



# WOMEN IN MANUFACTURING

Mainstreaming Gender and Inclusion





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# FOREWORD



## **Mucai Kuniya Chair, Kenya Association of Manufacturers (KAM)**

When we think of successful manufacturing companies, we probably think of industries that have optimized their efficiency, development of quality products, and focused on service delivery. Whilst this is true, it is also worth noting the role of inclusivity and diversity in these businesses. The participation of women is critical in driving industrial growth. Any conversations around increasing our competitiveness as a country without looking at women's involvement are echoes in a hollow chamber. This is no longer a 'good conversation to have'; it is an urgent measure that needs to be taken.

Kenya Association of Manufacturers (KAM) recognizes the importance of women in driving industrial transformation for job creation and inclusive economic growth. This is why we continue to advocate for an inclusive manufacturing sector, through the establishment of policies and policy incentives that encourage women to be key players in value and supply chains.

Women are making strides in steering growth of the global manufacturing sector. They are also demonstrating that manufacturing is a fulfilling career with limitless opportunities. As a country we need to equip, mentor, and build women who will start businesses in the sector as well as take up decision-making positions. Our aspiration as an Association is to see more women participate in the sector in senior leadership roles, as owners and founders, and for young girls to see themselves as future industrialists.

The onus is on us as industrialists to adapt manufacturing processes and cultures that will attract and retain more women. Advances in technology are changing the processes of production, as more tasks become automated and focus shifts from manual roles. We need to be deliberate to include more women-owned enterprises into the manufacturing value chain and assist them in building their capacities to take up new roles as we shift to industry 4.0.

The first critical step is to understand women's representation in the sector, address the challenges they face, and seal gaps that inhibit their participation. This report seeks to address these and to provide an essential foundation to champion for an enabling environment that encourages increased participation of women in industry.

Our hope is that this in-depth research will bring viable solutions to the challenges facing women in manufacturing and that it shall inspire more women to venture into uncharted territories.

**"There is no tool for development more effective than the empowerment of women."**

**KOFI ANAAN - Former UN Secretary General**



# FOREWORD



**Sarah Degnan Kambou**  
**CEO and President, International Center**  
**for Research on Women (ICRW)**

In almost every country in the world men are more likely to participate in labour markets than women. Cultural perceptions of gender roles have inhibited the opportunities for women to participate in sectors not traditionally seen as appropriate for them. This under-representation in the “non-traditional” jobs has affected the success of women in numerous sectors including manufacturing. Recent evidence has shown the loss to economies when women do not participate in the workforce, and now the real impact of women’s participation in the manufacturing sector is gaining attention.

The core mission of the International Center for Research on Women (ICRW) is to empower women and girls, advance gender equity, promote social inclusion and fight poverty globally. An increasing body of research links gender diversity and inclusion in leadership and the workforce to increased financial returns, lower risk, and sustainable growth. As investors recognize how gender

considerations are related to the bottom line, gender-smart investing is making its way into the mainstream. At ICRW we believe that gender transformative business environments are not only essential for development and sustainability but also good for business. For this, it is essential to understand the challenges that women face in manufacturing and develop opportunities that increase the potential for women to enter the sector and compete in the marketplace.

With over 40 years of global leadership and expertise in gender – including female labour force participation and women’s economic empowerment – ICRW is excited to partner with the Kenya Association of Manufacturers (KAM) who have been a key stakeholder in Kenya’s manufacturing sector for over 60 years. This partnership has enabled us to present the first research of its kind looking at the status of women in manufacturing in Kenya. The aim of this study was to better understand the context in which women leaders, employees, and entrepreneurs operate in Kenya’s manufacturing sector. It explores the challenges and opportunities that exist, and outlines policy and regulatory measures that can be taken to enable increased involvement and visibility of women.

The growth of Kenya’s economy should provide an equal opportunity for women to participate as owners, leaders and workers in the manufacturing sector and this study provides a roadmap on how to do so. This will complement the Government of Kenya’s on-going efforts to enact and implement regulations, policies, and laws to foster an environment that enables the equitable participation of women in the sector. Sustainable growth and human development can only be achieved if there is meaningful participation of women in the economy. ICRW invites stakeholders to engage in this critical conversation and take the steps to ensure equitable growth for Kenya.

**“Women are the largest untapped reservoir of  
talent in the world.”**

**Hillary Rodham Clinton - Former US Secretary of State**

# MESSAGE FROM WOMEN IN MANUFACTURING PROGRAMME CHAIR



## **Flora Mutahi Chair, Women in Manufacturing Programme (WIM)**

Starting the Women in Manufacturing (WIM) programme in 2017 was ambitious but necessary for our vision of Kenya's manufacturing sector to be realized. As an association we understood that the involvement of women is a smart addition to leveraging the disruption brought by industry 4.0 to spur innovation and heighten creativity. That said, women face unique structural, cultural and historical challenges that hinder them from entering the sector and scaling their businesses. Some are stuck in the informal economy and are unable to formalize for sustainability. As the WIM Programme, we wanted to provide practical solutions and gain tangible results. This is what informed our decision to undertake this study.

