

# 150 Days On:

## BUILDHER COVID-19 RESPONSE REPORT



**Buildher**

# GUIDE

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# INTRODUCTION

## Background

The world is living through an unprecedented crisis as COVID-19 continues to spread, with tens of thousands of lives lost and over two hundred countries affected. In just a few months, the pandemic has transformed the way we live, work, travel and socialize. The world's cities are generally reacting quickly to this urban humanitarian crisis and how they respond has been critical to protect their population, halt the pandemic and set the scene for resilience and recovery.

The impact of COVID-19 has been most devastating in poor and densely populated urban areas, especially for the 60% living in informal settlements and slums in Kenya as well as for refugees, internally displaced people and migrants. Urgent action was needed to help our under resourced partners stay safe and healthy as measures to slow transmission such as physical distancing, self-quarantine and community-wide lockdowns were almost impossible in these overcrowded areas; and even the most basic hygiene measures proved challenging as water and soap were often unavailable for handwashing. The lack of any regular employment meant that people were still moving outside their homes to seek work to meet their daily survival needs. Meanwhile stay at home orders were putting women and girls at a greater risk of violence and preventing them from accessing protection services and social networks.

Buildher moved quickly to implement emergency response initiatives and mobilized USD 55k to provide support to our 3 target settlements in Nairobi with community preparedness, outreach, food and hygiene support, income replacement for lost jobs and nutrition supplements. Buildher is has been working closely within the Ministry of Health systems at the grassroots levels in its response to the pandemic.

### **informal Settlement Demographics**

As Kenya urbanizes, an increasing share of Kenya's poor live in urban areas, up from 14% in 2005/06 to 23% in 2015/16. Moreover, the proportion of the urban population living in poverty with inadequate living conditions has remained unchanged over the past decade. While the proportion of people living in urban centers with access to improved sanitation facilities and electricity increased in all parts of the country during the past decade, the share of those with improved access to water dropped in some places, indicating that urbanization outpaced infrastructure provision there.

Further, the gap in access to basic services between the poor and non-poor remains wide. High food and housing costs in urban areas squeeze the budgets of the poor. The poor spend over 50% of their budgets on food, leaving little for all other needs,

including housing, education, transportation, and health care. Unemployment rates dramatically dropped in urban areas, in tandem with increasing labor force participation rates. However, a large fraction of the urban poor, women, and the youth are unemployed, or working in informal jobs with no security. In Nairobi, for example, more than 20% of the poor are unemployed.

Poverty—both in monetary and non-monetary dimensions—is still concentrated in informal settlements. Nairobi is home to more than 60% of Kenyans living in informal settlements with nearly a third of them being poor. They suffer from over-crowding, poor quality of dwelling, sporadic access to services, and environmental degradation. Many residents of informal settlements also live far from jobs, which limits their opportunities for employment.

### **Situational Analysis of informal economy**

The impact on income-generating activities is especially harsh for unprotected workers and the most vulnerable groups in the informal economy. The crisis has already caused devastating losses in working hours and employment for our beneficiaries from informal settlements and cut down production by our partner employers by 40-50% according to our recent survey. This has resulted in a dip in livelihoods for more than 60% of the disadvantaged women in our program and has contributed significantly to acute unemployment and poverty, even for women who had begun transitioning into better socio-economic outcomes. Moreover, the Buildher model is highly dependent on the rigour and intensity of the introductory 4-month training; that is, the amount of time and work it takes to obtain positive behavior change, and impart foundational construction skills. The current crisis has however interrupted this intensity disrupting the progress of training and exposed women in the early stages of the program to existing trauma, pressures and previous cycles of poverty, abuse, crime and addiction.

Our efforts to reach our beneficiary trainees in the first weeks of the crisis showed us how important it was to listen to our beneficiaries to keep them positively engaged, ensure they felt supported and had the correct information needed to keep them healthy, safe and informed. Further, our surveys with community partners revealed that youth in our partner CBO's in the settlement were greatly at risk of falling back into negative behavior in order to cope with the effects of the pandemic.

