

KIBOKO VILLAGE

Ex-post Evaluation Study to understand the
impact of the programme nine months after
completion



HAND IN HAND
Eastern Africa

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Acronyms

CBO	Community-Based Organisation
CEO	Chief Executive Officer
CUP	Community Uplift Project
EIF	Enterprise Incubation Fund
HiH EA	Hand in Hand Eastern Africa
HiHI	Hand in Hand International
MFI	Micro-Finance Institution
MGR	Merry-Go-Round
MIS	Management Information System
M&E	Monitoring and Evaluation
SHG	Self-Help Group
TB	Table-Banking

Acknowledgement

Joe Dyson, Hand in Hand International and Hand in Hand Eastern Africa would like to thank our private donors for funding the Kiboko Village Uplift Programme and the subsequent End of Term Evaluation of the programme. Evaluations such as this provide an opportunity to review the success of programmes against targets and assess potential room for operational improvements to be made. In turn, Hand in Hand is able to make improvements to our operations, and work to lift more people out of poverty.

The Monitoring and Evaluation (M&E) team expresses their gratitude to the management of Hand in Hand Eastern Africa (HiH EA) for the opportunity to carry out this End-Term Review (ETR) for the Kiboko Community Uplift Project in Tala, Machakos County. The team is grateful to HiH EA as an organisation and to the HiH EA CEO Mr. Albert Wambugu, for the support. The M&E team appreciates the logistical support given during the fieldwork activities by the Branch Manager, Branch Accountant and more importantly all the BROs for the great support given to the enumerators. The exercise was carried out by the M&E team headed by Joyce Chepkorir and assisted by Anthony Odhiambo and Beth Kinyanjui.

Hand in Hand Eastern Africa background

Hand in Hand Eastern Africa (HiH EA) is a registered Non-Governmental Organisation (NGO) in Kenya and a member of the Hand in Hand global family whose vision is to empower the society with sustainable enterprises and jobs. This is done through:

- Social mobilisation through Self-Help Group (SHG) formation and skills for sustainability
- Enterprise development training to enable them to start new enterprises and up-scale them
- Provision of savings mobilisation skills to inculcate a savings culture
- Financial management training to enable beneficiaries develop good business financial practices
- Integration of good environmental practices in enterprise development programs
- Linking entrepreneurs to markets

Executive Summary

Returning to Kiboko village nine months after the end of the village project, this report indicates that many of the core indicators of project impact have been sustained. All of the SHGs, the primary vehicles for pooling savings, building social capital and delivering training, continue to meet almost a year after their last meeting with their trainer. Almost all beneficiaries are saving and the majority are running thriving businesses, including hiring employees, thus spreading the benefits of the project. Many beneficiaries are participating in larger Community-Based Organisations (CBOs), which they see as sustainable and well-functioning platforms.

The study has also helped Hand in Hand to identify areas of improvement in project delivery and data collection. Some data points seemed internally contradictory. The beneficiaries indicated, in the survey, which training modules and programme steps they found most and least useful, which will contribute to the work being undertaken currently to revise and upgrade the training materials across our programmes. Areas for further research in a number of areas e.g. drivers for enterprise collapse, were identified. These findings, in addition to other ongoing evaluations and internal learning contribute towards a continual improvement process of Hand in Hand EA in order to deliver the greatest impact for our project beneficiaries.

The results of the study, detailed below, suggest that despite these points for improvement, the project was highly successful in delivering to target in ways that have proved sustainable nine months later, building resilience for our beneficiaries and the wider community.

Summary of Findings

Overall the project reached its targets on time, and on budget. Following this ex-post evaluation, it was found that:

- 100% of the SHGs were still functional and meeting regularly
- 92% of beneficiaries reported saving for the first time in their lives, with 86% still saving regularly
- 60% of beneficiaries were saving a minimum of 50 Kenyan Shillings (KES)/day (\$0.5/day)
- Beneficiaries had increased their incomes by over 100% on average – indicating income growth since the end of the project
- 80% of project enterprises were still functional and operational, and expected to expand in the coming years
- 87% of the jobs created by project end were still operational
- Nearly all beneficiaries were satisfied with the training delivered and received and the programme intervention overall. Those who were less satisfied with the training, in general, it was because they wanted more and longer training.
- 98% of beneficiaries in CBOs reported that the CBO was functioning well, with 94% confident in the sustainability of the CBO
- Beneficiaries believed the project met their needs and helped address the challenges they faced in their lives

This indicates that the project was successful across many indicators. However, despite these achievements areas for improvement were identified:

- Data collection and data quality issues on the Management Information System (MIS) data were identified, creating uncertainty around some specific figures within the broad findings.
- It was unclear how to benchmark the success of the enterprises/jobs against other interventions, due to a lack of baseline data.
- Beneficiaries reported that the Credit Access and Market Linkage modules were least useful.
- Beneficiaries accessed low levels of credit, despite the need for credit to develop their enterprises.
- Some beneficiaries' enterprises were not successful and others did not enhance or start an enterprise despite the training.

Summary of Key Recommendations

1. Improve Data Collection and Analysis

- A number of areas require improvements to data collection and analysis to ensure that the programme team collect highly accurate data.

2. Carry out more research in a number of areas: savings, enterprise collapse, barriers to credit including fear of loans

- Further research areas were identified which will help inform programme development and ensure all beneficiaries are effectively supported.

3. Ensure the feedback on the training modules is taken into account in the development of the new Hand in Hand training modules (currently in development)

- This is particularly the case for the Credit Access training and module and Market Linkage module which many beneficiaries found the least useful.

Introduction

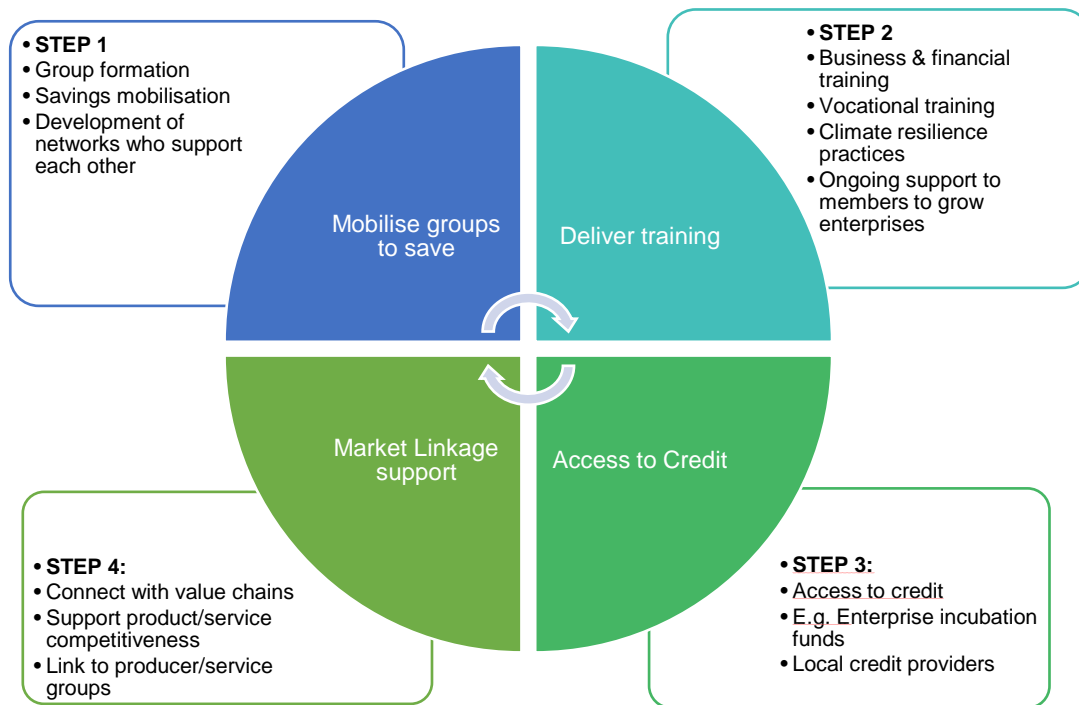
Tala is a town in Machakos county, located in the lower eastern region of Kenya, about 56km east of the Kenyan capital, Nairobi. Kiboko is a small village located near Tala. The Kiboko Village Uplift Project was implemented for a period of 27 months by Hand in Hand EA Tala branch, from September 2015 to November 2017 with the aim of supporting 450 community members to increase their incomes and contribute towards reduced poverty.

