

Document Number 4.0	TITLE W+ Monitoring Report Template Version 1.2	
DOCUMENT MANAGER W+ Standard Coordinator		ORIGINAL DATE 30 November 2014
APPROVAL W+ Standard Committee	FILE LOCATION (S) W+/W+ Program Document Templates and on www.wplus.org	REVISION 1: 13/11/2017 REVISION 2: 18/09/2018

MONITORING REPORT

COMMUNITY LED FOOD FOREST PROJECT (CFFP) - RESTORATION OF MARMANET, AND IGWAMITI LANDSCAPES THROUGH A SUSTAINABLE FOOD FOREST APPROACH, KENYA

Project Title	Community Led Food Forest Project (CFFP) - Restoration of Marmanet, and Igwamiti Landscapes through a Sustainable Food Forest Approach, Kenya
Project Start Date	January 2024
Project End Date	July 2029
Monitoring Report number	01
Date of Report	10 September 2026
Project ID	
Monitoring Period	May 2024 – May 2026
Prepared By	Larissa Dominguez Fuentes and Daniele Ramiarmanana
Contact Information	larissa.dominguezfuentes@wocan.org ; ramiarmanana.daniele2026@gmail.com ; info@wocan.org 77-6412 Kepano Place, Kailua Kona, HI, 96740 USA +1-808-464-1703;



Table of Contents

1	Project Details	4
1.1	Summary Description of the Implementation Status of the Project	4
1.2	Project Developer	5
1.3	Other Entities Involved in the Project.....	5
1.4	Project Start Date	6
1.5	Project Crediting Period	6
	The crediting period is 2 years: <i>May 2024 – May 2026</i>	6
1.6	Project Location	6
1.7	Title and Reference of W+ Methods	6
2	Implementation Status	6
2.1	Implementation Status of Project Activities	6
2.2	Where applicable, describe how non-double counting measures are being implemented. ...	7
2.3	Where applicable, describe how non-permanence risk factors are being monitored and managed.	7
2.4	Methodology Deviations	7
2.5	Project Description Deviations	7
2.6	Results and key findings.....	7
2.6.1	Income & Assets	7
2.6.2	Leadership	8
3	RESULTS.....	8
3.1	Income & Assets	8
3.1.1	Data and parameters	8
3.1.1.1	Data and Parameters Available	8
3.1.1.2	Data and Parameters Monitored	9
3.1.2	Monitoring plan	10
3.1.3	W+ Results for Income & Assets	10
3.1.4	Summary Analysis of Results.....	11
3.2	Leadership	13
3.2.1	Data and parameters	13
3.2.1.1	Data and Parameters Available	13
3.2.2	Monitoring Plan	19
3.2.3	W+ Results for Leadership.....	19
	Appendix: Detailed analysis of results	25



Summary

The Community Led Food Forest Project, implemented by GROOTS Kenya in the Igwamiti and Marmanet landscapes of Laikipia County, combines landscape restoration and agroforestry with women's economic empowerment and leadership development. The project addresses land degradation, limited livelihood opportunities, and gender barriers through training in restoration, nursery management, governance, land rights, and leadership. It also creates income-generating opportunities through community nurseries, restoration employment, agroforestry, poultry production, beekeeping, and savings mechanisms. The W+ Standard was applied in the Leadership and Income & Assets domains, with results showing significant improvements in women's leadership capacity, income, assets, and financial resilience.

Income & Assets Domain

The Income & Assets domain was applied to measure changes in income levels among **83 surveyed beneficiaries**, representing a larger group of **800 women**.

1. The change in income per beneficiary was **5,071 Kenyan Shillings (KES)**, increasing from **KES 5,930 to KES 11,001**.
2. The overall percentage of change from baseline conditions was **85.5%**.
3. The total number of **W+ credits generated was 6,841**. (see W+ Results Calculation in Table 3 Page 15 below)

Leadership Domain

The Leadership domain was applied to measure changes in leadership capacity among **37 surveyed beneficiaries**, representing a larger group of **100 women**.

1. The average leadership score increased from **19 before the project to 162 after the project**, representing an increase of **143 points**.
2. The overall percentage of change from baseline conditions was **753%**.
3. The total number of **W+ credits generated was 7,530**.

1 PROJECT DETAILS

1.1 Summary Description of the Implementation Status of the Project

The Community Led Food Forest Project is implemented in Igwamiti and Marmanet Wards in Laikipia County, Kenya. Communities in the project area depend primarily on small-scale agriculture, livestock production, and natural resources for their livelihoods. However, unreliable rainfall, recurring droughts, water scarcity, declining soil fertility, land degradation, human-wildlife conflict, and livestock theft have reduced agricultural productivity and increased households' vulnerability to economic and climate-related shocks.

Women play a central role in crop production, livestock management, household food security, and natural resource management. Their responsibilities include planting, weeding, harvesting, managing kitchen gardens and poultry, caring for livestock, and collecting water and firewood, alongside childcare, food preparation, and other domestic work. Despite these contributions, women generally have more limited ownership and control of land, productive assets, financial resources, and higher-value income than men. Their disproportionate burden of unpaid care work also limits the time available to participate in training, livelihood activities, and community leadership. Gender norms and unequal decision-making power may further restrict women's ability to influence decisions concerning land use, household resources, and natural resource governance.

To address these challenges, the project implements an integrated approach combining forest landscape restoration, agroforestry, community tree nurseries, sustainable livelihoods, women's leadership, and grassroots organization. Restoration activities include tree planting, assisted natural regeneration, the establishment of food forests, and the promotion of fruit and non-fruit trees on farms. Women receive training in forest restoration, agroforestry, climate-smart agriculture, nursery management, environmental conservation, governance, gender and feminist approaches, land rights, leadership, and organizational strengthening. Training is complemented by mentoring, peer learning, participatory planning, community dialogue, and engagement with local institutions.

The project strengthens women's economic empowerment by creating livelihood opportunities through community tree nurseries, paid restoration work, agroforestry production, poultry production, beekeeping, and the sale of restoration-related products. It also supports women's participation in savings groups, table-banking arrangements, and the GROOTS Kenya Savings and Credit Cooperative Organization, improving their access to savings, credit, and other financial services. Together, these activities help women diversify their livelihoods, increase their income and productive assets, strengthen their financial resilience, and contribute more substantially to household well-being.

At the same time, the project seeks to strengthen women's confidence, agency, and influence within households, community organizations, and natural resource governance structures. Through leadership training, mentoring, organizational strengthening, and participation in collective planning and decision-making, women are supported to communicate their priorities, build networks, mobilize others, and assume formal and informal leadership roles. By combining economic opportunities with leadership development and collective action, the project contributes to more inclusive landscape restoration while strengthening women's ability to influence decisions affecting their livelihoods, communities, and natural resources.

1.2 Project Developer

Organization name	Vumbuzi Impact Africa Foundation (VIA)
Contact person	Assumpta Uzamukunda
Title	Chief Executive Officer
Address	M&M Plaza 1st Floor KG 8 Avenue P.O Box 6583, Kigali, Rwanda
Telephone	+250788589818
Email	auzamukunda@via-foundation.org

1.3 Other Entities Involved in the Project

Organization name	GROOTS Kenya Association
Role in the project	Project implementer
Contact person	Dennis Njunge
Title	Head of Programmes
Address	Divyam Apartments, House No 2, Cedar Road, Westlands, Nairobi, Kenya
Telephone	+254720898222 or +254734365566
Email	coordinator@grootskenya.org

**1.4 Project Start Date**

January 2024

1.5 Project Crediting Period

The crediting period is 2 years: *May 2024 – May 2026*

1.6 Project Location

The project is implemented in Igwamiti and Marmanet Wards in Laikipia County, Kenya. The project area comprises rural communities whose livelihoods depend primarily on small-scale agriculture, livestock production, and natural resources. The landscape is affected by unreliable rainfall, recurring droughts, water scarcity, declining soil fertility, and land degradation, which have reduced agricultural productivity and increased pressure on household livelihoods and local ecosystems.

1.7 Title and Reference of W+ Methods

Leadership

Income & Assets

2 IMPLEMENTATION STATUS**2.1 Implementation Status of Project Activities**

The implementation of project activities started in January 2024 and it is still ongoing. The implementation of all activities measured under the W+ Standard started in January 2024. The list of activities are as follows:

Leadership

The project strengthens women's leadership through training on gender and feminist approaches, leadership, confidence, agency, governance, organizational strengthening, land rights, and access to productive resources. Participatory planning, mentoring, peer learning, community dialogue, and training in communication, negotiation, networking, and collective action support women's participation and representation in community groups, restoration



committees, natural resource governance structures, and other household and community decision-making spaces.

Income & Assets

The project improves women's economic opportunities by supporting community tree nurseries, paid restoration work, agroforestry production, poultry production, beekeeping, and the sale of seedlings and other restoration-related products. It also strengthens women's access to financial services through savings groups, table-banking arrangements, and the GROOTS Kenya Savings and Credit Cooperative Organization. Together, these interventions help women diversify their income sources, increase their savings and productive assets, strengthen their financial resilience, and participate more actively in household economic decisions and sustainable natural resource management.

2.2 Where applicable, describe how non-double counting measures are being implemented.

NA

2.3 Where applicable, describe how non-permanence risk factors are being monitored and managed.

NA

2.4 Methodology Deviations

NA

2.5 Project Description Deviations

NA

2.6 Results and key findings

2.6.1 Income & Assets

The Income & Assets domain was applied to measure changes in income levels among **83 surveyed beneficiaries**, representing a larger group of **800 women**.

1. The change in income per beneficiary was **5,071 Kenyan Shillings (KES)**.
2. The overall percentage of change from baseline conditions was **85.5%**.
3. The total number of **W+ credits generated was 6,841**.

2.6.2 Leadership

The Leadership domain was applied to measure changes in leadership capacity among **37 surveyed beneficiaries**, representing a larger group of **100 women**.

4. The average leadership score increased by **143 points**, from **19 before the project to 162 after the project**.
5. The overall percentage of change from baseline conditions was **753%**.
6. The total number of **W+ credits generated was 7,530**.