The WIM Programme aims to grow, challenge, and mentor women-owned industries to scale up; and to enhance the abilities of women to take up leadership positions and significant roles in the sector. The programme targets women entrepreneurs to provide them with networks, skills, and knowledge to access markets, expand their current businesses, and venture into diverse sectors. It further looks at bridging the gaps that make it difficult for our country to realize its industrialization vision and economic goals. By equipping, educating, mentoring, and organizing women into a network with influence, the WIM Programme continues to build the capabilities of women industrialists and nurture their talents for posterity.

The lack of capital finance, appropriate business development services, and the absence of specialized professional and technical human resources are some of the foundational challenges slowing the growth of women in manufacturing, and hampering their participation. The financial sector still has limitations in creating tailored and innovative financial products for funding women start-ups in non-traditional manufacturing. KAM recognizes the business development services inefficiency as contributory to inappropriate mechanisms for assisting women entrepreneurs in adopting appropriate technology and innovation, which is necessary for enhancing productivity and production.

This study seeks to inform the advocacy strategy to mainstream gender equality and inclusion in the manufacturing sector. We believe that this in-depth research will bring viable solutions to the challenges facing Women in Manufacturing and that it shall inspire more women to venture into uncharted territory. The hallmark of this study conducted by the International Centre for Research on Women (ICRW) in collaboration with KAM will be the government responding to the issues raised and developing gender-sensitive policies that enhance industrial growth and development. We also hope that this study will inspire and encourage more gender-specific studies across other business sectors in the country.

This study was completed at an unprecedented time. The COVID-19 pandemic has presented the manufacturing sector with additional challenges, as well as opportunities to reinforce and reposition women's roles. We acknowledge the role of women and for their commitment and initiatives to Keep Kenya Moving. During this period women have been involved in manufacturing personal protective equipment (PPE) as well as sanitary and cleaning products to ensure a continued supply of essential items. As a result, these new value chains and production pathways are increasing innovation, creating new jobs, and increasing the visibility of the manufacturing industries.

Inclusivity and gender equality is indeed a shared responsibility. We endeavour to partner with government and like-minded organizations to realize this agenda whilst realizing our industrial goals as a nation.

# ACKNOWLEDGEMENTS



**Phyllis Wakiaga**  
**Chief Executive Officer, Kenya**  
**Association of Manufacturers (KAM)**

This study could not have been completed without the contributions of various stakeholders.

The women in manufacturing study was conducted with generous funding and technical support from the Business Advocacy Fund (BAF).

We would like to thank our partner business membership organizations; Kenya Private Sector Alliance (KEPSA), Women in Business (WIB), Kenya National Federation of Jua Kali Association (KNFJKA), and Kenya National Chamber of Commerce and Industries (KNCCI) for their buy-in and support of this study.

Special thanks to KAM Chapter Chairs for their assistance in reaching out to members to participate in the study. We thank the WIM Programme leadership and Chair for their contribution in review and support of study processes and report. We recognize Ms. Sally Kahiu

(Head of Corporate Communications and Marketing) and Ms. Rosehilda Kamanga (Digital Officer, Communications and Marketing) who coordinate the WIM Programme at KAM for their coordinating efforts with members. We wish to also recognize Mr. Job Wanjohi (Head of Policy, Research and Advocacy) for his research oversight role. We acknowledge the technical KAM team led by Ms. Miriam Chepchumba Bomett (Deputy Head of Policy, Research and Advocacy) as well as Ms. Caroline Mutuku (KAM Legal Assistant), Mr. Rogers Angwaya (KAM Research Analyst) and Mr. Jackson Wambua (Sectors Manager) for their key roles in the development and review of this study.

This study could not have been done without the gender expertise provided by the International Centre for Research on Women (ICRW). We would like to recognize Dr. Cleopatra Mugenyi (Director, ICRW Africa Regional Office) who led the research team in conceptualizing the women in manufacturing study and developing the report. Special thanks to Ms. Nduta Njenga, Ms. Carol Ajema, Mr. Chryspin Afifu, and Dr. Erick Yegon; ICRW Africa's team of Gender and Research Technical Specialists who played key roles in the conceptualization of the study design, development of study protocol and tools, data collection, data analysis, and report writing. We also recognize Ms. Deborah Nakisuyi and Mr. Sam Kirabo for their support in the implementation of this study.

We sincerely thank KAM membership, stakeholders, and the many women working in manufacturing who voluntarily shared their valuable insights and experiences. Their contributions are of great value to this report and we salute them. Without them, we could not have produced a report which aims to transform the working environment of Kenyan women in manufacturing.