The main economic activity practiced in the area is subsistence mixed farming, with some trading of household surplus harvests. The land holding size is relatively small (less than 5 acres). The main crops grown are: maize, beans, millet, sorghum, cassava, peas, sweet potatoes and English potatoes. Additionally, it is also a coffee & cotton growing area with these crops going for export.

The long rainfall season occurs from March to May while the short rain season occurs from October to December. The two rainfall seasons are separated by a dry spell between June and September. Seasonal distribution of rainfall is very important for Machakos County since the inhabitants depend on rainfall performance for productive farming. Farmers grow crops when rainfall peaks in March, April and May (MAM) and in October, November and December (OND). The primary (main) crop growing season is OND since the short rainy seasons are more reliable. The MAM rains support secondary crop growing season. As with other areas across Kenya, Kiboko and its resident farming households have been affected by climate change which has led to unpredictable rains, drought and flooding. This has had impacts on crop and livestock productivity, negatively affecting both food security and household incomes. Poverty in the area is very high with a 51% unemployment rate.¹ Over 60% of the population live below the extreme poverty line of \$2 a day. Overall, the need in the location is high.

Hand in Hand East Africa

Hand in Hand EA's Theory of Change contributes towards enterprise development, income growth and poverty reduction across East Africa. This model is shown in the diagram below:



Source: HiH EA

¹ <http://kenyampya.com/index.php?county=Machakos>

The Ex Post Evaluation Study

The purpose of the Ex Post Evaluation study is to gain in-depth information and give a complete and detailed account of the performance of the project nine months following project completion. The study sought to specifically answer the following questions:

1. *What elements [enterprise training modules; self-help groups; technical/vocational/skills training/linkage to markets] of the project worked well/worked less well?*
2. *What % of the enterprises i) started or ii) enhanced are still operational? How many expect them to be operational in a year? How many have expanded? How many expect their enterprises to expand?*
3. *How much did household and beneficiary income increase/decrease from the outset of the project?*
4. *Has getting access to credit (Enterprise Incubation Fund [EIF] or Table-Banking) helped women/men with their household and enterprise expenditure?*

Methodology

The study was guided by the questions outlined above. The ex-post evaluation adopted a mixed methods approach combining both qualitative and quantitative data collection.

Research Activities

Activity	Number	Rationale
Individualized survey programme beneficiaries	103	To gain an understanding of participants perceptions of the impact of the survey
Focus Group Discussions	6	2 All female FGDs; 2 all male FGDs; 2 mixed gender – to gain qualitative evidence to interpret the survey
Staff interviews	2	To gather contextual information on project implementation
Key Informant Interviews of partner organisations who were working in the area	1 Local Administration Chief 5 Partner organisation representatives	To gain peer organisation insights into how their thoughts on the impact of the programme

Data Tools and Data Collection

Quantitative Survey

Quantitative data was collected using a questionnaire developed together with Hand in Hand International (HiHI) in-line with the study objectives. The questionnaire was pilot tested and adjustments were made accordingly. The data was collected digitally using KoBo Collect, an internationally recognized data collection software developed by Harvard University. Enumerators, experienced in data collection, were recruited and trained on the questionnaires to help beneficiaries understand the rationale for the data collection and to use the questionnaire and software correctly.

Qualitative data collection

Semi-structured interview guides were developed for the Focus Group Discussions (FGDs), Key Informant Interviews (KIIs) and interviews with project staff.

Data Analysis

Data analysis was done using Microsoft Excel. Quantitative findings have been broken down across age, gender and level of education. The qualitative interviews were recorded using audio recording devices with simultaneous notetaking, followed by written transcriptions and summaries.

Challenges and limitations

Some errors occurred in the collection of data for this report. Approximately 18 respondents did not answer a number of questions. Upon review, this was found to have been as a result of how the questionnaires were formulated in KoboCollect, the software application, and the use of this software on a mobile, rather than respondents refusing to answer. In hindsight, it would also have been preferable to use a tablet for the data collection. The majority of data used in this final report was not affected by this data issue.

Recommendations on Data Collection and Analysis

- Invest in tablets for data collection and analysis.

- Ensure that enumerators are trained effectively on the limitations of data collection software to ensure 100% accurate data capture in the future.

Survey Findings

In this section, the report looks at the achievements of the projects and assesses the sustainability of these indicators 9 months after project end. Following that, each step of the programme model is reviewed and corresponding recommendations are made to improve project effectiveness.

Project progress against Key Performance Indicators after project completion

Activities	Project targets	Achievements end of project November 2017	August 2018
Business Training			
Total number of Self-Help Groups mobilised	As required	22 Self-Help Groups formed.	22 Self-Help Groups operational
Total number of members trained	450	450 beneficiaries trained (356 women, 74 men; 20 youth).	449 graduated 1 beneficiary did not graduate as she gained fulltime employment
Enterprise and job creation			
Number of enterprises created/enhanced	300	306 small enterprises created/enhanced. Popular enterprises include: green groceries, tree nursery and poultry	245 operational of which 98% (240) had expanded since the end of the project. Remaining 2% noted they expected to expand in 2019. 51 enterprises no longer operational primarily due to: <ul style="list-style-type: none"> - No access to capital - Financial mismanagement - Gaining fulltime formal employment
Number of jobs created in the village	400	411 jobs created.	357 jobs existing

The project has been successful in contributing towards 80% of enterprises being operational nearly 12 months after project close. It is challenging to find comparative data to assess this against other i) organisations and ii) locations.

Recommendation on Benchmarking success

- Carry out further research to understand how to benchmark the performance of the enterprises supported by HiH EA versus others that are not supported and those supported by others.
- Consider carrying out baseline data collection in future for such projects.

Kiboko Enterprise Project: Overview

Who did we work with?

