



PRIVATE SECTOR

RAPID CARE ANALYSIS:

A CASE OF KENYA'S IMPACT SMALL
AND MEDIUM ENTERPRISES (ISMES)



OXFAM

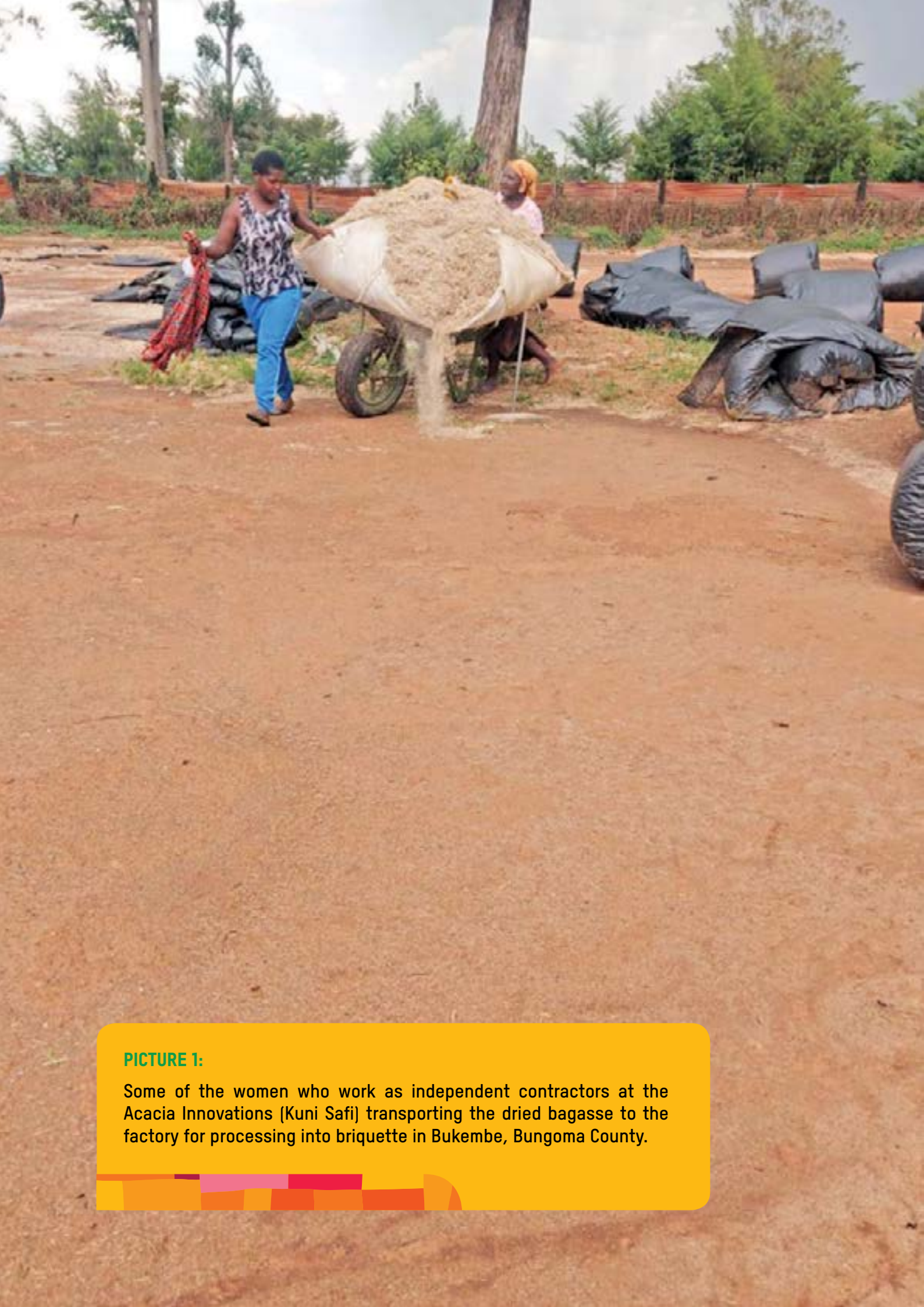
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PICTURE 1:

Some of the women who work as independent contractors at the Acacia Innovations (Kuni Safi) transporting the dried bagasse to the factory for processing into briquette in Bukembe, Bungoma County.

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ABBREVIATIONS

CEO	Chief Executive Officer
FGE	Focus Group Exercises
GDP	Gross Domestic Product
ICT	Information, Communication and Technology
ISMEs	Impact Small and Micro Enterprises
PS	Private Sector
PS RCA	Private Sector Rapid Care Analysis
RCA	Rapid Care Analysis
SSA	Sub - Saharan Africa
UCDW	Unpaid Care and Domestic Work
WIBA	Work Injury Benefit Act
WROs	Women Rights Organisations

EXECUTIVE SUMMARY

The Private Sector Rapid Care Analysis (PS RCA) provides a comprehensive examination of how Unpaid Care and Domestic Work (UCDW) impact the operations, productivity, and workforce dynamics within Kenya's Impact Small and Medium Enterprises (ISMEs). UCDW, predominantly carried out by women, remains largely undervalued yet essential for the functioning of both households and businesses. This analysis aims to bridge the gap between UCDW responsibilities and formal workplace demands, offering actionable insights for ISMEs, policymakers, and private sector stakeholders to create more supportive environments for all workers.

A Private Sector Rapid Care Analysis toolkit (PS RCA) is a rapid process for businesses and workers to understand the heavy responsibility and long hours of UCDW. This report has examined more broadly the intersections between unpaid and paid work. The overall objective of the assignment was to emphasize the need for a comprehensive approach to achieving a fair work-life balance that goes beyond just providing living wages. Specific objectives included raising awareness within ISME management on the significance of UCDW, sensitizing private sector workers to the challenges associated with it, and promoting work place policy interventions that recognize and encourage the redistribution of care responsibilities. The analysis also seeks to capture practical learnings from four targeted ISMEs in Nairobi, Machakos, Kericho, and Bungoma, fostering actionable recommendations that align with Sustainable Development Goals (SDGs), particularly Goal 5 on gender equality and Goal 8 on decent work.

A qualitative, participatory approach was adopted, combining focus group exercises, time-use assessments, and direct interviews with workers and management across various ISMEs. This methodology offered nuanced insights into the daily lives of workers, particularly women, whose disproportionate share of UCDW obligations often interferes with their professional roles. By observing and analyzing UCDW's direct impact on productivity, workplace engagement, and overall well-being, the study identifies patterns of strain, high absenteeism, and mental stress among workers balancing care responsibilities with paid employment.

Across ISMEs, UCDW emerged as a critical but underappreciated factor affecting women's economic empowerment, workers' health, mental well-being, and job satisfaction. For instance, women workers face increased time loads, stress, and physical fatigue due to their caregiving roles, with limited support mechanisms in place at their workplaces. This imbalance creates barriers to women's full participation in the workforce, reinforcing gender inequalities and reducing productivity. Key observations include:

- **Gender Disparities in Care:** Women spend significantly more time on UCDW than men, limiting their ability to engage in paid work, pursue career advancement, and achieve financial independence.
- **Health and Well-being Impact:** Workers, particularly women, report that the physical and mental demands of UCDW reduce their productivity and focus, leading to higher absenteeism and turnover.
- **Enterprise Challenges:** ISMEs lack structured policies to support care work, making it difficult for employees to balance personal responsibilities with professional commitments. This gap underscores the need for ISMEs to adopt flexible policies that consider family and care responsibilities.
- **Existing Support Policies:** Some ISMEs have implemented positive initiatives, such as flexible working hours, maternity and paternity leave, and on-site childcare, but these remain limited in scope and accessibility to the workers.
- **Limited gender training:** The workers and management reported to either having not had or limited scope of the gender training. Further it was evident that there was limited knowledge and skills to relate the work place environment and UCWD.

The report provides a range of recommendations for both ISMEs and policymakers to support UCDW better and reduce its impact on workforce participation:

- **Workplace Policy:** ISMEs should introduce and expand family-friendly policies, such as flexible working hours, leave provisions for caregiving, and workplace-based childcare support, which have proven effective in reducing absenteeism and turnover.

1. BACKGROUND

1.1. INTRODUCTION

The Sub-Saharan Africa has got its share of gender inequality that remains a challenge to women's and girls' rights. This inequality is exacerbated by poor labour rights, poor government policies, austerity measures imposed by governments and international financial institutions, historical factors, such as colonization and harmful social gender norms prevalent throughout the life-cycle. Many informal workers including, women employed in the agriculture, manufacturing, trade, tourism, transport and communication, and financial services make up over 80% of the private sector's contribution to the total Gross Domestic Product (GDP). Similarly, UCDW is also a government problem in that many Households (HHs) have no basic social services such as safe piped water, access to energy, access to affordable health services among others.

1.2. UNPAID CARE AND DOMESTIC WORK

Globally, women and girls contribute millions of hours to UCDW, which, while underpinning society and the economy, remains under-recognized, undervalued, and under-invested. UCDW encompasses all unpaid services within a household, including care of persons, housework, and voluntary community work. It is essential for the well-being of individuals, families, and societies. Since the 1970s Women Rights Organizations (WROs) have advocated for the improvement of terms and conditions of paid work for women (Elson, 2017).

The SDG 5, which aims to "Achieve gender equality and empower all women and girls," includes targets for recognizing and valuing unpaid care and domestic work. According to the International Labour Organization (ILO), unpaid care and domestic work account for 42% of the total work time globally. Despite its significance, this major segment of work is often overlooked by governments and societies, leading to underinvestment in the productivity and efficiency of these essential services that would support UCDW. Women's decisions about paid work are influenced by both time and income considerations, leading to their work being undervalued and undermining inclusive and sustainable development.

Its invisibility leads to its neglect in economic analysis, public policy, and within households, resulting in underinvestment in making care tasks more productive and lighter. UCDW is crucial for the functioning of families, communities, and businesses, ensuring that various groups are cared for. A 2019 survey in Kenya revealed that women spend significantly more time on unpaid care work than men. The unpaid care and domestic work largely remain absent from national and county social and economic development plans and policies.

1.3. WHY PRIVATE SECTOR?

Companies, unions, and workers' organizations are increasingly focused on advancing gender equity and workers' rights, including addressing UCDW. Recognizing and addressing UCDW in the workplace can benefit businesses and improve employees' well-being. Policies addressing UCDW can reduce stress, enhance concentration, and create opportunities for career advancement. Employers have a responsibility to consider the impact of unpaid care work on their employees. SDG Target 5.4 emphasizes the importance of recognizing and valuing UCDW through the provision of public services, infrastructure, and social protection, and promoting shared responsibility within households. Rapid Care Analysis helps businesses identify ways to reduce or redistribute care responsibilities.



**ACCORDING TO THE
INTERNATIONAL LABOUR
ORGANIZATION (ILO), UNPAID
CARE AND DOMESTIC WORK
ACCOUNT FOR **42%**
OF THE TOTAL WORK TIME
GLOBALLY.**



1.4. PRIVATE SECTOR RAPID CARE ANALYSIS

Rapid Care Analysis is a qualitative participatory action research exercise that assesses unpaid care work in workplaces, households, and communities. Unpaid caregiving and household labor, predominantly performed by women, significantly affect the operation of enterprises, families, and communities. Oxfam and other INGOs advocate for shared responsibility among families, state entities, the commercial sector, and civil society in delivering and paying for care work. A Private Sector Rapid Care Analysis (PS RCA) is a rapid qualitative participatory research method to help businesses and workers appreciate the heavy responsibilities of UCDW. It assists businesses in identifying options to reduce heavy domestic and care tasks or redistribute responsibility for care.

1.5. OBJECTIVES OF THE ASSIGNMENT

Overall Objective

The overall objective was to emphasize the need for a comprehensive approach to achieving a fair work-life balance. This approach goes beyond providing living wages and includes considering the time required for unpaid care work, providing resources

to ease domestic tasks, changing social norms, and implementing supportive employer policies. The specific objectives included:

- Sensitizing ISME management and private sector workers about UCDW.
- Determining the incentives for employers and employees to account for UCDW.
- Advocating for care policy review and adoption in the private sector.
- Promoting better workplace and social norms around care work.
- Rolling out the Private Sector Rapid Care Analysis tool kit in selected locations.
- Capturing learnings to refine the Rapid Care Analysis tool kit.
- Developing practical recommendations for care work within the five Rs framework (Recognition, Re-distribution, Reward, Representation, and Resilience) and promoting decent work and relevant tenets of the United Nations Convention on the Rights of Persons with Disabilities (UNCPRD).

2. EVIDENCE GATHERING: LITERATURE REVIEW FINDINGS

We reviewed a number of literatures to gather gender-informed information about the paid and care work through the secondary method.



2.1. GLOBAL PERSPECTIVE OF UCDW

Definition and Scope: Unpaid care and domestic work (UCDW) includes child-rearing, elder care, household maintenance, and other uncompensated caregiving. It's a significant but often unrecognized part of the global economy, accounting for 42% of total work time (ILO).

Gender Disparities: Women disproportionately bear the more responsibilities of UCDW, spending twice as much time on housework and four times as much on childcare as men (EBRD & ICRW). This limits their participation in paid labor and reinforces gender inequalities.

Economic Impact: UCDW's lack of support undermines women's workforce participation, limits career opportunities, and contributes to economic inequality. Addressing UCDW can significantly benefit businesses by improving productivity and employee engagement.

Policy and Institutional Responses: International frameworks like the Beijing Platform for Action, ILO Conventions (Nos. 156, 165, 189), the UN Sustainable Development Goals (SDG 5, Target 5.4), and CEDAW emphasize the need to recognize and redistribute UCDW. These frameworks call for policies that reduce women's unpaid care responsibilities, promote shared responsibility, and improve supporting public services and infrastructure.

2.2. KENYAN PERSPECTIVE

Current Situation: In Kenya, women spend significantly more time on UCDW than men: an average of five hours daily as a primary activity, compared to one hour for men. Including secondary activities, women spend 11.1 hours, and men spend 2.9 hours (Oxfam).

Gender and Economic Impact: The heavy responsibilities of UCDW on Kenyan women limits their economic participation and contributes to gender inequalities

in employment and income. The large informal sector offers little support for UCDW, exacerbating these disparities.

Policy and Institutional Responses: Kenya's Constitution (2010) guarantees fair labor practices and gender equality. Vision 2030 and Medium-Term Plans emphasize gender equality, recognizing the need to address UCDW. The National Gender and Equality Commission (NGEC) Act (2011) promotes gender equality. The National Social Protection Policy (2011) acknowledges UCDW's role. The Employment Act (2007) includes provisions for maternity leave and non-discrimination. The Draft National Care Policy (2023) aims to provide comprehensive support for caregivers.

Challenges and Gaps in Policy Implementation: Key challenges include a lack of data and awareness, hindering targeted policy development; deep-seated cultural norms and gender biases; and insufficient investment in care infrastructure. More work is needed to fully recognize and value unpaid care work.

Initiatives and Recommendations: Recent initiatives call for integrating UCDW into national economic policies and improving infrastructure. Recommendations include expanding childcare access, improving household technology, and encouraging shared caregiving.

2.3. REVIEW OF ISMES LITERATURE

The analysis involved the review of various ISMEs documents that include Human Resources Policies, Workplace Gender Policies, contracts terms and conditions, workplace gender disaggregated statistics for workers among others. This enabled an in-depth analysis of the enterprise's response to care work for its workers.

2.4. ROLE OF THE PRIVATE SECTOR IN UNPAID CARE AND DOMESTIC WORK

- UCDW is critical to economies and societies, with women performing 76.2% of unpaid care work globally (ILO, 2018). This disparity limits women's economic opportunities.
- The private sector has a significant interest in addressing UCDW, as it impacts employee productivity. Supportive policies reduce turnover, enhance engagement, and improve productivity.
- Companies can alleviate the responsibilities of UCDW through flexible work arrangements, paid family leave, and on-site childcare.
- The private sector can promote gender-sensitive policies, encourage men's caregiving, and challenge traditional gender norms.
- Companies can invest in care infrastructure, such as childcare support and digital caregiving resources.
- Challenges include a lack of awareness of UCDW's economic significance, resistance to implementing supportive policies, and societal norms that resist gender equality.
- The private sector should implement supportive policies, promote gender equality, and invest in care infrastructure, in collaboration with public and civil society, to reduce the responsibilities of UCDW and foster a more equitable and productive workforce.

