



# Maximizing Revenue for Mamapreneurs at Kidogo Home-Based Centres

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kidogo

# Executive Summary

Increasing Revenue for Mamapreneurs to increase quality of care, and planning for expansion

## The Problem.

1. Current revenue stream is insufficient for Mamapreneurs to maintain desired child-to-caregiver ratios.
2. Cooking fuel is expensive.
3. No-shows are frequent and costly.
4. Scaling is difficult because countries have different ECD standards and landscapes, and can be difficult to navigate.

## The Solution.

A multi-pronged approach to maximize profits for Mamapreneurs:

- Meal services for families during holidays
- Apprenticeships for Nannies
- Alternative Fuel Sources via Parabolic Solar Stoves & KOKO Cookers
- (Bonus!) Expansion Region Recommendations

## The Outcome.

If implemented, our combined recommendations will result in a monthly profit of 100 USD for a Mamapreneur centre with 8 children (achieving global best practices and coming closer to minimum wage!), as compared to the current 72 USD a month for centres with 10 children.

# OBJECTIVE

What are the main problems we are solving?

# Enabling Mamapreneurs to make minimum wage with fewer children



## Reduce Fuel Costs

Based on the breakdown of the Mamapreneurs' costs, the only one that has any potential for reduction is the cooking fuel cost. Mamas can leverage **alternative heating methods** that use cheaper, more accessible resources, replacing regular kerosene.

PAGES 5 - 16

## Create Additional Streams of Revenue

With little room to reduce costs, increasing the mamapreneurs' revenue is the best way to reduce the # of children they need to take care of to break even. Mamapreneurs can generate more revenue by **running tiffin services for parents and nanny training programs.**

PAGES 17 - 34

## Compensate for Reduced Income During Holidays

Mamapreneur centres make 50-75% less revenue during the four holiday months, and many even close for the season. By focussing energy on **different income-generating activities** during this time, we can minimize the impact this has on Mamapreneurs' businesses.

PAGES 35 - 57

A small green plant with three leaves is growing out of a pile of silver coins. The coins are scattered across the bottom half of the frame, with some stacked in the center. The background is a solid teal color.

# NEW REVENUE STREAMS

# Situation Overview

## CREATING ADDITIONAL REVENUE STREAMS

1

### Mamapreneurs can only earn a salary for themselves if they have 12-15 kids enrolled

A best practice globally would be closer to 8 children per caregiver. Current revenue channels for home-based centres are limited to only childcare fees, which average around 80Ksh/child/day, 6 days a week. Per month, that amounts to 19,200Ksh. Due to costs from food & cooking, rent and utilities and losses on no-show or collections, monthly profit averages at 7,633.44Ksh.

2

### Opt-In Programs for Meals Significantly Affect Revenue

Childcare fees can vary due to opt-in food programs where parents choose whether to pay 100Ksh/day for breakfast and lunch for their children, or 50-70Ksh/day for no food. Mamapreneurs buy their own food and cook in the centre. An ideal monthly salary in order to sustain a good quality of life for the mamapreneurs would be at least minimum wage, at 15,903Ksh. On the other hand, some centres do not offer food services as the startup costs are unaffordable for the mamapreneurs.

**Because the home-based centres are already operating at the slimmest possible cost margins, we seek ways to determine additional potential revenue channels for mamapreneurs.**



# The Opportunity: Meal Service & Food Insecurity

## CREATING ADDITIONAL REVENUE STREAMS

Parents with older kids may leave the younger ones at home with their siblings rather than pay for daycare during school holiday months, which are typically April, August, and November / December. During this time, revenue drops significantly, by 50-75% at home-based centres. For some centres, they may even close down for the month. This reduces attendance and in turn, collections.

Furthermore, these children may not be getting nutritious meals at home in comparison to what they're receiving when enrolled in the daycare (where meals are more balanced and nutritious), despite paying the same 20-30Ksh a day.

- ★ Around **3.4 million Kenyans** are severely food insecure.
- ★ A study conducted by the Journal of Urban Health in Kenya in 2018 found **high prevalence of food insecurity in urban slums**.
- ★ **85%** of the households were food insecure, with **50%** being severely food insecure.
- ★ There are at least **17,000 children under 5** who are at risk of **malnutrition** in informal settlements in Nairobi.
- ★ Fuel prices increased by **40%** in the last year, contributing to food insecurity.



# Affordability of Food is a Big Problem in Slums

## CREATING ADDITIONAL REVENUE STREAMS

### Study 2006-2008 (Faye et al., 2011) in Korogocho & Viwandani:

(Percentages were of total survey respondents and the following questions were optional.)



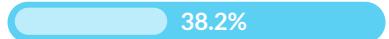
*“During the past 30 days, children in your household failed to eat for a whole day/slept hungry because there wasn’t enough money for food.”*

#### Korogocho

Often true: 2.3%



Sometimes true: 38.2%



Never true: 21.2%



**Takeaways:** In the study, it is shown that failure to eat for at least one whole day was experienced by nearly 40% of children in Korogocho due to insufficient money for food and cooking fuel. When given the choice between quantity, variety, and nutrition, **nutrition was the most important factor for majority of families.**





**Mary Owino**

Mary is one of Rebecca Jaimayo's customers who started a company called Kadogo that provided cooked meals in a stall in Kibera.

## A Local's Experience Buying Packaged Meals

“

When you don't have enough to buy paraffin for stoves or charcoal, buying already-cooked food means I don't need extra money for cooking.”

- Mary

Price of Maize Increase in Nairobi in Past Year

130%

Rise of Cooking Fuel Prices in the Last Year

40%

Water Price Increase in the Past Year

90%

Rebecca Jaimayo, mother of three, operates a “kadogo” or low-income food kiosk in Mukuru kwa Njenga, one of Nairobi’s largest slums. For her customers, informal food kiosks are vital because they offer easy access to affordable food: Many families can’t afford to buy charcoal or firewood to cook for themselves.

\*Figures were obtained by the UN World Food Programme.



# Mamapreneurs are in a Unique Position

CREATING ADDITIONAL REVENUE STREAMS



## Trust & relationships with existing clientele

With an average of 15 children per home-based centre, mamapreneurs have established an existing clientele of parents. A high-level of trust and good relationships are also present as the mamapreneurs successfully care for their children and provide high quality service. Parents know them as a person and are more likely to trust their recommendations.