3 RESULTS

3.1 Income & Assets

3.1.1 Data and parameters

3.1.1.1 Data and Parameters Available

Data / Parameter	Number of women beneficiaries
Data unit	Wc.p
Qualitative data	NA
Description	Number of women benefiting from the project
Source of data	Information from the project team
Justification of choice of data or description of measurement methods and procedures applied	The sample size parameters are as follows: - Population size = 800 - Assumed proportion 50% - Level of acceptable error = 10% - Level of significance= 90% - Required sample size = 61 - Actual sample size = 83 A retrospective pre-post survey was carried out . Each interviewed woman was asked about her situation before the project and her current status.
Purpose of the data	The data was collected to compare beneficiaries' income before and after the project.
Comments	NA

3.1.1.2 Data and Parameters Monitored

Indicator	Income
Data unit	Total number of Beneficiaries
Description	Average income generated as result of project interventions
Source of data	Survey developed following the Income & Assets W+ method
Description of methods to collect information and procedures to be applied	Local women were trained and employed as enumerators to conduct the surveys. While conducting the surveys, the enumerators were closely supervised through visits or phone calls by the survey supervisors. Additionally, at the end of each day, enumerators submitted their results and their data was screened by survey supervisors. Enumerators were trained. Data was collected using ODK collect. At the end of each day, enumerators submitted their results.
Purpose of the data	This corresponds to the Income & Assets method
Comments	NA

Indicator	Income
Data unit	Increase in income generated
Description	Established by comparing income before and after project started calibrated on a per person basis
Source of data	Survey developed following the Income & Assets W+ method
Description of methods to collect information and procedures to be applied	Local women were trained and employed as enumerators to conduct the surveys. While conducting the surveys, the enumerators were closely supervised through visits or phone calls by the survey supervisors. Additionally, at the end of each day, enumerators submitted their results and their data was screened by survey supervisors.

	Enumerators were trained. Data was collected using ODK collect. At the end of each day, enumerators submitted their results.
Purpose of the data	This corresponds to the Income & Assets method
Comments	NA

3.1.2 Monitoring plan

Women's Empowerment Outcome	Indicators	MoV	Frequency	Collection methods	Responsibility
Women have improved access to employment opportunities, productive assets, and diversified livelihood activities, contributing to , increased economic resilience.	% of women accessing employment or livelihood opportunities; % receiving productive assets; % of Increased income, % of small businesses operationalized	Project monitoring records; bank records, SACCO records	Measurement will take place from May 21 to 26, 2026 Annually	Surveys and focus group discussions	WOCAN team

3.1.3 W+ Results for Income & Assets

W+ Domain	Income & Assets
Indicator	Increase in Income & Assets
Description	Income & Assets increased considerably by 85.5% from baseline conditions
Situation	The project strengthened women's income and productive assets through paid restoration work, community tree nurseries, agroforestry, poultry production, beekeeping, and the sale of seedlings and restoration-related products. It also improved women's access to financial services through savings groups, table-banking arrangements, and the GROOTS Kenya SACCO. Through these activities,

	women diversified their livelihoods, increased their income and savings, invested in household and productive assets, and strengthened their financial resilience. As a result, women improved their economic position and their participation in household financial decision-making and sustainable natural resource management.
Prospects	Continued investment in livelihood development, technical assistance, market access, and financial services will help sustain the economic gains achieved through the project. In particular, strengthening women's access to services such as the GROOTS Kenya SACCO helps prepare them for the period after the project ends by ensuring that they can continue accessing savings, credit, and other financial resources needed to maintain or expand their businesses. Addressing remaining barriers, including limited land ownership, unequal control over productive resources, climate-related risks, and competing household responsibilities, will further support the long-term sustainability of women's livelihoods and financial resilience.

3.1.4 Summary Analysis of Results

Current Performance

The GROOTS Kenya project has expanded women's economic opportunities through paid restoration work, community tree nurseries, agroforestry, poultry production, beekeeping, and the sale of seedlings and other restoration-related products. The project has also strengthened women's access to savings, credit, and financial services through savings groups, table-banking arrangements, and the GROOTS Kenya SACCO. Through these interventions, women have diversified their livelihoods, increased their income and savings, invested in productive and household assets, and strengthened their financial resilience. A total of 800 women benefited from project activities measured under the Income & Assets domain.

Calculation of the percent of change

Sample size

A sample of **83 women beneficiaries** was surveyed using the W+ Standard sampling guidance. Respondents were selected from the project areas of **Igwamiti and Marmanet**. The minimum required sample size was **61**, based on a **90% confidence level** and a **10% margin of error**. Therefore, the final sample of 83 respondents exceeded the minimum requirement and provides a robust basis for assessing outcomes under the Income & Assets domain.

Table 1 : Sampling details

Population size	800
-----------------	-----



Assumed proportion	50%
Level of acceptable error	10%
Level of confidence	90%
Required Sample Size	61
Actual sample size	83

Sampling frame

The monitoring survey used a retrospective pre-post design in which the same beneficiaries assessed their income and economic situation before and after project implementation. As no baseline survey was conducted at the start of the project, respondents were asked to reflect on their situation before participating in project activities. Using the same respondents for both the pre-project and current assessments provided a consistent basis for measuring changes in women's income and assets associated with the project.

The survey findings were triangulated through interviews with project staff, a review of project records, focus group discussions, and targeted interviews with community members. Internal triangulation was also incorporated into the individual surveys by asking respondents different questions about the same or closely related issues, allowing the research team to cross-check the consistency of women's responses.

W+ Results Calculation for Income & Assets

The total increase in income for women benefiting from project interventions was calculated by comparing their average income after project participation with their reported income before the project.

The percentage change was calculated by determining the difference between the average income after and before project implementation, dividing this difference by the average income before the project, and multiplying the result by 100.

The formula used to calculate the percentage change was:

Percentage change = [(Average income after project implementation – Average income before project implementation) ÷ Average income before project implementation] × 100

Table 2 : Average monthly income of beneficiaries before and after project intervention

Household Type	n	Average Gross Annual Income (KES)	Std. Dev.
Beneficiary After	83	11001	14918.8
Beneficiary Before	83	5930	9078.4

Table 3: W+ Results Calculation

Income change and saving change Beneficiary income after -Beneficiary income before)	5071
Percentage Change from baseline (Beneficiary income after - Beneficiary income before)/Beneficiary income before	85.5%
Total beneficiaries (Wc,p)	800
Total W+ credits (=Wc,p *% change)	68,411
Final W+ credits (Every 10% change is 1 credit of W+) [=Total W+ credits *0.1]	6,841

W+ Credit Issuance

Based on the W+ Impact calculated, WOCAN will issue **6,841 W+ credits**, through its policy to assign one W+ credit to every 10 % of change times the number of women beneficiaries.

Table 4: W+ credits

W+ [=(Total beneficiaries*Percentage of change)*0.1]	Credits	6,841
--	----------------	--------------

3.2 Leadership

3.2.1 Data and parameters

3.2.1.1 Data and Parameters Available

Data / Parameter	Number of women beneficiaries
Data unit	Wc.p
Qualitative data	NA
Description	Number of women benefiting from the project

Source of data	Leadership survey and FGDs
Justification of choice of data or description of measurement methods and procedures applied	The sample size parameters are as follows: - Population size = 100 - Assumed proportion = 50% - Level of acceptable error = 10% - Confidence level = 90% - Required sample size = 35 - Actual sample size = 37 A retrospective pre-post survey was conducted alongside focus group discussions (FGDs). Each surveyed woman was asked to assess her leadership situation before the project and at the time of monitoring. The FGDs provided additional qualitative evidence to contextualize and triangulate the changes reported through the individual surveys.
Purpose of the data	The data was collected to compare beneficiaries' income before and after the project
Comments	NA

3.2.1.2 Data and Parameters Monitored

Indicator	<i>Overcoming sociocultural challenges</i>
Data unit(s)	Types of resistance
Description	Obstacles that come from their need to balance the often, competing interests of home and work. It is not uncommon for many women to assume the larger share of cooking, child-care and care for the elderly parents or in-laws while contributing to household productive work. Women are also more likely to be confronted with limited physical mobility and hence, limit themselves to opportunities such as attending self-improvement

	programs or those that require travel away from home (e.g. field visits, workshops, etc.).
Source of data	Survey developed following the Leadership method
Description of methods to collect information and procedures to be applied	Surveys were applied directly by the W+ Experts. They were applied in a group setting that allowed further discussion of each question included in the survey.
Purpose of the data	This corresponds to the Leadership formula
Comments	NA

Indicator	<i>Overcoming emotional challenges</i>
Data unit(s)	Conflicting and competing interests, self-doubt, internal dilemmas
Description	Women are more prone than their male counterparts to be confronted with self-doubt and may become vulnerable to “stereotype threat”, wherein an individual underperforms to suit social stereotypes of women (e.g. weak, indecisive, prone to gossip rather than work etc.) Emotional challenges can also manifest in a high degree of uncertainty from not knowing where the change one has initiated will lead to or having to exert additional attention on not challenging the existing ‘gendered’
Source of data	Survey developed following the Leadership method
Description of methods to collect information and procedures to be applied	Surveys were applied directly by the W+ Experts. They were applied in a group setting that allowed further discussion of each question included in the survey.
Purpose of the data	This corresponds to the Leadership formula

Comments	NA
-----------------	----

Indicator	Growing leadership through engaging with obstacles
Data unit(s)	Overcoming emotional challenges, overcoming resistance inside the household, overcoming socio-cultural challenges
Description	The ability to transform one's potential by confronting obstacles and challenges. The resolve required to engage with obstacles and challenges is an important emotional and intellectual skill that underscores effective and sustainable leadership practice.
Source of data	Survey developed following the Leadership method
Description of methods to collect information and procedures to be applied	Surveys were applied directly by the W+ Experts. They were applied in a group setting that allowed further discussion of each question included in the survey.
Purpose of the data	This corresponds to the Leadership formula
Comments	NA

Indicator	Generating counter narratives
Data unit(s)	Access to resources and trainings, Access to knowledge and skills, Cooperation and support from family members, Income generating opportunities, Supportive network inside their organization, Active lobbying, having an active role in accessing and creating opportunities
Description	The ability to generate 'counter narratives' that oppose the prevailing status quo. This is closely linked to individual agency, or the ability of an



	individual to expand the limiting boundaries (e.g. social, cultural, structural, etc.) that inhibit or eclipse new ideas or ways of doing things that lead to innovation and change.
Source of data	Survey developed following the Leadership method
Description of methods to collect information and procedures to be applied	Surveys were applied directly by the W+ Experts. They were applied in a group setting that allowed further discussion of each question included in the survey.
Purpose of the data	This corresponds to the Leadership formula
Comments	NA

Indicator	Affecting changes in group structure
Data unit(s)	Moving ahead in the organization, mentoring and training others, advocating for change within the organization, mobilizing other stakeholders, achieving an increase in access to budget and resources, assessing needs and situation of their village, good coordination and teamwork, contributing to policy development.
Description	Changes affecting the group can be viewed as formal or informal. Usually, informal changes affect changes in attitudes and values of members with no concomitant change in the group's structure (e.g. policy, programming direction). Formal changes result in the generation of funds and services for the group from external sources.
Source of data	Survey developed following the Leadership method

Description of methods to collect information and procedures to be applied	Surveys were applied directly by the W+ Experts. They were applied in a group setting that allowed further discussion of each question included in the survey.
Purpose of the data	This corresponds to the Leadership formula
Comments	NA

Indicator	Affecting behavioral changes
Data unit(s)	Using skills to negotiate better prices, using their skills to acquire additional knowledge, using skills to increased decision-making power at household and community level
Description	Affecting changes in one's own or others' behavior is an important component of leadership that requires vision, skillful communication and an ability to engage others with different views while not being perceived as a direct 'threat' to the existing status quo
Source of data	Survey developed following the Leadership method
Description of methods to collect information and procedures to be applied	Surveys were applied directly by the W+ Experts. They were applied in a group setting that allowed further discussion of each question included in the survey.
Purpose of the data	This corresponds to the Leadership formula
Comments	NA



3.2.2 Monitoring Plan

Women's Empowerment Outcome	Indicators	MoV	Frequency	Collection methods	Responsibility
Leadership: Women participate regularly and sustainably in decision-making, oversight, and representation bodies through inclusive organizational arrangements. Their contributions are taken seriously and recognized among the community.	• Number of women in leadership or spokesperson roles. • % of sustained participation over time. • % of women's proposals accepted by their groups • % of leadership spaces where women report influence over outcomes. • Existence of spokesperson mechanisms, networks, or expanded representation structures.	Training evaluation, interviews with peers	Measurement took place from May 21 to 26, 2026 Annually	Surveys and focus group discussions	WOCAN team and local enumerators?