3. EVIDENCE GATHERING: ISMES FIELD FINDINGS

We conducted field work to gather gender-informed information about the ISMEs, workers and their experiences of paid and care work through the primary method. This involved us going out to the field to meet with the different ISMEs at their natural settings for a deeper understanding of the paid work environment and how it affects the care work of the workers.



3.1. BOTTLE LOGISTICS

3.1.1. PROFILE OF THE ISME

Bottle Logistics Enterprise is a medium enterprise that was established in 2019 as a glass recycling company. The enterprise collects used glasses/bottles from various sources, that is, bars, restaurants and homes. The re-usable glasses are recovered, washed and re-packaged for use with other companies. The Enterprise started manufacturing of pallets on Njiru back then and diversified to glass recycling during the COVID-19 period of 2021. So far, the enterprise has created employment to over 298 individuals of which 67% are women. The biggest challenges the

enterprise is facing is high costs of licensing and supervision of all active sites.

The Enterprise has partnered with Oxfam to build the capacity of women workers on issues of sexual harassment and gender-based violence. The training was conducted by Wangu Kanja Foundation.

3.1.2. GENDER DISTRIBUTION

The gender representation in the enterprise was that 72.15% was women of the total workforce compared to 27.85% men. Of the 72.15%, women casual workers were 67.11% of the total workforce compared to men who were only 23.48%.

TABLE 1: BOTTLE LOGISTICS GENDER DISTRIBUTION

GENDER	DISAGGREGATED ABSOLUTE NUMBER OF WORKERS			DISAGGREGATED PER CENT OF WORKERS (WOMEN)		
WOMEN	Long-term contracts	Short-term contracts	Casual	Long-term contracts	Short-term contracts	Casual
	14	1	200	4.70%	0.33%	67.11%
	215			72.15		
MEN	Long-term contracts	Short-term contracts	Casual	Long-term contracts	Short-term contracts	Casual
	13	0	70	4.36%	0	23.48%
	83			27.85%		
TOTAL	298			100%		

The Enterprise has more women workers recruited to support various roles. This partly is attributed to influence by a French Non-Governmental Organization that has partnered with them to offer employment to women from the informal settlements to assist them improve their livelihoods. This is enforced by recruitment of more women due to intentional policies that has a gender lens. The Enterprise has developed twenty (20) policies addressing all departments of employment.

The Enterprise is headed by the founder and Chief Executive Officer (CEO) who is a woman. The management is composed of the CEO, Human Resource Manager who are both women and Head of Operations headed by a woman. Supervisors are hired on contracts of one (1) year on a rolling basis. The other workers are on casual and payments are done weekly. It was noted that the role of Human Resource is a recent creation in the Enterprise with the current holder being only nine months old. There top leadership is at 100% held by women. The middle level has 68% women and 32% men.

WORKERS' AVERAGE AGE

The enterprise workforce comprises workers aged between 24 – 32 years. This is a cohort within their reproductive age in which women are the majority are faced with the responsibilities of care of children and sick family members.

CONTRACT TYPES

The enterprise has two types of workers they engage – contract and casual workers. The Senior management has longer contracts compared to the Supervisors who are hired on contracts of one (1) year on a rolling basis. The other workers in production, quality assurance and packaging are hired on a casual basis and payments are done weekly.

The women make up the majority of the workforce (72.15%), yet a significant 67.11% of all workers are women in casual roles, highlighting a strong gender imbalance in job security and employment terms. This suggests a gendered pattern in how contract types are allocated, with women more likely to be in insecure, low-benefit roles. The absence of men in short-term contracts and the concentration of women in casual employment points to structural inequalities that could be addressed through more gender-responsive contracting policies and clearer pathways for women to transition into more secure roles.

TABLE 2: WORKERS BY EMPLOYMENT STATUS – BOTTLE LOGISTICS

		% OF WOMEN	% OF MEN
TYPE OF CONTRACT	Long term contract	51.85	48.15
	Short term Contract (6 months or less)	100.00	0
	Casuals	74.00	26.00
WORKING HOURS	Full-time (8am – 5.30pm)	100.00	100.00
	Part-time	N/A	N/A
TYPE OF REMUNERATION	Salary – Senior management and Supervisors	68.00	32.00
	Daily rate – Casuals	72.00	28.00
	Hourly rate	N/A	N/A
	Piece rate – Casuals and Expectant mothers only	0	0

All workers have an 8am to 5.30pm working hours with a one-hour break for lunch. An exception has been made for pregnant women who are allowed to leave earlier than the rest at 4pm.

“Lactating mothers are given piece rate tasks to enable them finish early go home to nurse their young babies.”

3.1.5. LEAVE AND BENEFITS POLICIES

It is only workers on contract who enjoy leave and benefits. These are clearly stated in the various policies, i.e., 28 out of the total workforce of 298. This translates to 5.03% of women workers in contract enjoy leave and benefits. The specific leave and benefits include:

- **Sick leave:** Contracted workers are entitled to benefit from seven (7) days full paid and further seven (7) at a half pay.
- **Annual leave:** Contracted workers are entitled to 21 days of paid annual leave.

- **Study leave:** Contracted workers are entitled to benefit from 5 days of paid study leave which is taken only during the examinations period only.
- **Maternity leave:** Contracted female workers are entitled to 90 days of paid maternity leave.
- **Paternity leave:** Contracted male workers are entitled to 14 days of paid paternity leave
- **Compassionate leave:** The contracted workers are entitled to a minimum of five (5) days off.
- **Lunch:** The current arrangement for lunch is that all the contracted workers (Senior Management and Supervisors) are offered lunch and tea. Tea

provision for the rest of workers is already in place that part of the recommendation during the evidence gathering.

“Expectant mothers on contract are given a three months maternity leave and fathers are given a two weeks paternity leave as per the labor laws.”

3.1.6. POLICIES THAT APPLY TO ALL WORKERS, SUPPLIERS, CONTRACTORS AND PARTNERS

Bottle Logistics has developed twenty (20) diverse policies which majority are in compliance with the Code of Ethics Business in line with the ten principles of the UN Global Compact in the areas of Human Rights, Labour Standards, Environment and Anti-corruption. In addition, the corporate responsibility to respect applies to all internationally recognized human rights. These policies guide the operations and conduct of all worker, suppliers, contractors, and partners. These are:

ATTENDANCE AND PUNCTUALITY POLICY

The policy applies to all employees - full-time, part-time, temporary and contract employees. The purpose of this policy is to:

- Establish clear guidelines for attendance and punctuality;
- Ensure the smooth operation of the enterprise by minimizing disruptions caused by absence and lateness; and
- Outline the procedures for reporting and managing absenteeism and lateness.

- Promote honest and ethical conduct;
- Ensure compliance with applicable laws and regulations;
- Foster a culture of transparency and accountability; and
- Protect the interest of stakeholders.

COMPLAINTS AND GRIEVANCE POLICY

The policy applies to all employees, contractors, and stakeholders of the enterprise. The purpose of this policy is to:

- Outline the procedures for addressing complaints and grievances within the enterprise; and
- Ensure all concerns are handled fairly, promptly, and confidentially.

CHILD PROTECTION POLICY

The policy applies to all employees, contractors, suppliers and partners. It encompasses all activities within the operations and supply chain of the enterprise, ensuring that no child is subjected to labor exploitation in any form. The purpose of the policy is to:

- Prohibit all forms of child labor within its operations or supply chain, including forced labor bonded labor, or any work that deprives children of their childhood, education, or dignity;
- Commit the enterprise to leading the transformation in the glass waste recycling industry by continuously finding innovative solutions to avoid child labor in order to respect and promote children's rights.

CONFLICT OF INTEREST POLICY

The policy applies to all employees, suppliers and contractors as well as any other individuals or entities acting on behalf of the enterprise. The purpose of the policy is to:

- Identify and address potential conflicts of interest that may arise in the course of business operations.
- Establish clear guidelines and procedures
- Safeguard the integrity of the decision-making processes and maintain the trust with stakeholders.

CODE OF ETHICS POLICY

The policy applies to all employees, contractors and representatives who are expected to adhere to the principles therein to uphold the integrity and reputation of the enterprise. The purpose of the policy is to:

DATA PRIVACY AND PROTECTION POLICY

The policy applies to all employees, contractors, consultants and third parties acting on behalf of the enterprise who have access to personal or enterprise data. The purpose of the policy is to:

- Define guidelines for the proper handling of personal and enterprise data;

- Ensure compliance with data protection laws and regulations; and
- Protect the rights and privacy of data subjects.

DISCIPLINARY POLICY AND PROCEDURES

The policy applies to all employees – full-time, part-time, temporary and contract employees. The purpose of the policy is to:

- Provide a clear framework for addressing employee misconduct; and
- Ensure fair, consistent and transparent handling of disciplinary issues within the organization.

CODE OF BUSINESS CONDUCT POLICY

The policy applies all employees, contractors, representatives, customers, suppliers and the community in their interactions with each other. The purpose of the Policy is to:

- Commit to conducting business ethically and responsibly; and
- Create a sustainable future by efficiently recovering and processing industrial and post-consumer glass waste into high-quality recycled glass products.

ENVIRONMENTAL POLICY

The policy applies to all operations, employees, and stakeholders of the enterprise. It covers all aspects of glass waste management, including the collection, recycling, reuse and disposal of glass waste, as well as the management of other waste materials such as broken glass, plastics, metal caps, paper labels and water. The purpose of this policy is to:

- Commit to environmental sustainability, detailing the measures and practices that will be adopted to achieve our environmental goals
- Provide a framework for resource conservation, waste reduction, energy efficiency, and emission reduction.

EQUALITY, DIVERSITY & ANTI-DISCRIMINATION POLICY

This policy applies to employees, contractors, job applicants and candidates, clients, customers and stakeholders like the community surrounding the enterprise. The purpose of this policy is to:

- Ensure equality of opportunity for all employees, clients, and stakeholders;
- Promote diversity within the enterprise and in the services, the enterprise provides;
- Prevent any form of discrimination, harassment and bullying; and

- Comply with relevant legislation and best practices.

ETHICAL RECRUITMENT POLICY

The policy applies to all employees, contractors and representatives involved in the recruitment process at the enterprise. The purpose of the policy is to:

- Outline the principles and guidelines for ethical recruitment practices within the enterprise; and
- Ensure a fair, transparent, and inclusive recruitment process that respects the rights and dignity of all candidates.

FRAUD, ANTI-CORRUPTION & BRIBERY POLICY

The policy applies to all employees, contractors, agents and representatives of the enterprise. It also encompasses all business activities conducted by the enterprise both domestically and internationally. The purpose of this policy is to:

- Ensure compliance with all applicable anti-bribery and corruption regulations; and
- Ensure the company business is conducted with the highest standards of integrity, ethics and transparency.

GENDER EQUALITY & SOCIAL INCLUSION POLICY

The policy applies to all employees, contractors, suppliers and stakeholders of the enterprise. It covers all aspects of operations including recruitment, training, compensation, promotions, workplace culture, career development, work-life balance and external partnerships. The purpose of the policy is to:

- Promote a workplace culture that values and supports gender diversity and inclusion;
- Eliminate discrimination, harassment, and bias based on gender identity or expression;
- Establish guidelines for equitable recruitment, hiring, and promotion practices.
- Encourage career development and advancement opportunities for all employees;
- Ensure a safe and inclusive environment for all individuals associated with Bottle Logistics;
- Promote a comprehensive understanding of gender equality as a fundamental human right and a crucial element in the sustainable growth of our organization; and
- Support the development of gender-responsive policies, programs, and practices within the enterprise.

HUMAN RIGHTS POLICY

The policy applies employees, contractors, suppliers, partners and any other individuals associated with the enterprise. It covers all activities and operations both locally and internationally. The purpose of the policy is to:

- Ensure respect and promotion of human rights in all aspects of the enterprise's operations.
- Ensure the enterprise's practices are in line with these regulations to protect its employees' and stakeholders' human rights.

LEAVE POLICY AND PROCEDURES

The policy applies to all employees on contract employees. The purpose of the policy is to:

- Provide for different types of leave for workers – annual leave, maternity leave, paternity leave, sickness and sick leave (paid and unpaid), court leave, gazetted public and religious holidays and leave without pay for one to attend to personal business; and
- Procedures for each leave category thereof.

SAFEGUARDING POLICY

The policy applies to all employees, suppliers, contractors, customers and other stakeholders. It covers all aspects of safeguarding, including discrimination, Sexual and Gender-based Violence (SGBV), equality and inclusivity, child protection, modern slavery and human trafficking as well as data protection. The purpose of the policy is to:

- Ensure that there is do no harm to children and adults at-risk nor expose them to abuse or exploitation; and

- Mitigate operational risks by the enterprise.

SEXUAL HARASSMENT POLICY

The policy applies to all employees, suppliers, contractors, customers and other stakeholders. The purpose of the policy is to:

- Provide for a work environment free from sexual harassment.

TRAINING AND DEVELOPMENT POLICY

The policy applies to all employees - full-time, permanent staff and temporary staff. The purpose of the policy is to:

- Support continuous learning and professional growth;
- Enhance employee performance and productivity;
- Ensure employees have the necessary skills to meet current and future job requirements; and
- Foster a culture of lifelong learning and development.

WHISTLE BLOWING POLICY

The policy applies to all employees, suppliers, contractors, agents and representatives. The purpose of the policy is to:

- Provide a mechanism for employees and other stakeholders to report concerns regarding unethical or illegal conduct within enterprise operations.
- Encourage reporting so as to identify and address issues promptly, uphold commitment to integrity, and maintain trust with their stakeholders.

3.1.7. IMPACT OF UNPAID CARE AND DOMESTIC WORK ON ENTERPRISE OPERATIONS

These ranged from family responsibilities that included caring for children, expectant and lactating mothers. There was a notable impact of family responsibilities and domestic work on the enterprise operations given the youthful workers engaged and the nature of the enterprise being in the manufacturing sector that deals with productions of bottles for clients. The enterprise has developed various policies based on the nature of the work and workers that who they engage.

"Children are not allowed in the facility since the environment is very hazardous, to avoid injuries or fatalities, but in future we are plans to develop a facility that can support mothers and their children."

3.1.8. FOCUS GROUP EXERCISES (FGES)

The total number of participants for the FGE was 14 comprising four male and 10 female as stated in the table 3 below.

TABLE 3: DEMOGRAPHIC OF THE FGDS PARTICIPANTS

SEX	WORKER STATUS			TOTAL
	Casual	Short-term	Long-term	
Female	9	1	0	10
Male	4	0	0	4

NB: The Founder(s) and top management of the enterprise were not part of the FGEs. This was exclusively conducted with the workers (female and male).

