and finished attachment training at Flamingo/ Kingfisher farms. The training shifted gender role perceptions among participants and other female workers. All expressed a desire to pursue careers in their fields and took pride in seeing two women from the driving course promoted to driving jobs.

- 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'.

**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

Flamingo's (training) records show that 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 as of December 2023.

**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.



*"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

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."*

### 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. The counselling teacher reported that the programme supported about **1,080** female students, helping those from poor families access sanitary products. This prevented school absences and boosted students' performance and confidence. Both students and the teacher wish for the programme to continue, making it crucial for Flamingo to implement an accountable 'exit strategy' if it 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)

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 impact **335** women directly and through mentoring, plus **750** indirect beneficiaries. By the endline, **120** women were directly trained, but unclear records made it difficult to gauge the full impact. The lack of follow-up after the programme ended in September 2022 may explain the missing data. Clearer records are recommended for better tracking.

Female workers praised the training as motivational and relevant. **10** of **13** women started income-generating businesses, improving their ability to afford essentials. Those who hadn't started businesses cited lack of capital. Respondents suggested that financial support and additional training in specific sectors and advanced management would have enhanced the program's impact.

### 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.

# 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

# 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.



Partner  
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