## Mamapreneurs already take time to mass-cook for the children.

For the mamapreneurs at home-based centres who provide opt-in service for meals for the children, they already take time out of their day to cook meals for many children (as many children that have registered for the opt-in service) and as such, it wouldn't be a large barrier to make larger quantities, and would be even less of a time barrier as a bigger pot and higher quantity of ingredients are the only required elements for implementation.



## Good reputation and association with Kidogo

Through the association with a name-brand that is well-known in Kenya like Kidogo, it further establishes a good reputation for the mamapreneur. Parents in communities may associate Kidogo centres and Kidogo-branded items with high-quality, good service and positive connotations.

# Our Recommendation



## Daily Meal Service for Parents

Mamapreneurs can cook lunch meals daily for parents who opt-in for the service. As parents drop off their children prior to going to work everyday, they can pick up a lunch meal from the mamapreneur.

Because some mamapreneurs already cook lunch for the children, meals for the parents can be made at the same time. Larger portions can be used in a bigger pot. If the meals for the children are made after the parents already leave for work, the mamapreneurs can make the lunch meal at the same time by which they cook the morning porridge. They can package it in dishes that the parents bring (eg. a container or bowl) when they come to drop off their children and can take the meal to work with them.

## Meal Service for Families during the Holidays

During holiday months (April, August, and November / December), meals can be cooked along with when the mamapreneur cooks breakfast/lunch for the family. Older siblings can come to pick up the food, as they will be at home.

Because most home-based centres are close to the homes of the families, this walk will likely be a short distance. The person picking up the food can bring a container from home.

# Implications for the Mamapreneur's Schedule

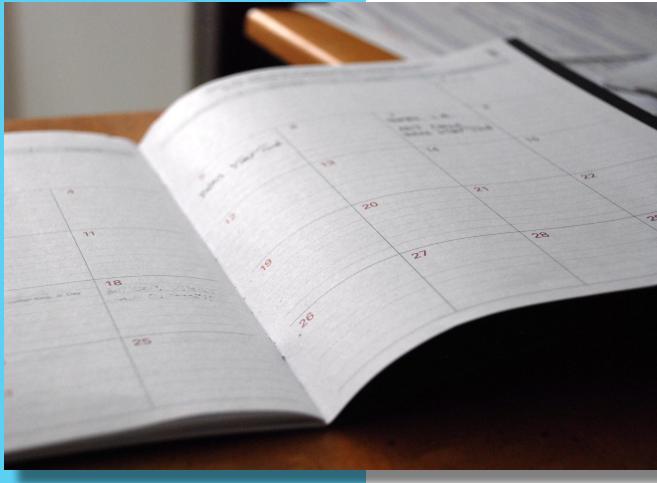
## Meal Contents & Preparation Time

- Mamapreneur's get their first kids by about 5:30-6am. Because of this, lunch meals should be ready by then as they will be delivered to the parents upon drop-off.
- There are many variations of uji, but it is assumed that uji wa wimbi is being prepared. A recipe can be found [here](#). This is made using millet flour, is gluten free and is of high nutritional value.
  - Uji is easy to make and takes just about **10 – 15 minutes to prepare**
- Lunch is generally a plate with carbs (cup of ugali or rice), some veggies (half a cup of sukumawiki / kale, or spinach), and a bit of protein (quarter a cup of beans for example).
  - Assuming all of this is cooked, it takes an average of **20 minutes on the stove to prepare.**



# Implications for the Mamapreneur's Schedule

## Schedule Implications



- 1 **Parents should make lunch boxes for the parents in the morning**, which is usually at the same time they make morning porridge. Assuming that they only have one-burner cookers, these items would need to be made separately.
- 2 It would be safe to **allocate about 1 hour to cook meals**, and **mamapreneurs would have to wake up at 4:30am depending on when their first kids arrive**.
- 3 Any increases in cooked portions can be compensated with a bigger cooking pot, resulting in no lost time.
- 4 During holiday months, the same schedule is recommended to be followed as the parents continue to go to work and need meals. Older siblings or the parents can come at any time they prefer to pick up the prepared meals.

# Key Results & Financials

## CREATING ADDITIONAL REVENUE STREAMS

Mamapreneurs can make over 30 USD / month from meals.

Including the collection fees for 8 kids (assuming 35% income lost from collections and no-shows) the mamapreneurs make about \$109 USD per month.

If caring for 10 kids, they make \$145 USD, which is essentially minimum wage .

### ★ Calculation Process & Conclusions

1. Meals cost about 30 KSH for a lunch
2. Mamapreneurs charge 60 KSH for each meal. So, they make ~30 KSH per meal
3. Based on the waterfall chart, 50% of kids get meals.
4. Assuming each kid who gets meals has at least one parent who's willing to buy meals from mamapreneurs, with 8 kids, 4 meals are sold each day.

### ★ Excel Sheet with Calculations

An excel sheet with the data and calculations for these values can be found [here](#).

The meal calculations are on the sheet labelled "Food"



**Note:** 4 meals per 8 kids is a conservative estimate. If mamapreneurs sell more meals to parents, or even random people who want the service, they can generate even more profits and surpass minimum wage.

# The Meal Cost Breakdown for Adults

CREATING ADDITIONAL REVENUE STREAMS

Food	Calories	Cost / 100 Cal (Cooked)	Total Cost (KSH)
Potatoes	250	7.5	18.75
Rice	300	2.5	7.5
Kidney Beans	150	2.8	4.2
Typical Lunch	700	--	<b>30.45</b>

\*Figures were obtained from the 2013 Save the Children (now the WE Organization) Report Titled "A Cost of the Diet analysis in the informal settlement of Kibera, Nairobi".