3.2.3 W+ Results for Leadership

W+ Domain	Leadership
------------------	------------



Indicator	Increase in women's leadership capacity resulting from participation in the Community Led Food Forest Project in Igwamiti and Marmanet Wards, Laikipia County, Kenya.
Description	Women's average Leadership score increased from 19 before the project to 162 after the project , representing a 753% increase from baseline conditions .
Situation	The project contributed to substantial improvements in women's leadership capacity, agency, confidence, and influence. Through training on leadership, gender and feminist approaches, governance, land rights, and organizational strengthening, complemented by mentoring, peer learning, participatory planning, and community dialogue, women strengthened their ability to communicate their priorities, build networks, mobilize others, and participate in collective decision-making. The results also indicate improvements in women's ability to navigate organizational and sociocultural resistance, mentor and train others, mobilize resources, and contribute to tangible outcomes within their groups and communities. These gains extended beyond individual confidence to include collective action, stronger social recognition, and greater participation in community organizations and natural resource governance.
Prospects	Continued investment in leadership development, mentoring, peer exchange, and women's collective organizations will help sustain and deepen the gains achieved. Future activities should expand opportunities for women to exercise leadership in practice, including through representation in community groups, restoration committees, participatory planning processes, businesses, and engagement with local institutions. As women advance as leaders within their communities, businesses, and families, the challenges they encounter are likely to evolve and become more complex, particularly those related to emotional well-being, resistance, changing relationships, increased expectations, and balancing multiple responsibilities. Women should therefore receive continued mentoring, peer support, and practical tools to recognize and navigate these challenges as they emerge. Attention should also be given to unpaid care responsibilities, limited access to productive and financial resources, mobility constraints, and persistent gender norms. Strengthening women's livelihood opportunities and access to services such as the GROOTS Kenya SACCO can further support their continued participation in leadership and decision-making after the project ends.

Summary Analysis of Results

Current Performance

The GROOTS Kenya project provides women with training in leadership, gender and feminist approaches, governance, land rights, organizational strengthening, communication, negotiation, and participatory planning. These activities are complemented by mentoring, peer learning, community dialogue, and opportunities to participate in community groups, restoration committees, and natural resource governance processes. Through these interventions, women have strengthened their confidence, agency, networks, and ability to mobilize others, navigate resistance, and influence decisions within their families, businesses, organizations, and communities. A total of **100 women benefited from the activities measured under the Leadership domain.**

Calculation of the percent of change

Sample size

The survey included **37 women beneficiaries**, who completed a retrospective pre-post questionnaire assessing their leadership situation before the project and at the time of monitoring. Respondents were selected from the project areas of **Igwamiti and Marmanet.**

Sampling frame

The sample size was calculated in accordance with the W+ Standard's general sampling guidance. The survey findings were triangulated through interviews with project staff, a review of project records, focus group discussions, and targeted interviews with community members. Internal triangulation was also incorporated into the individual surveys by asking respondents different questions about the same or closely related issues, allowing the research team to cross-check the consistency of women's responses.

The final sample exceeded the minimum required sample size, as shown below.

Table 5: Sampling details

Parameter	Value
Population size	100
Assumed proportion	50%
Level of acceptable error	10%
Level of confidence	90%
Required sample size	35
Final sample size	37

Calculation of Results (% of Change)



The overall increase in women's leadership capacity resulting from the project interventions was calculated by comparing their average Leadership score at the time of monitoring with their recalled score before participating in the project.

Table below illustrates a significant shift in the leadership capacity of project beneficiaries. Based on a sample size of 68 individuals, the average leadership score rose from a baseline of 19 to an end-line of 162 following the project intervention. This substantial increase suggests that the training and empowerment modules were effective in enhancing the participants' perceived leadership abilities.

Table 6: Average leadership score of beneficiaries before and after project intervention

Household Type	N	Average Leadership Score
Beneficiary After Project	37	162
Beneficiary Before Project	37	19

Calculation of Results (Percent of Change)

To calculate the percentage change in women's leadership capacity from baseline conditions, the average Leadership score at the time of monitoring was compared with the recalled average score before the project. The difference between the two scores was divided by the baseline score and multiplied by 100.

Percentage change = [(Average Leadership score after the project – Average Leadership score before the project) ÷ Average Leadership score before the project] × 100

The calculation followed a multi-step process:

7. **Growth measurement:** The average Leadership score increased by **143 points**, from **19 before the project to 162 after the project**. This represents a **753% increase** in leadership capacity compared with baseline conditions.
8. **Scale of impact:** The percentage change was applied to the total beneficiary population (**Wc,p = 100**), generating **75,300 W+ units**.
9. **Credit generation:** In accordance with the W+ methodology, which assigns one W+ credit for every 10% change in the indicator multiplied by the number of women beneficiaries, the project generated **7,530 W+ credits**.

The table below details the calculation of the percentage change of the income:

Table 7: W+ calculation for Leadership



Change in leadership Score(After project score -Before project score)	143
Percentage Change [After project score -Before project score]/Before project score	753%
Total beneficiaries (Wc,p)	100
Total W+ units (=Wc,p *% change)	75,300
Final W+ Credits (Every 10% change is 1 unit of W+) [=Total W+ Units *0.1]	7,530

W+ Credit Issuance

Based on the W+ impact calculated, WOCAN will issue **7,530 W+ credits**, in accordance with its policy of assigning one W+ credit for every 10% change in the indicator multiplied by the number of women beneficiaries.

Table 8: W+ credits

Final W+ Credits [=(Total beneficiaries*Percentage of change)*0.1]	7,530
--	--------------



Signatures of Preparers

This W+ Monitoring Report was prepared by:

RAMIARAMANANA Danièle	Consultant	WOCAN	10 September 2026
Name	Title	Organization	Date

Signature

This W+ Monitoring Report was prepared by:

Larissa Dominguez	Consultant	WOCAN	10 September 2026
-------------------	------------	-------	-------------------

Name	Title	Organization	Date
------	-------	--------------	------

Signature

Appendix: Detailed analysis of results

Income & Assets

This section presents the detailed findings for the Income & Assets domain. It examines changes in women's income across the two project areas, their participation in livelihood activities and project-supported training, the contribution of project activities to household income, the use and control of additional income, asset accumulation, and access to financial services following project implementation.

Changes in Income by Region

Average income increased in both Igwamiti and Marmanet following project implementation. In Igwamiti, average income increased from KES 11,871 before the project to KES 21,417 after the intervention, representing an increase of 80.4%. In Marmanet, average income increased from KES 1,379 to KES 3,023, representing an increase of 119.2%. Across the full sample, average income increased from KES 5,930 to KES 11,001, equivalent to an overall increase of 85.5%.

Although Marmanet experienced the greatest percentage increase, women in this area continued to report considerably lower income levels than respondents in Igwamiti. The higher percentage change in Marmanet partly reflects its much lower baseline. These findings demonstrate the importance of considering both percentage and absolute changes when interpreting the results. They also suggest that economic opportunities and the scale of benefits generated by the project differed between the two locations.

Table 9: Comparison of Income by Region

Region	Average Income (KES)		% Difference
	Before	After	
Igwamiti	11871	21417	80.4%
Marmanet	1379	3023	119.2%
Total	5930	11001	85.5%

Household Livelihood Activities

Agriculture remained the principal economic activity among surveyed beneficiaries, reported by 95% of respondents. Casual labour was the second most common activity, reported by 25%, followed by non-agricultural labour at 12%. Smaller proportions of respondents participated in remittances, nursery enterprises, home-based businesses, and government or private employment.

The findings show that women depend on a combination of agricultural and non-agricultural activities rather than a single income source. Regional differences were also evident. Casual labour was more common in Marmanet, while non-agricultural labour was considerably more common in Igwamiti. Nursery activities were reported only in Marmanet, suggesting that livelihood opportunities and the implementation of project-supported activities varied between the two areas.

Table 10: Main Economic Activities

Main Economic Activities	Region				Total	
	Igwamiti		Marmanet			
	n	%	n	%	n	%
Agriculture	33	92%	46	98%	79	95%
Casual labourer	7	19%	14	30%	21	25%
Non-agricultural labour	9	25%	1	2%	10	12%
Nursery	0	0%	6	13%	6	7%
Home-based or informal business	1	3%	3	6%	4	5%
Remittances	1	3%	6	13%	7	8%
Government/ Private employment	3	8%	1	2%	4	5%

Participation in Project-supported Training

Women participated in several forms of training and support connected to restoration-based livelihoods. Nursery management was the most commonly reported activity, reaching 54% of respondents, followed by selling restoration produce at 48%, paid restoration employment at 29%, and selling seedlings at 18%.

Participation differed substantially between the two project areas. Nursery management was particularly important in Marmanet, where 66% of respondents participated, compared with 39% in Igwamiti. In contrast, paid restoration employment and selling restoration produce were much more common in Igwamiti. These differences indicate that the project created several economic pathways, but that women's access to each opportunity depended partly on their location and the activities available there.

Table 11: Involvement in GROOTS-supported Training by Region

Trainings	Region				Total	
	Igwamiti		Marmanet			
	n	%	n	%	n	%
Selling seedlings	14	39%	1	2%	15	18%
Paid restoration employment	21	58%	3	6%	24	29%
Nursery management	14	39%	31	66%	45	54%
Selling restoration produce	22	61%	18	38%	40	48%

Participation in Income-generating Activities

Comparison of women's participation before and after the project shows increases across all the measured project-related activities. Participation in selling seedlings increased from 5% to 7%, paid restoration employment from 22% to 29%, nursery management from 20% to 27%, and selling restoration produce from 49% to 55%. The proportion of respondents reporting savings resulting from project inputs and training also increased from 46% to 52%.