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# Abbreviations and Acronyms

|               |                                                     |
|---------------|-----------------------------------------------------|
| <b>AGPO</b>   | Access to Government Procurement Opportunities      |
| <b>BAF</b>    | Business Advocacy Fund                              |
| <b>BKBK</b>   | Buy Kenya, Build Kenya Strategy                     |
| <b>BMO</b>    | Business Membership Organisation                    |
| <b>COMESA</b> | Common Market for Eastern and Southern Africa       |
| <b>EAC</b>    | East African Community                              |
| <b>FGD</b>    | Focus Group Discussions                             |
| <b>GGGI</b>   | Global Gender Gap Index                             |
| <b>ICO</b>    | Initial Capital Outlay                              |
| <b>ICRW</b>   | International Center for Research on Women          |
| <b>KII</b>    | Key Informant Interview                             |
| <b>KAM</b>    | Kenya Association of Manufacturers                  |
| <b>KEPSA</b>  | Kenya Private Sector Alliance                       |
| <b>KIPI</b>   | Kenya Industrial Property Institute                 |
| <b>KIRDI</b>  | Kenya Industrial Research and Development Institute |
| <b>KNBS</b>   | Kenya National Bureau of Statistics                 |
| <b>KNCCI</b>  | Kenya National Chamber of Commerce and Industries   |
| <b>KNFJKA</b> | Kenya National Federation of Jua Kali Association   |
| <b>KWFT</b>   | Kenya Women Finance Trust                           |
| <b>MSEA</b>   | Micro-Small Enterprise Authority                    |
| <b>MSME</b>   | Micro-Small Medium Enterprises                      |
| <b>MTP</b>    | Medium Term Plan                                    |
| <b>SACCO</b>  | Savings and Cooperative Society                     |
| <b>SME</b>    | Small-Medium Enterprises                            |
| <b>STEM</b>   | Science, Technology, Engineering, and Mathematics   |
| <b>TVET</b>   | Technical Vocational Education and Training         |
| <b>UNIDO</b>  | United Nations Industrial Development Organization  |
| <b>WEF</b>    | Women Enterprise Fund                               |
| <b>WIM</b>    | Women in Manufacturing Programme                    |
| <b>YEDF</b>   | Youth Enterprise Development Fund                   |







# **Executive Summary**



While women are not explicitly excluded from the manufacturing sector in Kenya, they remain both under-represented and under-valued. Although there are various opportunities in existence for women to engage in the sector as entrepreneurs, industry leaders, and employees there is a lack of sufficient data about the status of women in Kenya's manufacturing sector.

The Kenya Association of Manufacturer's Women in Manufacturing (WIM) programme seeks to enhance market access for women manufacturers in Kenya by providing an enabling environment and platform to network and improve their competitiveness locally, regionally, and globally. This report presents findings of a formative study "Women in Manufacturing: Mainstreaming Gender and Inclusion" that explored the context in which women participate in Kenya's manufacturing sector. It also highlights challenges experienced by women in manufacturing and ways to mitigate these. The study objectives were: (i) To conduct a landscape review of policy, legislative, and institutional frameworks and measures aimed at mainstreaming gender equality and inclusion in the manufacturing sector; (ii) To determine the extent of women's ownership and leadership of manufacturing companies; (iii) To understand the challenges facing women in the sector as business owners in establishing and growing manufacturing enterprises, and as employees building a career in manufacturing; and (iv) To provide recommendations informed by local, regional, and international evidence for mainstreaming gender in the manufacturing sector.

This study utilized a mixed-method approach that included a desk review of legal and policy frameworks and primary data collection through an online survey, in-depth interviews (IDI), focus group discussions (FGD), and key informant interviews (KII). Participants in the study included women working in the manufacturing sector (leaders, entrepreneurs, employees), key stakeholders, and representatives of various manufacturing companies. Ethical approval to conduct the study was obtained from the International Centre for Research on Women (ICRW) institutional review board and the Kenya National Commission for Science, Technology, and Innovation (NACOSTI).

### **Findings from Review of Legislative, Policy, and Institutional Frameworks**

Kenya has a robust legal and policy framework that lays a foundation for manufacturing. Kenya's Constitution 2010 has rooted for gender equality under Article 27 by stating that women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural, and social spheres. Kenya has made efforts to develop legislative and policy frameworks that promote gender equality and equal participation of men and women in economic opportunities. However, the review of these frameworks revealed that the majority of these policies are either gender-neutral or not implemented and have therefore not translated into equitable participation of women in manufacturing. Existing gender inequalities in the manufacturing sector need to be addressed by the deliberate integration of a gender lens in policy formulation and implementation. While political

***The Women in Manufacturing (WIM) programme seeks to enhance market access for women manufacturers in Kenya by providing an enabling environment and platform to network and improve their competitiveness locally, regionally, and globally.***

goodwill exists in safeguarding the rights of women, this legal and policy formulation does not exist in a vacuum. Critical reflection on the social and cultural contexts that influence policy formulation and implementation is necessary

### **Findings on the Status of Women in Manufacturing**

Kenya's manufacturing companies are predominately male owned and staffed across all subsectors. From the companies engaged under this study, most women-owned or led companies have been in operation for ten years or less although a few have been in operation for 20 years or more. It was encouraging that a significant proportion of women-owned and -led companies were in operation beyond their second decade. Women-owned and -led companies were more likely to have a higher proportion of women in senior management as well as in the rest of the workforce. These companies were also more likely to implement gender-responsive human resource policies and practices.