# The Financial Summary for Meal Services

CREATING ADDITIONAL REVENUE STREAMS

# of Kids	Days per Month	Cost per Meal <sup>1</sup>	Revenue per Meal (Ksh) <sup>1</sup>	Profit per Meal (Ksh)	Ksh & (USD) per Month from Meal Service
14	26	30.45	60	29.55	5378.10 Ksh (\$52.77)
12	26	30.45	60	29.55	4609.80 Ksh (\$45.23)
10	26	30.45	60	29.55	3841.50 Ksh (\$37.69)
8	26	30.45	60	29.55	3073.20 Ksh (\$30.15)



"Tiny Totos has been very successful providing meal services for parents of the children enrolled in our daycare centres. Because **it's been tough during holiday months**, we are planning to provide this service so that **older siblings can pick up meals in the future.**"

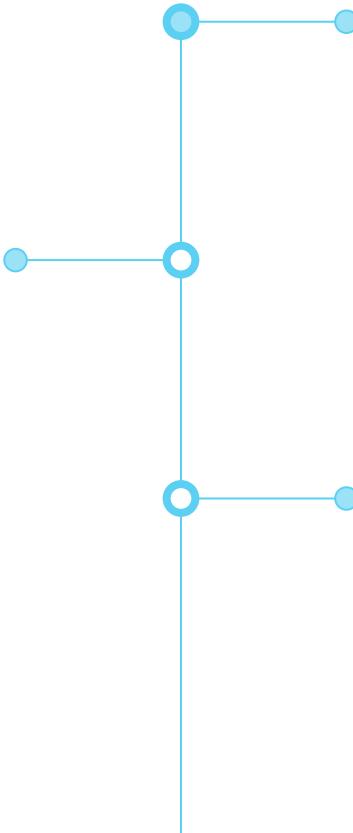
We had a phone call with an employee at Tiny Totos to discuss ECD in Kenya.

# Implementation Strategy

## CREATING ADDITIONAL REVENUE STREAMS

### Send Communication to Mothers

The Kidogo employee that stays in touch with the mamapreneurs to guide them can advise them about this additional service they can pursue to offer to residents of their community. Once informed, the mamapreneur can opt-in/out and request a planning guide



### Develop Planning Guide

A guide containing steps and advice for mamapreneurs to start this meal planning service can be mailed (electronically or physically) to mamas who opt-in for this service. This should include clear steps for how to start this service, and for new mamas, can be included in their training.

### Monthly Updates with the Mamapreneurs

The Kidogo employee that is in regular communication with the mamapreneur can do monthly check-ins with them as to how the side-business for meal services is going. In the future, mamapreneurs can be connected with a community of other mamapreneurs on WhatsApp to exchange advice & best-practices.

# Advertising & Communication Strategy

CREATING ADDITIONAL REVENUE STREAMS



- Mamapreneurs can talk to parents about this service when they come to pick up their kids in the evening, or can host an information session in the evening for all of the parents outlining this service.
- Word of mouth referral can occur between members of the community if the mamapreneur has the capacity to onboard additional members to cook meals for. If the parents refer 3 people (Additional 120Ksh per month), they can get a free meal.



## Additional Opportunity for Home-Based Centres in Middle-to Upper-Class Regions in Kenya

If Kidogo chooses to expand in middle-income areas, this recommendation will be applicable to mamapreneurs in those regions!

Through meetings with middle-class locals, we found that in Kenya's urban centres, lunchtime "tiffin" food delivery services are in high demand for company employees. It has become increasingly common to order lunch from companies such as:

- Dear Lunch (Lunch Delivery for 400Ksh)
- Yum (Food prices depend on items chosen)
- Jumia Food for Corporate (Food prices depend on items chosen)

**Note:** This was common for middle- to upper-class individuals and was validated in 5 meetings with locals who grew up in Kenya. This may or may not apply to slums, but is applicable for any daycare centre established in middle-income regions.

Mamapreneurs can sell food to people in their community (e.g. neighbours who work in the city), who can bring meals to work with them, instead of having to order. In order to stay competitive, meals can be sold at about 300Ksh, cheaper by more than 100Ksh compared to competitors after delivery and service charges.

A black and white photograph showing a group of young children, possibly in a classroom or training setting. In the foreground, a child is seated at a table, looking towards the camera. On the table in front of them are several US dollar bills and some papers. Other children are visible in the background, some looking towards the camera and others looking away. The lighting is somewhat dim, creating a focused atmosphere.

# NEW REVENUE STREAMS

# NANNY TRAINING

# The Nanny Training Opportunity



55% of Kibera is unemployed.

Another 45% of the *employed* adults are self-employed/going door-to-door looking for work. Single mothers, especially, are **always looking for better work opportunities.**

1

## Childcare Knowledge

Kidogo Mamapreneurs are **well-versed in childcare principles**, including basic first aid. They can leverage that to provide value to the community.

2

## Apprenticeship Programs

Unemployed/informally employed individuals can sign up for apprenticeship programs to **shadow a Mamapreneur & learn Kidogo care principles and first aid.**

3

## Employer Search

Kidogo can **partner with reputable platforms and agencies** like Mother's Goose to list "Kidogo-certified" nannies, as they charge a fee per recruited nanny.

# NANNIES

The Domestic Help Industry

## The Demand for Nannies

With demand to reach \$1.1B in 2050, Kenya's growing middle class and the increase in working mothers has made way for a huge need for nannies. **As of 2019, there are 2.5M domestic workers in Kenya.** There is a growing economy of businesses and agencies to hire, train and employ nannies.



It remains difficult for slum dwellers to find **well-paying** domestic help positions due to **lack of qualifications**. Offering the community **training** for a **Kidogo Nanny certificate** can help them obtain stable and higher-paying jobs, as well as **provide Mamapreneurs with a new revenue stream**.

“

It is risky for any parent to leave their child under the care of **someone who lacks basic emergency skills**. If we can come up with a programme where every nanny should have basic medical care skills, **that would save many children.**”

- **Francis Githua, Co-ordinator at the ISTC in Nairobi**



### Lack of Background Information

In April of 2018 alone, there were **2 reported infant deaths due to nanny mistreatment**. Kenyan households find trouble hiring help they can trust: highly qualified and documented nannies are too expensive, but **lower-priced nannies are unreliable, with unknown backgrounds**.



### Lack of Childcare Knowledge

Many nannies **lack a basic understanding of first aid** and childcare principles. Because most come from informal settlements and lack the funds to seek that education, families are putting their children in the care of hands sometimes less experienced than their own.



# INCENTIVE

Why sign up?