The results suggest that the project both expanded existing livelihood activities and created new opportunities linked to restoration. The greatest increases were observed in paid restoration employment and nursery management. The smaller increase in seedling sales may indicate that nursery production had not yet translated fully into individual sales or that some women participated through collective nursery arrangements rather than selling seedlings independently.

Regional differences remained significant. Paid restoration employment increased primarily in Igwamiti, while nursery management continued to be more prominent in Marmanet. Future project support should therefore respond to the different livelihood contexts and market opportunities available in each location.

Table 12: Involvement in Income-generating Activities Before and After Project Intervention

	Region				Total	
	Igwamiti		Marmanet			
	Before	After	Before	After	Before	After
Selling seedlings	8%	14%	2%	2%	5%	7%
Paid restoration employment	47%	61%	2%	4%	22%	29%
Nursery management	6%	17%	32%	34%	20%	27%
Selling restoration produce	67%	72%	36%	43%	49%	55%
Saved money from inputs and training provided by a project	47%	56%	45%	49%	46%	52%

Contribution of the Project to Household Income

Project-supported activities contributed a meaningful share of household income. More than half of respondents, or 54%, estimated that between 25% and 50% of their current household income came from project interventions. A further 13% indicated that project activities contributed between 51% and 75% of household income, while 4% reported that they contributed more than 75%. The remaining 29% estimated that project activities accounted for less than one-quarter of household income.

These findings demonstrate that the project made an important contribution to women's livelihoods while generally complementing, rather than replacing, other household income sources. This diversification may strengthen resilience by reducing dependence on a single livelihood activity. However, women who receive most of their household income from project-supported activities may be more vulnerable when project inputs or temporary employment opportunities end. Strengthening sustainable enterprises, market linkages, and access to finance will therefore be important for maintaining income after project completion.

Table 13: Approximately what portion of your current household income comes from the project intervention activities?

	Region				Total	
	Igwamiti		Marmanet			
	n	%	n	%	n	%
Less than 25%	10	28%	14	30%	24	29%
25% - 50%	23	64%	22	47%	45	54%
51% - 75%	3	8%	8	17%	11	13%
More than 75%	0	0%	3	6%	3	4%

All surveyed beneficiaries reported that their household income had increased compared with the period before the project. Forty-six percent described the increase as significant, while 54% reported a slight increase. The perceived magnitude of the change varied considerably by region: 83% of respondents in Igwamiti reported a significant increase, whereas 83% of respondents in Marmanet described the increase as slight.

This difference is consistent with the regional income findings. Although Marmanet recorded a higher percentage increase from baseline, its absolute income levels remained substantially lower. The results suggest that women in both areas benefited economically, but that the scale and perceived significance of the benefits were greater in Igwamiti.

Table 14: Change in Household Income Compared with Before the Project

q_110	Region				Total	
	Igwamiti		Marmanet			
	n	%	n	%	n	%
Increased significantly	30	83%	8	17%	38	46%
Increased slightly	6	17%	39	83%	45	54%

Savings and Reinvestment of Additional Income

A central objective of the project was to strengthen women's economic resilience by increasing their capacity to save and reinvest their earnings. Overall, 93% of respondents reported that they had been able to save or reinvest income as a result of project-supported activities. Results were consistently high in both project areas, reaching 94% in Igwamiti and 91% in Marmanet.

This finding indicates that the additional income was not used exclusively to meet immediate household needs. Women were also able to retain or reinvest part of their earnings, strengthening their capacity to respond to emergencies, maintain livelihood activities, and plan for future expenses. As the question combines savings and reinvestment, future monitoring could distinguish between these outcomes and document where women save, how funds are reinvested, and the extent to which women retain control over these resources.

Table 15: Have you been able to save or reinvest your income as a result of the activities after project intervention?

q_111	Region		Total
	Igwamiti	Marmanet	
Yes	94%	91%	93%
No	6%	9%	7%

Use of Additional Income

Additional income was used for a combination of household, social, and productive purposes. Household consumption goods were the most frequently reported use, selected by 65% of respondents, followed by children's education at 60%. Nearly half used additional income to purchase assets (48%) or reinvest in income-generating activities (47%), while 40% used it for health-related expenses. Other uses included technology and communication, clothing and jewellery, recreation, and women's own education.

These spending patterns demonstrate that increased income supported both immediate household well-being and longer-term economic resilience. Expenditure on household goods, education, and health contributed to improvements in living conditions and human development, while asset purchases and business reinvestment created opportunities to sustain or expand women's livelihoods.

Women's own education was reported much less frequently than children's education. This may reflect the continued prioritization of household and family needs over women's personal development rather than a lack of interest in further learning. Continued access to project-funded training and affordable skills-development opportunities may therefore remain important.

Table 16: Uses of Additional Income

q_110	Region				Total	
	Igwamiti		Marmanet			
	n	%	n	%	n	%
Purchase of assets plots, tools equipment, livestock, etc.	19	53%	21	45%	40	48%

Re-invest in income-generation business	19	53%	20	43%	39	47%
Self-Education	2	6%	0	0%	2	2%
Children's Education	22	61%	28	60%	50	60%
Household consumption goods	29	81%	25	53%	54	65%
Technology communication	24	67%	0	0%	24	29%
Entertainment or Recreation	6	17%	0	0%	6	7%
Health related expenses	18	50%	15	32%	33	40%
Clothes, Jewelry	15	42%	0	0%	15	18%

*Multiple choices so total may be greater than 100%

The ranking results provide further insight into how respondents prioritized these expenditures. Household consumption goods were most consistently placed in the higher-ranking categories, followed by children's education and health-related expenses. Reinvestment in income-generating activities was concentrated primarily in the middle and upper rankings, showing that business continuity and growth were important priorities for many beneficiaries.

High proportions of "not applicable" responses for self-education, recreation, clothing, and other expenditure categories suggest that additional income remained limited and was directed primarily toward essential household and productive needs. Although women's economic position improved, many continued to make spending decisions within conditions of constrained household resources.

Table 17: Ranking of Expenditure from Additional Income

Headings	Rankings [1= Lowest, 5 = Highest]					
	1	2	3	4	5	NA
Purchase of assets	16%	18%	19%	12%	13%	22%
Re-invest in income-generation/business	11%	19%	39%	23%	5%	4%
Self-Education	11%	8%	2%	5%	1%	72%
Children's Education	4%	6%	28%	27%	11%	25%
Household consumption goods	0%	11%	28%	42%	13%	6%
Technology/communication	13%	12%	23%	10%	7%	35%
Entertainment or Recreation	23%	10%	14%	2%	2%	48%
Health related expenses	0%	12%	31%	28%	8%	20%
Clothes and jewelry	17%	6%	13%	14%	7%	41%
Others	31%	2%	2%	13%	5%	46%

Perceived Benefits of Increased Income

Beneficiaries described the value of increased income and savings as extending far beyond the immediate financial benefit. Improved well-being, greater participation in household decision-making, improved health, and reduced gender-based violence were among the most highly



valued outcomes. These findings demonstrate how women's economic position can influence their agency, security, recognition, and relationships within the household.

The decrease in gender-based violence emerged as a particularly significant perceived benefit. More than two-thirds of respondents, or 68%, ranked decreased gender-based violence as a high or very high benefit of increased income and savings, including 37% who assigned it the highest ranking. During qualitative discussions, women explained that having their own income reduced their economic dependence and strengthened their awareness that they did not have to endure violence because they lacked alternatives or access to resources. Earning an income gave women greater confidence, security, and capacity to make decisions concerning their own lives and well-being.

Women also reported that their financial contributions changed how they were perceived and treated within their households. As they began contributing more consistently to food, education, health, and other family expenses, some women felt that their partners respected them more and increasingly recognized the value of their work. This contributed to substantial improvements in household dynamics, including greater dialogue, more joint decision-making, and a more balanced recognition of women's role as economic providers.

Several women explained that they were listened to and taken seriously for the first time after demonstrating tangible results from their livelihood activities. At the beginning, their ideas, businesses, or participation in project activities were not always considered credible or worthwhile. However, once women began generating income, purchasing assets, meeting household needs, or reinvesting in their enterprises, family members could see concrete evidence of their capabilities. This gradually changed household power dynamics and strengthened women's influence over financial and other family decisions.

Nearly half of respondents, or 48%, ranked increased input into household decision-making as a high or very high benefit, while 39% gave similarly high rankings to greater income equality within the household. These results reinforce the qualitative findings: women valued not only the additional money earned, but also the voice, recognition, and bargaining power that accompanied their stronger economic position.

At the same time, this increased recognition can create new pressures. When women's authority and respect become closely linked to their ability to generate income and demonstrate successful results, they may feel that they must continuously perform, provide, and ensure that their businesses do not fail. This pressure is particularly significant because women generally continue to carry most domestic and care responsibilities alongside their livelihood activities. Economic empowerment may therefore improve household dynamics while also increasing women's workload and creating emotional stress, anxiety, or fear of losing their newly gained recognition if their income declines.



The strong perceived relationship between income and reduced gender-based violence is highly significant, but it should be interpreted carefully. The ranking exercise captures women's understanding of how economic security affects violence and household relationships; it does not directly measure changes in the incidence of gender-based violence. Continued confidential monitoring and appropriate safeguarding mechanisms remain essential, as changes in women's economic position can improve relationships but may also produce resistance or backlash in some households.

Overall, the findings indicate that increased income contributed to a profound change in women's position within their families. Women reported greater respect, improved household relationships, stronger participation in decision-making, and increased confidence that they did not have to tolerate violence because of economic dependence. To sustain these gains, the project should continue strengthening women's businesses and financial security while also providing mentoring, peer support, and practical tools to manage the emotional pressure and evolving household dynamics that can accompany their increased economic role.

Table 18: Benefits Associated with Additional Income and Savings

	<i>Rankings [1= Lowest, 5 = Highest]</i>					
	1	2	3	4	5	NA
Increased input into household decisions	0%	12%	39%	36%	12%	1%
Increased access to community decisions	1%	20%	43%	28%	7%	0%
Greater income equality in household	0%	10%	51%	22%	17%	1%
Growing your business	11%	20%	31%	23%	13%	1%
Time for income-generating activities	6%	13%	45%	24%	12%	0%
Health	0%	8%	39%	37%	8%	7%
Decrease in Gender Based Violence	0%	5%	23%	31%	37%	1%
Well-being	0%	11%	24%	39%	27%	0%

Decision-making over Income-generating Activities

The survey examined women's decision-making authority over income generated through project-supported activities. The strongest results were recorded for savings generated through project inputs and training, with 64% of respondents selecting ranks 4 or 5. Decision-making over income from seedling sales was also relatively high, with 55% in the two highest categories, followed by paid restoration employment at 47%.

Decision-making over nursery-management income was comparatively lower, with 37% of respondents selecting ranks 4 or 5. This may reflect differences in how nursery enterprises are organized, particularly where production and income are managed collectively rather than individually. It may also indicate that women's participation in nursery activities does not always translate into equivalent authority over the income generated.