There is a need for critical support structures and programs to enhance, grow, and maintain youth employment outcomes post-COVID-19, to ensure disadvantaged youth who are already vulnerable to marginalization in the labour market do not succumb to fear, frustration, and anger which often causes disadvantaged groups to act out and engage in compromising actions or situations.

# COVID-19 EFFECTS

## Effects of COVID-19 on Buildher

### Effect on business performance in 2020 and beyond

The COVID-19 crisis, has directly negatively impacted Buildher's business performance as follows:



Image 01: Esther (Buildher Head of Community Development) demonstrating to trainees how to correctly wear a face mask.

- Faced with mandatory shutdown forcing Buildher women and staff to shelter in place, Buildher closed its workshop on March 17th, 2020, and abruptly cancelled the 4-month<sup>1</sup> (out of 12 months) intensive training for Cohort 03.

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<sup>1</sup> This essential 4-month hands-on workshop training teaches a) foundational technical construction skills required to qualify for semi-skilled level of employment, and b) life skills and mental health support programs that prepare the women to transition into a formal workplace setting

- Prior to the crisis, Buildher had developed and was planning to roll out 2 new technical training tracks in Q1-FY20. We have now pushed this rollout to Q1-FY21
- Since the program could not operate optimally, we expect our projected impacts of 2020 to reduce greatly, to date number of women trained versus projected is 38% (170 out of projected 450 in 2019/20) and number of women placed in construction currently is 69% of projected in 2020.

### **Effect on operations, employees and finances**

- Expenses have in the short term reduced by 35% because of the shortened training season & the elimination of 2 new training areas in 2020. This has minimized funds burn rate, and allowed Buildher to focus on providing essential services to the Buildher women living in the nearby informal settlements, and to Buildher's Community Based Organization (CBO) partners.
- We have reduced our fundraising target by 22% (base-case scenario)- 40% (worst case scenario) to support the reduced budget, and prepare for the new fundraising reality we expect of reduced grantmaking.
- In the case of our industry hiring partners: 60% of Buildher graduates have had their employment halted. Buildher projects to resume hiring at 60% in Q4 and ramp up to originally forecasted levels by Q1-FY21
- Internal staffing: We implemented a hiring freeze during the crisis, and project to resume staffing plans when the workshop reopens in September.
- Buildher implemented salary reductions of 10%-30% (based on income-level) for a duration of 5 months.

**In response to the crisis Buildher also conducted surveys with employer partners and the communities we serve to understand the Impact of the crisis. Our findings are listed below.**

### **Effect on under-resourced communities**

#### **Youth:**

- More than half of the youth we interviewed from the settlements (approximately 50% in Huruma and 75% in Mathare) and a number of people who received support from Buildher reported having to skip meals in order to manage the cost of living brought about by COVID-19.
- A number of youth in Korogocho/Kariobangi slum were also rendered homeless when the government demolished a big part of the settlement, during the stay at home directive by the Ministry of Health. This not only created a challenge of social distancing, but a shelter crisis as well.

*"...Vile wananiambia kaa nyumbani anaexpect mtu kama ule amebomolewa akae nyumbani wapi. Wangeangalia na waona wangoje Mungu afanye kile ataweza fanya kwa wakati huu. Sasa ile nyakati tuko free kama vile tulikuaga zamani wakuje wachukue mashamba yao kwa hivyo ni kuonyesha Kenya government haikuagi imefail haina haja na mwananchi wa kawaida..."*

"The government is asking people to stay at home while at the same time demolishing houses. The government could have waited out the pandemic before evicting people from their homes, or done so a while back before the current situation. This just goes to show how the government treats its citizens."