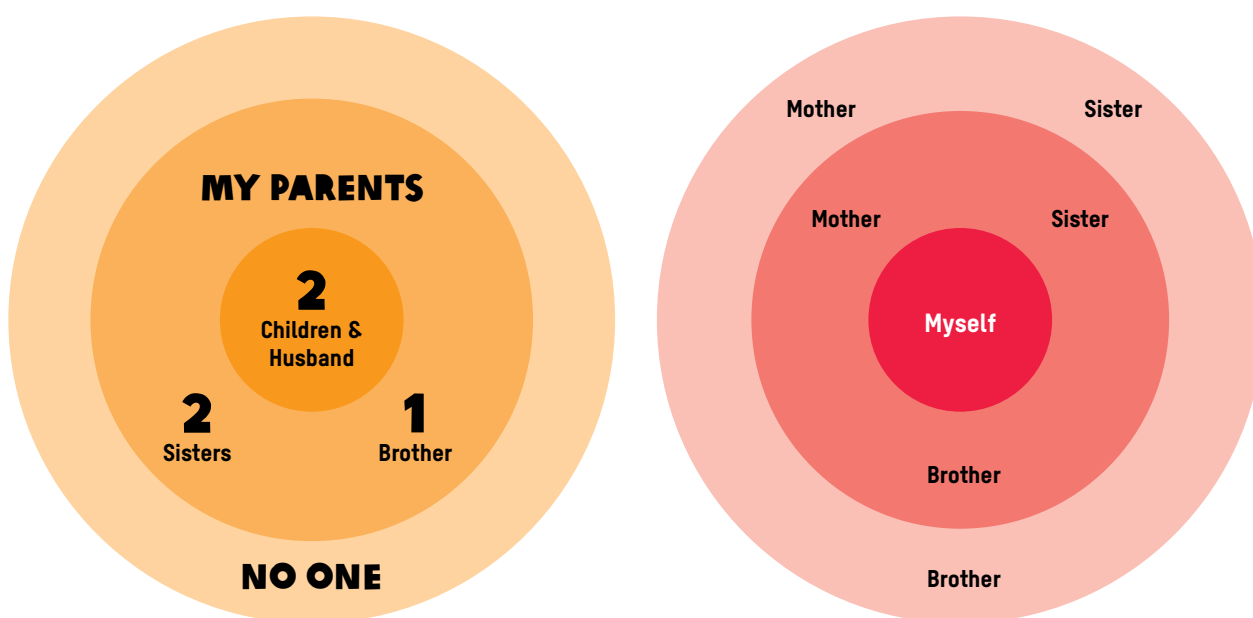
EXERCISE 1: UNDERSTANDING CARE ROLES AND RELATIONSHIPS IN HOUSEHOLDS

This exercise focused on the care responsibilities of individual workers – women and men. This was geared towards gauging the level of family care responsibilities one has over and above the paid work.

EXERCISE OBJECTIVE:

Reflect on who they care for, who cares for them, and how relations of care build on social roles in the family. It was emphasised that everyone has care responsibilities and that care work for others is valued and important.

"Lactating mothers are given piece rate tasks to enable them finish early go home to nurse their young babies. We are in the process of offering lunch to all staffs but currently we only offer lunch to the management and supervisory staffs only".



The workers were asked to draw an individual circle. Below are sampled drawings

RESPONDENT 1 (A WOMAN)	RESPONDENT 2 (A MAN)
"Daily I take care of my two children and my husband. On a weekly basis I take care of my parents, two sisters and one brother through calling them and finding out about their status. I have no one that I am taking care of on a monthly basis".	"Daily I take care of myself. Weekly my mother, brother and sister, monthly my mother, brother and sister"

Generally, the participants were why they care for the people they care for. These were responses of the sampled workers feedback below

Respondent 1	Respondent 2	Respondent 3	Respondent 4
"I take care of them, because I love them and they are part of my family"	"I take care of them because it is my responsibility".	"I take care of them because hawajiwezi (unable) like children"	"We take care of them to express love"

FINDINGS

Workers in the enterprise were taking care of different people due to varied reasons. As much they are engaged in paid work they also were involved in unpaid one too in one way or the other despite the frequency.

EXERCISE 2: TIME USE

The exercise looked at a one-day recall where we analyzed an average working hours spent in different types of work by workers. The exercise was geared to establish the amount of time one uses on paid and unpaid work.

EXERCISE OBJECTIVE

To make visible the total volume of work done by women and by men, and within this, identify the share of unpaid care and domestic work done by women and men, respectively.

TABLE 4: FIRST SAMPLED RESPONDENT'S ONE-DAY RECALL

WOMAN			
TIME	MAIN ACTIVITY	SECONDARY ACTIVITY	CATEGORY OF THE WORK USING THE SYMBOLS
6am	Wake up Take a bath	Prepare tea Take the tea	
7am	Walk to work	N/A	
8am – 1pm	Paid Work	N/A	
1pm – 2pm	Take lunch	Relax with colleagues	
2pm – 5.30pm	Paid work	N/A	
5.30 – 6.30pm	Walk back to home	N/A	
6.30 – 8pm	Take a bath Prepare supper	Clean the house	
8pm – 9pm	Relax		
9pm	Head to bed – sleep		

TABLE 5: SECOND SAMPLED RESPONDENT'S ONE-DAY RECALL

A man ¹			
TIME	MAIN ACTIVITY	SECONDARY ACTIVITY	CATEGORY OF THE WORK USING THE SYMBOLS
6am	Take a bath	Pray Dress up	
7am	Walk to work	Call family & friends	
8am – 1pm	Paid work	Call family & friends	
1pm – 2pm	Lunch break	Relax	
2pm – 5pm	Paid work	Call family & friends	
5pm – 6pm	Take a shower	Call my family & friends Relax	
6pm- 7pm	Make supper	Take supper Relax	
7pm – 9pm	Paid work	Call family & friends	
9pm – 12am	Sleep	N/A	
12am – 6am	Paid work	Call family & friends	

► 1 He does his domestic work like washing clothes and cleaning the house on Sundays

RESPONDENT X1:

"Mimi huamka 6am, nakaanga peke yangu, nikiamka, najishugulikia, kachai hivi, nikienda bafu, nikitoka bafu nakunywa chai, alafu natoka kwa nyumba around 7am. Natembea mpaka kazini, nikiwa kazini naskia relaxed, since nyumbani kuna kelele mingi ya majirani, kusengenyana na mambo mingi. Baadaye nikiwafanya kazi ifike saa ya lunch, nakula nikipiga story 1,2,3 na wenzangu. Nikirudi kwa nyumba kwa nyumba jioni, kama ni kikombe niliwacha kwa meza, napata iko hapo hapo, hakuna mtu ametoa kwa ajili mimi ndio baba na mama. Napika supper naingia kwa bed. At least naskianga vizuri kwa ajili niko busy kwa job, sitashinda kwa ploti niki bishana na watu kwa line ya manji na vitu zingine".

RESPONDENT X2:

"Mimi nikiamka asubuhi 6.00am, kitu cha kwanza me hushukuru Mungu kwa kuni amsha, halafu naigia ka bafu naoga, navaa nguo halafu natoka kuenda kazini. Niifika kazini saa mbili hivi, me huomba Mungu anipee nguvu ya kufanya kazi. Mimi huosha chupa 600 lakini nikisha omba mungu, naeza pata nguvu hata nioshe chupa 900, hata nashindwa hii nguvu imetoka wapi, hata najiuliza hizi chupa ni mimi nimeiosha kweli?" After hapo natoka, masaa ikifika ya kuenda Nyumbani. Mimi hutoka kazi 6.30pm na kama nimechelewa sana ni 6.45 nikitoka hapo natembea pole pole nikienda kwa nyumba, nikifika kwa nyumba nichukue maji niende kwa bafu kuoga. Baada ya hapo, nipigie simu watu wangu nyumbani (watoto, mama, mandugu na dada zangu) after hapo niingie kwa jiko nitayarishe chakula, nikisha kula, nikae kae kidogo nikisikiliza news. Baada ya hapo kama saa mbili na nusu hivi, naingia kwa kitanda nilale mapema nikifikiria vile mambo na kazi itakua kesho. Kabla ni lale me hushukuru Mungu".

FINDINGS

The tables 3 and 4 demonstrates that women spend more time on unpaid work compared to men despite all being involved in paid work. The computation time for all the workers during the FGEs indicates that women spend an average of 3 hours and 23 minutes compared to men who spend only 1 hour and 55 mins on unpaid work – care and domestic work.

EXERCISE 3: MOST DIFFICULT UCDW ACTIVITIES TO BALANCE WITH PAID WORK

This exercise focused on the most challenging unpaid care and domestic work activities that will have an effect on paid work.

EXERCISE OBJECTIVE:

To identify the care responsibilities and tasks that workers consider the most difficult to balance with paid work, especially for women workers.

TABLE 6: WOMEN'S RANKING OF UNPAID WORK

		Impact on Health	Time involved	Impact on paid work
1	Washing clothes/dishes	1	1	5
2	Cleaning the house	7	8	6
3	Cooking/preparing food	9	7	7
4	Shopping for food	4	9	11
5	Getting children ready for school	6	3	1
6	Being awake at night to take care of a newborn	2	4	3
7	Small repairs around the house	8	11	8
8	Feeding a child	7	5	6
9	Children's education	3	10	1
10	Taking care of an elderly person	5	6	2
11	Breastfeeding	4	8	4
12	Helping children with homework	11	2	8

TABLE 7: MEN'S RANKING OF WORK

		Impact on Health	Time involved	Impact on paid work
1	Washing clothes/dishes	6	9	5
2	Cleaning the house	1	10	2
3	Cooking/preparing food	11	5	11
4	Shopping for food	5	1	6
5	Getting children ready for school	9	12	10
6	Being awake at night to take care of a newborn	10	11	8
7	Small repairs around the house	8	2	12
8	Feeding a child	12	8	3
9	Children's education	4	4	1
10	Taking care of an elderly person	3	7	9
11	Breastfeeding	2	3	7
12	Helping children with homework	7	6	4

FINDINGS

The exercise revealed the most problematic unpaid care and domestic work activities as outlined in Tables 5 and 6 above that had an impact on paid work. Further, it was revealed that this is more experienced by women than men. The women spent more time completing their unpaid care and domestic work compared to men. Below is the reported problematic UCDW activities between women and men as follows:

TABLE 8: PRIORITIZING OF MOST CHALLENGING UNPAID CARE AND DOMESTIC WORK

#	MOST CHALLENGING UNPAID CARE AND DOMESTIC WORK	
	Women	Men
1.	Getting children ready for school	1. Children's education
2.	Taking care of an elderly person	2. Cleaning the house
3.	Being awake at night to take care of a newborn	3. Feeding a child
4.	Breastfeeding	4. Helping children with homework
5.	Washing clothes/dishes	5. Washing clothes/dishes

As per the above table, the most challenging unpaid work for women is family care responsibilities – children and elderly persons. While for men, the most challenging unpaid work for men is children's education and cleaning the house. For women, the UCDW activities affect paid work affecting the productivity, health and wellbeing of a worker. This calls on the enterprise to recognize the importance of the nexus of productivity and unpaid care and domestic work.

EXERCISE 4: CARE SERVICES

The exercise looked at childcare services available and utilized by the workers.

EXERCISE OBJECTIVE:

To understand the current care services available to workers and their families, and their perceptions of the services they use.

TABLE 8: AN ASSESSMENT OF THE CARE SERVICES AVAILABLE AND ITS COST

	What is the cost and who is paying? (mother and/or father?)	Are opening hours adapted to your needs? (1 to 5)	Are kids safe in this environment? (1 to 5)	Quality of care/ education received by children? (1 to 5)	Peace of mind for you as a mother/ parent? (1 to 5)
Public nursery/ day care ²	N/A	N/A	N/A	N/A	N/A
Private nursery/ day care	Parents – father and mother. Cost between 50 – 100 depending on the age of the child. Cost of the childcare services per day increases after 5pm	4	3	3	3
Family (grandparents, etc.)	N/A	N/A	N/A	N/A	N/A
Friends, neighbours	N/A	N/A	N/A	N/A	N/A
Mother ³	N/A	N/A	N/A	N/A	N/A
Father ⁴	N/A	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A	N/A

FINDINGS

In terms of childcare services, the exercise revealed that the only childcare services available are private run ones whose cost ranges from between Kshs. 50 – 100 depending on the age of the child and operate between 7am to 5pm. The younger the child, the higher the cost. Also, if the childcare services are required beyond 5pm the cost increases (the cost increase was not indicated). This means that the worker has to meet the cost of childcare services which is expensive hence has an impact on the paid work such as absenteeism and/or lateness coupled with high level of stress.

EXERCISE 5: MENTAL LOAD OF CARE WORK DURING WORK HOURS.

The exercise focused on assessing the mental effect as a result of paid and unpaid work for a worker with family care responsibilities

EXERCISE OBJECTIVE

Understand the link between what happens at home and what happens when you are at work. We have talked about care activities, which take time and

energy but also mental space. This exercise is written especially for workers who work away from their homes at a worksite, but can be modified for home-based workers.

ANALYSIS OF THE FINDINGS

The exercise revealed that workers with family care responsibilities face mental stress, which affects their performance at the workplace. Many participants noted that managing unpaid care work, such as preparing children and partners for the day, creates stress that lingers throughout work hours, leading to fatigue and reduced productivity. The mental load of unresolved home issues often follows workers to the job site, further impacting their focus and interactions with colleagues. Additionally, workers reported a lack of support both at home and the workplace, exacerbating the mental strain. For casual workers, the company does not offer sick leave or accommodations for breastfeeding, and there is minimal assistance with transport, which adds to their stress. Many female respondents mentioned that they receive little to no help with domestic responsibilities from their partners, intensifying the challenge of balancing paid work with care work.

- 2 It was reported that there is no public childcare services or centres in the areas the workers leave in.
- 3 Or, in the case of care of elderly people, 'daughter' and 'son'.
- 4 Or, in the case of care of elderly people, 'daughter' and 'son'.

EXERCISE 6: MANAGING PAID AND UNPAID CARE WORK DURING PEAK WORK PERIODS IN THE YEAR

The exercise focused on assessing the tensions associated with unpaid and paid work due to increased volumes.

EXERCISE OBJECTIVE

Identify whether there are specific, exceptional issues of balancing paid work and unpaid care work that come up at certain times of year, usually related to peak production/[paid] workload.

FINDINGS

The peak working periods for our operations occur during high-demand seasons, particularly between October and December, as well as during sunny weather when the washing and drying of bio-bottles are expedited. The

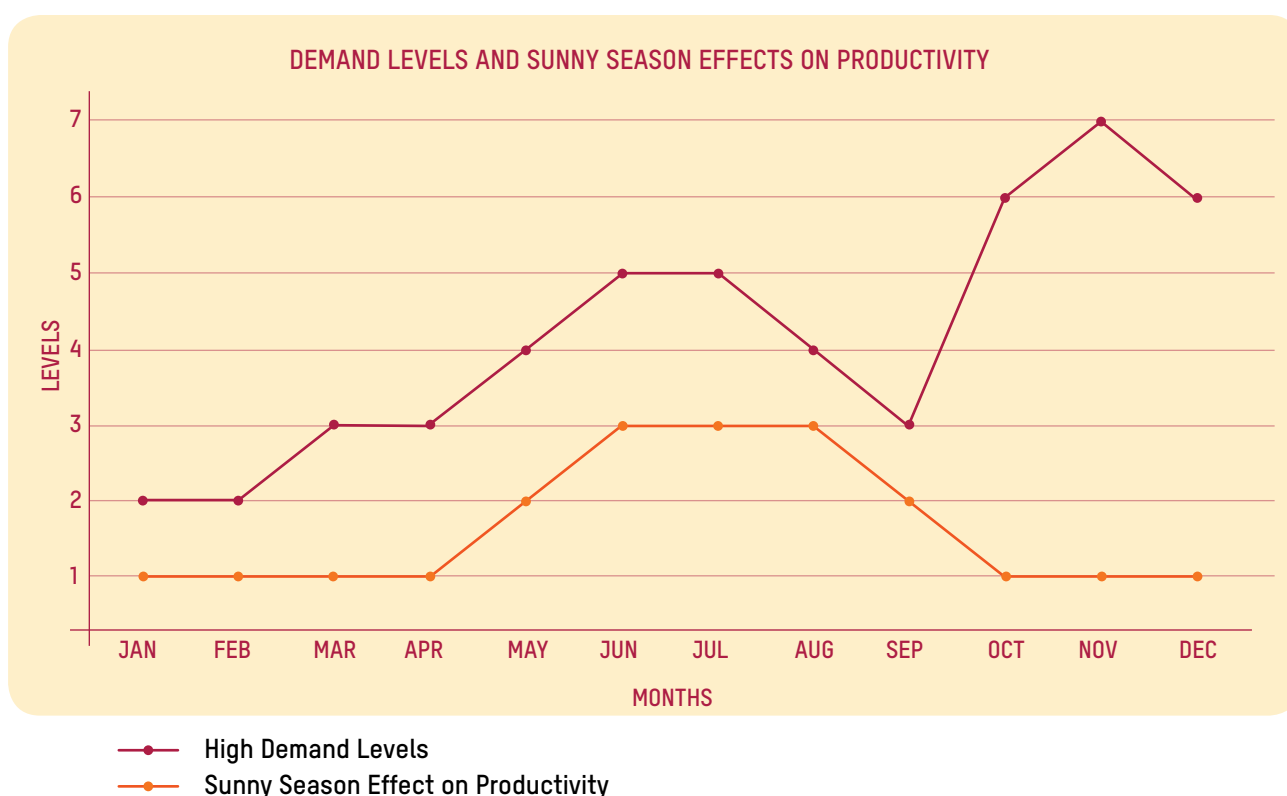


FIGURE 2: REPRESENTATION OF PEAK SEASONS

combination of increased order volumes and faster drying times significantly boosts demand, allowing workers to earn higher wages. However, this unpredictability in demand creates substantial challenges for employees trying to balance their paid work with unpaid care responsibilities. During these busy times, employees often find themselves juggling longer hours and intensified workloads, which can lead to heightened stress and difficulties in managing household tasks, such as childcare and eldercare.