Overall, the results indicate that women exercised meaningful control over several project-related income streams. Nevertheless, control varied according to the activity, demonstrating that participation in livelihood activities does not automatically guarantee decision-making authority. Future monitoring should distinguish between earning income, receiving payments, deciding how income is used, and retaining or reinvesting earnings.

Table 19: Decision-making over Income Generated from Project-supported Activities

Decision making on	Rankings [1= Lowest, 5 = Highest]					
	1	2	3	4	5	NA
Level of decision on seedling selling	1%	10%	33%	47%	8%	1%
Level of decision on paid restoration employment	1%	20%	31%	22%	25%	0%
Level of decision on nursery management	10%	12%	33%	31%	6%	8%
Level of decision on saves money from inputs and trainings provided by the project	6%	12%	18%	34%	30%	0%

Asset Accumulation

All 83 surveyed beneficiaries reported that their assets had increased as a result of income generated through project-related economic activities. This provides strong evidence that the project's economic benefits extended beyond short-term income and contributed to the accumulation of financial, productive, household, and social assets.

Financial assets were the most frequently reported category, increasing for 73% of respondents. Physical materials related to transport or agriculture increased for 57%, while 45% reported an increase in durable household goods. Leadership, networking, and social status were also identified as assets by 43%, showing that women valued the relationships, recognition, and social capital developed alongside their economic gains.

Other improvements included non-durable household goods (33%) and water and sanitation facilities (24%). Housing increased for 8% of respondents, while land increased for only 2%. The very limited increase in land is consistent with the gender analysis, which identified women's restricted ownership and control of land as an important structural constraint.

Regional differences were also evident. Financial assets and durable household goods were reported more frequently in Igwamiti, whereas increases in agricultural and transport equipment were particularly prominent in Marmanet. These differences may reflect the distinct livelihood activities and investment priorities available in each location.

Table 20: Perceived Increase in Assets Resulting from Project-related Income

q_301	Region	Total
-------	--------	-------

	Igwamiti		Marmanet			
	n	%	n	%	n	%
Yes Increased	36	100%	47	100%	83	100%

Table 21: Asset Categories that Increased

	Region				Total	
	Igwamiti		Marmanet			
	n	%	n	%	n	%
Land	2	6%	0	0%	2	2%
House	7	19%	0	0%	7	8%
Physical Material Transport						
Agriculture	12	33%	35	74%	47	57%
Durable household goods	23	64%	14	30%	37	45%
Non-durable household goods	17	47%	10	21%	27	33%
Water and sanitation facilities	9	25%	11	23%	20	24%
Financial	34	94%	27	57%	61	73%
Leadership, networking and social status	19	53%	17	36%	36	43%
None	0	0%	0	0%	0	0%

Access to Financial Services

Women's access to formal and community-based financial services improved considerably during project implementation. The proportion of respondents with bank accounts increased from 22% before the project to 48% after the intervention. Membership in savings groups increased from 80% to 92%, while membership in the GROOTS Kenya SACCO rose from 25% to 57%.

Savings groups remained the most widely used financial mechanism, reflecting their accessibility and importance within women's communities. However, the substantial expansion in SACCO membership is especially important for the sustainability of project outcomes. Access to the SACCO provides women with an institutional mechanism through which they can continue saving, accessing credit, and obtaining financial resources to maintain or expand their businesses after project support ends.

Bank-account ownership also increased, although it remained lower than participation in savings groups and the SACCO. Continued support may be needed to address barriers related to documentation, fees, distance, digital literacy, and women's independent control over financial accounts.

Table 22: Access to Financial Services Before and After the Project

	Region	Total
--	--------	-------

	Igwamiti		Marmanet			
	n	%	n	%	n	%
Bank account before project	8	22%	10	21%	18	22%
Bank account after project	15	42%	25	53%	40	48%
Member of a savings group before project?	34	94%	32	68%	66	80%
Member of a savings group after project?	35	97%	41	87%	76	92%
Member of SACCO before project	10	28%	11	23%	21	25%
Member of SACCO after project	23	64%	24	51%	47	57%

Average savings increased across all three financial mechanisms. Among bank users, average savings rose from KES 2,100 before the project to KES 2,548 after implementation. Average savings in community savings groups increased from KES 824 to KES 1,458, while SACCO savings rose from KES 1,360 to KES 1,806.

Savings groups recorded the largest proportional increase in average savings and continued to reach the greatest number of women. SACCO participation more than doubled, creating opportunities for women to access larger loans, invest in their businesses, and engage in longer-term financial planning.

Together, the increases in participation and average savings demonstrate stronger financial inclusion and resilience. By connecting women with permanent financial institutions and community-based savings mechanisms, the project is helping prepare them for the period after implementation ends. Continued access to savings and credit will enable women to obtain the resources needed to maintain their livelihood activities, respond to financial shocks, and invest in the growth of their businesses.

Table 23: Average Savings Before and After the Project

	Region				Total	
	Igwamiti		Marmanet			
	n	Mean(KES)	n	Mean(KES)	n	Mean(KES)
Monthly savings in banks before the project	8	3013	10	1370	18	2100
Monthly savings in banks after the project	15	3380	25	2048	40	2548
Monthly savings in saving groups before project	34	857	32	788	66	824
Monthly saving in saving groups after the project	35	1664	41	1282	76	1458



Monthly savings in SACCO before the project	10	1400	11	1323	21	1360
Monthly savings in SACCO after the project	23	1726	24	1883	47	1806

Leadership

This section presents the detailed findings for the Leadership domain. It examines changes in women's ability to navigate organizational and sociocultural resistance, the opportunities and support structures that enabled their leadership, emerging narratives of agency and recognition, their role in networking and resource mobilization, the application of leadership skills, and the tangible results women achieved or actively contributed to following project implementation.

Overcoming organizational resistance

The results show a substantial shift in women's reported ability to navigate resistance within their groups, organizations, and communities. Before the project, responses were concentrated overwhelmingly in the lowest categories across nearly every barrier. After the intervention, responses moved toward the upper categories, indicating that women perceived themselves as increasingly capable of negotiating participation conditions, responding to exclusion, building support, and continuing to exercise leadership even when resistance remained present.

Table 24: Types of Resistance within Women's Groups

Challenge Level	Before Project	After Project
	%	%
Inappropriate conditions for women (meeting times, etc.)		
Least Overcome	38%	0%
Overcome level -2	51%	5%
Overcome level-3	11%	19%
Overcome level-4	0%	38%
Overcome completely	0%	38%
Verbal enthusiasm for your ideas/actions that is not matched by any action from management.		
Least Overcome	57%	0%
Overcome level -2	30%	3%
Overcome level-3	14%	27%
Overcome level-4	0%	49%
Overcome completely	0%	24%
More weight is given to political affiliations and connections than to leadership skills in promotions, access to resources, etc.		
Least Overcome	46%	0%
Overcome level -2	35%	5%



Overcome level-3	16%	38%
Overcome level-4	3%	46%
Overcome completely	0%	11%
Selective/systematic exclusion from important decisions within the group based on gender, ethnicity, social class, etc.		
Least Overcome	59%	0%
Overcome level -2	32%	5%
Overcome level-3	5%	14%
Overcome level-4	3%	73%
Overcome completely	0%	8%
Gatekeeping within the women's groups		
Least Overcome	73%	0%
Overcome level -2	19%	3%
Overcome level-3	5%	35%
Overcome level-4	3%	38%
Overcome completely	0%	24%
Lack of support from group members for your leadership		
Least Overcome	41%	0%
Overcome level -2	49%	3%
Overcome level-3	11%	22%
Overcome level-4	0%	38%
Overcome completely	0%	41%
The new ideas you propose are not heard or are deliberately ignored, while the same ideas proposed by men are accepted.		
Least Overcome	54%	0%
Overcome level -2	30%	3%
Overcome level-3	16%	11%
Overcome level-4	0%	46%
Overcome completely	0%	43%
Limited networks or networking opportunities		
Least Overcome	51%	0%
Overcome level -2	38%	3%
Overcome level-3	8%	24%
Overcome level-4	3%	19%
Overcome completely	0%	54%
Poor access to information and communication		
Least Overcome	65%	0%
Overcome level -2	32%	0%
Overcome level-3	3%	16%
Overcome level-4	0%	41%
Overcome completely	0%	43%
Financial limitations (avoiding meetings for other income generating activities because you need the money)		
Least Overcome	65%	0%
Overcome level -2	35%	0%



Overcome level-3	0%	35%
Overcome level-4	0%	51%
Overcome completely	0%	14%
Difficulties in rising beyond a certain level in the group's hierarchy due to gender, ethnicity or social class		
Least Overcome	59%	0%
Overcome level -2	38%	0%
Overcome level-3	0%	8%
Overcome level-4	3%	49%
Overcome completely	0%	43%
Organizational or Institutional gendered disincentive (pregnancy, maternity leaves, conflicting home and groups/organizations responsibilities, etc)		
Least Overcome	73%	0%
Overcome level -2	24%	0%
Overcome level-3	3%	30%
Overcome level-4	0%	32%
Overcome completely	0%	38%

Meeting conditions that were inappropriate for women, including schedules that conflicted with care or livelihood responsibilities, illustrate this shift clearly. Before the project, 89% of respondents were in the two lowest categories for overcoming this challenge. After the intervention, 76% reported that it had been overcome to a high degree or completely. This suggests that women gained greater capacity to negotiate meeting arrangements, organize their time, or obtain the support needed to participate more consistently.

Women also reported stronger capacity to respond to exclusion and lack of recognition. After the project, 81% placed themselves in the two highest categories for overcoming selective exclusion from important decisions, while 89% did so for situations in which women's ideas were ignored but accepted when presented by men. Lack of support from group members was highly or completely overcome by 79%. These changes suggest that women increasingly felt able to speak, defend their ideas, build collective support, and establish their credibility within decision-making spaces.

Gatekeeping within women's groups also became more manageable, with 62% of respondents placing themselves in the two highest post-project categories. Although this represents a substantial improvement, it was less pronounced than the results for several other barriers. This indicates that power differences and control over opportunities may persist even within women's organizations and should remain an area of attention as new leaders emerge and existing leadership structures evolve.

Access to networks and information improved considerably. Seventy-three percent reported high or complete progress in overcoming limited networking opportunities, while 84% reported the

same for poor access to information and communication. These results are particularly important because information and relationships determine who learns about opportunities, participates in external processes, accesses resources, and influences decisions beyond the immediate community.

Financial limitations remained comparatively more difficult. Although no respondents remained in the lowest two categories after the project, only 65% placed themselves in the two highest categories. This suggests that leadership capacity can improve without fully resolving the economic costs of participation. Women may still need income, transport, childcare, communication resources, or time away from livelihood activities to sustain their leadership roles.

Overall, the table should not be interpreted as showing that resistance disappeared. Rather, the results indicate that women became better equipped to identify, negotiate, and challenge resistance as part of their leadership practice. Continued monitoring should examine whether these gains translate into sustained participation, accepted proposals, leadership appointments, and influence over concrete decisions.