Women working in the manufacturing sector reported that policy formulation was not gender-responsive within manufacturing companies. The outcomes of these gender-neutral policies included disparities in pay, promotions, and job security between men and women. Gender-specific requirements such as maternity leave was sometimes abused and led to lower job security for women. The most common sources for start-up capital included family savings, partnerships, and loans from financial institutions. Challenges with obtaining capital from financial institutions included collateral requirements which most women entrepreneurs did not have resulting to accessibility barriers. Findings from this study corroborate earlier studies by ILO and the World Bank, UNIDO, and the World Economic Forum, which indicated that a lack of collateral compounds women's ability to secure loans that would serve as valuable business capital. While government initiatives encourage enterprise development, most respondents reported difficulties in accessing those funds. The processes of obtaining them were complicated and sometimes opaque. Instances of sexual exploitation



in exchange for credit facilities and compliance clearances were mentioned. The high cost of production and a complex taxation framework affects profitability making Kenya a harsh operating environment for manufacturing. These challenges are compounded for women-owned businesses. Most women-owned manufacturing businesses are MSME and operate in the informal sector. These enterprises experience a high cost of production, high cost of transport, and high cost of capital outlay. Despite the significant role of the informal sector in the economy, many of these businesses remain unable to grow into medium-sized enterprises.

### Opportunities for women in Manufacturing in Kenya

Kenya has a robust and favourable framework and political priorities that women in manufacturing can leverage on for greater involvement, productivity, competitiveness, and profitability. A number of policy blueprints including Kenya's Vision 2030; the Big 4 Agenda; the Buy Kenya Build Kenya (BKBK) programme; and various legislation makes it easier to register businesses and access funding to establish and scale-up enterprises. As well as reforms aimed at improving the ease of doing business, Kenya offers opportunities that can enhance women's participation and contribution in the industry through increased affirmative action opportunities such as the Access to Government Procurement Opportunities (AGPO) and a number of government affirmative action funds such as Women Enterprise Fund (WEF) and UWEZO Fund. The Women in Manufacturing (WIM) Programme has opportunities to engage with relevant government ministries in advocacy for inclusive policies that are gender-responsive and evidence-based.

### Recommendations

This report outlines a number of recommendations aimed at improving women's participation in the manufacturing sector including:

#### Legal Recommendations

- A deliberate effort to review specific laws that affect the manufacturing sector through a gender lens and create guidelines for gender-responsive implementation is required.
- Strengthen implementation of existing gender-aware or gender-sensitive laws through guidelines that recognize and address the differential gender needs of entrepreneurs.
- Create effective collaborative engagements between public sector oversight agencies such to ensure compliance in the implementation of the laws that affect women in manufacturing.

#### Policy Recommendations

- Consolidate legal, regulatory, and compliance requirements in a single place to enhance efficiency and reduce the cost of doing business.
- Implement STEM awareness campaigns aimed at girls and young women that encourage them to take up STEM subjects and join TVET or other skills-based courses.
- Provide affirmative action spaces to women in STEM courses.
- Lobby for targeted financial and tax education and exemptions for women-led and women-owned manufacturing companies.

### Recommendations for Kenya Association of Manufacturers

- Develop transformative models and standards that address workplace gender gaps.
- Strengthen the WIM Programme to amplify the voices of women in manufacturing for policy advocacy and change.
- Lead private sector public policy dialogue that is integrative, inclusive, and responsive to the needs of women in manufacturing
- Support formalisation of informal women-owned SMEs in manufacturing.
- Build strategic partnerships with academic and TVET institutions to improve the curricula and training courses.
- Facilitate individual companies with toolkits that provide clear guidance and indicators to gender mainstreaming and diversity in manufacturing processes and management.
- Develop an incubation platform for women-owned manufacturing businesses to scale up and realize their potential
- Carry out periodic assessments of the challenges faced by informal and micro-small enterprises in the manufacturing sector to generate data for decision-making.

## WOMEN IN THE WORKFORCE

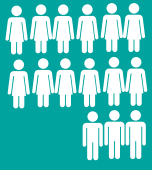
**36%**  
Women in  
workforce

**64%**  
Men in  
workforce

**93%**



**Women  
owned  
businesses  
in the  
informal  
sector**



**Women  
outnumber  
men in two  
sectors;  
human health  
and social work  
activities**



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1

# Introduction



## 1.1 Women's Labour Force Participation

Full participation of women in the workforce is globally demonstrated to be a potent driver of economic growth and development. Evidence shows that there is a significant association between a country's Gross Domestic Product (GDP) and female labour force participation. Estimates indicate that a 25% reduction in the gender gap could increase global GDP by \$5.8 trillion by 2025.<sup>1</sup> The overall global gender gap in labour force participation was 27% in 2018, with much of sub-Saharan Africa falling below average.<sup>2</sup> Although Kenya's female labour force participation was relatively high at 72% 2019<sup>3</sup>, the country needs to implement targeted strategies to address barriers to women's labour force participation across all sectors to realize its full potential. There are several determinants of women's full participation in the workforce. These include educational attainment, social norms, institutional frameworks, and income levels, among others. Workforce participation of women remains suboptimal in many developing economies due to social, economic, and policy-related factors.<sup>4</sup> There is therefore a need for deliberate efforts to assess the opportunities available to women, and the barriers inhibiting their advancement and inclusion in various sectors of the economy. While the manufacturing sector contributes significantly to global economic growth, the contribution of female entrepreneurs in this sector within developing economies is relegated to informal micro and small enterprises, and the retail sector.<sup>5</sup> This report aims to reveal the enablers and deterrents to women's full participation in manufacturing from a policy, social, and business environment perspective.