## The Return on Investment

Women in Kenyan slums, particularly mothers of single-parent households, make on average **2300Ksh/month (~22USD)**.

At the **lowest**, a live-out nanny will be paid **3500Ksh/mo**, which means the trainee would be making back the cost of training and work days skipped (**~850Ksh**) in a single month's salary, and **still make 350Ksh more than their original wage.**

Even if it takes them **a month** to find a placement after training, they still would be making **~10,000Ksh more that year** as compared to their usual earnings.

(Note: With training, nannies can earn as much as 10,000Ksh a month. The above is calculated based on worst case employment scenario.)



“

[At a nanny training program,] we were taught cooking, attending to babies, child safety and life skills. After our graduation, we were linked to different employers, and to date, this is still my work station!

- **Monica Awuor, Graduate from Mother Goose Nanny School**

# Shadowing a Mamapreneur: Apprentice Curriculum

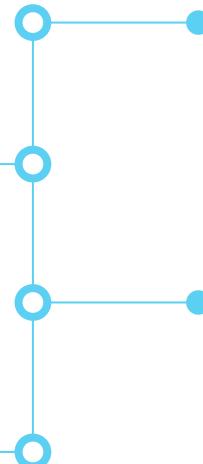
## Second Weekly Session (6am-7pm)

Apprentice deals with a conflict in the class to exercise problem-solving skills and understand children's behaviour.



## Final Session (4 hours on a weekend)

Apprentice undergoes a 4hr crash course on the basics of first aid (incl. CPR, choking, primary care, emergency procedures, etc.).



## First Weekly Session (6am-7pm)

Apprentice learns basic maintenance by helping the Mamapreneur with tasks like cooking, toileting, diaper changing, etc.



## Third Weekly Session (6am-7pm)

Apprentice learns how to foster growth in children through leading a thematic activity, learning activity, or group game.



## Final Evaluation (Inspection Day)

Apprentice writes 30min First Aid & caregiving exam. **If passed, they receive a Nanny certificate from the Kidogo monthly quality inspector.**

 Click here to access  
curriculum material plans



## IMPLEMENTATION

# Injecting Income with Nanny Training

We suggest Mamapreneurs charge from **500Ksh (~4.7USD) per training cycle per person** (the ceiling is likely two apprentices at once due to space constraints). This price point is based off the Kidogo quality improvement mentorship model (5USD/mo).

## *Apprentices can pay with the following payment plan:*

First Week: 150Ksh

Second Week: 150Ksh

Third Week: 150Ksh

Fourth Week: 50Ksh

## Marketing

*Getting the word out*

In informal settlements, the most effective marketing is **word of mouth**. Mamas can start by piloting with interested parents by telling them about the program during child drop-off and pickup. Later, they can leverage hired apprentices as material.

## Potential Risks

*How to prevent failure*

The biggest risk is **brand reputation**. Should an apprentice turn out to be a bad apple and cause trouble for an employer, **Kidogo**, who certified the nanny, **is at greatest risk**. To prevent this, we wrote a risk prevention plan, accessible through [this link](#).

## Potential Earnings

*Best Case Scenario*

A Mama can take in **2 apprentices/mo for 12000Ksh/yr**, at no operating cost save for meals (200Ksh/cycle) and the 4hrs of First Aid instruction on their day off. Potential market in a community like Kibera is **>33K apprentices**.

# Recruitment Agency Partnerships



Max Childcare

Max Childcare is an **Airbnb-type marketplace** for nannies. They make a facilitation fee off each nanny recruited. For this partnership, Kidogo can collaborate with the platform by providing them with a new funnel of trained nannies.



Mother's Goose

**CBO** Mother's Goose provides nanny training and **recruitment services** for girls from slums. Their mission aligns with that of Kidogo. The approach to this partnership can be similar to Max Childcare's, MG could also provide **training resources to Mamas**.



Nairobi Nanny

Nairobi Nanny is also an **Airbnb-type marketplace** for nannies, exactly like Max Childcare. This partnership can be approached the same way.