Sociocultural and emotional challenges

Leadership development also required women to navigate constraints arising within families, communities, and personal relationships. These barriers are especially important because women's leadership can challenge established expectations regarding who speaks, travels, earns income, makes decisions, and represents the household or community.

Table 25: Sociocultural and Structural Challenges

Level	Before Project	After Project
	%	%
Family members actively discourage you from taking on leadership roles at work.		
Least Overcome	49%	0%
Overcome level -2	32%	0%
Overcome level-3	5%	8%
Overcome level-4	14%	46%
Overcome completely	0%	46%
Balancing the conflicting interests of home and work (e.g., time constraints).		
Least Overcome	27%	0%
Overcome level -2	59%	0%
Overcome level-3	14%	14%
Overcome level-4	0%	19%
Overcome completely	0%	68%
Mobility - physical		
Least Overcome	65%	0%
Overcome level -2	32%	0%
Overcome level-3	3%	5%



Overcome level-4	0%	43%
Overcome completely	0%	51%
Mobility - social (gender, ethnicity, social class)		
Least Overcome	51%	0%
Overcome level -2	41%	0%
Overcome level-3	5%	16%
Overcome level-4	3%	38%
Overcome completely	0%	46%
A feeling of loss of control and a high degree of uncertainty due to not knowing the consequences of the change		
Least Overcome	65%	0%
Overcome level -2	30%	0%
Overcome level-3	0%	22%
Overcome level-4	3%	19%
Overcome completely	3%	59%
Lack of time to adapt mentally and emotionally to the change.		
Least Overcome	57%	0%
Overcome level -2	38%	3%
Overcome level-3	3%	19%
Overcome level-4	0%	41%
Overcome completely	3%	38%
Conflicting interests among followers/groups can make it difficult to reach a consensus.		
Least Overcome	59%	0%
Overcome level -2	32%	3%
Overcome level-3	8%	5%
Overcome level-4	0%	59%
Overcome completely	0%	32%
Loneliness/isolation		
Least Overcome	76%	0%
Overcome level -2	24%	3%
Overcome level-3	0%	14%
Overcome level-4	0%	46%
Overcome completely	0%	38%
Burden of being likeable - managing others emotions, burden of self-monitoring		
Least Overcome	70%	0%
Overcome level -2	27%	0%
Overcome level-3	3%	14%
Overcome level-4	0%	41%
Overcome completely	0%	46%
Fear of sabotaging relationships - disturbing the status quo (within the family, etc)		
Least Overcome	68%	0%
Overcome level -2	19%	0%
Overcome level-3	14%	8%
Overcome level-4	0%	27%
Overcome completely	0%	65%



Lack of mentorship, emotional and intellectual support networks		
Least Overcome	78%	0%
Overcome level -2	22%	0%
Overcome level-3	0%	14%
Overcome level-4	0%	35%
Overcome completely	0%	51%

Family discouragement changed markedly. Before the project, 81% of respondents were concentrated in the two lowest categories for overcoming discouragement from family members. After the project, 92% reported overcoming this barrier to a high degree or completely. This suggests that women gained confidence and that some family members became more supportive as women demonstrated the value of their participation and livelihood activities.

Balancing household and leadership responsibilities also improved, with 87% reporting high or complete progress. Nevertheless, this result should be interpreted carefully. Women generally continued to carry primary responsibility for domestic and care work while assuming new economic and leadership roles. Greater ability to manage competing responsibilities may therefore reflect increased resilience and organization, but it may also conceal a growing workload and pressure to succeed in every area.

Physical and social mobility became more manageable, with 94% and 84% respectively in the two highest post-project categories. These changes suggest that women felt more able to travel, enter new spaces, interact with different actors, and participate outside their usual social boundaries. Continued attention to transport, safety, communication, household support, and social norms will be important for sustaining these gains.

The emotional dimensions of change were equally significant. High or complete progress was reported for managing uncertainty, adapting emotionally to change, resolving conflicts, overcoming isolation, managing expectations and others' emotions, and addressing fear of disrupting relationships. Ninety-two percent reported high or complete progress in overcoming fear of disturbing the status quo within their families, and 86% did so for lack of mentorship and emotional or intellectual support.

As women advance in leadership within their communities, businesses, and families, the challenges they encounter are likely to evolve and become more complex. Increased visibility may bring higher expectations, criticism, conflict, fear of failure, or pressure to continue demonstrating financial and leadership results. Women should therefore receive continuing mentoring, peer support, and practical tools to recognize and navigate emotional and relational challenges as they emerge, rather than assuming that initial gains eliminate the need for support.



The qualitative findings also show that progress in leadership can produce new emotional and relational pressures. As women gain greater visibility and recognition within their families, businesses, and communities, they may feel increasingly responsible for continuously demonstrating results. For some women, respect and influence were gained only after their activities generated visible economic benefits. This can create a fear that a business setback or unsuccessful initiative may undermine the recognition they have achieved. Women are also managing leadership and livelihood responsibilities alongside substantial domestic and care work.

Leadership support should therefore evolve as women's roles advance. Initial confidence-building may need to be followed by tools for managing criticism, conflict, uncertainty, increased expectations, emotional stress, and the fear of failure. Continued mentoring and peer-support spaces can help women understand that leadership includes adaptation, learning, and occasional setbacks, and that their right to participate and be heard should not depend exclusively on their ability to deliver continuous economic success.

Structural opportunities and enabling support

The project contributed to leadership not only by strengthening women's individual capacities but also by expanding the opportunities and relationships through which leadership could be exercised. Access to training, family and community support, income-generating opportunities, organizational backing, mentorship, and networks created an enabling environment for women to apply their skills and gain recognition.

Table 26: Structural Opportunities Supporting Women's Leadership

Level	Before Project	After Project
	%	%
Access to resources, training, and programs.		
Least helpful	81%	0%
Helpful level-1	19%	3%
Helpful level-2	0%	19%
Helpful level-3	0%	38%
Very helpful	0%	41%
Cooperation and support from family and/or community.		
Least helpful	54%	0%
Helpful level-1	43%	0%
Helpful level-2	3%	16%
Helpful level-3	0%	30%
Very helpful	0%	54%
Income generating opportunities		
Least helpful	49%	0%
Helpful level-1	51%	0%
Helpful level-2	0%	11%
Helpful level-3	0%	51%



Very helpful	0%	38%
Internal and external support from your organization		
Least helpful	62%	0%
Helpful level-1	38%	0%
Helpful level-2	0%	16%
Helpful level-3	0%	46%
Very helpful	0%	38%
Mentorship, networking opportunities		
Least helpful	54%	0%
Helpful level-1	43%	0%
Helpful level-2	3%	11%
Helpful level-3	0%	41%
Very helpful	0%	49%

The leadership process extended beyond conventional training sessions. GROOTS Kenya worked through existing community groups, identifying women with leadership potential and supporting them through mentoring, personal development, knowledge sharing, conflict-resolution skills, and opportunities to practise leadership. Training encouraged women to understand their own strengths, develop a vision, work toward defined goals, listen to feedback, remain flexible, solve problems, and act transparently. This gradual approach recognized that public leadership cannot simply be assigned; women require a foundation of confidence, knowledge, economic security, and community support before they can exercise leadership sustainably.

After the project, 79% of respondents rated access to resources, training, and programmes in the two highest helpfulness categories. Family and community cooperation was rated highly or very highly by 84%, demonstrating that leadership gains were reinforced when women received support within their immediate social environment.

Income-generating opportunities were rated in the two highest categories by 89% of respondents. The qualitative findings help explain why economic opportunities were so important: some women reported that they were not initially taken seriously, but that household and community dynamics began to change once they could demonstrate tangible results. Generating income, contributing to household needs, and building successful activities strengthened women's credibility and gave greater weight to their ideas.

The qualitative findings show that women's leadership was often consolidated through their economic participation. Women were not always taken seriously when they first joined project activities or proposed new ideas. However, as they generated income, developed their businesses, contributed to household expenses, and demonstrated concrete results, their families and communities increasingly recognized their capabilities. This recognition strengthened women's confidence and gave greater weight to their participation in household, group, and community decisions. Economic empowerment therefore operated not only as a

livelihood outcome, but also as an important pathway through which women gained credibility, influence, and social recognition.

Internal and external organizational support was rated highly by 84%, while mentorship and networking opportunities reached 90%. These findings show that leadership development was relational rather than purely individual. Women's confidence was strengthened through access to people, groups, institutions, and spaces that allowed them to learn, test ideas, receive validation, and act collectively.

Access to services such as savings groups and the GROOTS Kenya SACCO may also support the long-term sustainability of leadership. By allowing women to continue accessing savings, credit, and business resources after the project ends, these mechanisms can reduce the economic constraints that often prevent women from maintaining community and organizational roles.

Emerging narratives of agency and recognition

The project contributed to changes in how women understood themselves and how they believed others perceived them. These emerging narratives reflect movement from dependence, limited visibility, and restricted confidence toward greater agency, recognition, economic contribution, and social trust.

Table 27: Individual Agency and Behavioral Change

Level	Before Project	After Project
	%	%
I have new experiences based on my ability to connect/relate to other groups/actors (outside of your usual community/network, comfort zone)		
Least Achieved	65%	0%
Achieved level-1	30%	0%
Achieved level-2	5%	14%
Achieved level-3	0%	14%
Most achieved	0%	73%
I no longer feel the need to explain my identity / I am confident of claiming different spaces irrespective of my identity		
Least Achieved	65%	0%
Achieved level-1	32%	0%
Achieved level-2	3%	3%
Achieved level-3	0%	19%
Most achieved	0%	78%
I am able to generate income through my work: Changing the narrative from dependence to provider/independent		
Least Achieved	78%	0%
Achieved level-1	22%	0%
Achieved level-2	0%	8%
Achieved level-3	0%	24%
Most achieved	0%	68%



I am capable of being recognized for my actions: TORs, I do not hesitate to take credit, I do not step back when my work is duly recognized		
Least Achieved	70%	0%
Achieved level-1	24%	0%
Achieved level-2	5%	16%
Achieved level-3	0%	16%
Most achieved	0%	68%
I am able to positively manage expectations		
Least Achieved	62%	0%
Achieved level-1	35%	0%
Achieved level-2	3%	5%
Achieved level-3	0%	19%
Most achieved	0%	76%
My group and/or community trust me.		
Least Achieved	70%	0%
Achieved level-1	30%	0%
Achieved level-2	0%	3%
Achieved level-3	0%	30%
Most achieved	0%	68%

After the project, 73% of respondents selected the highest category for their ability to connect with actors outside their usual communities or networks. Seventy-eight percent selected the highest category for feeling confident in claiming different spaces without needing to explain or justify their identity. These findings suggest that women became more comfortable entering unfamiliar settings and presenting themselves as legitimate participants and leaders.