EXERCISE 7: PROPOSED RECOMMENDATIONS

The exercise focused on looking into possible solutions which the enterprise can support workers by reducing unpaid care and domestic work.

EXERCISE OBJECTIVES:

- i) Develop a list of proposals for company actions to better support workers' unpaid care work and reduce the challenges of balancing family responsibilities with paid work.
- ii) Ensure that all participants' views are heard about solutions, given that workers are in different situations.

- iii) Brainstorm many ideas and prioritize these based on what (women) workers find the most urgent or relevant including changes in policies and practices (reference made to the list of most difficult care and domestic to balance with paid work as captured in exercise 3).

TABLE 9: POTENTIAL OPTIONS AND/OR POLICY CHANGES

#	Most difficult issues to balance care work and paid work	Potential options, measures of policy	Likely of intended effect would be on (women) workers ⁵
1.	Getting children ready for work	Flexi working hours	Reduces the stress levels given the ample time to care for the children.
2.	Taking care of elderly persons	Introduction of medical appointment leaves	Reduces the stress levels given one is able to be granted some time off to take care of elderly persons.
3.	Being awake at night to take care of a newborn	Flexible working hours	Improves productivity of the workers as they have enough rest to engage in paid work Improves the wellbeing of women workers by allowing them to have ample sleep.
4.	Time taken to go home to freshen up before going shopping for supper.	Provision of improved sanitation facilities for both male and female so as to help in saving time for unpaid domestic work such as shopping for supper.	More time to undertake other unpaid care and domestic work.
5.	Breastfeeding	Establishment of a crèche or childcare services to cater for	Improves productivity of the workers as they have enough rest to engage in paid work Improves the wellbeing of women workers by allowing them to have frequent timings for breastfeeding the child.

3.1.9. TAKING ACTION

JOINT MEETINGS WITH BOTTLE LOGISTICS MANAGEMENT AND WORKERS

A first meeting was held with between managers and workers' representatives to present prioritized proposals and reach agreement on measures to be implemented. This was attended by the senior management and workers representatives who were

involved in the initial evidence gathering session. The workers were appreciative of the opportunity to discuss with the management on the proposals to enhance productivity within the company. A second meeting was arranged with the management where we agreed on the action plan with clarity of measures and timelines including commitment from the management. Below are the agreed measures and timelines outlined.

	Recommendation	Management Commitment – Bottle Logistics	Timeline
Short term actions (less than six months)			
1.	Provision for lunch for all workers (to be for those on long/short contracts and casuals)	The management committed to working out a mechanism to provide for lunch for all workers – contract and casuals. This is expected to reduce the burden of them to prepare meals before reporting to work as part of intervention by the enterprise.	December 2024
2.	Introduction of flexible working hours for lactating mothers	The management committed to pilot the flexi-working hours for lactating mothers. The potential options include adjusting reporting and departure times to accommodate care responsibilities.	Beginning of 2025
Long term actions (over six months)			
3.	Childcare services for lactating mothers	The company has relocated to new premises with sufficient space to accommodate a crèche for lactating mothers. However, due to financial constraints, this will be implemented as a long-term plan.	2026

 5 On Productivity, improved health or wellbeing, lower absenteeism, lateness, reduction on turnover etc

3.2. ACACIA INNOVATIONS – KUNI SAFI

3.2.1. PROFILE OF THE ISME

Acacia Innovations is a medium enterprise registered as a trading company in 2016, founded by a woman. The enterprise is governed by a six-person board, with five members representing various interests and one independent member. Notably, two of the board members are women, and the chairperson is also a woman. The senior management is led by a General Manager, who is a man, and supported by departmental heads.

In its early days, the enterprise focused on purchasing briquettes from other producers and operated from Nairobi. However, in 2018, Acacia Innovations began producing its own briquettes from bagasse—a byproduct of sugar manufacturing—under the brand name "Kuni Safi." The company remains focused on waste management and environmentally friendly activities, with its production located near Nzoia Sugar Company, a strategic position that provides a steady supply of raw materials.

In 2021, a devastating fire destroyed the factory and its equipment, forcing the enterprise to restart operations. Acacia Innovations employs 121 workers, the majority of whom are women, many being single mothers or widows in a society where polygamy is common. When the fire occurred, it severely impacted these women, who relied on the enterprise for their livelihoods. This, in turn, affected their children, many of whom were unable to attend school due to a lack of fees.

The company's production of briquettes depends heavily on weather conditions, as bagasse requires sun-drying. As a result, adverse rainy or cold seasons can significantly disrupt production. Despite these challenges, Acacia Innovations continues to make strides in promoting sustainable practices and supporting the local community.

"So, we are weather dependent, fluctuation on the weather bring low output, but when it is hot, like I'm really praying that this December comes out like the real December. That's the time I run the machines, 24/7, even on Sunday, since there is demand."

The enterprise production is dependent on the sunny weather where raw materials are able to be dried faster like is expected in the coming month of December. This is a high peak moment for the enterprise as the demand is higher for the briquettes.

The enterprise has developed a culture of flexible hours for its workers but with recognition that the independent contractors are purely flexible in working hours as they are paid based on outputs. For the casuals, the enterprise pays over and above the minimum wage at Kshs. 450 compared to Kshs. 411.

That is information that I can extract and share with you but being that the average age of my employees, is, let's say between 25 to 35, which is a very active age group in matters reproduction, maternity leave is a must. In fact, as we speak, I have 2 of my workers on maternity leave.

3.2.2. GENDER DISTRIBUTION

The gender representation in the enterprise was that 57.85% was women of the total workforce compared to 42.15% men. Of the 57.85%, independent contractors (role given to women only) were 47.93% of the total workforce compared to men who were only 32.23%.

TABLE 10: ACACIA INNOVATIONS GENDER DISTRIBUTION

Gender	Absolute number			Per cent		
Women	Permanent	Independent Contractors	Casuals	Permanent	Independent Contractors	Casuals
	12	58	0	9.92%	47.93%	0
	70			57.85%		
Gender	Absolute number			Per cent		
Men	Permanent	Independent Contractors	Casuals	Permanent	Independent Contractors	Casuals
	12	N/A	39	9.92%	N/A	32.23%
	51			42.15%		

The enterprise has a high number of women at 65% in their portfolio out of the total of 121 workers with the rest being men doing different work tasks. The enterprise has women from the very low-level Office Assistant to bagasse driers all the way to the Chair of the board for the enterprise. There are three categories of workers at Acacia Innovations – permanent staff, casuals and independent contractors. The independent contractors are women who do the drying of the bagasse and sales team who are paid as per agreed output. The independent contracting for drying bagasse is given to women only given that the factory work is said to be harder and requires specialized operations of the machinery.

3.2.3. WORKERS' AVERAGE AGE

The average age of workers' is between 25 – 35 years. This is a group of workers who are youthful. This is a cohort that is very active in reproduction age.

3.2.4. CONTRACT TYPES

The enterprise has three types of workers they engage – permanent, independent contractors and casual workers. Permanent staff who are on salary include the General Manager and Departmental Heads – Finance, Sales and Logistics, and Production and Factory. The three departmental heads, one is headed by a woman. In addition, there are two management support staff who are all women – Logistics and Accounts Assistants. The independent contractors are those in the drying of bagasse who are women and sales team whose payment is based on piece rate. Out of the five sales team, four are women. Casuals are majority the men who are working in the factory in production of the briquettes.

Depending on the category of a worker, it determines the working hours. Senior Management ideally work 8 – 5pm but are not entitled to overtime hence any extra hours are treated as donations. Permanent management support staff work 8 – 5pm and also enjoy flexi hours notwithstanding entitlement to overtime in compliance to Kenya's Labour legislation.

TABLE 11: BOTTLE LOGISTICS WORKERS BY EMPLOYMENT STATUS

		% of women	% of men
Type of contract	Permanent	50	50
	Independent contractors	100	0
	Casuals – factory operators	0	100
Working hours	Full-time (8am – 5.30pm)	50	50
	Part-time	N/A	N/A
	Shifts – Factory productions	0	100
Type of remuneration	Salary – Senior management and Supervisors	50	50
	Daily rate – Casuals (men only)	0	100
	Hourly rate	N/A	N/A
	Piece rate – Independent contractors (women-led only)	100	0
	Other	N/A	N/A

Apart from the permanent staff who have 8 hours with a one-hour break for lunch, the rest work in flexi and piece rate terms hence they determine their working schedule. In addition, we have shifts for the factory workers who are all men.

".... but the ones who are in production. They work now in shifts. We have those who come during the day and those will come at night, though we don't have women coming in the night. We were very, very careful about that".

3.2.5. LEAVE AND BENEFITS POLICIES

The cadre of workers who enjoy the below listed leave and benefits are workers in contract. These are clearly stated in the various policies. The specific leave and benefits include:

- **Annual leave:** Permanent workers are entitled to 21 days of paid annual leave and workers are encouraged to take their annual leave.
- **Sick leave:** Permanent workers are entitled to benefit from 14 days with the first 7 days fully paid while the subsequent 7 days half the paid.
- **Maternity leave:** Permanent female staff are entitled to 90 days of paid maternity leave.
- **Paternity leave:** Contracted male workers are entitled to 14 days of paid paternity leave for male workers but it is rarely taken as men are yet to be sensitized and recognize the care work concept and its responsibilities on women.
- **Compassionate leave:** Permanent staff are entitled to compassionate leave when they lose a close relative

3.2.6. POLICIES IN PLACE BY THE ENTERPRISE

Human Resources Manual – The manual outlines the management of workers and procedures for all the benefits. The HR Policy is under review now to ensure that it is able to capture emerging trends in workers benefits including consideration of family care responsibilities. The Human Resource Manual contains the following policies:

- Leave Policy
- Disciplinary Code
- Sexual harassment
- Conflict of Interest
- Equal Opportunities
- Child Labour Policy

"We also have WIBA. So, if you are injured, and the doctor gives you sick off, we still pay you as you get treatment, then we take care of your treatment, and sort of the reimbursements and other things later. things have to change."

Workers Injury Benefit – The enterprise has taken up the provisions of Workers Injury Benefit Act (WIBA) to ensure workers who are injured are compensated.

Currently, the enterprise is working on Safeguarding Policy.

3.2.7. IMPACT OF UNPAID CARE AND DOMESTIC WORK ON ENTERPRISE OPERATIONS

There are instances where the impact of family responsibilities and domestic work on the Enterprise Operations.

There was a notable impact of family responsibilities and domestic work on the enterprise operations given the youthful workers engaged and the nature of the enterprise that is order dependent to push for productions.

"I had a very interesting case here. I was just sitting in this office, and the askaris came and told me there's a gentleman at the gate. We don't know whether to call him a gentleman or not. The guy is so harsh. He says he wants to see the Manager of this place. I told them to let him to come, the guy comes here. He doesn't tell me his name. He just tells me, I'm Lydia's husband. And I want you to fire her. I ask him why? He says because she has become tough headed and I want you to fire her now so I can go home with her. So, I tried to explain to him, I tell him, you see, for me to terminate a contract, there must be a compelling reason, either misconduct, gross misconduct, something. And then even before that, there's a process. We must write a show cause or do a case. You know, all that due process. So, then I tell him, there is no law that allows me to just fire anyone. Then he tells me, which law is above him as the husband? So, I had to calm down the guy and make him understand. So, culture is a bit difficult, so absenteeism and lateness are there and unfortunately, most of it is caused by such issues."

3.2.8. FOCUS GROUP EXERCISES

The total number of participants for the FGD was thirteen comprising three male and ten female.

TABLE 12: DEMOGRAPHIC OF THE FGDS PARTICIPANTS

SEX	WORKER STATUS			TOTAL
	Casual	Short-term	Long-term	
Female	9	1	0	10
Male	2	1	0	3

NB: The Founder(s) and top management of the enterprise were not part of the FGEs. This was exclusively conducted with the workers (female and male).

EXERCISE 1: UNDERSTANDING CARE ROLES AND RELATIONSHIPS IN HOUSEHOLDS

This exercise focused on the care responsibilities of an individual worker – women and men. This was geared towards gauging the level of family care responsibilities one has over and above the paid work.

EXERCISE OBJECTIVE

Reflect on who they care for, who cares for them, and how relations of care build on social roles in the family. It was emphasised that everyone has care responsibilities and that care work for others is valued and important.

The workers were asked to draw an individual circle. Below are sampled drawings

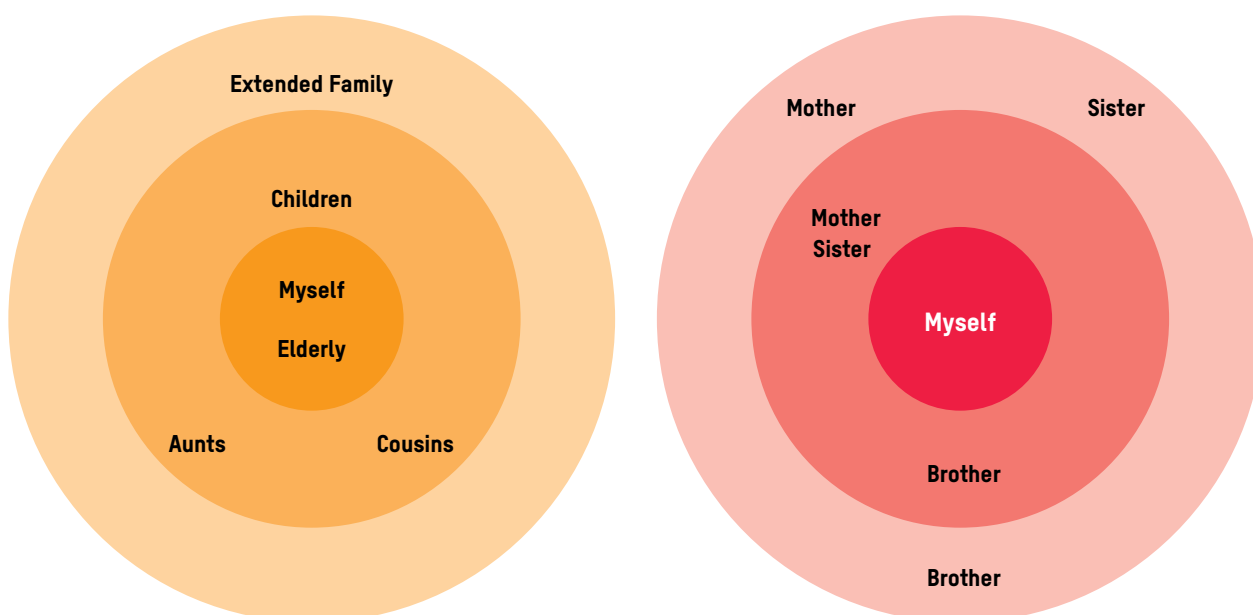


FIGURE 3: A WOMAN SAMPLE OF WHO THEY CARE FOR (LEFT) AND A MAN'S SAMPLE OF WHO THEY CARE FOR.