- FGD Respondent, Huruma

**Elderly/Ailing:**

- Huruma had the largest population of elderly and ailing community members. This demographic reported not having food and the ones that had food, didn't have a nutritionally balanced diet to help strengthen their bodies.
- Rise in transport costs was also an emerging theme, with most people converting transport money to be used for food and medication. This meant the elderly were especially strained due to the extended lockdown. Their main caregivers being relatives, couldn't access the city to come to take care of them. The ones who identified as single or widowed were looked after by community groups, neighbours and village elders. 100% of them expressed sadness and loneliness which we believe had an effect on their mental health.

*"Hata kutembeleana kwa hawa members wetu inakua ngumu. Immediately wakati ilipotangazwa, tulifunga kikundi na siku ya leo nikama tumekutana kwasababu ya shughuli ya wageni wetu hawa."*

"Even visiting each other as members has been hard. Immediately the lockdown was announced we closed the group. Today we have only come together because of this visit from our partners (Buildher)."

- FGD Respondent, Vision Sisters (Elderly Women group)

**Children:**

- This demographic was one of the hardest hit during this pandemic. One of the biggest challenges is access to education for children in the settlements. As not every household has power (electricity) and the cost of internet is high for access to digital learning content, parents have to choose between providing food and paying for power/internet. To compound the problem, a lot of parents can't take their children through revision since they are either illiterate or semi illiterate and also have no revision materials.
- Children have ended up in activities that are not for them, for example, scrap metal dealing (considered child labor by ILO), petty thievery, joined wrong groups and cliques and young girls have been victims of early pregnancies.
- More than 40% of Buildher women report that their children have indicated that they will not repeat their class year as has been directed by the Ministry of Education. This has been the same case in the community with 67% of the parents claiming the same sentiment. This creates additional challenges for the already strained parents who struggle with positive developmental outcomes of their children.

### **Gender Based Violence Cases:**

- A study by the Kenya National Bureau of Statistics showed that 23.6% of Kenyans have witnessed or heard cases of domestic violence in their communities since the introduction of COVID-19 containment measures. This is corroborated by a study undertaken by the Ministry of Health and Population Council (April 2020) on COVID-19 Knowledge, Attitudes, Practices and Needs, which showed that 39% women and 32% of men were experiencing tensions in their homes.
- In the communities that Buildher serves, SHOFCO<sup>2</sup> reports a rise in GBV cases in children and rampant rape cases on young women. Additionally, the pandemic has seen a sharp increase in cases of sodomy on young boys.
- The same has been reported by MSF<sup>3</sup>. MSF is regarding the increase in GBV as caused by the fact that children have been left to fend for themselves when their parents go to work, and might be lured into abuse and rape by people they know. This trend is in the increase because of closure of schools due to COVID 19.

### **Effect on Employer Partners**

The COVID-19 pandemic has been particularly harsh with the unprotected business environment in Kenya, and our employment partners have not been spared. Data gathered from interviewing top management from 8 of our top employers shows that:

- 100% of employers have at least reevaluated their work strategies and:
  - Implemented WHO/CDC/GOK protocols for testing and safeguarding health & safety of workforce on project sites and in workshops (fabricators and contractors); and during delivery of products (fabricators)
  - Revisited scenario planning and brought forward certain activities planned for later in the year/developed and implemented new strategies
  - Contractors have reorganised sequence of work schedules on site to have less activities ongoing concurrently to reduce the no. of workers in one area
- 75% of employers have had to lay off their employees to continue staying afloat and reduce their overhead costs.
- There were 60% more layoffs of skilled and semi-skilled workforce compared to casual/unskilled workers.
- The introduction of curfews reduced the man hours and resulted in lower productivity for employers that translates to less pay for employees.
- Client pipelines have been hampered/disconnected and reviving some of these relationships to a point of closing business deals post-COVID is not

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<sup>2</sup> Shining Hope for Communities a grassroots movement that catalyzes large-scale transformation in urban slums by providing critical services for all, community advocacy platforms, and education and leadership development for women and girls.

<sup>3</sup> Médecins Sans Frontières in Kenya offers care to refugees and slum dwellers and responds to public health challenges such as HIV and access to hospital services.