Economic agency was also central to women's changing identities. Sixty-eight percent selected the highest category for their ability to generate income and shift from dependence toward being a provider. Women described how earning income changed household dynamics: partners and family members increasingly respected their contributions, and some women were listened to for the first time after producing visible results through their businesses and project activities.

Participants described meaningful changes in household decision-making and family dynamics. Women reported becoming more involved in decisions concerning income, livestock, agricultural production, household expenditure, and the use of productive resources. Some explained that meetings and decisions had previously been considered primarily men's spaces, but that women's contributions became more accepted as their economic and project-related activities produced visible benefits for the household. Men interviewed during the assessment also recognized that women's participation increased household income and reduced some of the financial pressure they carried. These changes suggest that women's leadership was increasingly exercised within the household as well as in community and organizational spaces.



Recognition for women's work also improved, with 68% selecting the highest category for claiming credit for their actions. Seventy-six percent reported the highest level of ability to manage expectations, and 68% selected the highest category for being trusted by their group or community. Together, these results show that women's leadership became more visible and socially validated, rather than remaining an internal sense of confidence alone.

At the same time, recognition based on continuous achievement may create pressure. Some women may feel that they cannot afford for their businesses or initiatives to fail because their newly gained voice and respect are connected to the results they deliver. Support should therefore reinforce women's inherent right to participate and lead, while also helping them manage the emotional burden associated with increased responsibility and expectations.

Networking advocacy and resource mobilization

Women's leadership increasingly extended beyond participation in their immediate groups to include alliance-building, communication, advocacy, and the mobilization of resources. These capacities are essential for translating individual confidence into influence over organizations, services, development actors, and public decision-making.

Table 28: Role in Networking Advocacy and Resource Mobilization

Level	Before Project	After Project
	%	%
Networking to develop alliances (within the organization)		
Least Role	57%	0%
Role level-1	43%	0%
Role level-2	0%	5%
Role level-3	0%	59%
Major role	0%	35%
Networking to develop alliances (outside the organization)		
Least Role	78%	0%
Role level-1	22%	0%
Role level-2	0%	24%
Role level-3	0%	57%
Major role	0%	19%
Effective communication of your role and vision (identification and reformulation of key issues)		
Least Role	59%	0%
Role level-1	41%	0%
Role level-2	0%	11%
Role level-3	0%	41%
Major role	0%	49%
Actively lobbying donors, funders, policymakers, project staff, and development organizations to generate support and build alliances around your ideas		
Least Role	100%	0%
Role level-1	0%	0%



Role level-2	0%	14%
Role level-3	0%	51%
Major role	0%	35%
Resource mobilization both in kind and budget		
Least Role	84%	0%
Role level-1	11%	0%
Role level-2	5%	16%
Role level-3	0%	51%
Major role	0%	32%

Networking within organizations showed particularly strong results, with 94% of respondents reporting a high or major role after the project. External networking also improved substantially, although at a more gradual level: 76% reported a high or major role in developing alliances outside their organizations. This difference suggests that women consolidated influence first within familiar structures while continuing to develop the confidence, contacts, and opportunities required for broader engagement.

Ninety percent reported a high or major role in communicating their role and vision. This indicates that women strengthened not only their willingness to speak but also their ability to identify issues, formulate priorities, and present ideas in ways that could mobilize support. Eighty-six percent reported a high or major role in lobbying donors, policymakers, project staff, and development organizations, compared with all respondents being in the lowest category before the project.

Resource mobilization also improved, with 83% in the two highest post-project categories. This demonstrates movement from expressing ideas toward obtaining the financial, material, institutional, or human support required to implement them. Continued exposure to external networks and decision-making spaces will be important for consolidating this dimension of leadership.

Application of leadership skills and knowledge

The survey also examined whether women used their leadership skills to support others, advance within their networks, promote change, and mobilize collective action. The results indicate that leadership learning was applied in practice rather than remaining limited to individual knowledge or confidence.

Table 29: Use of leadership skills and knowledge in work (organization)

Level	Before Project	After Project
	%	%
Get a promotion/advance your career or in their networks		
Least Influence	78%	0%
Influence level-1	22%	0%



Influence level-2	0%	11%
Influence level-3	0%	51%
Most influence	0%	38%
Training others: who?		
Least Influence	78%	0%
Influence level-1	16%	0%
Influence level-2	5%	8%
Influence level-3	0%	19%
Most influence	0%	73%

Mentoring others (informally)		
Least Influence	81%	0%
Influence level-1	16%	0%
Influence level-2	3%	8%
Influence level-3	0%	22%
Most influence	0%	70%
Promote change (within the organization or with partners, regional or national political bodies, etc.)		
Least Influence	65%	0%
Influence level-1	35%	0%
Influence level-2	0%	11%
Influence level-3	0%	19%
Most influence	0%	70%
Mobilize others (members or colleagues of the organization)		
Least Influence	59%	0%
Influence level-1	27%	0%
Influence level-2	14%	3%
Influence level-3	0%	27%
Most influence	0%	70%

After the project, 89% of respondents reported that leadership skills had a high or maximum influence on their ability to advance within their careers or networks. This suggests increased visibility, credibility, and access to opportunities, although future monitoring should connect these perceptions to specific appointments, responsibilities, representative roles, or other concrete forms of advancement.

Knowledge multiplication was especially strong. Ninety-two percent reported high or maximum influence through training others, while the same proportion reported high or maximum influence through informal mentoring. These findings position women as sources of knowledge and support within their communities, allowing project benefits to extend beyond the women directly surveyed.

Women's groups served as important spaces for developing and practising leadership. Rather than working only with women as individuals, the project strengthened group organization, helped groups identify emerging leaders, and supported those leaders to mentor and mobilize others. This approach created opportunities for women to practise communication, conflict resolution, collective planning, and knowledge sharing within trusted community structures. It also provided a pathway through which leadership capacities could extend beyond the women directly trained, as participants shared knowledge and supported other members of their groups. The results also highlight the importance of Groots practice of rotating opportunities and avoiding the repeated selection of the same beneficiaries. As leadership initiatives expand, transparent selection and deliberate pathways for involving new women will be important to prevent gatekeeping and ensure that mentoring produces a broader and more diverse group of community leaders.

Eighty-nine percent reported high or maximum influence in promoting change within organizations or with partners and political bodies, while 97% reported these levels for mobilizing members or colleagues. The strength of collective mobilization is consistent with GROOTS Kenya's grassroots approach and demonstrates that women increasingly used leadership to organize others around shared priorities and actions.

Results achieved and contributions to change

The final group of indicators examines the tangible results that women reported achieving or actively contributing to. The findings connect changes in skills, confidence, and agency with improvements in resources, income, networks, organizational recognition, and collective outcomes.

Table 30: Results Achieved or Actively Contributed To

Level	Before Project	After Project
	%	%
Greater access to budget, resources (services, information, etc.)		
Least Achieved	81%	0%
Achieved level-1	16%	0%
Achieved level-2	3%	19%
Achieved level-3	0%	51%
Most achieved	0%	30%
Greater access to skills and training		
Least Achieved	78%	0%
Achieved level-1	16%	0%
Achieved level-2	3%	3%
Achieved level-3	3%	38%
Most achieved	0%	59%
Increase in own and third-party income through the initiation of income-generating activities		



Least Achieved	62%	0%
Achieved level-1	38%	0%
Achieved level-2	0%	16%
Achieved level-3	0%	19%
Most achieved	0%	65%
Expanding the network of contacts		
Least Achieved	70%	0%
Achieved level-1	27%	0%
Achieved level-2	3%	16%
Achieved level-3	0%	19%
Most achieved	0%	65%
Quality of participation and influence in policy formulation - Look at the typology of participation: Politics of influence - how is it being played out		
Least Achieved	68%	0%
Achieved level-1	30%	0%
Achieved level-2	3%	3%
Achieved level-3	0%	43%
Most achieved	0%	54%
Identification and evaluation of the program/community situation (needs and situation analysis)		
Least Achieved	78%	0%
Achieved level-1	19%	0%
Achieved level-2	3%	8%
Achieved level-3	0%	27%
Most achieved	0%	65%
Good coordination and teamwork		
Least Achieved	51%	0%
Achieved level-1	49%	0%
Achieved level-2	0%	3%
Achieved level-3	0%	32%
Most achieved	0%	65%
Legal recognition of the group (e.g., gender working group, women producers groups, CSOs/NGOs/user groups)		
Least Achieved	76%	0%
Achieved level-1	24%	0%
Achieved level-2	0%	5%
Achieved level-3	0%	24%
Most achieved	0%	70%
Motivation for others (including youth)		
Least Achieved	54%	0%
Achieved level-1	43%	0%
Achieved level-2	3%	3%
Achieved level-3	0%	30%
Most achieved	0%	68%
Vision for the program/organization/community		



Least Achieved	73%	0%
Achieved level-1	27%	0%
Achieved level-2	0%	5%
Achieved level-3	0%	38%
Most achieved	0%	57%

Eighty-one percent of respondents placed themselves in the two highest categories for obtaining greater access to budgets, services, information, or other resources. Access to skills and training was even stronger, with 97% in the two highest categories. Eighty-four percent reported high achievement in increasing their own or others' income through income-generating activities, reinforcing the relationship between women's economic progress and their leadership recognition.

Women also reported expanding their networks and public influence. Eighty-four percent were in the two highest categories for expanding contacts, while 97% reported these levels for the quality of their participation and influence in policy formulation. Ninety-two percent reported high achievement in identifying and evaluating community needs, demonstrating increased capacity to analyse situations and define priorities rather than participating only in the implementation of predetermined activities.

Collective and organizational outcomes were also pronounced. Ninety-seven percent reported high achievement in coordination and teamwork, 94% in obtaining legal recognition for groups, 98% in motivating others, and 95% in developing a vision for their programmes, organizations, or communities. These findings indicate that leadership gains contributed to stronger groups, clearer collective direction, and increased capacity to pursue shared goals.

Women's leadership also translated into collective initiatives responding to locally identified needs. Through their groups and associations, women participated in defining priorities, mobilizing support, and developing activities related to livelihoods, water access, and household food security. These examples demonstrate movement beyond participation in project activities toward women initiating and shaping actions based on their own assessment of community needs.

Across the Leadership results, endline responses are strongly concentrated in the upper categories. This consistency supports the direction of the overall increase in the Leadership score, but it also makes triangulation especially important. Survey findings should be supported with focus group discussions, interviews with project staff and community members, project and group records, examples of accepted proposals, evidence of mentoring or training, leadership appointments, resources mobilized, and documented changes in decision-making.

Overall, the findings demonstrate that the project contributed to substantial improvements in women's confidence, agency, recognition, networks, collective action, and influence. Women

increasingly reported being heard and respected within their households, businesses, organizations, and communities. Sustaining these results will require continued access to leadership opportunities, economic and financial resources, mentoring, peer networks, and tools for navigating the increasingly complex emotional and relational challenges that can accompany greater visibility and responsibility.