FINDINGS

The workers in the enterprise were taking care of different people due to varied reasons. As much they are engaged in paid work they were also involved in unpaid one too in one way or the other despite the frequency.

EXERCISE 2: TIME USE

The exercise looked at a one-day recall where we analyzed an average working hours spent in different types of work by workers. The exercise was geared to establish the amount of time one uses on paid and unpaid work.

EXERCISE OBJECTIVE

Make visible the total volume of work done by women and by men, and within this, identify the share of unpaid care and domestic work done by women and men, respectively.

TABLE 13: FIRST SAMPLED RESPONDENT'S ONE-DAY RECALL

WOMAN			
TIME	MAIN ACTIVITY	SECONDARY ACTIVITY	CATEGORY OF THE WORK USING THE SYMBOLS
5am - 6am	Wake up Take a bath Clothing the child Washing utensils	Prepare tea Take the breakfast	
6am - 7am	Fetching water Cleaning the house Feeding the cow	N/A	
8 am - 5pm	Paid work	N/A	\$
5pm - 6pm	Walking home from work		
5:30pm - 6:30pm	Tending to vegetable farm to supplement their income		
6:30pm - 7pm	Preparing dinner	Bathing	
7pm - 8pm	Taking dinner with family	N/A	
8pm - 9pm	Watching Tv On social media- such as Instagram, Facebook etc	Clean the house	
8pm - 10pm	Relax	N/A	
11pm	Head to bed - sleep	N/A	

TABLE 14: SECOND SAMPLED RESPONDENT'S ONE-DAY RECALL

A MAN ⁶			
TIME	MAIN ACTIVITY	SECONDARY ACTIVITY	CATEGORY OF THE WORK USING THE SYMBOLS
3am	Wake up		
3am - 3:30am	Morning prayers		
3:30am - 4am	Walk around the compound to check if all is well		
4am - 4:30am	Milking cow		
4:30am - 5am	Cleaning the compound		
5am - 6am	Having breakfast		
6am - 7am	Prepare for work		

A MAN ⁶			
TIME	MAIN ACTIVITY	SECONDARY ACTIVITY	CATEGORY OF THE WORK USING THE SYMBOLS
7am – 5pm	Paid work		\$
5am – 5:30pm	Walking back home from work	N/A	Person icon
5:30pm – 7:00pm	Attending to livestock (dairy cows and chicken) – milking, getting feeds and feeding the animals/birds		Animal icon
7pm – 8pm	Shopping e.g. for food		Shopping cart icon
8pm – 9pm	Watching TV with family		Person icon
9am – 10pm	On social media		Person icon
10pm	Getting to be to sleep		Person icon

FINDINGS

The presented sampled one-day recall above shows that women spend more time on unpaid care and domestic work compared to men who provide complementary work such as shopping for food.

EXERCISE 3: MOST DIFFICULT UCDW ACTIVITIES AFFECTING PAID WORK

This exercise focused on most challenging unpaid care and domestic work activities that will have an effect on paid work.

EXERCISE OBJECTIVE

Identify the care responsibilities and tasks that workers consider the most difficult to balance with paid work, especially for women workers.

TABLE 15: WOMEN'S RANKING OF UNPAID AND DOMESTIC WORK

		IMPACT ON HEALTH	TIME INVOLVED	IMPACT ON PAID WORK
1.	Washing clothes/dishes	11	1	1
2.	Cleaning the house	3	2	5
3.	Cooking/preparing food	1	3	3
4.	Shopping for food	6	10	2
5.	Getting kids ready for school	7	5	6
6.	Being awake at night to take care of a newborn	10	8	8
7.	Small repairs around the house	2	11	10
8.	Feeding a child	9	4	12
9.	Children's education	5	12	9
10.	Taking care of an elderly person	4	6	7
11.	Breastfeeding	12	7	4
12.	Helping children with homework	8	9	11

▶ 6 He does his domestic work like washing clothes and cleaning the house on Sundays

TABLE 16: MEN'S RANKING OF UNPAID CARE AND DOMESTIC WORK

		IMPACT ON HEALTH	TIME INVOLVED	IMPACT ON PAID WORK
1.	Washing clothes/dishes	7	5	4
2.	Cleaning the house	3	9	5
3.	Cooking/preparing food	1	7	10
4.	Shopping for food	6	8	6
5.	Getting kids ready for school	11	3	7
6.	Being awake at night to take care of a newborn	2	4	9
7.	Small repairs around the house	4	1	8
8.	Feeding a child	8	10	2
9.	Children's education	9	11	1
10.	Taking care of an elderly person	5	2	3
11.	Breastfeeding	10	6	12
12.	Helping children with homework	12	12	11

FINDINGS

The ranking in Tables 13 and 14 above established that the most problematic unpaid care and domestic work activities on paid work were similarly experienced by women and men. But women spent more time to complete their unpaid care and domestic work compared to men. Below in Table 15 is the reported problematic UCDW activities between women and men.

TABLE 17: PRIORITIZING OF MOST CHALLENGING UNPAID CARE AND DOMESTIC WORK

#	MOST CHALLENGING UNPAID CARE AND DOMESTIC WORK ON PAID WORK	
	WOMEN	MEN
1.	Washing clothes/dishes	1. Children's education
2.	Shopping for food	2. Feeding a child
3.	Cooking/preparing food	3. Taking care of an elderly person
4.	Breastfeeding	4. Washing clothes/dishes
5.	Cleaning the house	5. Cleaning the house

As per the above table 15, the most challenging unpaid work for women is family care responsibilities - children and elderly persons. While for men, the most challenging unpaid work for men is children's education and cleaning the house. For women, the UCDW activities affect paid work affecting the productivity, health and wellbeing of a worker. This calls on the enterprise to recognize the importance of the nexus of the productivity and unpaid care and domestic work.

EXERCISE 4: CARE SERVICES

The exercise looked at childcare services available and utilized by the workers.

EXERCISE OBJECTIVE

Understand current care services available to workers and their families, and their perceptions of the services they use.

	What is the cost and who is paying? (mother and/or father?)	Are opening hours adapted to your needs? (1 to 5)	Are kids safe in this environment? (1 to 5)	Quality of care/ education received by children? (1 to 5)	Peace of mind for you as a mother/ parent? (1 to 5)
Public nursery/ day care ⁷	N/A	N/A	N/A	N/A	N/A
Private nursery/ day care	N/A	N/A	N/A	N/A	N/A
Family (grandparents, etc.)	Grandparents Free of charge; family support	5	3	1	5
Friends, neighbours	N/A	N/A	N/A	N/A	N/A
Mother*	N/A	N/A	N/A	N/A	N/A
Father*	N/A	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A	N/A

NB: *or, in the case of care of elderly people, 'daughter' and 'son'.

FINDINGS

There are no childcare services (both public or private) available within the neighborhood. The workers who have younger children, leave them with the grandparents given they are in a rural setting where the extended family ties are still strong. This is a support that is offered free of charge as part of the family support to the worker.

EXERCISE 5: MENTAL LOAD OF CARE WORK DURING WORK HOURS.

The exercise focused on assessing the mental effect as a result of paid and unpaid work for a worker with family care responsibilities.

EXERCISE OBJECTIVE

Understand the link between what happens at home and what happens when you are at work. We have talked about care activities, which take time and energy but also mental space. This exercise is written especially for workers who work away from their homes at a worksite, but can be modified for home-based workers.

FINDINGS

The responses from Exercise 5 reveal that unpaid care and domestic work (UCDW) significantly adds to the mental stress faced by workers during paid work hours. Many workers, especially those with family responsibilities, experience anxiety and financial strain, which negatively impacts their focus and efficiency at work. For instance, some struggle to balance providing for their families with earning a low wage, often resorting to taking on credit or additional jobs after their main shifts to make ends meet.

This financial pressure also limits workers' ability to support one another, as debts and low wages prevent them from addressing their colleagues' stress. Additionally, the mental burden of juggling both paid and unpaid work leads to mistakes on the job, as highlighted by workers handling heavy tools and machinery.

 7 It was reported that there is no public childcare services or centres in the areas the workers leave in.



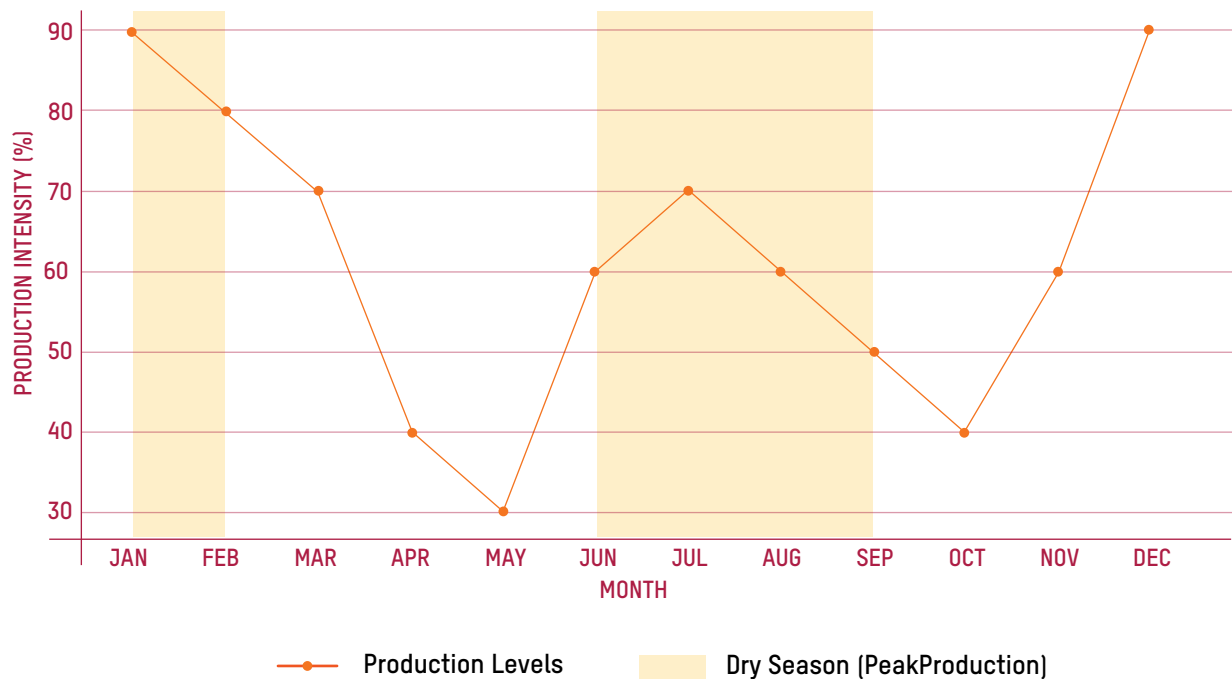
Picture 2: Participants explaining the mental stress loads associated with UCDW on Paid Work

EXERCISE 6: MANAGING PAID AND UNPAID CARE WORK DURING PEAK PERIODS IN THE YEAR

The exercise focused on assessing how the work at enterprise and caregiving responsibilities combines during the peak/workload periods.

Exercise objective: Identify whether there are specific, exceptional issues of balancing paid work and unpaid care work that come up at certain times of year, usually related to peak production/[paid] workload.

PRODUCTION INTENSITY THROUGHOUT THE YEAR (ALIGNED WITH BUNGOMA WEATHER)



FINDINGS

The enterprise production is highly weather-dependent, and as a result, as they experience significant fluctuations in output throughout the year. The most intense production periods occur during the dry seasons, which typically run from December to March and June to September. These are the times when weather conditions are ideal for sun drying, and demand for our products is at its highest. During these months, the enterprise run the machines 24/7, even on Sundays, to meet customer demand. In many cases, this shifts the responsibility of the childcare to the extended family members as the demand falls on the school holidays months.

EXERCISE 7: PROPOSED RECOMMENDATIONS

The exercise focused on looking into possible solutions which the enterprise can support workers by reducing unpaid care and domestic work.

EXERCISE OBJECTIVES:

- Develop a list of proposals for company actions to better support workers' unpaid care work and reduce the challenges of balancing family responsibilities with paid work.
- Ensure that all participants' views are heard about solutions, given that workers are in different situations.
- Brainstorm many ideas and prioritize these based on what (women) workers find the most urgent or relevant including changes in policies and practices.

TABLE 18: POTENTIAL OPTIONS AND/OR POLICY CHANGES

#	Most difficult issues to balance care work and paid work	Potential options, measures of policy	Likely of intended effect would be on (women) workers ^a
1.	Breastfeeding	Provision of childcare services facilities at work place - a crèche for those with small children.	Lower absenteeism Lower lateness Improved wellbeing
2.	Shopping for food	Provision of bathrooms at workplace so that workers do not need to go home to freshen up before running errands such as shopping for food after work	Improved health and wellbeing Reduction in turnover Lower absenteeism
3.	Lower work volumes	Increase work volumes to allow for regular and continuous workflow to allow for steady income to allow to cater for family needs and responsibilities	Reduction in turnover Lower absenteeism Improved health and wellbeing
		A cleaning room where workers can clean themselves after work so as to reduce the time taken to walk home to go and clean before they can go to the market to purchase household basic needs.	

3.2.9. TAKING ACTION

JOINT MEETINGS

A first meeting was held with between managers and workers' representatives to present prioritized proposals and reach agreement on measures to be implemented. This was attended by the senior management and workers representatives who were involved in the initial evidence gathering session. A second meeting was arranged with the management where we agreed on the action plan with clarity of measures and timelines including commitment from the management. Below are the agreed measures and timelines outlined.

► 8 On Productivity, improved health or wellbeing, lower absenteeism, lateness, reduction on turnover etc

	RECOMMENDATION	COMMITMENTS FROM MANAGEMENT – ACACIA INNOVATIONS, KUNI SAFI	TIMELINES
SHORT TERM ACTIONS (LESS THAN SIX MONTHS)			
1.	The construction of a cleaning area / bathroom that caters to the hygiene needs of female workers. There exist bathrooms but they are fewer and in bad condition which only male workers.	Committed to expanding the washroom area to accommodate the needs of the female workers. This will be after the review of the companies' budget for 2025, which will factor in the expansion.	December 2024
2.	Have regular payments i.e. after a fortnight as workers have been experiencing payment delays.	Ensure speedy payment of workers.	Next financial year January 2025
LONG TERM ACTIONS (OVER SIX MONTHS)			
3.	Provision of free medical check-ups for workers	As a statutory requirement it will be done bi-annual medical check-ups for all workers	Next financial year
4.	Request for increase work volume by workers, to have more tasks, which will be reflected in the increase in their wages.	Management plans to expand its market base. This is a long-term strategy that will enable an increase in work volumes.	Next financial year based on the market forces
5.	Establish a childcare facility to cater to the needs of workers with young children.	This will be implemented progressively as the company is currently facing financial constraints to address the need of the care work obligation for young female workers.	2026

3.3. FARM MOJA/SAMAWATI

3.3.1. PROFILE OF THE ISME

Farm Moja also known as "Samawati" is a rural-based small enterprise located in Narok County. It has a vision to develop inclusive and integrated crop value chains that sustainably transform agriculture for people, planet, and profit. The ISME has a mission to empower medium to smallholder farmers in adopting climate-resilient, high-value crops such as avocados, with future plans to expand to blueberries and macadamias. While Farm Moja has been in existence for eight years, the farm itself is two years old.

Farm Moja operates through four business units:

- Certified avocado nursery: Our modern, certified nursery produces and sells 30,000 seedlings annually. Over the past five years, we have delivered more than 100,000 seedlings to individual and institutional farmers.
- Smallholder support unit: This grant-based unit

supports our partner growers with training, certifications, and capacity building, ensuring they meet the required quality and quantity standards.