- guaranteed; there has been seen slowed down decision making as key business leads for Foreign Direct Investment cannot travel into the country
- 100% of employers report a drop in order volumes; timelines for running projects have been lengthened due to reduced man hours caused by the curfews, social distancing measures put in place, slowed down decision making which is dependent on others e.g. in the supply chain & longer lead times in receipt of supplies
  - 87.5% of these employers also report reduced or affected cash flows due to the pandemic

# COVID-19 Response

## Buildher's COVID-19 Response

Buildher has been working to respond to and mitigate the effects of COVID-19 as described in the section below. Our initiatives targeted our beneficiaries, employer partners and the organizational operations.



Image 02: Buildher Cohort 01 and 02 trainees receiving wellness packages, including PPEs at the Buildher workshop.

### 1. Buildher Trainees (Primary Beneficiaries)

#### Mitigating Risk for Vulnerable Trainees:

Buildher has been supporting the current cohort of Buildher women (cohort 03) through reduced stipends while the workshop program is suspended and through allocating a percentage replacement of lost income from terminated job placements for members of the cohorts (cohort 01 & 02) whose employment was interrupted. This stipend and income has enabled our trainees to stay home and be safe, without needing to resort to other means of earning money for survival.

Buildher has also been working to flatten the COVID-19 curve in Nairobi, especially in the informal settlements, by ensuring that members of our communities receive

relatable information and adopt the recommended measures. We have been sending relevant and digestible guidance informed by our communities' perceptions and questions via SMS to our individual trainees, alumni, and partner CBOs. The trust we have built within these settlements and the attention to messaging for our unique audience has made this an effective complement to existing efforts.

Below are a few examples of SMS texts sent to the trainees and community:

Warning against the dangers of traveling to the countryside:

MESSAGE TO THE BUILDHER FAMILY: The Cabinet Secretary of Health Mutahi Kagwe last Monday stated that Nairobi is leading in the number of confirmed COVID-19 cases. He warned people against travelling upcountry from Nairobi as this would expose the elderly in those areas to the dangers of the virus. As the Buildher family, we are asking you to heed these warnings.

UJUMBE KWA FAMILIA YA BUILDHER: Katibu wa Baraza la Afya Bwana Mutahi Kagwe, Jumatatu iliyopita alieza ya kwamba Nairobi yaogoa kwa idadi ya kesi za virusi vya Corona. Alitoa tahadari dhidi watu kutoka Nairobi kusafiri mashambani kwani wanaweza kuhatarisha maisha ya wazee wakongwe. Kama Familia ya Buildher, tafadhali tutimize ushauri huu.

Availability of mental health support services to community:

To Buildher Family: As we try to stay healthy & safe at this time, we must remember our mental health. If you need to speak to someone, Teacher Taruri is available. Feel free to reach her on 07XX XXX XXX on Tuesdays and Fridays from 11 am - 4 pm. Welcome

Kwa Familia ya Buildher: Tunapojaribu kukaa na afya na usalama kwa wakati huu, lazima tukumbuke afya yetu ya akili. Ikiwa unahitaji kuongea na mtu, Mwalimu Taruri ako tayari kuongea nawe. Jisikie huru kumpigia simu kwa nambari 07XX XXX XXX siku za Jumanne na Ijumaa kuanzia saa 11 asubuhi hadi saa 4 jioni. Karibu

### **Develop and test a Return-to-Work Program for Buildher Trainees:**

The current crisis presented an opportunity for Buildher to train existing Buildher trainees remotely and to accelerate the digitization of our life-skills and work-readiness program, ensuring we could continue reaching and teaching women confined in the informal settlements. This component ensured continuity of our impacts in the immediate term. In the longer term, the digital Return-to-Work program would offer a low-cost channel to impart this training component in perpetuity, enabling Buildher to expand our impact to trainees' broader communities, reaching more individuals and further reinforcing positive, sustained behavior change.

Starting in August, Buildher has invited back Cohort 01 and 02 trainees for refresher training, allowing a space for Buildher alumni to continue practicing and sharpening their skills as they await reentry into employment.