The typical member was female (80% of participants were women) and the average age of beneficiaries interviewed was 48 years old, with more than half of the respondents older than 47. 82% of the respondents were married, with 11% widowed. This age profile differs from the typical population of Machakos county where 73% population are aged under 35.² There are a number of potential explanations for this:

- Younger people are generally not interested in staying on the land and engaging in farming activities
- Younger people with no access to land tend to migrate to urban centres
- Younger people are reluctant to join SHGs
- Older people are working on farms and using traditional farming techniques and want support to improve their knowledge & practices

In the FGDs, in addition to climate issues, respondents noted that another challenge they faced was lack of support from their children as they grew older. The children had migrated to cities and were no longer resident nearby. This may highlight a strong

² <http://inequalities.sidint.net/kenya/county/machakos/#population>

potential motivation for why women and men joined the project: as they age, and potentially develop health issues, they need savings to ensure that they do not get into debt.

The target group also highlighted the challenge of insufficient income to meet household expenses before the project began. Another local challenge was women taking out loans without the necessary financial skills or knowledge of credit management. This led to the women defaulting on loan repayments, which resulted in households breaking apart and moving away when the credit providers seized their properties and sold them at auction. Alcoholism among male family members meant that some women had sole responsibility for earning an income to support the family.

Overall, the target beneficiaries were supportive of the HiH EA project as it helped them to address some of these challenges.

What type of enterprises did they run?

In addition to working on farms, many of the members were involved in enterprises such as crafts (including basketry, beadwork and rope making); agri-business (including keeping poultry and beekeeping); soap making; and running general household stores. These are the types of enterprises that HiH EA programmes typically support.

Was project attendance high?

Out of 103 project beneficiaries sampled, 74 had attended all the training sessions (18 core sessions plus additional practical training), 28 had attended some training sessions & 1 had attended none.

- 1) This implies a satisfactory percentage of project beneficiaries attend all the training modules offered by HiH EA (72%). This attendance rate is typical across Hand in Hand programmes.
- 2) The person that had attended no training: she moved house out of the district to take up an employment opportunity at the initial stages of the project. This indicated to the team that we had incorrect data in our database related to one group. The data was reviewed. This has led to a further review of the data checks that we have in place which led to some improvements that are being rolled out across the organisation.

Are the Self-Help Groups still operating?

Of the 22 groups established by the project, 100% are still operational and meet regularly, indicating a very high level of sustainability.

Two SHGs did not finish the training on time during the project. One was composed mainly of elderly widows who found it challenging to attend training due the challenges of travelling during heavy rains. As such, the training period for this group was extended. Another group had low attendance and so training was put on hold for a number of months, to allow the group to ensure that sufficient beneficiaries attended the training. Both groups graduated later than planned. Some SHGs may require flexibility in the training implementation, requiring the core training delivery to be mindful of accessibility needs especially for elderly beneficiaries. HiH EA was flexible in the implementation of the project to meet these needs.

Overall, the project was aligned with target beneficiary needs and expectations. The team worked with types of enterprises that HiH EA often works to support and grow; group attendance rates were in-line with other HiH EA programmes. 100% SHGs were operational, with beneficiaries meeting after the end of the project. This underlined the sustainability of the programme.

Recommendations on Kiboko Project overview

- Review organisational data validation checks to make sure that beneficiary data is up to date.
- Report on beneficiaries graduated rather than on beneficiaries trained.

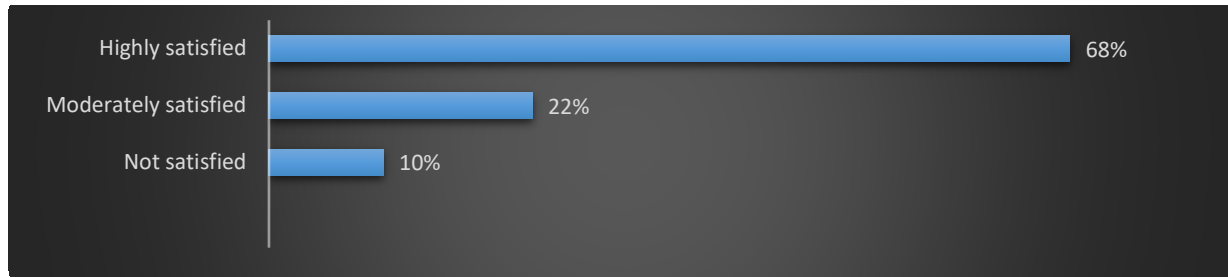
Key Question 1: What elements [enterprise training modules; self-help groups; technical/vocational/skills training; linkage to markets support] of the project worked well and worked less well?

Overall Satisfaction with the Intervention

Were beneficiaries satisfied with Hand in Hand training?

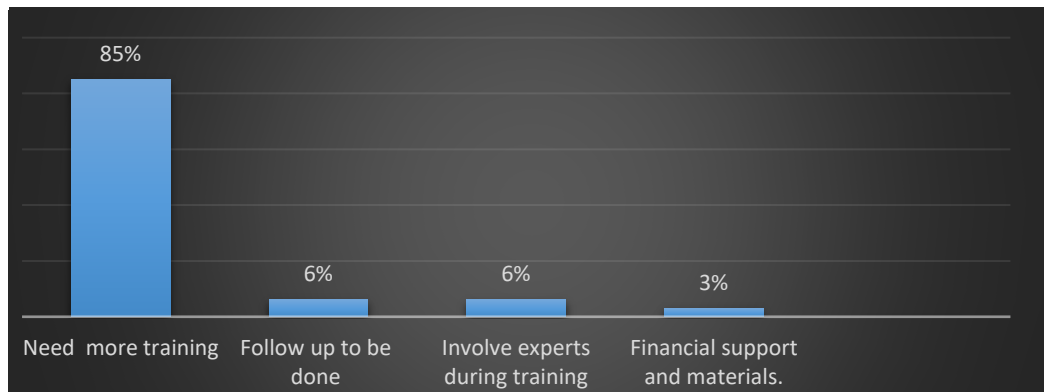
68% of respondents interviewed were highly satisfied with the training, 22% were moderately satisfied while 10% were not satisfied. Of those who were not satisfied, the majority wanted more training from Hand in Hand to support their enterprise development. Others wanted more ongoing mentoring support, more involvement of experts and access to credit. This demonstrates the high need for support and demand for enterprise development requested by our beneficiaries. Further consideration may need to be given to additional training requirements for beneficiaries.

Satisfaction with Training



Source: Kiboko study N=103

Which training areas could be improved?



Source: Kiboko study, n=33

Feedback and Satisfaction with the Different Steps of the Programme

Dividing the programme into the four steps (Savings, Training, Credit Access and Market Linkage), this section reviews feedback from the beneficiaries on each component of the programme and makes recommendations for improvements or further research.

Step 1: Savings

It was clear that the majority of beneficiaries viewed the first pillar of the programme, Savings, as the most beneficial module of the Hand in Hand programme. 92% of respondents stated that they had started saving for the first time as a result of the project. Through this, beneficiaries derived a range of benefits. Through pooling of resources in groups, many women reported that they were able to take care of themselves and helped each other to start their own businesses and earn some income. They noted that through coming together as a group, they were able to counter challenges facing them together.