# Incentive Program

## INCENTIVISING PAYMENT

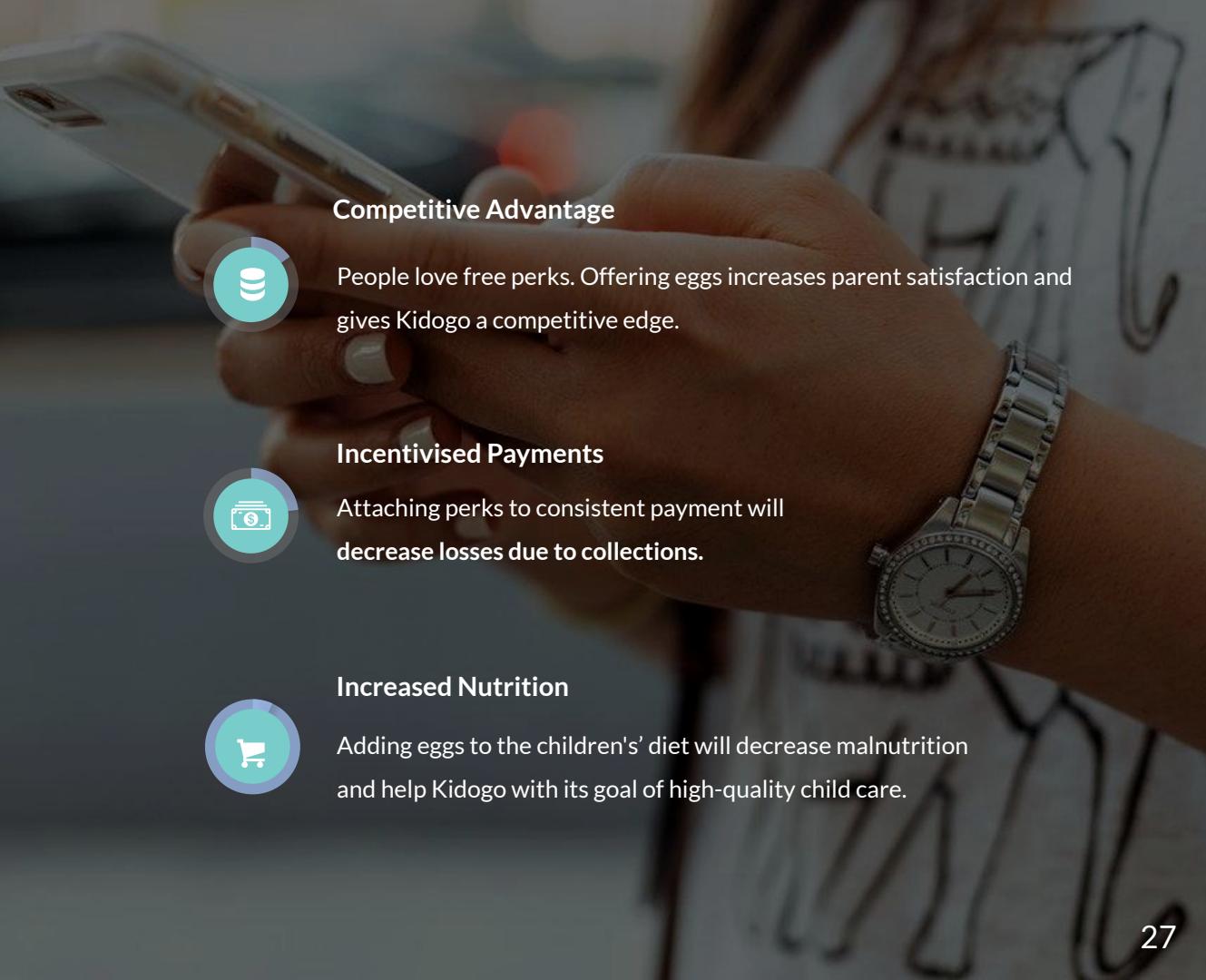
### Egg-Based Loyalty

Kidogo's pilot program proved that offering free hard-boiled eggs boosted profitability for mamapreneurs, increased nutrition for children, and got parents excited.

The pilot alone added value, however it also has the potential to incentivise consistent payment and attendance through a loyalty program.

If Kidogo is interested in continuing the program and bearing the cost of the eggs, the Mamapreneurs can make the eggs conditional on consistent payment

Mamapreneurs can provide free eggs for kids 3 times a week after their parents have consistently paid for 3 consecutive months.



### Competitive Advantage

People love free perks. Offering eggs increases parent satisfaction and gives Kidogo a competitive edge.



### Incentivised Payments

Attaching perks to consistent payment will decrease losses due to collections.



### Increased Nutrition

Adding eggs to the children's diet will decrease malnutrition and help Kidogo with its goal of high-quality child care.

A photograph showing a person cooking over an open fire. A metal tripod stand holds a large metal pot over the flames. Another metal pot sits nearby on the ground. The scene is set outdoors with a background of green foliage. A solid blue rectangular overlay covers the entire image, containing the text.

# REDUCING COOKING FUEL COSTS



# Cooking Fuels are Unaffordable

## REDUCING COOKING FUEL COSTS

As primary fuel sources, charcoal, kerosene, and firewood dominate the Kenyan market.

Nairobi is distinct from urban Kenya (see values to the right), with far **higher share of households using LPG (44%) and kerosene (47%)** as primary cooking fuels (2017). Kerosene is the dominant fuel of the Nairobi poor, as it is currently the lowest cost mainstream cooking fuel.



Catherine Mutua has always used charcoal and gas to cook for her young family. But, the source of energy she grew up with was becoming too expensive, and there were sometimes days where her and her children did not eat multiple times in one month.

Charcoal Reliance in Urban Kenya

22%

Kerosene Reliance in Urban Kenya

29%

LPG Reliance in Urban Kenya

28%

## Making the Switch to Cleaner & More Affordable Fuel Alternatives

It is crucial for people in both slums and general communities in Kenya to adopt clean fuels as a primary source for cooking while also using new and modern ovens that can employ them as fuel sources. Moreover, finding alternative ways to cook meals with cheap and accessible fuel options would be most idea. While modern, clean fuels are now more available, there are challenges with consumer awareness, affordability and accessibility.

# The Status Quo for Fuel Sources

REDUCING COOKING FUEL COSTS

	Charcoal	Kerosene	LPG
Fuel Retail Price (USD)	\$0.30 - \$0.45 per kg	\$0.75 - \$0.85 per Litre	\$1.70 - \$1.75 per kg for 6kg & 13kg cylinders >\$3.00 per kg for PAYG LPG
Monthly Cooking Cost for the Average Nairobi Household (USD)	\$19	\$18.67	\$77.67
Stove Retail Price (USD)	\$7 KCJ \$25 - \$35 (burn/Envirofit)	\$6-\$20	\$40 - \$50 for 1-burner, \$100 - \$120 for 2-burner (including hose, regulator and cylinder deposit)



## ALTERNATIVE FUEL OPTION 1

# Parabolic Solar Ovens

### How it Works

These ovens are built with **reflective materials, like aluminum foil** or glass mirrors. By focusing the sun's rays into **a focal point** above the center of the parabolic dish, food can be heated up 3x faster than other solar ovens.

- **Fast Cooking Time**

On a sunny day, a 3-foot parabolic solar oven can **boil 1L of water in just a little over 10 minutes.**

- **Easy to Build**

As seen in [this video](#), the construction method is **simple**, with easy-to-obtain materials that can be found anywhere.

# A Closer Look Into Parabolic Solar Ovens

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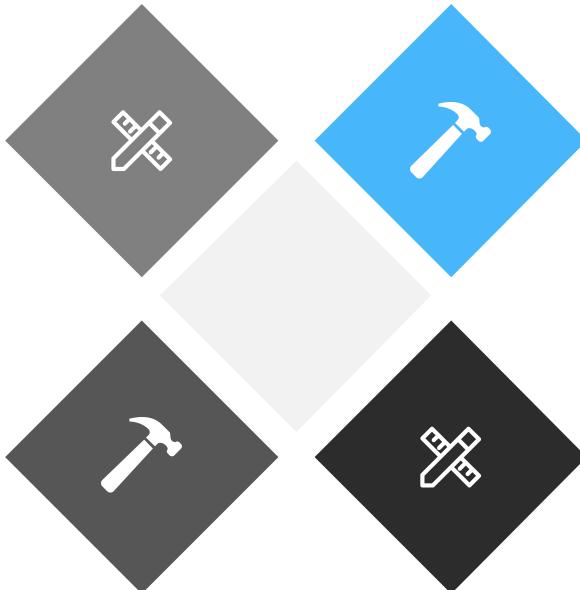
## ● Main Materials

- Five 18"x18"x24" cardboard boxes (variable - likely free)
- Roll of aluminum foil (80Ksh)
- Glue (<20Ksh/oven)

**Total cost:** ~100Ksh/oven

## ● Usable Days

Based on weather data, there are about 122 days / year (during the 8 operating months) when the sun is shining and the stove can be used



## ● Time to Build

2hrs/oven - if building throughout a week, Mamapreneurs can work on these in 15 minute increments a day to complete one oven.