- Processing unit: This unit helps us secure local and international markets by collaborating with third-party packhouses for the processing and export of fruits, optimizing returns for smallholder farmers.
- Commercial orchard unit: We manage an 85-acre orchard to guarantee minimum export quality and quantity, supplementing the production from smallholder farmers.

3.3.2. GENDER DISTRIBUTION

The gender representation in the enterprise was that 36.37% was women of the total workforce compared to 63.63% men. Of the 36.37%, women casual workers were 27.27% same as that of men at the same percentage.

TABLE 19: FARM MOJA GENDER DISTRIBUTION

GENDER	ABSOLUTE NUMBER			PER CENT		
WOMEN	Long-term contracts	Short-term contracts	Casual	Long-term contracts	Short-term contracts	Casual
	1	0	3	9.09%	0	27.27%
	4			36.37%		
MEN	Long-term contracts	Short-term contracts	Casual	Long-term contracts	Short-term contracts	Casual
	2	2	3	18.18%	18.18%	27.27%
	7			63.63%		

3.3.3. WORKERS' AVERAGE AGE

A majority of the workers at Farm Moja are predominantly youthful, with the majority of casual workers falling between the ages of 24 – 30 years old. This age bracket is commonly associated with individuals in their productive years, capable of handling the physical demands of farm work. This age group falls within their reproductive years, with women comprising a significant portion of the workforce. The women often carry the dual challenge of paid labor and unpaid caregiving responsibilities, including the care of children. This adds to the challenges they face; balancing work demands on the farm with significant caregiving duties at home.

3.3.4. CONTRACT TYPES

The workforce structure comprises both contract and casual workers. There are four staff members

employed on a contract basis, with contracts typically set for one year on a rolling basis. The agronomist is engaged under a consultancy contract. The office team consists of two men, who are the founders and managing directors, and one woman.

In terms of casual labor, the number of workers fluctuates depending on the season and the workload. On an average day, the farm may have around 10 casual workers, though this number increases during peak seasons such as planting and weeding. For instance, when the farm was being established, the workforce exceeded 20 casual workers. However, as the farm became more established, the demand for casual workers has reduced. At the farm, workers operate from 8:00 a.m. to 5:00 p.m., with a designated lunch break during the day (between 1 -2pm). Also, the workers based in Kericho work from 8:00 a.m. to 5:00 p.m.

TABLE 20: FARM MOJA WORKERS BY EMPLOYMENT STATUS

		% OF WOMEN	% OF MEN
Type of contract	Permanent	0	0
	Long term contract (one year)	30	70
	Casuals	27.3	72.7
	Daily	N/A	N/A
	No contract	N/A	N/A
Working hours	Contract (8am – 5pm)	100	100
	Casuals (Shifts)	0	100
Type of remuneration	Salary	30	70
	Daily rate		
	Hourly rate	N/A	N/A
	Piece rate	N/A	N/A

3.3.5. LEAVE AND BENEFITS POLICIES

The company operates in compliance with Kenya's Employment Act Revised Edition 2012 [2007] and other relevant labor laws in the country. These laws govern various aspects of employee welfare, including leave entitlements, which the company adheres to as part of its commitment to supporting workers' personal well-being. The ISME provides a range of leave to accommodate the diverse needs of employees under contract only as stated below:

- Sick Leave: Employees are entitled to take time off when they are unwell, allowing them to recover without the pressure of work obligations. Also, the company has a flexible policy that allows employees to attend to personal emergencies by coordinating with their supervisors.
- Annual Leave: This is enjoyed by staff on contract where they are entitled to 21 days of paid annual leave.
- Compassionate Leave: This leave is provided to employees dealing with the loss of a family member or other significant personal emergencies, offering time to address such situations.
- Maternity and Paternity Leave: Female employees on contract have a provision for 3 months maternity leave to recover and care for newborns, male workers on contract are given 2 weeks paternity leave to support their families during this critical time. However, since the company's inception, no employees have ever requested maternity or paternity leave.
- Academic Leave: Employees pursuing studies are granted academic leave during the examinations period, with the duration of the leave determined by their exam schedule. This reflects the company's commitment to education and personal development of its workers.

3.3.6. COMPANY POLICIES

Farm Moja has established a set of policies in the pursuit of creating a supportive and equitable workplace. These policies are designed to promote employee well-being targeting both the employees under contract and casual workers. The policies that the company has in place include:

- Human Resource Policy: The company has human resource policies to support employee management and development, ensuring a structured and fair working environment at both the management and farm levels.
- Safeguarding Policy: As part of the human resource policy, the company has developed a safeguarding policy, supported by Oxfam to ensure that the employees and volunteers, partners, vendors, operations and programmes do no harm to children, young people or vulnerable adults nor expose them to abuse or exploitation. This means not exposing them to the risk of discrimination, neglect, harm and abuse or inappropriate behavior such as bullying and harassment; and that any concerns the company has about the safety of children or vulnerable adults within the workplace, are dealt with conclusively.
- Finance Policy: As part of the finance policy, all casual workers including women receive their earned wages directly, the company utilizes mobile payment systems (e.g., MPESA), minimizing the risk of wage misappropriation by their husbands in cases of women workers. This policy addresses the cultural context of the farm's location, where men are often viewed as the primary decision-makers. As a result, women may do the work while men typically appear on payday to receive the wages. Additionally, payments are equal for all casual workers, regardless of gender, since they perform the same tasks. Compensation is calculated on a per-day basis, ensuring fairness in remuneration for all employees.

3.3.7. IMPACT OF UNPAID CARE AND DOMESTIC WORK ON COMPANY OPERATIONS

Unpaid Care and Domestic Work (UCDW) does not significantly impact company operations due to the proactive measures the company has implemented to help workers balance their paid work and domestic responsibilities. Workers reported that the company has systems in place that allow them to manage their UCDW, as long as they communicate their needs to their supervisors. Workers are able to adjust their work when necessary to accommodate domestic responsibilities, such as addressing family emergencies.

3.3.8. FOCUS GROUP EXERCISES

The total number of participants for the FGE was eight comprising four male and four female as outlined in table 21.

TABLE 21: DEMOGRAPHIC OF THE FGDS PARTICIPANTS

SEX	WORKER STATUS			TOTAL
	Casual	Short-term	Long-term	
Female	3	1	0	4
Male	3	1	0	4

NB: The Founder(s) and top management of the enterprise were not part of the FGEs. This was exclusively conducted with the workers (female and male).

EXERCISE 1: UNDERSTANDING CARE ROLES AND RELATIONSHIPS IN HOUSEHOLDS

This exercise focused on the care responsibilities of an individual worker – women and men. This was geared towards gauging the level of family care responsibilities one has over and above the paid work.

EXERCISE OBJECTIVE

Reflect on who they care for, who cares for them, and how relations of care build on social roles in the family. It was emphasised that everyone has care responsibilities and that care work for others is valued and important. The workers were asked to draw an individual circle. Below are sampled drawings.

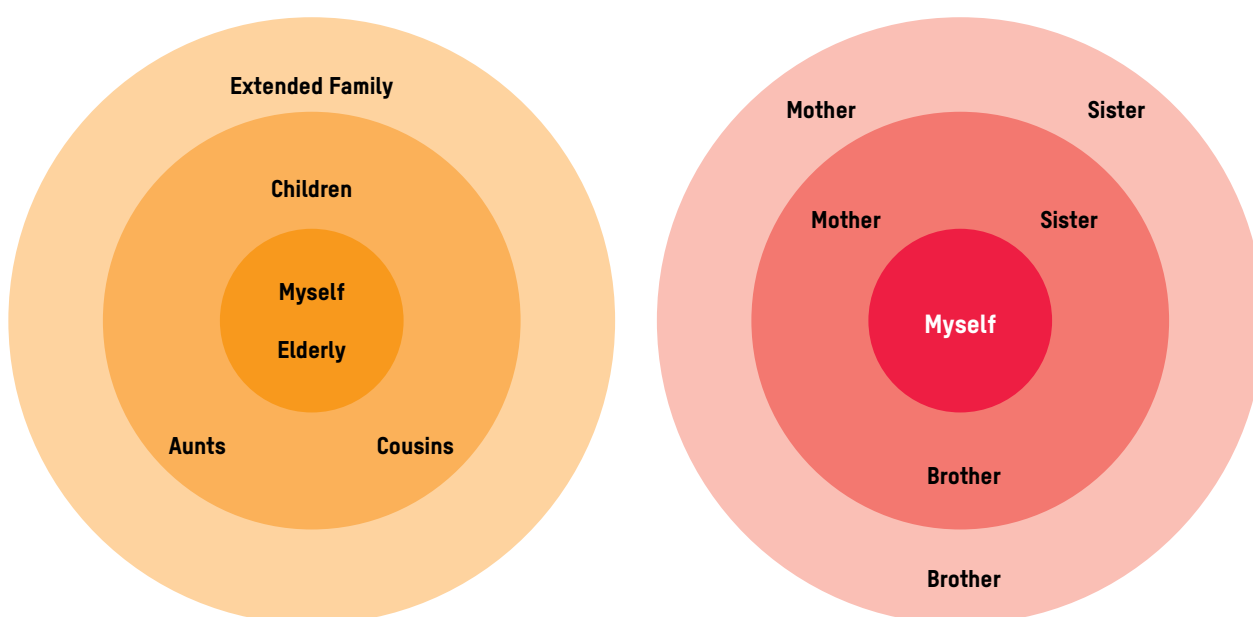


FIGURE 5: A WOMAN SAMPLE OF WHO THE CARE FOR (LEFT) AND A MAN'S SAMPLE OF WHO HE CARES FOR.

This exercise revealed commonalities in caregiving roles among participants. This shows the significant yet unrecognized responsibilities of unpaid care and domestic work that the employees at the ISME manage alongside their formal employment. The experiences shared by both women and men participants illustrate that UCDW is a collective responsibility that affects everyone, underscoring the need for greater recognition and support for individuals balancing these roles. The insights shared by both female and male participants illustrate a common experience of balancing these responsibilities. This reality points to the necessity for greater recognition and support for employees who navigate both paid and unpaid roles, advocating for policies that acknowledge the value of domestic labor and promote a more equitable distribution of caregiving responsibilities.

FINDINGS

The employees identified various domestic responsibilities they manage alongside their paid employment, without recognizing these tasks as formal work. The workers who participated in the FGE highlighted activities such as herding cows and sheep, keeping and taking care of poultry, taking care of goats, fetching water, gathering firewood, planting vegetables, washing clothes, caring for children, and maintaining the home.

In the FGE, one female participant noted in the first circle her own name, while in the second circle, she listed those she cares for daily, including her children, grandparents, and husband.

For the third circle, she mentioned her mother, and in the fourth circle, she again listed her children. A male participant also shared his entries, starting with his name in the first circle. He indicated that in the second circle, he cares for his children and wife, while in the third circle, he listed his brothers and parents. In the fourth circle (inner circle), he reiterated his responsibilities toward his children and wife.

RESPONDENT 1 (FEMALE)

"Nitaanza kwa circle number one, nikaandika jina yangu Sheila Shaket, circle number two nikaandika watoto, grandparents, my husband, circle number three nikaandika my mother, number four nikaandika watoto"

RESPONDENT 2 (MALE)

"Circle number one nikaandika jina yangu, Sam Korir, circle number two nikaandika watoto na mke wangu, circle number three nasaidia my brothers na parents, na circle number four nikaandika my children and wife".

EXERCISE 2: TIME USE

The exercise looked at a one-day recall where we analyzed an average working hours spent in different types of work by workers. The exercise was geared to establish the amount of time one uses on paid and unpaid work.

EXERCISE OBJECTIVE

Make visible the total volume of work done by women and by men, and within this, identify the share of unpaid care and domestic work done by women and men, respectively.

TABLE 22: RESPONDENT X (FEMALE) ONE-DAY RECALL

RESPONDENT X (FEMALE)			
TIME	MAIN ACTIVITY	SECONDARY ACTIVITY	CATEGORY OF THE WORK USING THE SYMBOLS
6am	Wake up		
6am - 7am	Milking cow	Prepare breakfast Prepare for work	
7am - 8am	Walk to work		
8am	Paid work		\$
1pm	Lunch break		
2pm	Paid work		\$
5pm	Walk back home		\$
5pm - 6pm	Milking cows		

RESPONDENT X (FEMALE)			
TIME	MAIN ACTIVITY	SECONDARY ACTIVITY	CATEGORY OF THE WORK USING THE SYMBOLS
6pm - 7pm	Washing children Prepare food	Prepare husband	 
8pm	Serving and taking dinner as a family		
9pm - 11pm	Spending time with husband		
11:30pm	Bed rest		

TABLE 23: RESPONDENT Y (MALE) ONE-DAY RECALL

RESPONDENT X (MALE)			
TIME	MAIN ACTIVITY	SECONDARY ACTIVITY	CATEGORY OF THE WORK USING THE SYMBOLS
6am	Wake up Take shower	Prepare breakfast	
7:40 am	Walk to work		
8am	Paid work		
1pm - 2pm	Lunch break		
2pm - 5pm	Paid work		
5pm - 6pm	Walk back home		
6pm -6:30pm	Rest		
6:30pm - 7pm	Take shower		
7pm - 7:30pm	Go shopping		
9pm - 11pm	Spending with wife		
11pm	Best rest		

RESPONDENT X (FEMALE)

"Mimi huamka 6am, naenda kukamua ngombe hadi saa moja, napika chai, najitayarisha .naingia kazi saa mbili. Halafu nafanya kazi hado 5pm. Saa saba napumzika nini kula lunch. Narudi kazi saa nane,hadi saa kumi na moja. Sa kumi na moja hadi saa kumi na mbili natembea nikienda kwangu, lodingori. Sa kumi na mbili hadi saa moja naosha watoto, natayarisha mzee, kwa kumpelekea maji bafu, nawapea chakula wakule saa hizo ni saa mbili. Tunakula, halafu tuki maliza tuna anza kuongea na mzee, na watoto wamesha lala. Saa tatu kamili tuna enda chamber hadi saa tano unusu ndio tuna lala".

RESPONDENT Y (MALE)

" Kuamka, naamka 6am, kutoka 6am hadi saa moja na prepare breakfast. Saa moja mpaka saa mbili, na prepare myself, kuvaa nguo za kazi, apron, gumboots na vitu zingine. Saa moja mpaka saa mbili natumia hiyo muda kwenda kazi. 8 am nafika kazini. From 8 to 1pm. 1-2pm nakula lunch kama nime beba. From 2-5pm niko kazi hapa kampuni. From 5 natoka kazi. 5-6 natembea nikirudi home. 6pm - 6.30pm napumzika kiasi, niki watch TV. 6.30-7 naoga. 7pm nikisha oga ,natoka naenda kutafuta shopping nikitembea tembea mtaani. 7.30 narudi nyumbani na shopping yangu, naanza ku prepare super. 8.30pm supper iko ready. 9pm naingia chamber room naongea na mama nalala saa tano usiku".

FINDINGS

From the recall data, it is evident that there is a stark disparity in the distribution of UCDW between the women and men. Respondent X (woman) bears a much heavier load of unpaid care work, which includes activities such as milking cows, preparing breakfast, washing children, preparing husbands including

taking to him water to the bathroom and preparing and serving meals. These tasks are carried out alongside her paid work, significantly stretching her workday and reducing her time for rest and leisure. In contrast, Respondent Y (man) primarily engages in paid work, with very few unpaid domestic responsibilities. His day is characterized by longer periods of rest and leisure, particularly in the evening. The most significant unpaid activity he engages in after work is going shopping, a task that is far less demanding than the domestic workload undertaken by Respondent X.

EXERCISE 3: MOST DIFFICULT UCDW ACTIVITIES TO BALANCE WITH PAID WORK

This exercise focused on most challenging unpaid care and domestic work activities that will have an effect on paid work.

EXERCISE OBJECTIVE

Identify the care responsibilities and tasks that workers consider the most difficult to balance with paid work, especially for women workers.