The main activities delivered in this module were support to set up:

Group activity: Percentage beneficiaries practicing this activity (N= 103)	
Table-Banking – every beneficiary contributes to a group savings pot (this is often then put into a bank account) and can take loans.	86%

Merry-Go-Round – each time money is collected, the full sum is paid out to one of the beneficiaries. The beneficiaries take turns receiving the pay-out, so that after one full cycle, every beneficiary of the group has had a turn. By participating, beneficiaries are essentially putting money away until it comes back to them as a larger sum.	76%
Group Welfare Fund – which is a pot of funding to support beneficiaries who need access to money for funerals, weddings, births and serious health issues.	52%
Home banking – to have a money box at home where cash is collected and kept.	37%

Source: Kiboko Study

The project team also trained beneficiaries on how to set up their own home banks

Average Saving amounts per day, n=89 (those who were saving)

Kenyan Shillings (KES)	Percentage
100 +	33%
91 - 100	23%
51 - 90	5%
41 - 50	27%
Below 40	12%

This table above indicates that 61% of beneficiaries were saving a minimum of 50 KES a day (which equals US \$0.50). Over a year, savings could total US \$182 if not accessed/used.

Average Savings per day from initial biodata, n=54

Kenyan Shillings (KES)	Frequency	Percentage ³
0-10	4	7%
11-20	2	4%
21-30	5	9%
31-40	1	2%
41-50	31	57%
51-90	0	0%
91-100	11	20%

This is from biodata information that showed that 79% were saving below 50 KES, indicating a sizable improvement. Savings are a safety net for future challenges. Out of those who reported that they had started saving through the project, 86% were still saving regularly while 14% were not saving regularly. However, the 14% were saving occasionally when their income allowed.

The major challenge reported by those who were not saving was low or insufficient income to allow for savings. Some elderly beneficiaries reported that their low level of income was primarily due to being reliant on cash stipends from their children who had moved to cities, mainly Nairobi. Elderly beneficiaries reported that these stipends were irregular and sometimes very low in amount. This did not allow them to save regularly. However, some of the groups, as well as Table-Banking (TB) and Merry-Go-Round (MGR), had set up Welfare Funds which members paid into when income allowed, and then accessed when in need for a funeral, wedding or serious health expense. It appeared that elderly beneficiaries were more engaged in the Welfare Funds as outlined above and slightly less likely to be regular savers to the TB fund. The range of savings options run by the SHG ensured that all beneficiaries, whatever their income, had an opportunity to engage in a savings approach that worked for them and their income. This probably contributed towards the high SHG sustainability rate.

Also, it should be noted that the data collection for this report occurred in August 2018, part of the dry season. During the dry season, households may be more financially stretched due to the fluctuations in income that occur between harvests (October, November, December and March, April, May).

Summary on Savings

For nearly all those interviewed, support with learning how to save and Table-Banking helped to increase their savings and open personal bank accounts. Savings was viewed as the most effective intervention pillar of the programme. Respondents also reported that the saving activities (Table-Banking, Merry-Go-Round and Welfare Fund) were a group activity that brought the beneficiaries together and enabled them to tackle challenges related to their limited funds together. The range of available saving activities allowed for beneficiaries with varying incomes to all be able to take part in some type of saving activity. Beneficiaries also stated that they had started to increase their savings, over the period of project implementation. As highlighted in the first

³ Due to rounding to whole numbers, the percentage total does not sum 100

section, for the typical beneficiary profile of the Kiboko group, aged 47 without a secure form of future income, building up savings now is important to address future challenges. Through the pooling of resources through the groups, women were able to take care of themselves and each other. This is consistent with findings across other Hand in Hand projects in East Africa, where many beneficiaries note that the community support and cohesion creates a community safety net when households face challenges.

Recommendation on Savings

- Carry out more longitudinal studies of savings behaviour following some beneficiaries (gender and age disaggregated) over a year to understand the seasonal fluctuations in saving behaviour and identify possible solutions to support more regular saving behaviour amongst all age groups.

Step 2: Technical, Vocational & Skills training

Following Step 1, which focused on supporting and training beneficiaries to regularly save, beneficiaries began technical, vocational and skills training, with a curriculum comprising: Enterprise Development; Financial Management; Credit Access; Market Linkage; Climate Resilient Practices; practical training guided by beneficiary choice. Practical training options included yoghurt making; soap and household detergents/cleaner making; cake baking; beekeeping; charcoal briquette making, and more, with the vocational practical skills component encompassing a broad range of topics.

What training did you find most useful?

Beneficiaries reported that after the Savings Module, they found the Enterprise Development module the most useful. The Enterprise Development training module helped with improving the running of the businesses, and with spotting business opportunities to turn skills they had, or gained through the project (e.g. detergent making) into business ventures. Beneficiaries reported that this training helped them improve their enterprises as it supported them on record keeping, budgeting and value addition and they found the training relevant and useful. They also liked the Hand in Hand approach of first building their capacities before offering financial support (i.e. access to loans through Table-Banking or credit through the Enterprise Incubation Fund). Partners (local government and other NGOs) noted that they saw the training as very productive and noted that there was an attitude change amongst project beneficiaries particularly related to more positive attitudes and approaches towards entrepreneurship. They also noted that some SHGs had also benefitted from external funding (government loans for enterprises) after going through training and were noted to be very good in utilizing the funds and repaying loans.

Overall, both beneficiaries and other stakeholders noted and saw the impact of the training as very positive.

Improvements

Beneficiaries were asked about what modules they believed required improvements:

What training requires improvement? (N= 103)

Training module	%
Enterprise Development	60
Climate Resilient Practices	14
Credit Access	9
Market Linkage	6
Financial Management	6
Other	5

Though beneficiaries had reported that they found the Enterprise Development training useful, they requested improvements. These improvements were: more training on enterprise start-up and management skills, and additional follow up on beneficiaries' business performances to help support business improvement. On Climate Resilience training, recommendations included incorporation of modern farming methods and making of charcoal briquettes. On the Credit Access module, the recommendation was to start lending in the form of assets such as water tanks.

Overall, recommendations on the other training modules were generally requests for more in-depth training on the subject areas of the modules. Additionally, beneficiaries wanted more 'hands on' and practical training, such as how to make homemade cattle feed that promotes milk production as homemade cattle feed is cheaper than those sold by agro-vets.

Although beneficiaries were satisfied with the training provided, the evidence above demonstrates that due to the high level of support needs for some beneficiaries, they wanted more in-depth training over a longer time period. This is currently outside of HiH EA's scope of work and resources. However, the organisation is reviewing and assessing all the current training modules, aided by expert training and learning consultants, and drawing on beneficiary feedback. Additionally, HiH EA is moving towards

incorporating more practical training, particularly related to climate change and farming. Almost all new trainers recruited have a background in agriculture and agribusiness which ensures that they have the skills and experience to deliver this type of training. However, HiH EA is also ensuring that the business modules also remain central and effective. It plans on further development and rolling out the new training modules in 2019. Further, responding to points raised about credit for water tanks, HiH EA has started providing loan products for water tanks (“Maji Safi” meaning Clean Water), which are currently being rolled out to all branches.

What training did beneficiaries find least beneficial?