## ● Projected Saving

Mamapreneurs can save  
**Savings:** 34.21 USD/year on fuel.  
(About 60%)

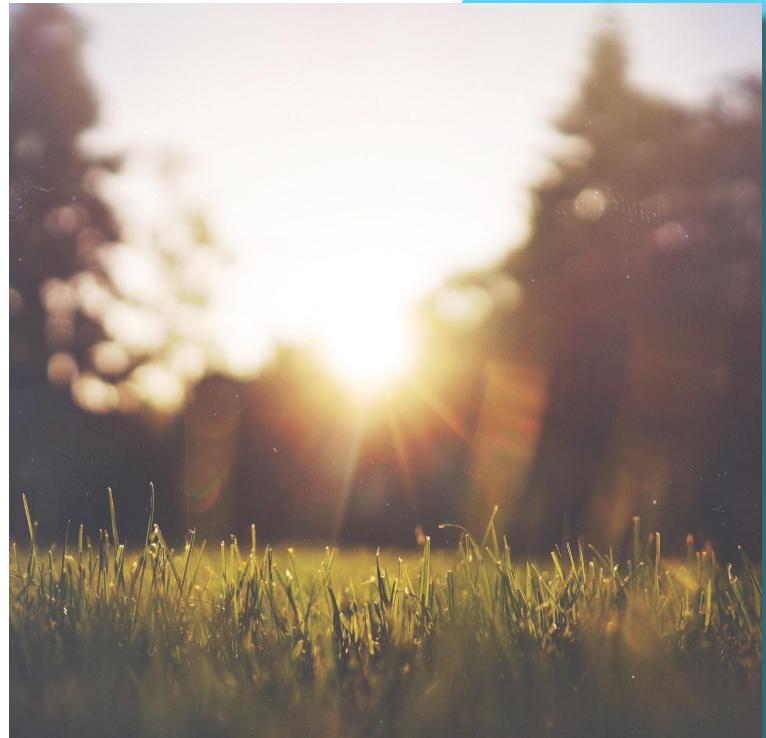
# Implementation Strategy

## SOLAR OVENS

### Awareness & Instruction

Kidogo will organize an educational session on parabolic solar ovens to Mamapreneurs (2hrs) in each community at a Kidogo hub.

A leader will walk Mamapreneurs through the process of building a solar oven, and equip them with the basic tools they'll need (e.g. string and a stick to use as a large compass, pens, scissors, glue gun, etc.) **This will cost Kidogo ~100USD total for all the mamaprenurs.**





# A Look into KOKO Cook Stoves

## ALTERNATIVE FUEL OPTION 2

### KOKO Cook Stoves

KOKO cook stoves (2-burner) offer bioethanol cooking technology that undercuts the cost of using charcoal by as much as 40%. Customers that buy a KOKO cooker and refill their canisters through the KOKO fuel dispenser can access fuel that is 40% cheaper than charcoal and 10% cheaper than kerosene.

- **Upfront Cost: \$65**

"Our customers are urban so far and mostly in the \$150-300 income per month per household bracket, so have pre-paid electricity in their homes, TV and smartphones, but they are still cooking with charcoal or kerosene."

- **Installments over 12 Months**

Installments over 12 months can be made for KOKO Cook Stoves for those who cannot afford the upfront cost.

- **Coverage in Kenya**

"We plan to build out greater network distribution across the rest of urban Kenya and the arterial roads connecting those towns and cities – growing coverage to about 50% of Kenyan households over a 2 to 3 year period."

# Using a KOKO Cook Stove

REDUCING COOKING FUEL COSTS



## Purchase

Customers buy a KOKO cooker, with a KOKO smart fuel canister through the screen on the KOKO Point – which is delivered to the shop for them to collect.



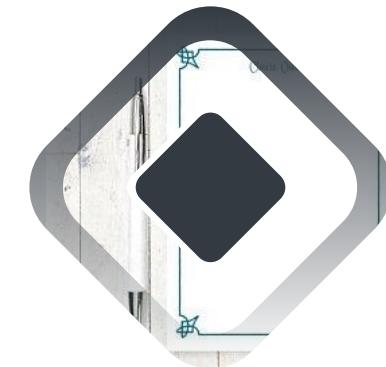
## Replacing Fuel

They then dock their canisters into the KOKOPoint, and a chip inside the canister pops up for them to enter a pin in order to calculate the amount of credit left in their account.



## MPesa Balances

Customers can top up their balance using MPesa on their mobile phones (mobile-based money transfer and micro-finance service)



## Important Note

At this stage of KOKO cook stoves, this is not a scalable solution if Kidogo chooses to expand to other locations in East Africa. This can be of help however, for existing mamapreneurs.