TABLE 24: WOMEN'S RANKING OF UNPAID WORK

		IMPACT ON HEALTH	IMPACT ON TIME	IMPACT ON PAID WORK
1	Washing clothes	1	2	8
2	Cleaning the house	9	3	9
3	Cooking/preparing food	3	4	7
4	Shopping for food	4	1	6
5	Getting kids ready for school	12	11	3
6	Being awake at night to take care of a newborn	2	8	2
7	Small repairs around the house	10	12	12
8	Feeding the child	11	10	10
9	Children's education	8	7	11
10	Taking care of an elderly person	5	6	4
11	Breastfeeding	6	9	1
12	Helping children with homework	7	5	5

TABLE 25: MEN'S RANKING OF UNPAID WORK

		IMPACT ON HEALTH	IMPACT ON TIME	IMPACT ON PAID WORK
1	Washing clothes	6	7	9
2	Cleaning the house	7	12	8
3	Cooking/preparing food	1	1	7
4	Shopping for food	5	3	10
5	Getting kids ready for school	12	2	6
6	Being awake at night to take care of a newborn	10	4	12
7	Small repairs around the house	9	6	1
8	Feeding the child	3	5	3
9	Children's education	2	10	5
10	Taking care of an elderly person	8	8	4
11	Breastfeeding	4	9	2
12	Helping children with homework	11	11	11

For the men's group, men were asked to think from the point of view of women (as women workers tend to take on more responsibility for unpaid care work activities). The exercise revealed that both male and female participants face significant challenges in managing unpaid care and domestic work. Key observations include:

- Impact on health: For women, the tasks that had the most significant health impact included washing clothes (1), being awake at night to take care of a newborn and cooking/preparing food as the top three most challenging tasks. For men, the top three changing tasks that have significant impact on health included cooking/preparing food, children's education and feeding the child in that order.
- Time Consumption: Women identified shopping for food, washing clothes and cleaning the house as the most challenging tasks that are time consuming

to them. Men rated cooking/preparing food, getting kids ready for school and shopping for food as the top three most time-intensive.

- Impact on paid work: The impact of UCDW on paid work was considerable for both groups. Women indicated breastfeeding, being awake at night to take care of a newborn and getting kids ready for school as having the most significant negative effect on their paid employment. For men, small repairs around the house, breastfeeding (putting their shoes into women's) and feeding the child were noted as tasks that impacted their ability to engage in paid work.

These findings need strategies and policies that address the responsibilities of unpaid care work on the workers so that the employees are able to balance their UCDW with their paid work effectively.

TABLE 26: IMPACT OF UCDW ON PAID WORK

#	IMPACT ON PAID WORK	
	WOMEN	MEN
1.	Breastfeeding	1. Small repairs around the house
2.	Being awake at night to take care of a newborn	2. Breastfeeding
3.	Getting kids ready for school	3. Feeding the child
4.	Taking care of an elderly person	4. Taking care of an elderly person
5.	Helping children with homework	5. Children's education

EXERCISE 4: CARE SERVICES

The exercise looked at childcare services available and utilized by the workers.

EXERCISE OBJECTIVE

Understand current care services available to workers and their families, and their perceptions of the services they use.

	What is the cost and who is paying? (mother and/or father?)	Are opening hours adapted to your needs? (1 to 5)	Are kids safe in this environment? (1 to 5)	Quality of care/ education received by children? (1 to 5)	Peace of mind for you as a mother/ parent? (1 to 5)
Public nursery/ day care ⁹	N/A (Children do not attend)	N/A	N/A	N/A	N/A
Private nursery/ day care	N/A (Children do not attend)	N/A	N/A	N/A	N/A
Family (grandparents, etc.)	Grandparents Free of charge; family support	5	3	1	5
Friends, neighbours	N/A	N/A	N/A	N/A	N/A
Mother*	N/A	N/A	N/A	N/A	N/A
Father*	N/A	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A	N/A

NB: *or, in the case of care of elderly people, 'daughter' and 'son'.

FINDINGS

Most workers rely on family members, particularly grandparents and relatives, to care for their children during work hours. The arrangement is generally well-perceived, with workers rating the safety and quality of care highly. Workers also expressed peace of mind knowing their children are safe and in school during the day, and relatives are trusted to provide support when needed. There is no reliance on formal daycare services for the worker.

EXERCISE 5: MENTAL LOAD OF CARE WORK DURING WORK HOURS.

The exercise focused on assessing the mental effect as a result of paid and unpaid work for a worker with family care responsibilities

EXERCISE OBJECTIVE

Understand the link between what happens at home and what happens when you are at work. We have talked about care activities, which take time and energy but also mental space. This exercise is written especially for workers who work away from their homes at a worksite, but can be modified for home-based workers.

FINDINGS

During the exercise, participants were asked to reflect on whether their unpaid care responsibilities impacted their performance at work. All the participants indicated that the mental load associated with care work did not significantly interfere with their paid work. Responses ranged from "Not at all" ('I don't think about it') to "A little" ('I think about it but it's not a concern'), showing that they did not perceive a strong connection between the two. As a result, the facilitator found it unnecessary to proceed further with the exercise, given the lack of perceived concern from the participants.

 9 It was reported that there is no public childcare services or centres in the areas the workers leave in.

EXERCISE 6: MANAGING PAID AND UNPAID CARE WORK DURING PEAK WORK PERIODS IN THE YEAR

The exercise focused on assessing the tensions associated with increase of both unpaid and paid work due to specific circumstances.

EXERCISE OBJECTIVE

Identify whether there are specific, exceptional issues of balancing paid work and unpaid care work that come up at certain times of year, usually related to peak production/[paid] workload.

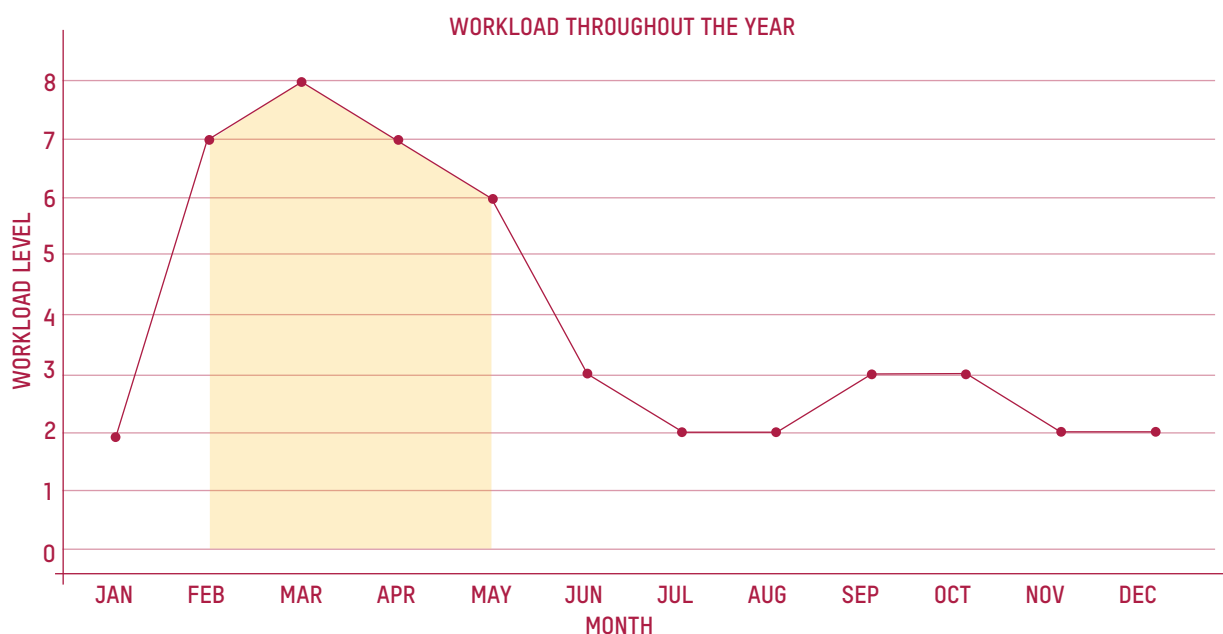


FIGURE 6: WORKLOAD THROUGHOUT THE YEAR

Participants highlighted that balancing work during the rainy seasons, particularly in February and May, presents significant challenges. During these months, both paid and unpaid workloads increase. During these months, both paid and unpaid workloads increase significantly. At work, participants also indicated that they have to engage in weeding the farm, adding to their workload.

At home, participants face additional care responsibilities such as: weeding and bush clearing due to fast-growing vegetation, washing clothes in muddy conditions, repairing leaking houses, preparing for the planting season etc. These added responsibilities intensify during the rainy season, leading to a heavier overall responsibility both at work and at home.

EXERCISE 7: PROPOSED RECOMMENDATIONS

The exercise focused on looking into possible solutions which the enterprise can support workers by reducing unpaid care and domestic work.

EXERCISE OBJECTIVES:

- iv. Develop a list of proposals for company actions to better support workers' unpaid care work and reduce the challenges of balancing family responsibilities with paid work.
- v. Ensure that all participants' views are heard about solutions, given that workers are in different situations.
- vi. Brainstorm many ideas and prioritize these based on what [women] workers find the most urgent or relevant including changes in policies and practices.

With reference to Exercise 3 looking at each option, policy or measure proposed

3.3.9. TAKING ACTION

#	Most difficult issues to balance care work and paid work	Potential options, measures of policy	Likely of intended effect would be on (women) workers ¹⁰
	Breastfeeding	Provision of childcare services facilities at work place - a crèche for those with small children.	Lower absenteeism Lower lateness Improved wellbeing
	Being awake at night to take care of a newborn	Regular and on time payment of wages - ideally every one week to help cater for shopping for food and payment of schools' fees. Having flexible schedule	Improved health and wellbeing Reduction in turnover Lower absenteeism
	Getting kids ready for school	Introduce piece rate work for lactating female workers (depending with the work). Sometimes the workers are given piece rate - once one finishes s/he rests	Reduction in turnover Lower absenteeism Improved health and wellbeing

JOINT MEETINGS

A first meeting was held with between managers and workers' representatives to present prioritized proposals and reach agreement on measures to be implemented. This was attended by the senior management and workers representatives who were involved in the initial evidence gathering session. A second meeting was arranged with the management where we agreed on the action plan with clarity of measures and timelines including commitment from the management. Below are the agreed measures and timelines outlined.

	RECOMMENDATION	MANAGEMENT COMMITMENT	TIMELINE
SHORT TERM			
1.	Improve washroom facilities for both male and female workers.	The company has already procured construction materials and installed a water tank at the site. Management committed to constructing a bathing area for the workers. The facility will have demarcated sections for males and females. Cleaning items such as buckets, soap, and jelly will also be provided.	Second week of December 2024
2.	Providing a cooking area (kitchen) for staff meals and breaks.	The company is installing a kiosk for purchasing necessary items and working on a central area where staff can store and warm food brought from home. Management also committed to providing porridge/tea for workers.	2025
3.	Provide a well-stocked first aid kit for workplace injuries.	The company committed to supplying first aid kits, gumboots, and dust coats to workers. These items have already been ordered.	Immediate implementation
LONG TERMS ACTIONS			
4.	Establish a childcare facility for workers with young children.	The company plans to collaborate with the adjacent Early Childhood Development and Education (ECDE) facility to provide daycare services. This will be initiated as a long-term plan once the staff count increases.	Long-term initiative

3.4. SMART LOGISTICS

3.4.1. PROFILE OF THE ISME

Smart Logistics Solution (SLS) Ltd (trading as Sayari Foods) is a per-urban medium enterprise leading in agro-processing in East Africa, dedicated to providing affordable, nutritious, and convenient food products while creating sustainable markets for smallholder farmers. Established in 2009 by a woman entrepreneur with a dream of creating structured and sustainable markets by supporting smallholder food production systems and creating

¹⁰ On Productivity, improved health or wellbeing, lower absenteeism, lateness, reduction on turnover etc

wealth in the communities within. The enterprise has grown into a key player in the food industry, processing micronutrient-rich beans into various high-value products.

Our product portfolio includes Beansy (precooked and dehydrated beans), Supa Noodles (protein-enriched instant noodles), Frejols (precooked bean flour), Nutriplus (composite porridge flour), and Dodo Soup (a nutritious soup mix). We are also expanding into dehydrated vegetables and a multigrain snack, Keroma.

SLS collaborates with over 10,000 smallholder farmers through the Community Production & Marketing System (COPMAS) to ensure quality and traceability. Our production plant, located along Machakos-Kitui Rd, 3 Km off Mombasa Rd, Machakos, Kenya, has a

daily processing capacity of 3,000 kg of precooked beans, catering to a growing demand in institutional markets, schools, and food vendors across Machakos and Nairobi counties.

Guided by values of excellence, teamwork, innovation, and integrity, SLS continues to invest in large-scale production, value addition, and farmer inclusion in governance. With a robust distribution strategy and partnerships with key stakeholders such as KALRO and CIAT, we aim to become Africa's leading agro-processing and commodities company.

3.4.2. GENDER DISTRIBUTION

The gender representation in the enterprise was that 50% was women of the total workforce same as the men. Of the 50%, women casual workers were 26.67% of the total workforce compared to men who were only 13.33%.

TABLE 27: SMART LOGISTICS GENDER DISTRIBUTION

GENDER	ABSOLUTE NUMBER			PER CENT		
WOMEN	Permanent	Independent Contractors	Casuals	Permanent	Independent Contractors	Casuals
	7	0	8	23.33%	0	26.67%
	15			50%		
MEN	Permanent	Independent Contractors	Casuals	Permanent	Independent Contractors	Casuals
	11	0	4	36.67%	0	13.33%
	15			50%		

Smart Logistics employs a total workforce of approximately 30 individuals, including 18 permanent employees and around 12 casual workers at any given time. Among the casual workers, 70% are women, reflecting the company's emphasis on inclusivity within this group. In management roles, women represent about 40% of the team, with men comprising the remaining 60%. Permanent employees work under two-year contracts, ensuring stability and continuity in core operations.

The organizational structure is led by the CEO, who oversees five key departments namely Finance and Administration, Processing, Business Development and Supply Chain. Each department is managed by a head, supported by assistants and other personnel, creating a streamlined hierarchy for efficient operations.

3.4.3. WORKERS' AVERAGE AGE

The workforce at Smart Logistics predominantly comprises individuals aged between 24 and 35 years, a demographic well-suited to the labor-intensive demands of the production section. This youthful and energetic group ensures the efficiency and productivity required for operational success. Given that this age range coincides with the reproductive stage of life, a significant portion of employees are young parents. Consequently, maternity and paternity leave policies hold particular importance in supporting the well-being and work-life balance of the workforce.

3.4.4. WORKING HOURS

At Smart Logistics, working hours and schedules are tailored to accommodate the needs of both casual and permanent employees while ensuring operational efficiency.

3.4.5. CONTRACT TYPES

Casual Workers: Casual workers typically work an 8-hour shift from 8:00 AM to 5:30 PM, including a one-hour lunch break. Their workweek generally spans Monday to Saturday, though the schedule can vary depending on processing needs. On days without processing, casual workers may not be required to report, offering some flexibility in their work arrangements.

Permanent Staff: Permanent employees primarily work from Monday to Friday, with occasional Saturdays required for processing or field duties. These additional Saturdays are infrequent and depend on the nature of the tasks at hand.

To support a healthy work-life balance, Smart Logistics offers a flexible reporting schedule. Employees can report to work anytime between 8:00 AM and 9:30 AM, with 9:30 AM being reserved for those with pressing personal matters, such as school-related responsibilities or health appointments. During extraordinary circumstances, such as immunization drives or similar events, additional flexibility is granted. This approach ensures that employees can manage personal commitments while maintaining productivity.

3.4.6. WAGES

The permanent employees are paid salary not wages, and the casuals are paid daily wages, which accumulate daily but paid weekly at a standard rate.

3.4.7. LEAVE AND BENEFITS POLICIES

Smart Logistics provides a comprehensive leave policy designed to accommodate the diverse needs of its contracted workers only while ensuring operational continuity.