Beneficiaries reported that they found the Credit Access and Market Linkage training modules the least useful. Upon reflection and discussion, beneficiaries noted that they faced significant shortages of capital for reinvestment in their business and for business expansion. While beneficiaries had improved their enterprises, many systematic and structural barriers restrict entrepreneurs seeking to increase their turnovers and profits. Additionally, some beneficiaries requested Enterprise Toolkits composed of productive assets to be given as a loan rather than cash. For example, beneficiaries suggested that poultry farmers receive assets like a chicken coop, chicken feed, vaccinations etc., and the beneficiaries would pay HiH EA back the cost of these goods over a year. Beneficiaries would prefer this approach than cash loans. Anecdotally, this is because for some beneficiaries receiving cash, they might get other household requests (from husbands) to use the cash. Secondary data indicates that in areas of high gender inequality, this is often an issue.

Any other feedback on the training provided?

Some beneficiaries reported that the change in staffing during the project led to some disruption in the progress of their training. A new trainer came onboard midway through the programme replacing the previous employee. This resulted in the beneficiaries having to adapt to the new trainer’s method and style as well as having to build new relationships. This interruption may have contributed towards some of the dissatisfaction reported with the training earlier in this section.

Summary on Technical, Vocational and Skills training

Overall, beneficiary satisfaction with the training was found to be relatively good. Beneficiaries reported that the Savings module and the Enterprise Development module were the most useful. However, they also noted that there were areas for improvement. Further respondents noted that Credit Access and Market Linkage training was the least useful. HiH EA is currently redeveloping the core training modules in order to align with beneficiary needs. However, there will continually be a tension between the high level of needs and request for ongoing training versus what is possible to deliver within budgets. HiH EA is developing its Market Linkage strategy which should go some way to address this area in the future.

Recommendations on Technical, Vocational and Skills training

- HiH EA reviews the Credit Access module (including reviewing whether productive assets should be given to beneficiaries as a loan) to ensure that it meets beneficiary needs. Ensure that these findings are incorporated in the training module redevelopment process.
- HiH EA should review their trainer handover procedures to minimize any disruption in training implementation.

Key Questions 2: What % of the enterprises i) started or ii) enhanced are still operational? How many expect them to be operational in a year? How many have expanded? How many expect their enterprises to expand?

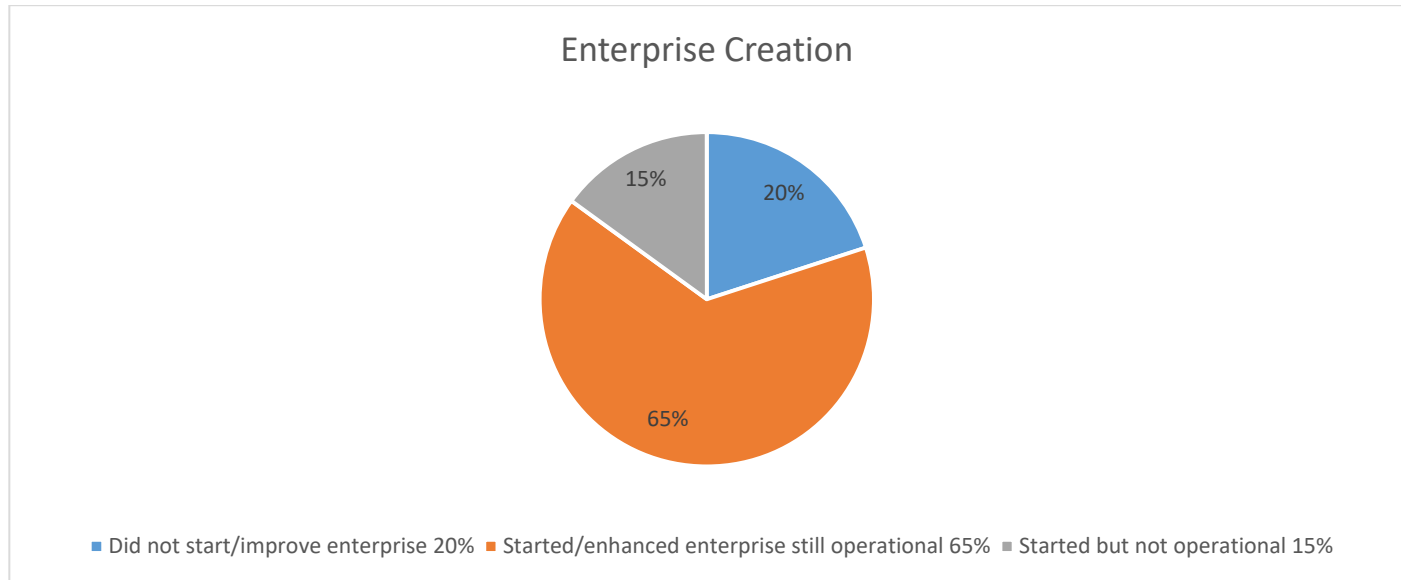
Step 2.1 Enterprise creation

HiH EA supports programme beneficiaries to either start or improve their existing enterprises. The majority of our programme beneficiaries were engaged in livestock farming as they live in areas which are arid and have low rainfall. Income from livestock was their primary source of income. This primarily involves selling milk to dairies.

Category	Frequency	Percentage
Sale of livestock and livestock products	23	28%
Other (liquid detergent making, bleaching agent making, carpentry, etc.)	20	24%
Sale of fruits and vegetables	16	20%
Sale of crops	7	9%
General shop	6	7%
Sale of second-hand clothes	5	6%
Sale of green groceries	3	4%
Services (bodaboda transport, barber, cobbler, beauty salon, etc.)	2	2%

Source: Kiboko Village study n= 103

This implies that the beneficiaries put the skills/knowledge they had acquired from the training into use to establish/enhance their businesses, demonstrating that HiH EA's capacity building concept is effective in empowering rural communities. As highlighted in the section on project achievements, of those respondents who had established or enhanced enterprises as a result of the project, 80% reported that their businesses were still running while 20% (17) reported that their businesses had collapsed or they were no longer operational. Those whose businesses had collapsed reported that this was due to limited capital to run the business and capital mismanagement. This may indicate that further training on financial management is required by some beneficiaries. Others had voluntarily ceased trading as they secured full time employment.



98% of the sampled beneficiaries whose businesses were still running reported that their businesses had expanded within the 9 months since project end, and the remaining 2% reported that they expected their businesses to expand in the near future. In sum, all those who still had operational enterprises either had already expanded or anticipated further expansion in the future.

As such, for many members, the training had been beneficial and they were able to grow their enterprises as a result of the training. Furthermore, they expected further enterprise growth in the future. However, for 20%, the training appeared not to translate into enterprise development. A subset of these, as noted, found fulltime formal employment. But many still faced challenges with business basics. Further research was undertaken to understand the reasons for enterprise collapse.

Employment creation

8% of sampled beneficiaries reported that they had employed someone to help them at their enterprises for a wage. Each had employed an average of 1 person mostly under permanent terms. Those employed were paid a daily average wage of 157 KES on temporary terms (\$1.57) and 207 KES on permanent terms (\$2.07).

Enterprise start-up/operating challenges

87% of sampled beneficiaries reported facing challenges while starting or running their businesses. 13% did not face any challenges. Of those who experienced challenges, 84% reported that they had insufficient capital to invest in their farms and businesses. This suggests that although beneficiaries indicated issues with access to capital, some were reluctant to take out a loan, from any source. This is discussed in the next section on Credit Access. While credit options were made available through the project, further work may be required to ensure that members feel able to access this resource when needed.

