

Executive Summary

Problem | Poverty & Malnutrition

On average, caregivers in Kenyan slums need to make around \$150 USD per month to break even. This amount is equivalent to having 12-15 children between the ages of 0 and 5 per caregiver.

- This negatively impacts the quality of care provided.
- The Mamapreneur's (caregiver)
 livelihood is also impacted.
- Parents are unable to adequately provide for their children.
- 40% of the children reporting to Kidogo centres are malnourished.

Solution | 3 Part Plan

The 3-part plan is comprised of 3 simple improvements that can be integrated with Kidogo's current strategies and platform.

#01: Parent and community sensitization through community workshops and involvement in curriculum development.

#02: Sack farming pilot program to create an alternative revenue stream and nutritious options for Mamapreneurs.

#03: Form additional strategic partnerships to scale impact and become a leader in Early Childhood Development in East Africa.

Outcome | Increased Revenue

This approach is projected to improve the overall lifestyle of Mamapreneurs and reduce the ratio count between the child and caregiver to 1:8 or even 1:7 ***

Enrollment Rates: Unenrollment rates are projected to decrease by 35%.

Nutrition: Fix malnutrition among kids at home-based centres.

Revenue Stream: Increase profits of up to **43**% for Mamapreneurs.

Impact: a sustainable framework for collective advocacy and scaling the Kidogo network.

TACKLING 3 PROBLEM AREAS

We targeted 3 different areas to help increase profit for mamapreneurs and give them the option to look after less kids.



INCREASED REVENUES

Encouraging sack farming and educating the importance of early parental engagement will decrease the non-enrollment rates to around 28% during off-seasons



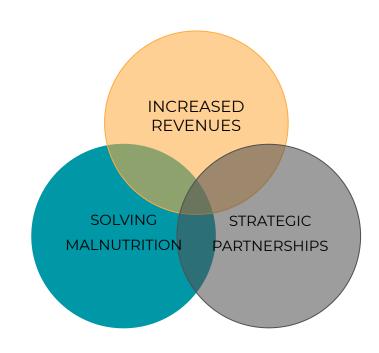
SOLVING MALNUTRITION

Sack farming can grow essential foods for kids 0-3 years old, which include Spinach and Kale (offering a lot of essential nutrients/ vitamin-like protein, calcium, Vitamin C, etc.)



STRATEGIC PARTNERSHIPS

Strategic partnerships with organizations focused on ECD and food security could help Kidogo be more successful in solving malnutrition while also increasing Mamapreneur profits.



Solutions Focusing on Community Engagement, Tackling Malnutrition, & Strategic Partnerships



Framework for Sustainable Engagement & Sensitization

During the primitive years of childhood, many parents do not understand why neuroplastic development is important from ages 0-3, although research from DFES^[1] shows that engagement in early years translates into 15% more progress in math. This is an opportunity to teach communities about the importance of ECD and increase demand for higher quality care.

Pages 5 - 7



Reducing Unenrollment Rates and Profit Loss with Sack Farming

Holiday seasons occupy 4 months annually, resulting in Mamapreneurs losing between 50-75% in profit due to lower enrollment. However, encouraging Mamapreneurs to leverage sack farming could offset this monthly loss by earning around \$208 monthly in revenue.

PAGES 8 - 11



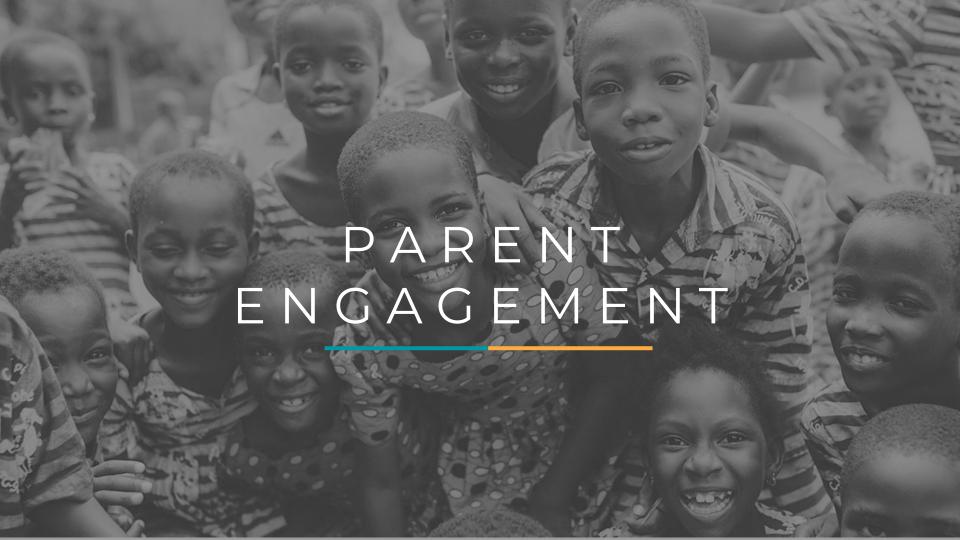
Strategic Partnerships for Scaling Impact and Building the Kidogo Network

Partnerships can help Kidogo gain more expertise in areas such as food security and also offer more strategies on how to solve the problem of malnutrition at home-based centres while also increasing Mamapreneur profits.