## 1.2 Manufacturing in Kenya

Through Vision 2030 and specifically the Third Medium Term Plan (MTP III), the Government of Kenya aims to implement structural changes in the economy to increase the GDP share of the manufacturing, industrial, and export sectors.<sup>6</sup> From 2014 to 2019 the contribution of manufacturing to gross GDP has increased from Kshs. 1.8 billion to 2.6 billion (30%), although the share of manufacturing to GDP growth reduced from 10% to 7% over the same period. The Big Four Agenda of the Kenyan Government seeks to reinvigorate the contribution of the manufacturing sector to 15% of GDP by 2022 with a focus on accelerating growth in the sector through the establishment of Special Economic Zones (SEZ) and industrial parks. The Big Four Agenda also seeks to establish 1000 manufacturing SMEs; improve access to affordable capital, training, and skills enhancement; and increase the access to foreign markets for Kenya's manufacturing products<sup>7</sup>. Manufacturing is one of the priority sectors in Kenya's Vision 2030 with an aim to create 3850 new manufacturing enterprises from 2018-2022 through financing and other incentives.<sup>8</sup>

Along with the initiatives outlined above, several government programmes and frameworks have been put into place to improve the manufacturing sector operating environment:

- National skills development programmes to mitigate the challenge in lack of market-relevant skills, competences, and knowledge.
- Reviews of the technical education curriculum and budgetary allocations to expand Technical Vocational Training (TVET) centres and youth polytechnics.
- Improvement of skills development through the establishment of new Training Centres and Levy Offices.
- Enactment of key legislation like the Special Economic Zone (SEZ) Act 2015 and the Mining Act 2016.
- Responding to the changing context of work by initiating a National Green Jobs Strategy and Action Plan.
- Creating more jobs through MSME development.
- Promoting occupational safety and health (OSH) through the improvement of OSH standards in MSE, manufacturing, agriculture and construction sectors.
- Increasing the ease of doing business by lowering the cost of doing business to attract foreign and domestic direct investments.
- Creating the Industrial and Small and Medium Enterprises (SME) Parks Programme to promote industrial dispersion and balanced economic development in the country.
- Setting up the Accreditation and Standards Infrastructure Programme to improve compliance of products to standards in the market.
- Developing a Research, Technology and Innovation Programme and transforming Kenya Industrial Research and Development Institute (KIRDI) into a world-class research institution.

Kenya is currently ranked 109 out of 153 countries in the Global Gender Gap Index (GGGI) 2020 and 20 out of 34 African countries.<sup>9</sup> Kenya's ranking on economic participation and opportunity for women stands at 114 out of 153 countries with a score of 0.6 out of 1 on gender parity. Women's labour force participation (64%) in 2020 is less than men (70%). Women earn less than men for similar work with Kenya with a score of 0.7 out of 1. Female-majority ownership of companies (13%) and representation of women as managers (18%) is far lower than that of men.<sup>10</sup> The Science, Technology, Engineering, and Mathematics (STEM) pipeline is a worse state with STEM higher education course completion rates of only 11% by women compared to men (21%). Women's attainment of training in areas such as engineering, manufacturing, and construction is extremely low (2%) compared to that of men (6%).

While women make up over 55% of the global labour force, they only make up only 22% of the manufacturing labour force. Some 84% of Kenya's workforce is engaged in the informal economy, with 93% of women-owned businesses in this category. Micro- small- and medium enterprises (MSMEs) employ 15 million Kenyans and contribute 29%

1. ILO: World Employment and Social Outlook: Trends for women 2017 (Geneva, 2017)

2. ILOSTAT, ILO modelled estimates, July 2018.

3. [https://www.theglobaleconomy.com/Kenya/Female\\_labor\\_force\\_participation/](https://www.theglobaleconomy.com/Kenya/Female_labor_force_participation/)

4. <https://ourworldindata.org/women-in-the-labor-force-determinants>

5. Kucera, D. and Tejani S. (2014) Feminization, Defeminisation and Structural Change in Manufacturing. World Development, 64, pp. 569-582.

6. Republic of Kenya, Vision 2030 MTP III (2018-2022)

7. Government of the Republic of Kenya, 2018, Third Medium Term Plan 2018 – 2022 Transforming Lives: Advancing socio-economic development through the "Big Four" The National Treasury and Planning.

8. The eight (8) priority sectors to spur economic growth: agriculture and livestock; Manufacturing; Tourism; Trade; business Process Outsourcing; Financial Services; Oil, Gas and Mineral Resources; and the Blue Economy.