49% of beneficiaries indicated that a major issue was that the lack of a market in which to sell their produce. Project partners also noted that the duplication of businesses was an issue: many people were doing the same business (sometimes after they saw someone else was successful) creating a need for diversification of businesses among project beneficiaries. This indicates that further work needs to be undertaken on i) helping to identify enterprise opportunities and ii) the market access & linkage aspect of the programme. 10% of beneficiaries noted stringent licensing procedures in meeting government requirements before starting business activities. The other challenges reported were lack of knowledge and skills, but these were less significant.

Summary of Enterprise Creation

Of the total project members surveyed, 65% had operational and expanding enterprises. 20% did not enhance or start an enterprise and 15% enterprises were no longer functional. Those whose enterprises were operational were optimistic that they would further expand in the future. This indicates that for a sizable majority, the training and support had been beneficial contributing to improved enterprise performance. A minority did not start/improve an enterprise. This may have been a data

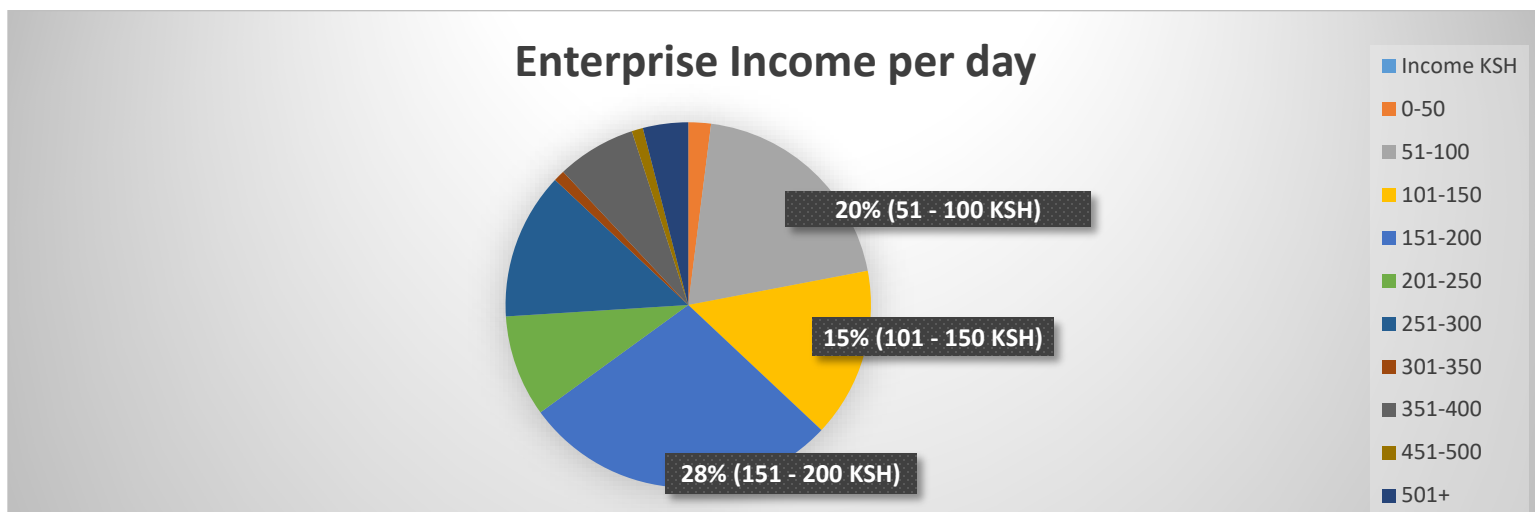
collection issue or for other reasons. Furthermore, further research needs to be carried out to understand the reasons for enterprise collapse in more detail to better tailor support to members in the future.

Recommendations on Enterprise Creation

- Carry out further research to understand the reasons for 20% not ‘starting’ or ‘enhancing’ their enterprise.
- Undertake further research to understand the drivers behind enterprise collapse and to use the research to adapt the programme enterprise development module.

Key Question 3: How much did household and beneficiary income increase/decrease from the outset of the project?

The Hand in Hand project supports beneficiaries to improve their business incomes. Beneficiaries reported that their current daily income was:



Source: Kiboko study n=103

Enterprise Income

63% of beneficiaries reported that their main enterprise provides income of 51-200 KES (\$0.51-\$2) per day (median: 156 KES). This suggests an average increase of 51% from their income at the start of the project, surpassing the project target of average income increase of 30%. However, when beneficiaries were asked for exact daily business earnings, the average came to 233 KES (\$2.33), with more than half earning more than 200 KES. This suggests a higher increase (165%) than the other figure. The source of the discrepancy is not clear. Further work should be undertaken to ensure that the collection of data about income was accurate.

Average business income per day (n=103)

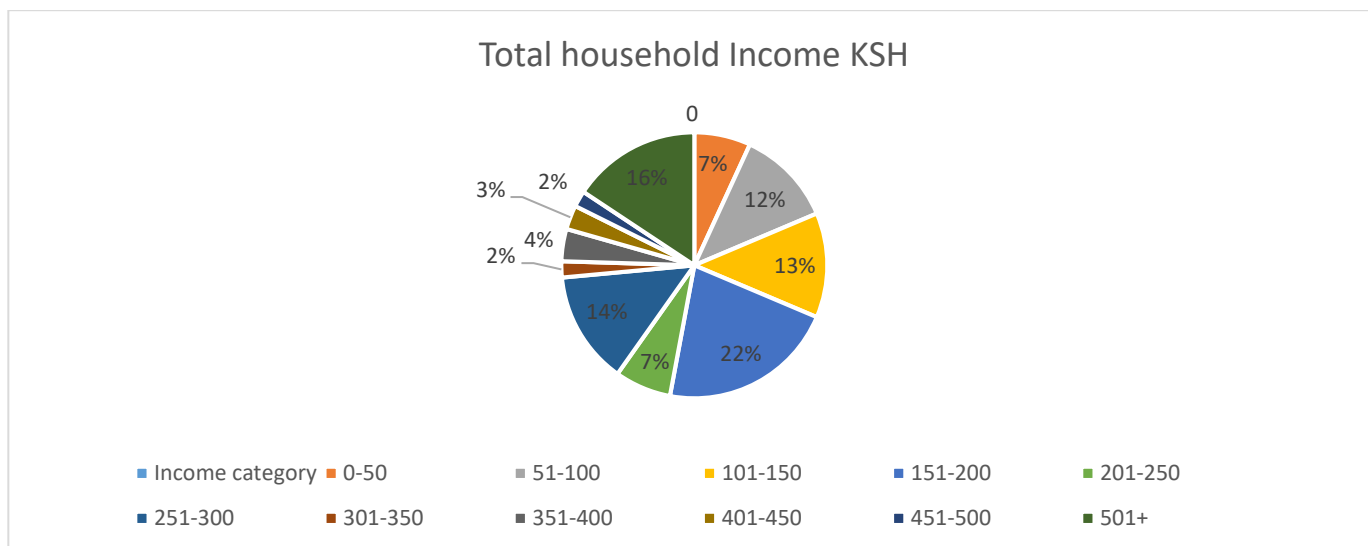
Income category (KES)	Frequency	Percentage ⁴
0-50	2	2%
51-100	16	16%
101-150	12	12%
151-200	23	22%
201-250	7	7%
251-300	11	11%
301-350	1	1%
351-400	6	6%
401-450	18	17%
451-500	1	1%
501+	3	3%

Source: Kiboko Village Study

⁴ Due to rounding to whole numbers, the percentage total does not sum 100

Household Income

22% of sampled beneficiaries reported earning 151-200 KES in a day, 16% were earning over 501 KES per day, 13% reported earning 251-300 KES per day, 12% were earning 101-150 KES per day and 11% reported earning 51-100 KES in a day.