## **2. Artisans in Industry (Secondary Beneficiaries)**

### **Mitigating Risk for employer partners and their employees:**

#### **Provision of wellness packs to artisans**

Buildher extended its wellness support program beyond the trainees and community to also reach artisans in the construction industry. These are workers who were either working at reduced pay or whose employment and work had been interrupted completely by the pandemic. In our first round of giving to artisans, we were able to reach 134 artisans in Nairobi. This population hailed from various settlements spanning the entire Nairobi metropolitan area including Kibera, Gachie, Kawangware, Mathare, Korogocho and Dandora.

#### **NCA incentives and plans**

The Buildher placement team has been engaging the National Construction Authority to gain insight into the Authority's strategies during the pandemic, and how that affects the construction sector employment scene as a whole. As is with all Buildher learning, data collected has been shed with employers on current trends, incentives available and modus operandi of the sector as expected from the Authority. This has enabled us to place back almost 25% of our trainees with employers, and gotten some who had shut down to reopen their businesses.

#### **Capacity building of employer partners on sexual harassment and GBV**

Buildher has used the time available during the pandemic to further engage employers in capacity building their artisans on matters of gender mainstreaming, especially in relation to sexual harassment and gender based violence. We anticipate that the knowledge gained will allow for better outcomes for women in those sites post-COVID-19.

## **3. Buildher Operations**

### **i. Financial Management**

Buildher developed base case and worst-case scenarios to clarify its budget needs and funding gaps for 2020 to 2021, modeling and assessing each with the goal of limiting any negative impact to the organization, team and overall program. We identified key pinch/pain points in each scenario (assessing current activities, scaling strategies and funding availability). These scenarios<sup>4</sup> each included the immediate COVID19 emergency response launched in March and Post COVID19 activities running through December 2020.

### **ii. Business Process/Operations Reengineering**

The Buildher workshop was closed in March in accordance with the Kenya government's directive to all training institutions as well as suspending all travel,

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<sup>4</sup> The key assumptions for the scenarios are shared in detail in the Annex section of this report

events, and face-to-face meetings. The entire team transitioned into working remotely, with reduced contact as much as possible. This required Buildher to allocate resources towards enabling the capacity of the team to work remotely to minimize disruption to workflow and productivity. The Buildher team focused efforts on coordinating remote working trials for trainees, conducting needs and information gaps surveys with trainees and community partners, coordinating food disbursement schedules for trainees and partners, disseminating critical health and safety information to beneficiaries, connecting beneficiaries (including employment partners) to the wider Buildher network to leverage broader crisis support, conducting check-ins with employment partners to survey coping strategies and scenario consideration and completing critical internal administrative tasks.

Between March and April, the Buildher team engaged in developing post-COVID-19 recovery strategies and implementation plans to support the scenarios detailed above. We developed a 100-day Rapid Results Approach to ensure that we are able to achieve tangible results and targets to accelerate organizational impact once the restrictions are eased In September.

### iii. Employee/Human Resources Management

As a response to the crisis, Buildher reduced working hours to 70% for all employees for four months (beginning May 2020), reduced salaries by 30% for management and 10%-25% for Buildher Team depending on income bracket (with no cuts made to the lowest paid team members). Buildher also set a requirement for all team members to utilize up to 11 leave days/ 52% of annual leave days before July 2020.

# Results

## Milestones Achieved So Far



Image 03: Builder team members issuing wellness package to a member of Vision Sisters CBO in Huruma Slum in Nairobi

Buildher developed macro level organizational strategies and detailed implementation plans with senior staff to maximize impact during and post-COVID-19. This has enabled remote working with minimal disruptions.

3093<sup>5</sup> beneficiaries in total were reached by Buildher COVID-19 related initiatives. This includes Buildher women, Employment Partners, CBO partners, community members from the 3 target settlements in Nairobi and male artisans in the industry and their dependents<sup>6</sup>.