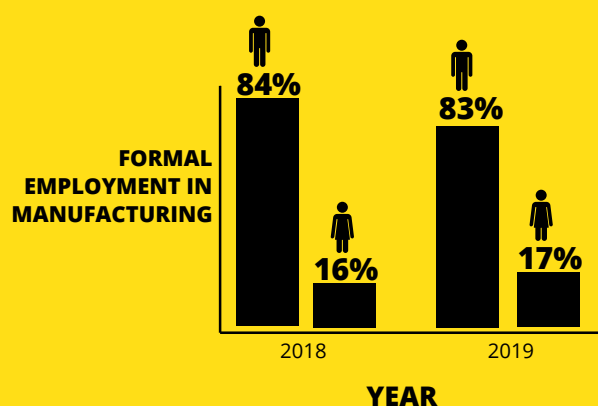
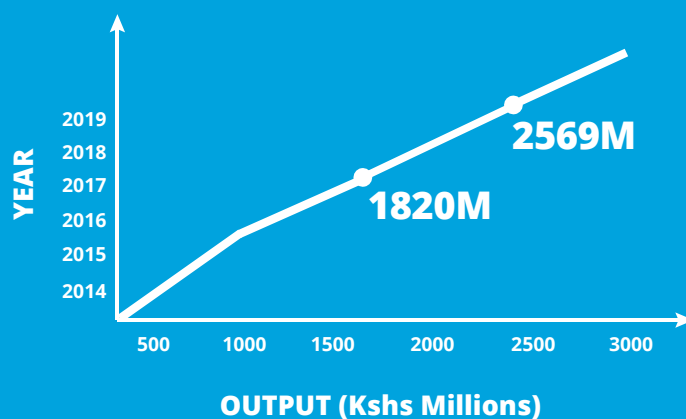
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11. Republic of Kenya, Vision 2030 MTP III (2018-2022)

# CENTRAL ROLE OF THE MANUFACTURING SECTOR

- Manufacturing is a key pillar to economic growth.
- The rate of growth of the manufacturing sector has direct and indirect impact on the development of other sectors of the economy.



Manufacturing sector growth has translated to only 1% increase in women's employment

## KENYA'S INFORMAL ECONOMY AND CONTRIBUTIONS OF WOMEN ENTREPRENEURS

**93%**



Women owned business in informal economy

**84%**



Kenya's workforce engaged in the informal economy

**15 million**



Kenyans employed in Micro, Small & Medium enterprises

**90%**



Jobs created in the informal economy

**23%**



Manufacturing firms in the informal economy

**61 thousand**



Women employed in the informal economy

of GDP.<sup>11</sup> Manufacturing makes up 23% of micro-small and medium enterprises (MSME) in the informal economy, with only 48% of these businesses being licensed.<sup>12</sup> The majority of jobs (90%) created in Kenya are in the informal economy,<sup>13</sup> with 768,000 informal sector employees in 2019.<sup>14</sup> Most of the jobs in the manufacturing sector are informal with formal employment representing only 12% of the sector's workforce.<sup>15</sup> Out of the total employees in the sector only 61,100 (17%) were women.<sup>16</sup> Current global trends aim to increase women's participation in the workforce for increased innovation, creativity, and inclusion. Manufacturing stakeholders in Kenya are increasingly becoming aware of the value of women's inclusion and full participation in the sector for increased sustainability and return on investment (ROI).

### 1.3 Private Sector Support Programme - The Women in Manufacturing Programme (WIM)

The Kenya Association of Manufacturers (KAM) established the Women in Manufacturing Programme (WIM) in 2017 to increase participation of women in the manufacturing sector through providing a platform for mentorship, networking, skills, business, and market development support.<sup>17</sup> The WIM programme strives to provide an enabling environment for women entrepreneurs in manufacturing to improve their competitiveness locally, regionally, and globally. The WIM programme targets the following categories of women, women-owned, women-founded, and women-led enterprises in the micro, small, and medium enterprise (MSMEs) as well as supporting women employed in the manufacturing sector. Through the WIM programme KAM aims to promote a sector-wide shift that recognises the contribution and increases the participation of women in manufacturing in Kenya.

### 1.4 Mainstreaming Gender and Inclusion – Study Objectives

This study “Women in Manufacturing: Mainstreaming Gender and Inclusion” aims to provide information on women's participation in manufacturing, their specific challenges, and how current legal and policy frameworks address gender issues in Kenya's manufacturing sector. The specific objectives were to:

- Conduct a landscape review of policy, legislative, and institutional frameworks and measures aimed at mainstreaming gender equality and inclusion in the manufacturing sector.
- Determine the extent of women's ownership and leadership of manufacturing companies.
- Understand the challenges facing women in the sector as business owners in establishing and growing manufacturing enterprises, and as employees building a career in manufacturing.
- Provide recommendations informed by local, regional, and international evidence for mainstreaming gender in the manufacturing sector.