Total Household income per day (KES)

Income category (KES)	Frequency	Percentage ⁵
0-50	7	7%
51-100	12	12%
101-150	13	13%
151-200	23	22%
201-250	7	7%
251-300	14	14%
301-350	2	2%
351-400	4	4%
401-450	3	3%
451-500	2	2%
501+	16	16%

Source: Kiboko Village Study

The median household income collected from these income brackets came to 244 KES (\$2.44). However, when calculated from exact figures reported by beneficiaries, the average household income came to 339 KES (\$3.39), with at least half of respondents reporting an average household daily income of 200 KES. As above, there are discrepancies in income data requiring further clarity. In this case, no baseline data was captured at the start of the project for comparison.

Income Change

86% of the respondents reported that there had been a change in their average daily income as a result of the project, while 14% reported no change. All those who reported a change in their average daily income indicated that their average daily income had increased, which they mostly spent on food, children’s education and clothing. This is consistent with findings that when women earn more income they spend it on their household.

Summary

The data collected appears to indicate large increases in daily income for beneficiaries, suggesting 51%-156% average increases. This indicates that income increase due to improved enterprises – a success for this project. This is despite this data collection occurring during the dry season. However, it is recommended the further research be undertaken in future projects to get more accurate data on income, expenditure and consumption for programme beneficiaries.

⁵ Due to rounding to whole numbers, the percentage total does not sum 100

Recommendation on Income

- Undertake further research to understand income, expenditure and consumption data for programme beneficiaries.

Key Question 4: Has getting access to credit (EIF or Table-Banking) helped women/men with their household and enterprise expenditure?

Step 3: Credit Access

As part of the SHG training curriculum, beneficiaries were trained in Credit Access in month 5 of the project. This followed training on credit management and running an enterprise. As highlighted above, many beneficiaries found this module to be one of the least useful within the training.

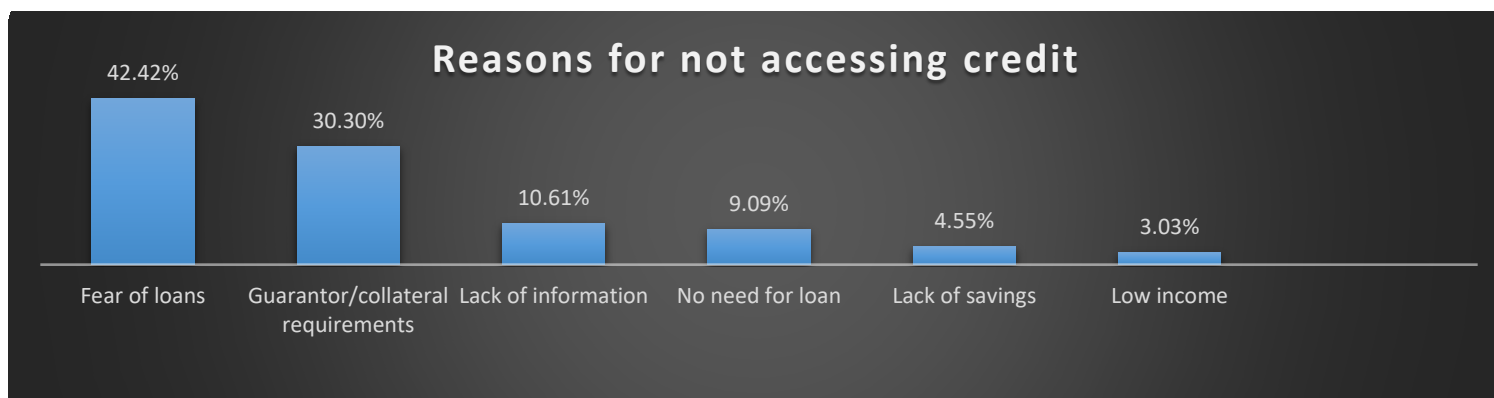
Credit Access

36% of respondents interviewed reported that they had accessed loans, while 64% reported that they had not. This indicates that despite most groups practicing saving, 2 in 3 beneficiaries had not taken loans even through the internal group lending mechanism. As noted earlier, members reported access to capital as a barrier to enterprise development. Many had the ability to take loans through the SHG TB fund, but chose not to.

A possible reason for this is that some beneficiaries reported no intention to access loans from Micro-Finance Institutions (MFIs), or other credit sources, as they feared indebtedness and MFI seizures of their property. As highlighted above, this has happened in their communities with social and family-related consequences.

Reasons for lack of access to credit

Of those who had not accessed loans, 42% reported fear of loans as the main reason for not taking loans, 30% reported not meeting guarantor/collateral requirements, 10% reported lack of information, and 9% reported that they had no need for taking loans.



Source: Kiboko Village study n=66

Source of credit

Of the 37 beneficiaries who had accessed loans, 22 had got them through the SHG.

Credit source n=37

Category	Frequency	Percentage
SHGs	22	59%
MFIs	6	16%
SACCO	5	14%
Local bank	2	5%
Money lender	2	5%

Source: Kiboko Village study

All those who had accessed credit reported that it had been helpful to their business in that they were able to increase stock, and for those in agri-business, buy farm inputs, thereby expanding their enterprises. 54% also reported that they had repaid their loans with ease while 46% did not, due to insufficient income coupled with a lot of household expenses. Potentially, beneficiary experiences and challenges in repaying the loans may influence other beneficiaries' reluctance to take loans. Additionally, if beneficiaries find it challenging to repay loans, they may indicate that it may be risky for them to take them in the case of an economic shock.

The table below shows the business income level for beneficiaries who accessed loans. The majority, 63%, were earning a daily business income of at least 250 KES, compared to only 28% of those beneficiaries who had not accessed any loans in the subsequent table.

Business Income Category with Loan Access, n=37

Earning (KES)	Frequency	Percentage
0-50	0	0%
51-100	4	11%
101-150	2	5%
151-200	6	16%
201-250	2	5%
251-300	10	27%
301-350	1	3%
351-400	1	3%
401-450	1	3%
451-500	0	0%
501+	10	27%

Source: Kiboko Village Study

Business Income Category without Loan Access, n=65

Earning (KES)	Frequency	Percentage
0-50	7	11%
51-100	8	12%
101-150	11	17%
151-200	16	25%
201-250	5	8%
251-300	4	6%
301-350	1	2%
351-400	3	5%
401-450	2	3%
451-500	2	3%
501+	6	9%

Source: Kiboko Village Study

The table below shows the different HiH EA loan products that were disbursed under the Kiboko project. 36 beneficiaries from two SHGs benefitted from Enterprise Incubation Fund (EIF)/Jikokoa loan products, out of a possible 449 project beneficiaries. This translates to 8% achievement under EIF⁶.