# TINY TOTOS

## CASE STUDY

### CLEAN ENERGY FINANCING

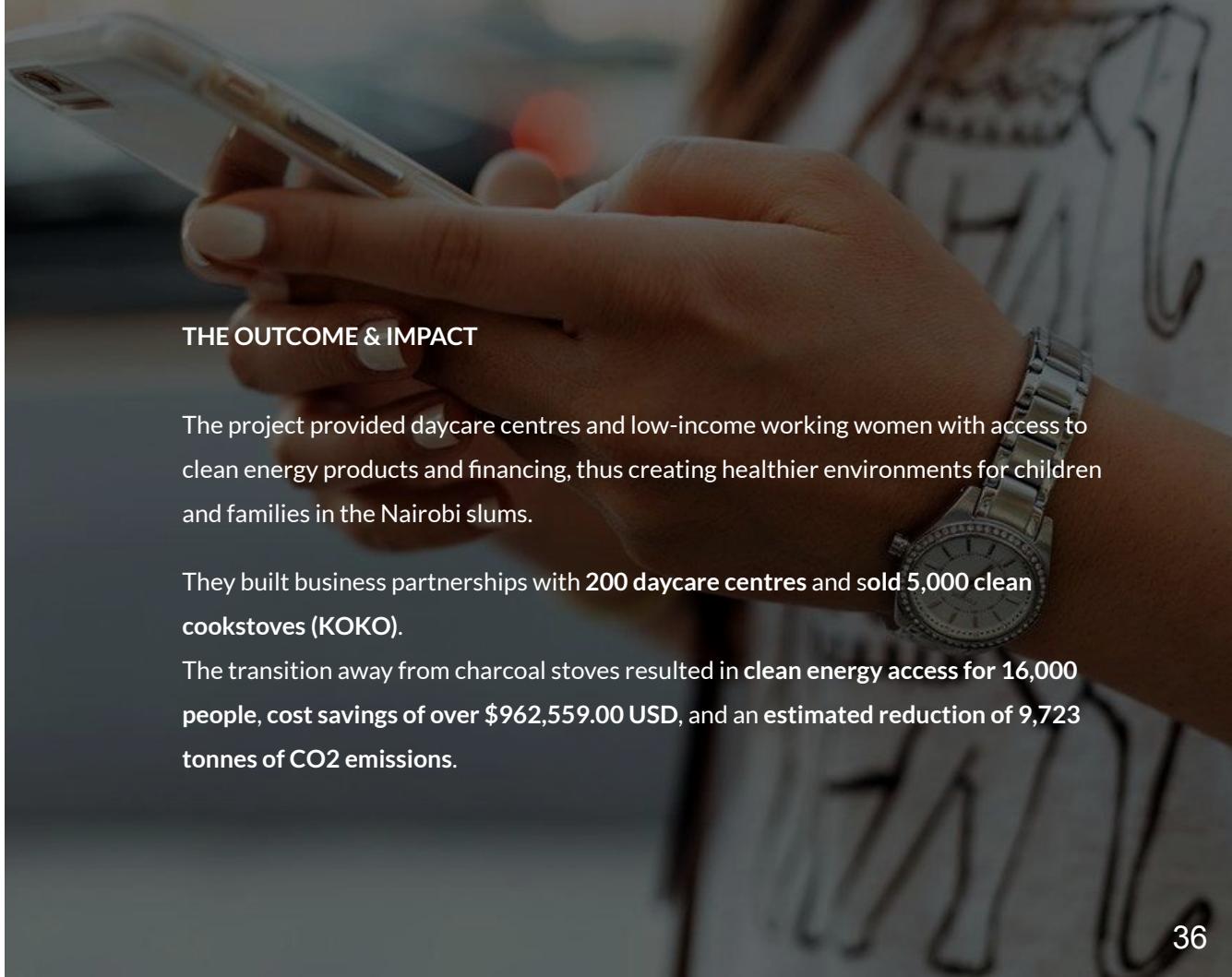
Tiny Totos offers clean energy financing through slum daycare business partnerships in Kenya. This project aims to pilot the distribution and financing of cookstoves and other clean energy products through business partnerships with daycare centres. Over 3,500 informal daycare centres operate in the slums of Nairobi, serving as daily hubs for working mothers from a wide range of professional and personal backgrounds.

### THE OUTCOME & IMPACT

The project provided daycare centres and low-income working women with access to clean energy products and financing, thus creating healthier environments for children and families in the Nairobi slums.

They built business partnerships with **200 daycare centres** and sold **5,000 clean cookstoves (KOKO)**.

The transition away from charcoal stoves resulted in **clean energy access for 16,000 people**, **cost savings of over \$962,559.00 USD**, and an **estimated reduction of 9,723 tonnes of CO<sub>2</sub> emissions**.

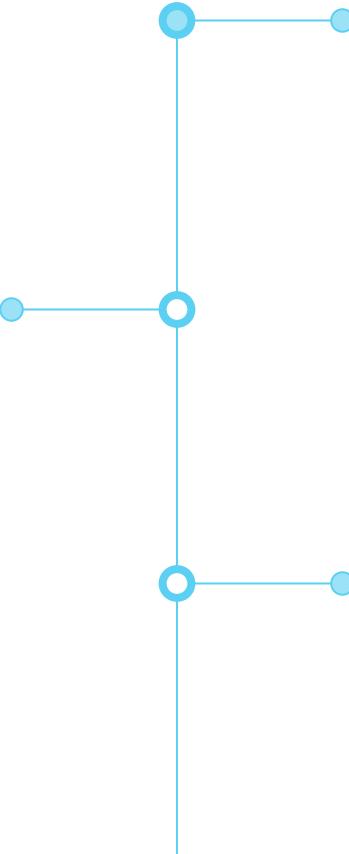


# Implementation Strategy

KOKO STOVES

## Ordering the Stoves

Once the number of interested Mamapreneurs is determined, Kidogo can place an order with KOKO. Mamapreneurs can **pay on a 12-month installment plan (\$5.4USD/mo) or shoulder the whole cost up front (\$65USD)**. (Note: Mamapreneurs can also alternatively place orders through Kidogo)



## Raising Awareness

Kidogo can communicate information on Koko cookstoves to Mamapreneurs through a central education session at a hub OR through the monthly quality inspections and SMS messages. A brief one-pager educating them about the health and long-term financial benefits is critical. Based on that, mamas can choose whether or not to opt-in to purchase a cook stove.

## Distributing the Stoves

To start off, piloting this program in Kibera slums would be the most beneficial, as it is in close proximity to the Kidogo Office in Nairobi (7 minutes away). Shipping can be done with UPS Kenya for longer-distance routes that are inter-city for when Kidogo decides to scale this program.

A photograph of a diverse group of young children, likely in a classroom or community setting. They are all smiling warmly at the camera. In the foreground, a young girl with dark hair and a blue and white patterned top is laughing joyfully, her hand near her mouth. Behind her, other children are visible, including one in a red patterned shirt and another in a bright blue shirt. The background is slightly blurred, creating a sense of depth.