12. KNBS (2017), The 2016 National Micro, Small and Medium Establishment (MSME) Survey: Highlights of Basic Report

13. <http://documents.worldbank.org/curated/en/262361468914023771/pdf/106986-WP-P151793-PUBLIC-Box.pdf>

14. <https://s3-eu-west-1.amazonaws.com/s3.sourceafrica.net/documents/119074/Kenya-National-Bureau-of-Statistics-Economic.pdf>

15. KNBS (2020), Economic Survey report

16. KNBS (2018), Women and Men in Kenya Report

17. <http://kam.co.ke/kam-launches-women-in-manufacturing-programme/>





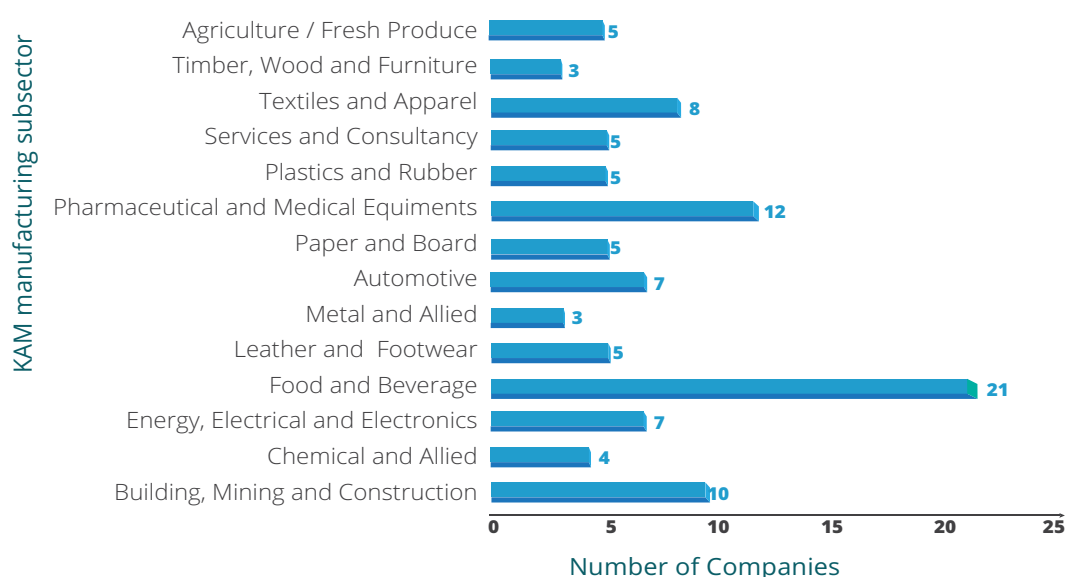
2

# Study Design

## 2.1 Methodology

This study utilised a mixed-methods approach.<sup>18</sup> A desk-based review of legal and policy frameworks was carried out along with primary data collection (in-depth interviews, focus group discussions, key informant interviews) from women working in the manufacturing sector (leaders, entrepreneurs, employees) and key stakeholders. All regions of Kenya were represented (Coast, Central, Eastern, Nyanza, South Rift, North Rift, and Nairobi). Quantitative data was collected from companies within KAM's membership through an online survey.

- Online survey:** This survey collected data from sampled companies on the gender breakdown of their employees, the roles that women play in the company, and the human resource (HR) and gender policies and practices that are in place. KAM has a total of 1350 registered manufacturing and service-related companies within their membership of which only 153 (11%) are women-led. Fifty-three (35%) of these companies are led by the women who founded them (Founder CEOs), and 100 (65%) companies are led by women hired to run the company. A total of 100 companies affiliated to KAM responded to the survey and covered all 14 KAM manufacturing subsectors (Figure 1). With an intended sample size of 300, the response rate was 33%. The top two subsectors represented in the online survey were food and beverages (21%), and pharmaceuticals and medical equipment (12%). The timber, wood and furniture subsector and the metal and allied subsector were least represented in the survey (5% each). This could be a reflection on internal respondent company bias against the gender-related subject matter of the survey. Evidence does show that there is a smaller proportion of women workforce in certain male-dominated subsectors (food versus construction for example).<sup>19</sup>
- In-depth interviews (IDI):** A total of 14 IDIs with senior women working in the manufacturing sector (owners and/or senior managers/directors) were conducted. Five of the respondents were leaders in manufacturing companies (3 in multinational companies and 2 in local companies); seven were company founders/owners, and two were co-owners of family businesses. The roles of women leading multinational and local companies interviewed included public affairs and communications director, supply chain management and logistics manager, and head of manufacturing. In contrast, those who owned companies had roles of managing director or chief executive officer. IDI participants were drawn from various sub-sectors in the manufacturing sector. These sectors included construction (1); plastics (1); textile and apparel (2); food and beverage (5); chemical and allied (2); agriculture and fresh produce (1); metal and allied (1); and one (1) in 2 sub-sectors (food and beverage as well as chemical and allied). The education background of participants ranged from engineering, finance, accounting, economics, food science, and technology, to fashion design, beauty, marketing, and education.
- Key informant interviews (KII):** A total of 24 KIIs with representatives from Business membership organizations (BMO);<sup>20</sup> Government ministries departments, and commissions; Parliament; the Nairobi County Government; Development partners; Financial institutions supporting manufacturing businesses; Research institutes; and KAM Chapter Chairs.
- Focus group discussions (FGD):** A total of eight FGDs were held with women employees sampled from different companies representing different subsectors of manufacturing in both the formal and informal manufacturing sectors. The companies included those in the metal and allied, textile, apparel and accessories,



**Figure 1** Subsector distribution of companies responding to the online survey

18. Detailed methodology in Appendix I

19. Wright, T. (2016). Women's experience of workplace interactions in male-dominated work: The intersections of gender, sexuality and occupational group. *Gender, work & organization*, 23(3), 348-362.