Loan Type	Frequency	Amount (KES)
EIF	13	120,000
Jikokoa	23	64,800
TOTAL	36	184,800

Source: Kiboko MIS data

Summary

Overall, many beneficiaries were fearful of taking on loans of any size. Of those that had, 46% found it challenging to repay them. However, many beneficiaries who had accessed credit found it useful for their enterprises and it had helped them to expand.

Recommendation on Credit Access

- Undertake further research to understand the fear of loans and barriers to credit access beneficiaries. Provide recommendations on how to address credit access issues for beneficiaries in the future.

Step 4: Market Linkage

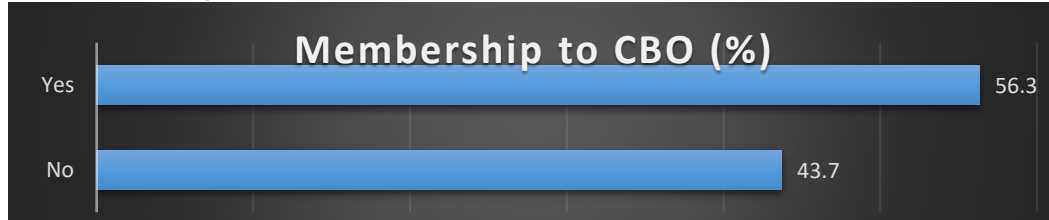
⁶ Jikokoa is an energy saving cooking stove. They use 50% less charcoal than regular models (thus saving households income and time on collecting or buying fuel). Additionally, they generate less smoke, which reduces household lung infections and they cook twice as fast as competitor stoves. Hand in Hand provides loans to families to help buy the stove and the beneficiary repays the loan over a year. Another product, a 100L water tank has also been added to the Hand in Hand product loan portfolio.

The project team supports beneficiaries to improve their linkages to markets. This is through providing market information and linkages to input providers for seeds, fertilizer, pesticides, crop insurance and more. Through accessing improved information and inputs, beneficiaries can improve their produce and services. Additionally, beneficiaries can identify new demands and markets into which to sell.

Community-Based Organisation (CBO) Formation

56% of the beneficiaries interviewed reported that they were members of a Community-Based Organisation (CBO) created as part of the project, while 44% were not. CBOs (producer groups) are a route towards improving access to improved market information, cheaper inputs and new markets. So joining a CBO can be a route to increased income. HiH EA supports the development of some CBOs if there is a gap in the location.

CBO membership N=103



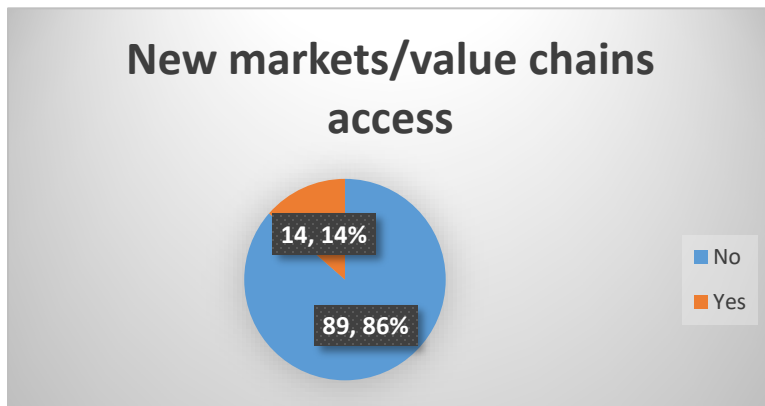
Source: Kiboko Village study

98% of those who were CBO members reported that the CBO was functioning well, with those dissenting to this opinion indicating their main reason to be lack of involvement in the CBO formation process. 94% of those who reported to be CBO members, also indicated that they were absolutely sure the CBO would continue operating after HiH EA's exit. The 6% who were somehow sure gave their reasons to be lack of seriousness among members, and poor leadership of the CBO.

Access to new markets and value chains

86% of respondents reported that they had not accessed any new markets or value chains for their products, while 14% reported having accessed new markets or value chains. This shows that further efforts need to be directed to this deliverable for future projects. Options include working with partners and emphasizing importance of selling in bulk under producer groups (CBOs) formed to improve market linkage and increase production, to help meet the demand of new markets once they are reached. Additionally, it is noted that there may have been some misinterpretation of the data – some respondents may have noted that they had not had *new* opportunities but some may have expanded their existing markets or value chains. Of those respondents who had reported accessing new markets and value chains, it was established that the products through which they were able to access new markets included poultry and poultry products, fruits, vegetables and honey.

N=103



Source: Kiboko Village study

Summary

Further work needs to be undertaken to improve beneficiaries access to markets, and CBOs could be a route to do this. CBO development will form part of the Market Linkage and Value addition strategy that is currently under development by HiH EA.

Recommendations on Market Access

- Review the data collection tool to ensure that the question on market access is being correctly interpreted.
- Ensure that the Market Development, Linkage and Value Addition strategy is delivered.

Overall Summary

The project was greatly appreciated by the beneficiaries who stated that it aligned with their needs and expectations. Additionally, they noted that it supported them to meet the challenges that they faced. The vast majority of beneficiaries were satisfied with the training and programme. All the SHGs are still operational and for a majority of beneficiaries, 65%, the enterprises they were running were growing and expanding. This demonstrates that for the majority of people, the project had worked very well in delivering substantive improvements. For a minority, the programme mainly helped to improve their savings habits ensuring that they had access to that in times of challenges. Some found it challenging to run a successful enterprise, indicating that more research and work needs to be done to understand how to support all programme beneficiaries effectively in the future.

Full list of Recommendations

Recommendations on Data Collection and Analysis

- Invest in tablets for data collection and analysis.
- Ensure that enumerators are trained effectively the limitations of data collection software to ensure 100% accurate data capture in the future.

Recommendation on Benchmarking Success

- Carry out further research to understand how to benchmark the performance of the enterprises supported by HiH EA versus others that are not supported and those supported by others.
- Consider carrying out baseline data collection in future for such projects.

Recommendations on Kiboko Project overview

- Review organisational data validation checks to make sure that beneficiary data is up to date.
- Report on beneficiaries graduated rather than on beneficiaries trained.

Recommendation on Savings

- Carry out more longitudinal studies of savings behaviour following some beneficiaries (gender and age disaggregated) over a year to understand the seasonal fluctuations in saving behaviour and identify possible solutions to support more regular saving behaviour amongst all age groups.

Recommendations on Technical, Vocational and Skills training

- HiH EA reviews the Credit Access module (including reviewing whether productive assets should be given to beneficiaries as a loan) to ensure that it meets beneficiary needs. Ensure that these findings are incorporated in the training module redevelopment process.
- HiH EA should review their trainer handover procedures to minimize any disruption in training implementation.

Recommendations on Enterprise Creation

- Carry out further research to understand the reasons for 20% not 'starting' or 'enhancing' their enterprise.
- Undertake further research to understand the drivers behind enterprise collapse and to use the research to adapt the programme enterprise development module.

Recommendation on Credit Access

- Undertake further research to understand the fear of loans and barriers to credit access for beneficiaries. Provide recommendations on how to address credit access issues for beneficiaries in the future.

Recommendations on Market Access

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