134 women supported through stipend payment, wellness package and nutrition and mental health support. 617 community members supported through the Buildher wellness packages, including community members, male artisans in the industry and elderly members of the community of all ages.

<sup>5</sup> 137 trainees, 8 employers, 346 community members, 134 artisans, 2468 dependents

<sup>6</sup> Our baseline data shows the average number of dependents for women and people in the settlements, including for artisans (typically hailing from the same settlements), is four (4) dependents.

Buildher has implemented an abridged remote learning for 42 women in cohort 03. This has included the use of digital channels to share lessons, assignments and to track progress and commitment of trainees.

We have also replaced lost income for 36 women in our program from terminated job placements for members of the cohorts whose employment was interrupted. We have done this at a rate of \$45/month<sup>7</sup>, calculated based on the most pressing needs shared by these women. A majority of women term their rent (shelter) and food (sustenance) as the most critical needs they have at the moment, for both themselves and their dependents. We are currently monitoring this initiative to gauge the depth of its impact.

Buildher is developing employment partnerships to reinstate 50% of cohort 01 graduates and 25% of cohort 02 graduates into construction sector jobs starting September 2020

Apart from the above, Buildher has greatly influenced community actors to adopt positive behavior change in the control of COVID-19. Taking up the role as one of the voices in the community, Buildher plans to mitigate risk and build resilience of 262 youth<sup>8</sup> through life skills, mental health and work readiness training. We have a hope that through use of data from the community, we will be able to scale our systemic catalytic impact into the communities we serve.

## Sustainability of COVID-19 Response Initiatives

Buildher hopes to sustain the initiatives described in this report through:

- Mitigating Risk for Vulnerable Trainees - Buildher has eased implementation of COVID-19 wellness support as the country goes back to normal and the government eases restrictions related to the pandemic.
- Develop and Launch A Return to Work Program for Buildher Trainees - Post COVID-19, Buildher is absorbing this program into the training curriculum to offer it as part of the entire Buildher program.
- Supporting employability and income earning potential of at-risk youth in Post COVID-19 recovery - Buildher is adding work readiness and employability as a prerequisite for program applicants to go through this training prior to applying to join the Buildher training program to mitigate attrition.

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<sup>7</sup> This is equivalent to 23% of their average monthly income and used for most pressing needs, that is, rent and food.

<sup>8</sup> These are members of the umbrella Muungano Youth Network under Kiamaiko Youth Group. Additionally, Buildher linked this group to Mama Kwa Mama Initiative that granted them wellness assistance

## In Conclusion

There are various initiatives currently in Nairobi that have been started to cushion vulnerable groups against the effects of COVID-19. These have majorly focused on mass distribution of food rations and other essential goods to communities and are run both by government bodies and NGOs alike. Buildher's response, however, is geared towards ensuring that our beneficiaries are protected from the economic effects of the pandemic, are guaranteed employment once the crisis is averted and kept safe and COVID-free while preventing the further spread of coronavirus. Globally, in the current situation, businesses across a range of economic sectors are facing catastrophic losses with the impact on income-generating activities being especially harsh for unprotected workers and the most vulnerable groups in the informal economy. Particularly in low- and middle-income countries, hard-hit sectors have a high proportion of workers in informal employment and workers with limited access to health services and social protection. Without support, workers (including Buildher women and other artisans in the industry) face a high risk of falling into poverty and will experience greater challenges in regaining their livelihoods during the recovery period.

## LOOKING AHEAD TO Q4 2020

In light of current uncertainties, our top priority is to support our existing trainees and alumni through the pandemic and resulting economic shocks, while ensuring the sustainability of Buildher. When the situation stabilizes, our strategy has identified the following key areas on which Buildher will focus in the coming months in Q4 to consolidate our model, continue supporting all our beneficiaries, and build out a deeper evidence of impact.