# EXPANSION OPTIONS

# South Africa

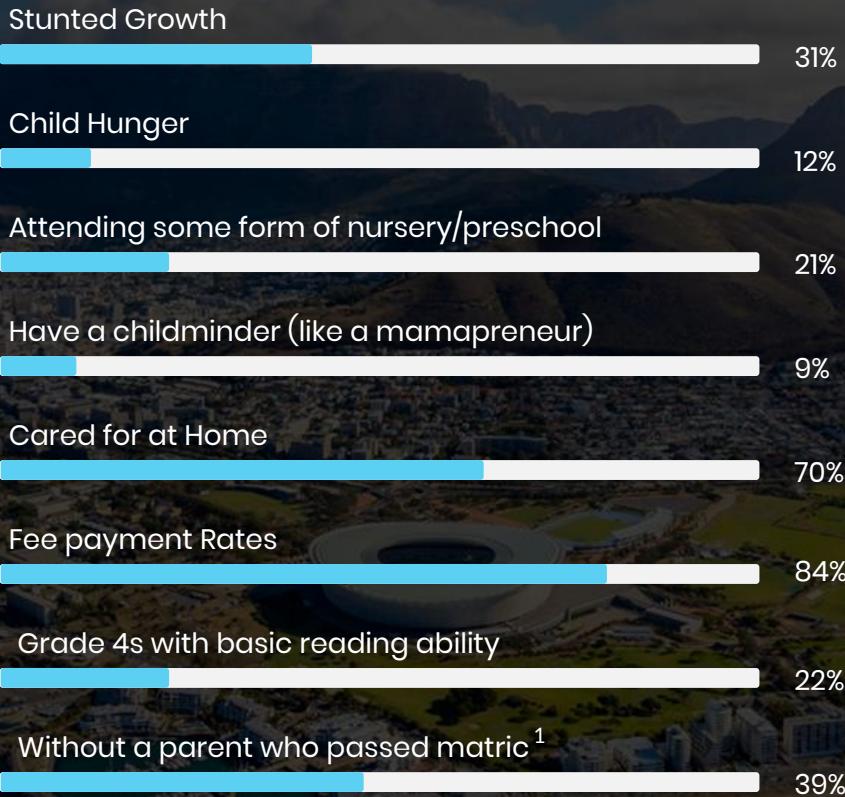
## EXPANSION OPPORTUNITIES

South Africa currently has a decent level of service for early child healthcare. However, due to lack of nutritional and educational support, children are surviving whereas they could be thriving.

With its focus on nutrition and learning, Kidogo is well-suited to bring high-quality affordable early-childhood development to the children of South Africa

Find local Eregulations [here](#).

## Current Status Quo



<sup>1</sup> A school-leaving examination taken at the end of the twelfth year in South Africa.

# Opportunity in South Africa



## High GDP per capita

*With a high GDP per capita, there will be lower-class South Africans who can afford Kidogo childcare*



## Stunted Children

*About a third of South African children under the age of two have stunted growth. This means there is opportunity for Kidogo to create a significant impact*



## Limited Early Education

*1.1 million children don't have access to any early learning program. Kidogo can change this.*



## Lack of Childcare in Rural Areas

*40% of children live in rural areas where low population densities makes it harder for early childcare centers to exist. Kidogo's mamapreneur system can help.*

Optimal Expansion Regions

## Three provinces to start with

### The Filters

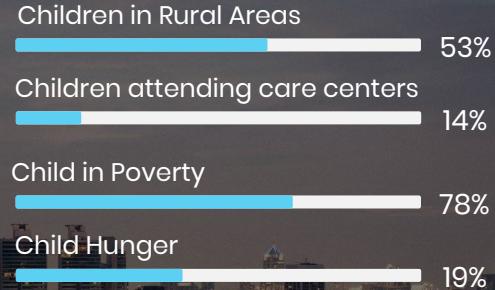
Potential expansion regions were identified according to these criteria points:

- Number of children in rural areas
- Malnutrition levels
- Poverty Levels
- Children attending care centers
- Education level relative to the country's average

## Lomopo



## KwaZulu-Natal



## Eastern Cape



# Summary of Recommendation

KIDOGO X TKS

## The Problem

1. Current revenue stream is insufficient to maintain desired child-to-caregiver ratios.
2. Cooking fuel is too expensive.
3. No-shows are frequent and costly.
4. Scaling is difficult because countries have different ECD standards and landscapes

## The Solution

- A multi-pronged approach to maximize profits for Mamapreneurs:
- Meal services for families during holidays
  - Apprenticeships for Nannies
  - Alternative Fuel Sources via Parabolic Solar Stoves & KOKO Cookers
  - (Bonus!) Expansion Region Recommendations

## The Outcome

If implemented, our recommendations combined will result in a monthly profit of 100 USD for a Mamapreneur centre with 8 children (achieving global best practices and coming closer to minimum wage!), as compared to the current 72 USD a month for centres with 10 children.

## NOTE

Every recommendation (except Koko stoves) was thought of with scalability in mind. By not having our solutions linked to other organizations or donors, we've ensured these solutions can be replicated in other regions as Kidogo scales across Africa.

## KIDOGO RECOMMENDATION

# Asante!

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Thank you so much to the Kidogo team for giving us this amazing opportunity to work on tackling this really important problem!

Pursuing this challenge has been such an eye-opening experience, and it really broadened our perspectives. Kidogo's work in Kenya is changing the lives of thousands of families and children! Our team is really aligned with your mission and we want to see Kidogo expand further to improve the quality of life for both Mamapreneurs and families in urban slums across East-Africa.

We hope that we were able bring some value to Kidogo's decision-making process as you continue to grow. Please feel free to reach out to the us if you have any questions or comments about our recommendation.

The three of us are extremely excited to see the organization strive and impact millions of families and students across Africa.

Thank you for this opportunity!

Mayank, Riya, and Ramy



Mayank Jain



Riya Karumanchi



Ramy Zhang



# Appendix

(Clickable Links)

-  **Fuel & Food** Financials
-  **Nanny Curriculum Materials** Plan
-  **Nanny Risk Management** Plan
-  **South Africa** Data
-  **Kenyan Diet** Costs