PAGES 12-14

IMPLEMENTATION TIMELINE: PAGE 16

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There is a lack of comprehensive community engagement

It is important to mobilize the entire community and encourage the involvement of all stakeholders who impact childhood development - including parents, Mampreneurs, community leaders, and community health workers. Current efforts undertaken by NGOs and government programs are vastly decentralized and lack scalability. This reveals an opportunity for Kidogo to **build brand awareness** while **sensitizing** the community and thus, increasing understanding of the importance of early childhood education thereby increasing demand for higher-quality care centers.



Parent - Teacher Partnerships for Pre-School Children's Education

Opportunity: Kidogo can expand its presence and network by creating strategic frameworks for parent-teacher/caregiver and broader community engagement for pre-school children's education. This is an opportunity for Kidogo to become a leader in early childhood development for ages 0 - 3.

Frequency of Other Strategies Used by Headteachers and Ministry of Education Officials to Strengthen Parent-teacher Relationships

Other strategies used	Headteachers	District Education Officials
Organizing workshops on transition	10	0
Conducting home visits	5	0
Organizing for graduations	9	0
Holding farewell parties	7	0
Using class representatives	4	0
Organizing academic days	6	3
Taking children on academic tours	6	0
Encouraging parents to allow children to participate in games	7	2
Sending letters	10	5
Organizing for sporting days	5	0
Open visits by parents	4	0
Providing information about children's progress	10	0
Holding parents teachers meetings	10	3
Involved adminstrators (chiefs/assistant chiefs)	3	8
Organizing for sensitization meetings	4	5
Holding class meetings for parents	5	0
Participation in volunteer services in school	3	0
Holding closing term meetings	10	0
Sending information to the teachers through DIECE (District Centre for Early Childhood Education) officers	0	0
Organizes training opportunities for DICECE officers	0	0
Passing policy documents to DICECE officers	0	0
Total frequency of other strategies used within last 12 months to strengthen parent-teacher partnerships	118	27

KEY FINDINGS

- The strategies used by headteachers and Ministry of Education officials **varied drastically.**The extent of 6 modes of involvement, by parents, evaluated were 1) parenting 2)
 volunteering 3) learning at home 4) decision-making 5) community collaboration and 6)
 communication. More detailed definitions and statistical analysis can be found here.
- The **diversity** of strategies reportedly used at national and district levels was *lower* than those reported by headteachers. This implied that the **relationship** between school and home was weak.
- The **lack of usage** of stated/recommended strategies to strengthen partnerships and increase engagement, as well as the low parent-teacher partnership suggests that:
 - 1. There is a **lack of knowledge** about effective strategies
 - 2. Recommended strategies are **not practical and lack perspective**
 - **3. Conflicting in roles** (it is unclear what parents versus teachers should do)
 - Strategies require unprecedented amounts of resource mobility and logistical problems occur (ie, parent-teacher meetings are not feasible in many cases)

Strategies for Engagement



COMMUNITY REACH

Organize **show days** at the central Kidogo hubs to show what high quality childcare looks like and why ECD matters.

- Occurs once / year in partnership with one of the key funders during 'off-season', delivered free of charge for parents.
- Engage parents in hands on workshops delivered by ECD certified teachers
- Prepare simple resource packages (sample play-based activities) for parents to build trust and demonstrate a genuine intention to help.



PARENT COMMUNICATION

Mamapreneurs need to effectively engage with parents to ensure that their respective **roles** and the **outcomes** of ECE are clear.

- Use a whatsapp group to facilitate easy communication with parents. Whatsapp is the most popular platform in Kenya and mobile access is increasing day by day.
- Deliver monthly newsletters on centre highlights and parenting strategies/resources via an online blog (over 2/3 of Kenyans read an online blog) to elicit parent feedback



DOCUMENTATION

Since Kidogo's curriculum is based on **play-based learning**, which originated as the **Reggio Emilia**approach, it is important to document the
process so it is clear how the child is learning and
the outcomes of the curriculum.

- Examples of documentation here.
- Photo documentation as well as panels
 displaying children's work will make learning
 visible, encourage parent participation, and
 allows others to be aware of children's
 experiences at Kidogo's hubs and spokes.



40% of kids reporting to kidogo centres are malnourished.

