

ENTERPRISE EDUCATION-4-CHANGE

Empowering Small Scale Enterprises in Kisumu County through Training and Mentoring

1. SUMMARY

Empowering Non-formal businesses in Kisumu County is an essential factor in the development of the county economy. This is because it creates a better understanding of the business environment and a significant sharpening of the business skills of various business persons within the business community. Our focus on non-formal businesses is meant to improve the number of businesses joining the active economy in building sustainable livelihoods and contributing positively to the development of the county. In our four month process, the training program shall hold four separate workshops in the towns of Ahero, Katito, Maseno, and in Kisumu. The workshops are geared towards comprehensive two day process of understanding the technical and non-technical aspects of running semi-formal and formal businesses combined with a three month period of mentoring these businesses and promoting their work through our various marketing channels. The training concludes with a one day networking and award conference at Kisumu City for the beneficiaries of the program. The program is expected to attract Kisumu-based businesses and business persons with interest in local investments. We are promoting this platform on the understanding that it is the small scale businesses persons in this county who contribute the bulk of its taxes and the significant amount of capital for rural farming and primary and secondary schooling in the villages. Empowering this group not only enhances the capacity of the country to grow but also promotes employment in the long run.

2. CONCEPT AND ORGANIZATIONAL BACKGROUND

Enterprise Education-4-Change was formed as a cross generational platform for linking rural resources with the technical skills and academic advantages enjoyed by University/College students in order to drive rural development in Kenya. In linking the community based groups with students on different academic programs, Ee4C enhances the growth of small scale businesses run by community groups through building of financial, commercial, and strategic capacity through trainings, linkages with different partners and promoting their products on Ee4C Facebook Fan-page, website and offline outlets for product/service visibility. However, we have separated the students in a mentorship program. The organization now focuses on CBO development through cultivation of good business practices and understanding of technical issues related to starting and running businesses in Kisumu County. The technical and technical training involves book keeping, insurance and banking, legal issues, business planning, risk assessment, budget planning, record keeping, and ethical issues. In spite of being in existence for a very short time, our program has been featured by Ashoka Changemakers as a Future Forward Competition finalist (the best 18 out of 195 submitted projects), Forbes.com,



MILLENNIAL-LEGACY CONSULTANTS

UN Habitat, and American Express Innovators Program. We owe this favorable evaluation of our work to the contributions of Ee4C volunteer staff and the groups whose success shines on the positive impact of our project. Here are examples. Our founder has also been awarded the American Express Leadership Academy's Nonprofit Leader of the Year, 2016.

American Express Leadership Academy: Launched in 2008, in partnership with The Center for Creative Leadership, the Leadership Academy develops the personal, business and leadership skills of emerging nonprofit leaders and social entrepreneurs. Academies are tailored to fit cultural nuances and serve different nonprofit needs, such as social entrepreneurship and international nonprofit organizations. In 2016, nearly 700 nonprofit leaders and social entrepreneurs will participate in these global Leadership Academy programs. The founder of Enterprise Education-4-Change was part of this cohort of 700 leaders and is implementing his Nonprofit Leader of the Year award through training of small scale businesses in Kisumu County.

3. TRAINING PROGRAM OBJECTIVES

A. Goal

To transform informal businesses to semi-formal and formal status through a four month business training program of founders and co-founders and a networking and award making conference.

B. Specific Objectives

- To select 80 informal business owners from 4 sub-counties in Kisumu County for the four-month training program
- To undertake a one week needs assessment survey among selected participants on the most important technical and non-technical aspects of running a business that they need to learn most.
- To hold four 2-day workshops in Ahero, Katito, Maseno and Kisumu towns for technical and non-technical training of the selected small scale business persons
- To hold a networking and award conference with 80 participants from the workshops in October to conclude the training program and introduce the businesses to service providers in Kisumu City, and
- To promote the interests of community-based groups by inviting their membership as part of the 80 youth and women to this training