Safeguarding as an Enabling Condition for Women's Empowerment

GROOTS Kenya's safeguarding policies and organizational practices were an important enabling condition for the leadership and economic results achieved by the project. The organization's Safeguarding Policy establishes a zero-tolerance approach to abuse, exploitation, and harassment and applies the principle of Do No Harm across its programmes. It also emphasizes shared responsibility, equality and inclusion, confidential reporting, non-retaliation, regular risk assessment, and survivor-centred responses. These provisions are particularly relevant to a project that intentionally seeks to change women's access to resources, economic independence, leadership, and decision-making power.

The effectiveness of GROOTS Kenya's safeguarding approach deserves particular recognition. In practice, safeguarding policies frequently exist primarily as institutional documents, with limited awareness among programme staff or limited influence over day-to-day implementation. In this case, however, the monitoring team observed that staff understood the policy, recognized their individual responsibilities, knew the available reporting and response procedures, and were prepared to act when concerns or tensions emerged. This level of institutional ownership and practical application is rarely observed and represents an important strength of GROOTS Kenya's approach.

The strength of the organization's safeguarding system therefore lies not only in the existence of a formal policy, but also in how it is understood and enacted by staff. The policy is reinforced through safeguarding induction, continuous training, clearly defined staff and partner responsibilities, regular risk assessments, confidentiality requirements, and the appointment of a designated safeguarding lead. This helps ensure that safeguarding is integrated into everyday programme implementation rather than treated solely as a compliance requirement.

Managing Tensions Associated with Changing Gender Dynamics

Conversations with participating women showed that tensions had occasionally emerged as women increased their income, assumed leadership roles, entered new spaces, and became more involved in household and community decisions. The presence of these tensions should not be interpreted as evidence that the project or its staff acted incorrectly. On the contrary, some



degree of resistance or adjustment can be expected when a project begins to shift established gender roles, patterns of resource control, and decision-making dynamics.

For example, women described situations in which their ideas or activities were not initially taken seriously, but family and community attitudes began to change once they demonstrated tangible economic or organizational results. Women's increased financial contributions and participation in decision-making improved recognition and respect, but also required households and communities to renegotiate established expectations regarding women's roles. Such transitions can generate uncertainty, disagreement, resistance, or emotional pressure, even when the overall direction of change is positive.

The monitoring findings therefore distinguish between tensions arising from social transformation and actual safeguarding violations. Tension alone does not constitute harm; it can reflect the negotiation that accompanies meaningful changes in power and gender relations. Nevertheless, if tensions are ignored or poorly managed, they can escalate into backlash, exclusion, emotional distress, economic control, or other forms of harm.

The critical safeguarding question is therefore not whether all tension can be avoided, but whether the organization can identify, monitor, and respond to it before it escalates. GROOTS Kenya's preparedness to recognize and address emerging concerns was essential to keeping these tensions manageable and preventing them from developing into more serious Do No Harm issues.

Safeguarding in Practice

GROOTS Kenya's response capacity provided an important protective foundation for women participating in the project. Staff understood that changes in women's income, leadership, mobility, and decision-making could affect relationships within households, groups, and communities. Their ability to listen to participants, identify emerging concerns, engage relevant actors, and respond through established procedures helped ensure that tensions could be addressed promptly and appropriately.

The policy provides confidential and accessible reporting channels and requires safeguarding concerns to be treated with urgency, professionalism, and sensitivity. It prioritizes the safety, dignity, informed consent, and well-being of affected individuals and includes provisions for non-retaliation, secure documentation, and referrals to relevant health, legal, protection, or law-enforcement services when necessary. The policy also makes safeguarding a shared responsibility among staff, community champions, volunteers, partners, contractors, and other associated personnel.



This institutional readiness is particularly important because safeguarding risks may evolve as women's empowerment progresses. The challenges women face when they first enter a programme may differ from those that arise once they begin earning income, gaining public recognition, exercising greater authority, or challenging established decisions. Staff must therefore remain attentive not only to immediate incidents but also to changing patterns of resistance, pressure, exclusion, conflict, and emotional distress.

As women's businesses, leadership roles, and influence expand, they may encounter more complex forms of resistance, heightened expectations, or fear of losing newly acquired recognition if their initiatives do not succeed. Continued mentoring, peer support, confidential monitoring, and staff preparedness will therefore remain essential. Safeguarding should evolve alongside women's leadership and economic advancement, providing women with the support and practical tools needed to navigate new challenges as their roles change.

Contribution to the Sustainability of Results

The findings suggest that GROOTS Kenya's safeguarding approach contributed to the sustainability of the project's empowerment outcomes. Women were able to develop confidence, expand their economic activities, and exercise leadership within an organizational environment that recognized the potential risks associated with changing power relations. The combination of preventive policies, trained and responsive staff, confidential reporting mechanisms, and continued engagement with communities helped create conditions in which women could advance without emerging tensions being dismissed or allowed to escalate.

This does not mean that all risks have disappeared or that safeguarding concerns will not arise in the future. Rather, it demonstrates that the organization has established the institutional awareness and response capacity required to identify and manage evolving risks. Maintaining these systems will be essential as women assume more visible roles, develop their businesses, and exercise greater influence within their families and communities.

What distinguishes GROOTS Kenya is not simply the quality of its written policy, but the extent to which safeguarding has been internalized across the organization. Staff awareness, preparedness, and willingness to respond transformed the policy from a compliance requirement into an operational mechanism for protecting women and sustaining empowerment outcomes. This level of effective policy implementation is rarely encountered in practice and represents an important institutional achievement.

Overall, GROOTS Kenya's safeguarding framework is not separate from the project's empowerment results; it is one of the organizational conditions that made those results possible. The project's success lies not in avoiding all tension—an unrealistic expectation when established gender dynamics are genuinely changing—but in ensuring that tensions are recognized, managed



responsibly, and prevented from becoming harm. GROOTS Kenya provides a strong example of how institutional policy, staff capacity, and programme implementation can work together to support meaningful and responsibly managed shifts in gender and power relations.

Recommendations

Based on the results achieved during the monitoring period, the GROOTS Kenya project should continue strengthening the integrated combination of women's leadership development, economic empowerment, collective organization, and access to financial services. Consolidating these mutually reinforcing interventions will help sustain the substantial improvements observed in women's leadership, income, assets, financial resilience, and participation in household and community decision-making, while creating opportunities for additional women's empowerment impacts and future W+ credit generation.

A priority should be to strengthen the sustainability of women-led livelihood activities, including community tree nurseries, agroforestry, restoration employment, poultry production, beekeeping, seedling sales, and other restoration-related enterprises. Continued access to quality inputs, technical assistance, business-development support, market information, and reliable market linkages would help women improve productivity, diversify their income sources, and reduce their dependence on temporary project-supported opportunities.

The project should continue strengthening women's access to savings, credit, and other financial services. In particular, the GROOTS Kenya SACCO provides an important mechanism for preparing women for the period after the project ends. Continued access to the SACCO can enable women to save, obtain credit, respond to financial shocks, and access the resources required to maintain or expand their businesses without depending exclusively on project support. Financial literacy, enterprise management, and support for women's independent control over savings, loans, and business income should accompany this access.

The project should also continue investing in women's leadership development through mentoring, peer learning, group organization, communication skills, conflict resolution, networking, and opportunities to exercise leadership in practice. Women should be supported to assume roles within community groups, restoration committees, businesses, participatory planning processes, and engagement with local institutions. Continued opportunities to train, mentor, and mobilize other women would help extend leadership benefits beyond the women directly participating in project activities.

As women advance as leaders within their families, businesses, groups, and communities, the challenges they encounter are likely to evolve and become more complex. Greater visibility and responsibility may bring increased expectations, criticism, resistance, emotional pressure, and fear of losing newly acquired recognition if an initiative or business does not succeed. Leadership



support should therefore include practical tools for navigating conflict, uncertainty, changing relationships, emotional stress, and setbacks. Mentoring and peer-support spaces should reinforce that women's right to participate and be respected does not depend exclusively on their ability to deliver continuous economic results.

The project should ensure that leadership and livelihood opportunities reach a broad and increasingly diverse group of women. Transparent selection processes and the rotation of training, mentoring, representation, and networking opportunities would help prevent gatekeeping or the repeated participation of the same beneficiaries. Particular attention should be given to women who may face additional barriers, including women with disabilities, younger women, women with extensive care responsibilities, women with limited access to land, and those living in more economically vulnerable households.

Continued engagement with men, family members, community leaders, and other influential stakeholders is also recommended. The monitoring findings indicate that household and community attitudes began to change as women demonstrated tangible economic and leadership results. Working with these stakeholders can help strengthen recognition of women's contributions, encourage more equitable sharing of domestic and care responsibilities, reduce resistance, and support women's participation without requiring them to carry an unsustainable combination of productive, leadership, and household roles.

The project should continue addressing structural factors that may threaten the sustainability of women's economic and leadership gains. These include women's limited ownership and control of land and other high-value productive assets, water scarcity, drought, human-wildlife conflict, and the theft of livestock and crops. These pressures can reduce business profitability, increase women's workload, and limit the time and resources available for collective leadership. Support for climate-resilient livelihoods, water management, secure productive assets, and women's participation in land and natural-resource decisions will therefore remain important.

GROOTS Kenya should maintain and continue investing in its safeguarding system, which represents a significant institutional strength of the project. The effectiveness of the system depends not only on the policy itself but also on staff awareness, preparedness, and ability to apply it in practice. Regular training, reflection and learning opportunities, risk assessments, confidential reporting mechanisms, and access to the designated safeguarding lead should therefore be maintained throughout project implementation.

As gender and power relations continue to change, field staff should have regular opportunities to discuss emerging tensions and receive guidance on appropriate responses. Staff should remain attentive to signs of backlash, exclusion, emotional distress, economic control, increased workload, or pressure on women to succeed continuously. This will help GROOTS Kenya distinguish the expected tensions associated with social transformation from situations that



could escalate into harm and respond promptly through its survivor-centred safeguarding procedures.

The project should also continue strengthening its documentation of women's leadership and economic outcomes. Survey findings should be triangulated with focus group discussions, interviews with project staff and community members, group and project records, evidence of women's proposals being accepted, leadership appointments, training and mentoring activities, resources mobilized, business records, and SACCO or savings-group documentation. Stronger documentation will help demonstrate how change occurred, assess whether outcomes are sustained, and support future W+ monitoring and verification.

By consolidating these areas, GROOTS Kenya can strengthen the long-term sustainability of women's economic and leadership gains while continuing to manage changes in household and community dynamics responsibly. Its integrated approach—combining livelihoods, financial inclusion, collective organization, leadership development, community engagement, and an unusually effective safeguarding system—provides a strong foundation for deepening women's empowerment and generating additional W+ impacts in future monitoring periods