FOOD IS NOT PROVIDED

The Mamapreneurs are not providing food to the kids themselves (being too expensive for the caregiver to also cover); parents give the Mamapreneurs food for the day and just expect them to heat it. If kids are malnourished because of this, Mamapreneurs don't have the resources to help them.

PARENTS DON'T KNOW WHAT GOOD NUTRITION LOOKS LIKE

Parents either don't understand proper nutrition and are more concerned with feeding kids protein rather than coloured foods or don't have the money to pay for nutritious food.

Nutrition and stimulation (via play and social interaction) are the 2 fundamental pillars [of] a healthy child. **Urban agriculture** is not only a promising *revenue stream* but also an excellent source to provide *colouring* in the foods (ie, greens) being consumed.



Asifa Nurani, Public Health Consultant with 13 years of experience working in East Africa on ECD w/ Aga Khan Foundation

Mamapreneur lose 50-75% of their profit 4 out of 12 months

XIDOGO NEEDS TO MAKE CENTRES MORE ATTRACTIVE TO PARENTS

Parents don't send their kids to Kidogo centres during holiday seasons (4 months total of the year) because they can't afford the centres, and/or don't understand the value in sending them to these centres compared to leaving them with older siblings / kin that are available during those months.

MAMAPRENEURS COULD MAKE AN AVERAGE OF \$155 IN REVENUE W/ REDUCED UNENROLLMENT RATES

If average revenue is \$114 after no show fees and 50-75% is lost during holiday months (let's take the worst case of 75%), then revenue during a good month (full enrollment) should be:

(8x + (4)(1 - 0.75)x) / 12 = 114* 9.48x = 1398 x = \$155 USD

* avg. monthly revenue from data room

Implementing Sack Farms at Home-Based Centres

WHY SACK FARMING?

Sack farming is a very efficient, space-preserving and non-labour intensive method to grow nutritious foods. Our research shows that one sack can feed up to 6 people in a home per harvest. [1]

We understand that one of the biggest concerns with the parents is what the kids will be fed, and we think that Kidogo could increase hype around the home-based centres with parents by offering nutritious food to children for **free** 3 or 4 times a week. After analyzing the egg pilot Kidogo previously implemented, we think that this solution will not only help solve aspects of malnourishment in kids but also increase profit for the Mamapreneurs by decreasing unenrollment rates during the holiday seasons



LOW LABOUR COMMITMENT

We understand Mamapreneurs don't much free time to tend to gardens. One advantage of sack farming is that they aren't labour intensive and don't require extensive farming skills (water 4 times/week, totaling to less than 30 mins per day^[3])



SPACE PRESERVING

Mamapreneurs have very little space at their home-based centres. Sack farming offers the advantage of not taking up little space compared to traditional gardens.



SMALL INVESTMENT

The average sack farm costs between 1,000 and 5,000 Ksh^[2]. With this initial investment from Kidogo, Mamapreneurs can increase their profit while offering nutritious food to their kids.



LITTLE TO NO EXPERIENCE REQUIRED

Sack farms are much easier to tend than regular gardens. Concerns with weeds are much lower because of the nature of sack farming. This is ideal for Mamapreneurs who may not have time to learn how to farm.

SOURCES:

- [1] http://www.africanslumjournal.com/urban-farming-in-kibera/
- [2] https://www.newvision.co.ug/new_vision/news/1465449/sack-garden-save
- [3] Assumption made, given that with 100 bags, farmers water it 4 times/week

AN IMPLEMENTATION PLAN FOR KIDOGO

We predict that we can help Kidogo reduce unenrollment rates during holiday seasons by **35%** by offering free, nutritious food from sack farms the Mamapreneurs own.

CHOOSING WHAT TO FARM

Sack farming is often used to farm leafy greens and other coloured vegetables. We recommend farming either **Kale** or **Spinach** because they are rich sources of vitamin A and C, folate, zinc, calcium, iron, magnesium, fiber and other essential nutrients required for healthy growth in children.

TEACHING MAMAPRENEURS HOW TO SACK FARM

Although sack farming does not require much expertise to be successfully run, there are minimum requirements that must be reached to create high crop yields. We recommend Kidogo add extra pages to the Mamapreneur manual on how to tend a sack farm successfully. ****

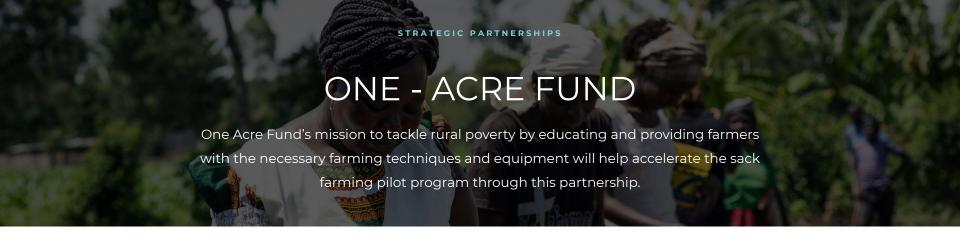
IMPLEMENT A PILOT

We recommend Kidogo start incorporating sack farming by running a small pilot in one saturated area of home-based centres. To run a pilot with 20 centres, Kidogo would have to invest 1149.90 USD* upfront. We propose something similar to Kidogo's previous egg pilot, offering 3-4 free meals a week with the farmed vegetables.