- Leveraging our learning, build on the work readiness training offered during communication skills sessions to get trainees at par with expectations and etiquette of construction sector workplaces.
- Introduce an additional training module on Entrepreneurship to impart skills on trainees that will enable both the alumni who have completed the program and those awaiting placement with skills to start their own businesses or improve business services within their employment.
- Creating strategic partnerships with institutions that are experienced in Sexual and reproductive health. Buildher is looking at working with these institutions to mentor trainees on SRHR, while at the same time creating linkages within communities for Buildher women to access sexual and reproductive health services which are critical at this time.
- Buildher is looking at digitalization of its training. We have been testing effectiveness of use of digital training content and how to measure performance of trainees. In order to fully launch this, we are requiring that as part of our acceptance criteria during recruitment, trainees should have

During applications and recruitment of new cohorts, having a digital phone at least a working smartphone as a tool for accessing online training content.

- Gender Development Training - Buildher will conduct a TOT training for staff members on Gender, with the aim of including sexual harassment prevention training as part of life skills for Buildher trainees
- Buildher will continue to work with employers to develop training programs that equip employers to integrate women into the construction industry while at the same time build capacity within the employer's workforce. We are including in Q4 an additional health and Safety training for employees.

# Annexes

## Buildher Scenario Planning Key Assumptions

### 1. Base Case Scenario Key Assumptions:

- Workshop reopens in June 2020 or September 2020 pending timing around government easing of restrictions; 62% of Buildher Cohort 03 trainees return if in June; 50% if in Sep.
- Cohort 01 and 02 resume employment placement by Q4 2020
- Expenses reduce by 35% because of the shortened training season and the elimination of two new training tracks
- Industry hiring partners resume hiring new trainees at 60% in Q4 and ramp up to originally forecasted levels by Q1-FY21
- Two new training tracks originally scheduled for Q1-FY20, now moved to Q1-FY21
- Internal staffing: Implemented a hiring freeze until crisis ends, and if the workshop reopens in September, hire two new essential FTE.
- Salary reductions 10%-30% (based on income-level) for the duration of the crisis.
- Full fundraising goals 100% of FY20 & 50% of FY21 are met by Q4 (Dec 2020)

### 2. Worst-Case Scenario Key Assumptions:

- Workshop does not reopen until Jan 2021 due to ongoing government restrictions
- Only 25% of Buildher Cohort 03 trainees return (new trainees recruited to make up for gap), 50% of employed trainees return
  - Many do not return from their rural villages where they fled at start of crisis
  - Majority employment ready trainees have sought other part time work
  - Some who at risk trainees succumb to addiction, crime, or family pressure to deprioritize Buildher
- Expenses reduce by 20% (from original budget) because elimination of FY20 training program
- Industry struggles and hiring partners do not resume hiring until FY21 and at drastically reduced hiring levels

- New training tracks added in April 2021 and August 2021 so fewer equipment or capital purchases
- Internal staffing: No furloughs, only reductions in this worst-case scenario and delayed new hires to April and August
- 2020 Fundraising goals not met by end of Q4 (Dec 2020) and Buildher exists on already raised for FY20 and Initial funds raised for FY21.

To allow for a period of recovery, Buildher will focus on existing areas of training and postpone the launch of new training until January 2021. This will allow us to freeze any new hires until Q4 2020 and retain the core team to maximize efficiency of operations. Product development will continue as well as R&D for training strategies and preparation for Post-COVID-19 recovery.

## Photos from key COVID-19 Response Activities



Image 04: Isaac and Stephen (Heads of Carpentry and Joinery Training & Development) conducting a focus group discussion on effects of COVID-19 with elderly members of Vision Sisters CBO in Huruma settlement



Image 05: Sorting of Wellness Packs in readiness for distribution, In the Buildher workshop



Image 06: Male youth and artisan recipients of Buildher's wellness packages in Korogocho Settlement



Image 07: Esther (Buildher Head of Community Development) conducting wellness check ins with Buildher trainees at the Buildher workshop



Image 08: Kawira (Buildher Head of Placement) facilitating a focus group discussion with artisans at employer partner BuildX Studio