- **Annual Leave:** Employees on contract are allocated annual leave days, which can be utilized at their discretion. Leave requests are managed through the company's ERP system, where employees log in, apply for leave, and provide a minimum of two weeks' notice. Once approved through the system, employees can proceed with their leave as per their planned schedule. There is no fixed period when everyone is required to take leave, allowing for flexibility based on individual needs.
- **Maternity Leave:** Maternity leave at Smart Logistics is offered for a duration of six months. Employees may extend this period to six or seven months by combining their annual leave days, providing additional support for new mothers during this critical time.
- **Paternity Leave:** The organization grants a one-month paternity leave for fathers, emphasizing the importance of shared parenting responsibilities and family support.
- **Compassionate Leave:** Compassionate leave is also available for employees dealing with personal emergencies or family crises, such as a bereavement or a child's illness. For planned events like funerals, the company may verify the situation through shared WhatsApp groups or other means. In cases of emergencies, employees are required to notify their supervisor promptly and later provide supporting documentation, such as medical or other relevant records, to formalize the leave. This leave policy underscores the organization's commitment to supporting employees in balancing their professional and personal responsibilities.

3.4.8. POLICIES PUT IN PLACE

- **Employment contract:** The enterprise has instituted an employment contracting process which comes with a code of conduct.
- **HR policy, procurement policy,**
- **A service charter.**
- **Occupational health and safety policy and a procurement policy:** The OHS takes care of our safety, which, this one is trained, very extensively.

Also, the thing which couples the OHS policies, is that we support them to get the health and certificates, the food certificate, because we handle food products.

3.4.9. CONTRACT TYPES

At Smart Logistics, maintaining transparency and accountability is integral to fostering a supportive and disciplined workplace. The organization has established clear protocols to address employee attendance and disciplinary issues while ensuring genuine cases are managed empathetically. If an employee exhibits repetitive behavior, such as frequent unexplained absences or tardiness that

appears not to be genuine, the following steps are taken:

1. Warnings The employee receives formal warnings to address the behavior.
2. Show Cause: In disciplinary cases, a show-cause notice may be issued, requiring the employee to explain their actions.
3. Supporting Documents: If the employee provides valid supporting documents to justify their case, the management reviews the evidence and considers appropriate actions based on the merits of the situation.

		% WOMEN	% MEN
Type of Contracts	Permanent	40	60
	Long term Contracts	N/A	N/A
	Casuals (Not on Contracts)	70	30
Working Hours	Contracts (8 - 5.30 pm)	100	100
	Casuals	100	100
	Overtime	0	0
Type of Remunerations	Salary	40	60
	Daily rate (Casuals)	70	30
	Weekly rate	N/A	N/A

EMPLOYEE TURNOVER

The employee turnover at Smart Logistics reflects a balanced and stable trend, neither high nor alarming. Turnover occurs primarily as employees find new opportunities or engage in other pursuits, which is typical in any professional setting.

- Top Management: Stability is a defining feature at this level. The top management team remains largely unchanged, ensuring continuity in overseeing systems, processes, and the organizational culture. This stability reinforces the company's commitment to maintaining robust systems and a cohesive work environment.
- Middle Management: Turnover at this level is moderate and varies by department:
- Finance and Administration: Employees in this department have shown significant longevity, with tenure reaching up to seven years.
 - Processing: This department experienced turnover after two years, likely influenced by changes in operational demands.
 - Business Development (BDS): Staff in this

department typically stay for around five years.

- Supply Chain: The workers managing the supply chain have an average tenure of three to four years.
- Other Levels: Below middle management, turnover is more dynamic and can change based on performance and operational requirements.

Smart Logistics places a strong emphasis on maintaining a consistent organizational culture and well-defined processes. The company's systems and processes are designed to ensure that turnover does not disrupt operational efficiency. While top management remains steady to uphold these frameworks, changes at other levels are implemented thoughtfully, often driven by performance evaluations and evolving business needs.

PRODUCTIVITY

Performance at Smart Logistics has generally been satisfactory, with no significant concerns raised. However, feedback from the production team highlights a recurring issue related to task allocation.

Specifically, some women workers have expressed the need for immediate support from their male colleagues when handling larger or more physically demanding tasks. To address this, the company ensures that male workers are readily available to assist in such situations, fostering collaboration and maintaining efficiency in the production process.

WOMEN'S PARTICIPATION IN TRAINING AND ACCESS TO PROMOTION

At Smart Logistics, the approach to employee roles and training is inclusive and performance-driven. Training opportunities are equally accessible to all employees, regardless of gender, ensuring everyone is equipped to meet the organization's standards and expectations. The response to this inclusive policy has been consistent and reflects a balanced approach to capacity-building within the team.

For top management roles, appointments are determined by previous performance rather than gender. The emphasis is on capability, experience, and contributions to the organization. However, in specific roles where physical strength is a key requirement, such as moving heavy bags, men are typically assigned these tasks. Similarly, roles requiring attention to detail often favor women, particularly in areas such as cleanliness, where keenness is a priority.

3.4.10. FOCUS GROUP EXERCISES

The Focus Group Exercises were not conducted at Smart Logistics as the ISME was not in operation. During the period we were scheduled to conduct the Rapid Care Analysis, there were no workers present on-site making it impossible to carry out the exercises. As a result, no data findings were collected hence no analysis were possible. However, we were able to only meet with the management that shared some insights and challenges at the time.

4. MONITORING AND MAKING PROGRESS

FEEDBACK, FOLLOW-UP AND ACCOUNTABILITY

The aim of this stage in the Rapid Care Analysis is to track progress and benefits to women workers and to enterprises. This involves having a simple and effective monitoring process put into place (either during the joint meetings of managers and workers, or as a subsequent step taken by a partner). It is suggested a two-step process is suggested based on the on-company size, context, organizational culture etc.

4.1. TRACKING PROGRESS: THREE MONTHS LATER

This is aimed at reviewing the implementation of prioritized recommendations in the short term (under six months). During the validation workshop that brought together workers' representatives and management, they reported notable progress in the implementation of some of the proposals/recommendations in mainstreaming care economy. The below table outlines the status of implementation of the recommendations.

#	ISME	RECOMMENDATIONS DURING THE EVIDENCE GATHERING STAGE	COMMITMENT OF THE MANAGEMENT	TIMELINE	STATUS OF THE IMPLEMENTATION OF THE RECOMMENDATIONS DURING THE VALIDATION
1.	Bottle Logistics	Provision of free tea and lunch for workers	Management is committed to outsourcing catering services to provide tea and lunch to workers, reducing the need for them to prepare meals before reporting to work.	December 2024	Already tea is provided for all the workers.
		Flexible working hours for lactating mothers	Management is committed to pilot the flexi working hours for lactating mothers. The potential options include adjusting reporting and departure times to accommodate care responsibilities.	Beginning of 2025	Yet to be instituted
		Provision of a room for expressing milk and a refrigerator.	This was a recommendation that the management then did not commit then but has been taken up and implemented.	Beginning of 2025	Management has already provided for this provision beginning this January 2025.
		Provision of sanitary towels	This was a recommendation that the management then did not commit then but has been taken up and implemented.		
		Provision of advance payment to cater for emergencies.	Management is open and committed to offering advance payment to casuals	Beginning of 2025	Management is implementing this
		New born workers package	Management committed to come up with a package for the workers who welcome new members of the family through a new baby package.	Beginning of 2025	As part of the maternity and paternity leave for the workers, the company has instituted a 'New Baby Package' for its workers [casual Kes. 5,000 and contracted staff Kes. 10,000].

#	ISME	RECOMMENDATIONS DURING THE EVIDENCE GATHERING STAGE	COMMITMENT OF THE MANAGEMENT	TIMELINE	STATUS OF THE IMPLEMENTATION OF THE RECOMMENDATIONS DURING THE VALIDATION
2.	Acacia Innovations Limited/ Kuni Safi	The construction of a cleaning area / bathroom that caters to the hygiene needs of female workers. There exist bathrooms but they are fewer and in bad condition which only male workers use.	Committed to expanding the washroom area to accommodate the needs of the female workers. This will be after the review of the companies' budget for 2025, which will factor in the expansion.	December 2024	Yet to be implemented due to budget constraints.
		Have regular payments i.e. after a fortnight as workers have been experiencing payment delays.	Ensure speedy payment of workers.	Next financial year January 2025	
3.	Farm Moja/ Samawati	Improve washroom facilities for both male and female workers.	The company has already procured construction materials and installed a water tank at the site. Management committed to constructing a bathing area for the workers. The facility will have demarcated sections for males and females. Cleaning items such as buckets, soap, and jelly will also be provided.	Second week of December 2024	Company has already constructed and demarcated washrooms for the workers and clearly marked for male and female. Cleaning items are provided every week – buckets, soap and jelly
		Providing a cooking area (kitchen) for staff meals and breaks.	The company is installing a kiosk for purchasing necessary items and working on a central area where staff can store and warm food brought from home. Management also committed to providing porridge/tea for workers.	2025	Tea is provided for farm workers. Management has provided for food storage to ensure safety and time saving.
		Provide a well-stocked first aid kit for workplace injuries.	The company committed to supplying first aid kits, gumboots, and dust coats to workers. These items have already been ordered.	Immediate implementation	Company already provided the First Aids Kits, gumboots, respirators and dust coats to the workers
		Revised work schedule	Management had not committed to this during the evidence gathering but it was a recommendation when held a discussion with the workers during the data gathering stage.		Work schedule for Saturday has been revised to 8am – 1pm to allow for time for the unpaid care and domestic work.
		Contracts	Management had not committed to this during the evidence gathering but it was a recommendation when held a discussion with the workers during the data gathering stage.		The management has signed contracts with the workers to ensure some level of job security and follow-ups on the leave days.

4.2. TRACKING PROGRESS: SIX MONTHS LATER

This is aimed to make a follow-up discussion of workers' representatives and managers to assess the nature and extent of change observed since the implementation of solutions.

This is a process that hasn't been done yet as we are yet to clock six months since we conducted the initial PS RCA.

5. GENERAL RECOMMENDATIONS

Based on the rapid care analysis for the various enterprises, below are the recommendations for consideration and adoption BY Oxfam and ISMEs. These are:

#	RECOMMENDATION	STAKEHOLDER	GUIDELINE ON HOW TO IMPLEMENT
	Regular comparative studies on paid and unpaid work	Oxfam	• Collaboration with the National Statistical Office (KNBS) to have a module on comparative studies on paid and unpaid care work as part of recognition of the importance of the care economy. • Develop a research framework and methodology for data collection on paid and unpaid work.
	Knowledge and skills development on the use of time-use data for employers	Oxfam and partners	• Collaborative approach to plan, conduct and evaluate capacity building interventions for enterprises management. • Design training modules on the importance and use of time-use data for enterprises management. • Provide resources and tools for enterprise management to integrate time-use data into their enterprise HR practices. • Offer ongoing support and technical assistance to enterprise management on the application of time-use data in their work places.
	Capacity building of workers and management on gender training and gender mainstreaming	Oxfam and partners	• Develop gender training curricula and materials tailored to the specific needs of workers and management. • Implement policies and practices that promote gender equality in the workplace. • Establish gender committees or focal points within the enterprise to champion gender equality. • Implement policies and practices that promote gender equality in the workplace. • Monitor and evaluate the effectiveness of gender training and mainstreaming initiatives.
	Care mainstreaming to be anchored in the Human Resource Unit in the enterprise as a champion for the care economy mainstreaming	Oxfam and ISMEs	• Establish a clear mandate and allocate resources within the HR Unit for care economy mainstreaming. • Develop policies and procedures that recognize and value care work. • Provide training and capacity building for HR staff on care economy concepts and mainstreaming strategies. • Integrate care considerations into HR practices, such as recruitment, retention, and promotion. • Monitor and evaluate the impact of care mainstreaming initiatives on workers and the enterprise.
	More engagement with the management for the care economy mainstreaming given the nature of the enterprises – most of the staff are on casual basis.	Oxfam and ISMEs	• Develop a communication and advocacy strategy to engage management on the importance of care economy mainstreaming • Conduct meetings and dialogues with management to discuss the benefits of investing in care. • Provide evidence-based research and best practices on care-sensitive policies and enterprise practices. • Offer technical assistance and support to enterprise management in implementing care mainstreaming initiatives. • Establish partnerships and collaborations with other organizations to promote care economy mainstreaming within enterprises.

#	RECOMMENDATION	STAKEHOLDER	GUIDELINE ON HOW TO IMPLEMENT
	Monitoring plan for workers to hold the management to account on commitments.	Oxfam and ISMEs	• Oxfam to engage with ISMEs on the importance of tracking progress and impact on the overall productivity of the ISMEs. • Oxfam to provide technical assistance/consultants to support to pilot the tracking of progress of mainstreaming care economy within the four ISMEs. • Hold separately meetings (management and workers) as part of participatory approach to tracking progress and impact on the enterprise and workers in relation to unpaid care and domestic work. • Develop a standardized detailed M&E plan for regular tracking of progress

CALL TO ACTION TO ISMES:

As ISME, you are the engine of Kenya's economy by the vibrancy, innovativeness and community-rooted. As an enterprise, recognizing and supporting the unpaid care and domestic work responsibilities of your workers, particularly women, you are not just promoting gender equity, you are investing in higher productivity, reduced absenteeism, better mental state and morale and a more resilient business. Start small: review work hours, improve workplace policies, or offer simple onsite support mechanism. Every step toward a care-responsive workplace strengthens your team and builds loyalty.

CALL TO ACTION TO GOVERNMENT/POLICYMAKERS:

The private sector is doing their part to mainstream care economy within the operations, but they need your support. A national care policy, incentives for care-friendly enterprises, improved public childcare facilities and stronger labor protections for informal and casual workers will unlock economic potential across the board. Recognize unpaid care work not just as a social issue, but as an economic priority.

6. CONCLUSIONS

This Private Sector Rapid Care Analysis underscores the pivotal role that UCDW plays in shaping economic outcomes and workforce well-being, particularly in Kenya's ISME sector. The findings reveal a clear need for the private sector to actively engage in addressing UCDW's impact on workers, which is critical for fostering a more balanced, productive, and equitable workforce. The integration of care-sensitive policies not only supports employees but also contributes to business sustainability, as improved work-life balance leads to greater employee satisfaction, reduced absenteeism, and higher productivity.

ISMEs have an essential role in challenging traditional norms around caregiving and promoting gender equity in the workplace. By recognizing and addressing UCDW, these enterprises can reduce workforce attrition, build loyalty among employees, and create an environment where both men and women can thrive professionally without sacrificing their personal responsibilities. Implementing flexible work arrangements, on-site childcare facilities, and fair leave policies aligns ISMEs with international labor standards and contributes to a supportive business ecosystem that prioritizes well-being.

The study highlights systemic challenges such as entrenched gender roles, cultural biases, and a lack of care infrastructure, which continue to impede progress in achieving workplace gender equality. These issues demand multi-stakeholder solutions, including collaboration between businesses, government, and civil society. The private sector can play a transformative role by setting a precedent for supportive work policies that recognize UCDW, encouraging similar changes across industries and communities.

To ensure lasting impact, ISMEs and policymakers must commit to continuous improvement in care-sensitive policies and infrastructure investments. This commitment requires sustained advocacy, resources, and a willingness to challenge traditional practices. Private sector engagement in UCDW solutions directly supports Kenya's broader development objectives, including gender equality, poverty reduction, and economic resilience. Additionally, encouraging male employees to share caregiving responsibilities can foster a more equitable distribution of care work, further advancing gender equality in the workplace.

As ISMEs implement these insights and recommendations, they will not only drive positive change within their organizations but also contribute to Kenya's inclusive economic growth. The success of this initiative depends on the active participation of business leaders, policymakers, and community stakeholders in promoting UCDW's recognition and redistribution. With a unified approach, Kenya can create a workforce that reflects both economic ambition and social responsibility, leading to a sustainable, inclusive future for all.

7. ANNEXES

Annex 1: Data collection tools

Annex 2: Data collection schedule

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