C. Specific Outcomes

As part of the training we expect the trainees to have a fairly well grounded understanding of the technical and non-technical aspects of running businesses in order to be able to transform their businesses from the informal activities they do to real productive, profit making and



MILLENNIAL-LEGACY CONSULTANTS

creative ventures they dream to make of them. In particular, we expect our beneficiaries to be able to:

- Understand ethical management with regards to book keeping and its application in their businesses on a daily basis
- Organize their book keeping into operational and long term assets for their benefit
- Understand and appropriate their bank accounts as part of their long term assets and gain access to development loans and grants
- Critically analyze their growth potential and possibilities for long term planning
- Appreciate that risk-averse and debt-averse businesses grow less

4. PROJECT ACTIVITIES

A. Problem Description

An estimated 55% of small scale businesses owned by either individuals or CBOs are debt-averse while an estimated 85% of government provided loans in Western Kenya go unclaimed every year. The situation is exacerbated by the reality that book keeping is not considered a necessity by a good number of businesses which see it as a waste of time and only serves to reduce productivity and increase the possibilities of time wastage. The end result is that ethical standards in the business are lowered and businessmen and women or CBOs end up consuming even their operational capital at some point. Secondly these businesses and CBOs have little awareness that the easy access to loans by small scale business depends on a banking culture and healthy book keeping processes while grassroots democracy and networking enhance the health of the business. In order to underscore this important reality, it is essential that such trainings are conducted regularly in order to enable small scale enterprises and CBOs to tap into the financial and commercial eco-systems developed for the betterment of business activities and other developmental programs in the rural areas.

B. Training Logic Model



Empowering Small Scale Enterprises: The proposed training follows the particular framework as shared in the table below. During the week long process participants shall be trained on book-keeping, banking, ethical management, managing group, legal issues and networking as the essential components of succeeding in business, especially in the rural setup. Each –participant shall be provided with notes developed from curriculum drawn from Enterprise Education-4-Change and delivered by two qualified trainers from Digital Opportunity Trust graduates with technical knowledge and understanding of the business environment in Kisumu County. These trainers shall assist the project manager, Simeon Ogonda, in facilitating all discussions and sessions during the training. Aside from the trainers, we shall have invited guests from county government to share some of the services they offer as well as five representatives of critical banking/insurance, and administrative service providers to discuss various options on banking/insurance, and legal issues associated with running their ventures.

Inputs	Activities		Outcomes – Impact		
What we invest	What we do	Participants	Short	Intermediate	Long
<ul style="list-style-type: none"> • Funding to hold workshop • Research Base • Time • Personnel (Administrator, Facilitators, Speakers) • IEC Materials • Existing Resources • participants (Goal is to move them from formal to semi-formal stage/systems, scaling a business) 	<p>Training Plan</p> <p>I. Meet-and-Greet Networking session (Networking)</p> <ul style="list-style-type: none"> ▪ Self-Introduction ▪ Q&A led by experts <p>II. Collaborative Forums (Discussion Forums for the remaining period of training)</p> <ul style="list-style-type: none"> ▪ Small-group discussion -Brainstorming on collaborative strategies on topics like marketing and book keeping. <p>III. Technical (Workshop day One)</p> <ul style="list-style-type: none"> ▪ Code of Ethics ▪ Insurance and Banking ▪ Legal aspects of forming/running a business <p>IV. Non-technical (Workshop Day Two)</p> <ul style="list-style-type: none"> ▪ Business planning ▪ Risk assessment ▪ Budget planning 	<ul style="list-style-type: none"> • Invited women, youth, and CBOs looking forward to scale-up their businesses • Administrator and 2 Facilitators • Invited Speakers • Invited line Ministry and community officials who are subject matter experts 	<ul style="list-style-type: none"> • Enhanced understanding of intra-group collaboration. • Increased knowledge on book keeping essentials. • Understand the banking elements important for business growth. • Adoption of important ethical practices appealing to and relevant to the business. • Create a local networking platform or improve on the existing one 	<ul style="list-style-type: none"> • Increased skills in making management decisions that will lead to long-term sustainability. • Increased knowledge on analytical skills to expand the business. • Increased interest in banking proceeds from business. • Promoting the ethical debate in different forums to influence intermediate decision making processes. • Network outside the normal networks 	<ul style="list-style-type: none"> • Increased knowledge on grassroots democracy/ Understanding the business eco-system • Adoption of book keeping as a norm within the community. • Understanding of banking procedures and procuring of business loans. • Establish long range systems to influence ethical practices across businesses operating in the same area • .Promote networking of different groups and individuals from different businesses <p style="text-align: center;">4</p>