ENROLLMENTS & PROFITS

We <u>assume</u> that unenrollment rates could be decreased by **35%** by implementing sack farming. Doing this can increase **profit** to about **166 USD**** allowing Mamapreneurs to take care of less kids depending on their personal needs.*** This yields a profit increase of nearly **43%**







TRAINING + EDUCATION

For Mamapreneurs to be successful during the sack farm pilot, they must be properly trained in how to farm. Although no advanced expertise is required, we believe that Kidogo can find value in partnering with One-Acre Fund to build the section in the "Mamapreneur Manual" for sack farming, to ensure success for the program.



FINANCING

The **One-Acre Fund** is dedicated to providing access to all tools and resources to help people living in slums farm. We believe that Kidogo could and should form a strategic partnership with One Acre Fund to help create success for Mamapreneurs who pick up Sack Farming. This financing could go towards things such as the sacks themselves, seeds, pesticides, etc.



GET IN TOUCH



andrew.youn@oneacrefund.org
Co-Founder at One-Acre Fund

STRATEGIC PARTNERSHIPS

AGA KHAN FOUNDATION

Aga Khan's previous experience working with parents to create four pilot pre-schools in Mombasa and working in parents with children in preschool years, will help parents understand the importance of educating children between the ages 0-3.



EDUCATING PARENTS

Early childhood development is a top priority for the Aga Khan Foundation, and we believe a strategic partnership with this NGO could help Kidogo spread awareness and reach parents on the importance of nutrition for developing ages of 0-5, an important aspect of the pilot program's success.



MAMAPRENEUR ENGAGEMENT

Aga Khan believes that strong community relations are what can help agricultural development thrive. By engaging the network of Mamapreneurs they can offer each other both technical and mental support. For this reason, Kidogo should partner with them and help bring the community morale up. This could help the pilot program be even more successful.



GET IN TOUCH



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Director at Aga Khan Foundation



INTEGRATING INTO KIDOGO'S BUSINESS MODEL

Impacting all three major parties (the parents, the children, and the Mamapreneurs)



On a Personal Note...



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Dear Kidogo Team,

We would like to personally thank you for this incredible opportunity to contribute to Kidogo's mission to unlock potential through quality early childhood development. Having been exposed to global educational inequity before, we feel extremely privileged to hopefully create an impact with our recommendation.

Feel free to contact the group through our emails if you have any questions or concerns regarding our recommendation! We are ecstatic to witness the impact Kidogo will continue to stimulate in bringing quality education and childcare to low-income areas across the world.

All the best! Lana, Maggie, Suraj, and William



APPENDIX A

*Kidogo Investment (slide 11)

Out of 65 home-based centres, running a pilot in which 20 Mamapreneurs are given 2 sack farms each.

Initial investment from Kidogo: 1,652 CAD

- avg sack farm: 3,000 ksh
- 2 per every mamapreneur
- 20 mamapreneurs in pilot
- 3000 * 2 * 20 = 120,000 ksh = 1,652 CAD

**Mamapreneur profit increase (slide 11)

if we can reduce the unenrollment rate by 35%, then it would go down to an average of (75-35) = **40%.** this would mean that the average revenue per month would be:

[8x + 4y] / 12 = avg. rev / month x = (6 days/week * 4 weeks/month * \$1 / day * 10 kids) = 240 = rev. / month y = (1 - 0.40)(x) = rev. during holiday seasons

[8(240) + 4(1 - 0.28)(240)] / 12 = \$208

Profit: **\$208 - \$42 = \$166**

Old Profit: \$72, New profit: \$166 -- 43% increase

APPENDIX B

***Mamapreneurs taking care of less kids(slide 11)

If sack farming can reduce unenrollment rates, and help mamapreneurs increase their profit to **\$166** (see previous slide), then according to their own needs, they can take care of less children.

Parents pay an average of ~\$24 USD per month per child, so if the mamapreneur were to take care of less children, then she would make:

9 kids → 166 - 24 = **\$142** profit 8 kids → 166 - 2(24) = **\$118** profit 7 kids -> 166 - 3(24) = **\$94** profit

**** Guide to Sack Farming for Mamapreneurs (slide 11)

A comprehensive guide to sack farming can be found at https://sswm.info/sites/default/files/reference_attachments/PASCA
L%202009%20A%20garden%20in%20a%20Sack.pdf