Assumptions	External Factors
Businessmen and women will come together to help each other succeed in their business; share resources to secure market, network, and share best practices	Time, Environmental conditions, Economy policy ,Positive and negative influences

C. Networking and Awards Conference

The training shall be concluded with an Awards conference designed to enable the different trainees to meet and share their experiences about running businesses in Kisumu County. This conference is also designed to enable different business persons to interact with government and private sector service providers who will be able to undertake quite significant time to explain what they do and why it is important that they seek their attention whenever they need services that are essential to their businesses. Small scale businesses struggle to gain formal status because there is a critical level of interaction that is missing with the necessary regulatory bodies as well as private sector service providers who would be able to support such businesses. This conference would therefore place various service providers in contact with these businesses in order to be able to enable them address some of the worries and challenges experienced by our participants. Finally, the conference shall also award the five individuals who have taken great steps to register and comply with government regulations while also ensuring that they take into account various good practice process that all businesses need to grow.

5. EVALUATION PLAN

The program is expected to stretch over a period of four months and include 80 participants (middle aged women and youth) from either groups or individual small scale business owners. The training shall also include invited speakers as well as representatives of financial institutions, one micro-finance institution, regional EACC office and an insurance entity with extensive experience on various book keeping, banking, ethics and integrity, as well as networking issues and processes. Our evaluation plan shall therefore be three-fold:

Post-Ante Evaluation: We shall utilize pre-program evaluation to understand some of the critical needs of the informal businesses that must be included in the training and mentoring program in order to enable them gain more from these businesses. This will be administered through questionnaires and evaluated through SPSS in order to determine various quantitative



MILLENNIAL-LEGACY CONSULTANTS

processes that can enable us derive some qualitative values in the long run. This process has been undertaken and is being refined.

Mid-Level Evaluation: The evaluation shall be done, through interviews after each workshop in order to gain an understanding of the feelings of each participant and how they find the training in general and the workshop in particular. This shall be done to all the four workshops

Ex-Post Evaluation: This evaluation shall be done at the conclusion of the conference in order to better determine whether there is a greater influence that the program has had on the participants and whether the participants find it useful to extend the knowledge gained to other members of the community. Furthermore, there shall be critical levels of understanding for the various players to deduce how the conference has been and the success of our participants shall also be shared by our guests. In order to gain this information we shall have short interviews with some of our invited guests.

6. SUSTAINABILITY

We expect that the training will have a longer impact on the trainees as well as their businesses. The core of the sustainable impact shall be monitored through the level of interaction on the platforms provided as well as the follow-up undertaken by groups and individuals to connect and interact with the experts and their organizations in order to promote their businesses. Ee4C will promote this sustainable networking, book keeping records, and banking process by ensuring that subsequent programs they enroll in through our assistance takes into account the information gained and utilized in developing the above business necessities. This mentoring process shall be monitored in order to build best practices and promote the trainings of Enterprise Education-4-Change.



Important Note: Kindly note that the above referenced training is sponsored by American Express Leadership Academy Alumni Summit through Enterprise Education-4-Change. The document is served to promote the work of Enterprise Education-4-Change and the letterhead is a representation of the interest Millennial Legacy Consultants has in mobilizing support through channels Enterprise Education-4-Change has no active collaborations through. The goal is to attract professionals to the work being done by Enterprise Education-4-Change and to increase support for this training.