20. Kenya Association of Manufacturers (KAM), Women in Business (WIB), Kenya Private Sector Alliance (KEPSA), Kenya National Chamber of Commerce and Industry (KNCCI) and National Federation of Jua Kali Association (KNFJKA)

construction, food and beverage, chemical and allied, plastics, and leather subsectors.

## 2.2 Limitations

As a formative assessment, this study adopted a generalist approach to cover as many themes as possible and had three main limitations:

- **KAM membership sampling bias:** This study was conceptualised with KAM and the majority of the sample for data collection came from the group of companies with KAM membership. While efforts were made to include other BMOs in sampling for participants, the focus on manufacturing meant that many of the manufacturing companies in other BMOs were already members of KAM. Participants sampled from outside KAM membership included participants from enterprises in the informal sector.
- **Participant subjectivity in self-reporting:** Data from the IDI and FGD are dependent on participant subjectivity. This was addressed through the triangulation of data from existing literature as well as technical reviews and validation of the data by stakeholders and women working in the manufacturing sector.
- **Low response rate (online survey):** Of the 300 KAM affiliated companies targeted for the online survey, only 100 responded. With KAM's membership of 1350 companies; this sample is not representative but provides key insights into the status of women in Kenya's manufacturing sector.









3

# An Analysis of Frameworks Governing Manufacturing in Kenya



### 3.1 Global and Regional Policy and Legal Frameworks Ratified by Kenya

There are several global policy and legal frameworks that target the promotion of gender quality and diversity and aim to increase women's participation in the workforce which have been ratified by Kenya. They include but are not limited to:

- **The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)** which obliges State Parties to take appropriate action and eliminate discrimination against women. CEDAW advances the notion of equal employment and training opportunities for women and men, free choice of profession and employment, right to promotion, job security, and the right to equal remuneration and benefits (including paid maternity leave). CEDAW outlines measures to prevent discrimination against women on the grounds of marital status or reproductive choice, including the prohibition of discrimination on the grounds of pregnancy or maternity leave. CEDAW encourages the provision of supportive social services to enable parents to combine family obligations with work responsibilities, through promoting the establishment of child-care facilities. States are required to provide special protection to women during pregnancy in types of work deemed to be harmful to them.
- **The Convention on Discrimination (Employment and Occupation) (1958) (No.111)** by the International Labour Organisation (ILO) is the reference point for the fundamental right of non-discrimination at work. As one of the ratifying states, Kenya has committed to declaring and pursuing a national policy to eliminate discrimination (sex, race, religion, tribe, political affiliation, nationality) and promote equality of opportunities in employment and occupation.<sup>21</sup> Sex discrimination includes discrimination on the grounds of maternity and family responsibilities and extends to sexual harassment (of both women and men). The Equal Remuneration Convention, 1951 (No 100), explicitly addresses equal remuneration between men and women for work of fair value.<sup>22</sup> Kenya has also ratified the Maternity Protection Convention (No. 183) provision.
- **The African Charter on Human and Peoples' Rights and Maputo Protocol (2005)** requires States to prohibit and condemn all forms of harmful practices that negatively affect the human rights of women and are contrary to recognized international standards.<sup>24</sup> Article 13 of the Maputo protocol, requires state parties to legislate and enforce laws or other measures to guarantee women equal opportunities in work and career advancement and other economic opportunities. Women's right to sustainable development is emphasized in Article 19 and focuses on access to and control over productive resources

such as land. States are also required to promote women's access to credit, training, skills development, and extension services to reduce the level of poverty among women and to ensure that human development indicators concerning women are mainstreamed into development policies and programmes.

- **Article 3 of the Protocol on Amendments of the Constitutive Act of the African Union (AU)** is deliberate on women's participation in inclusive development and specifically decision-making in political, economic, and socio-cultural areas.
- **The AU strategy for Gender Equality and Women's Empowerment (GEWE)** includes a commitment to ensure the participation of women in Africa's development agenda. It includes women's economic empowerment (WEE) in sustainable development. The African Union has instituted the Women, Gender and Development Directorate (WGDD) to coordinate AU efforts to achieve gender equality and ensure that African states implement actions in line with the Solemn Declaration on Gender Equality in Africa (SGDEA).

While Kenya has ratified these key global and regional policies, their implementation does not always follow. This is due to inadequate, uncoordinated, and underfunded institutional mechanisms responsible for implementation.<sup>25 26</sup> For enhanced implementation, there is a need to strengthen the capacity of the State Department responsible for gender with a clear coordination role and deploy the requisite resources to enable it in collaboration with other national, county and non-state actors to advance gender equality in all sectors and at all levels in Kenya.<sup>27</sup>

### 3.2 National Policy Frameworks

Kenya's industrial policy is anchored on a number of reforms outlined in three policy blueprints that contain proposals targeting productivity and general performance of the industrial sector: (i) the Poverty Reduction Strategy Paper (2005); (ii) the Economic Recovery and Wealth Creation (2003); and (iii) Vision 2030 (2007). The first two policies are gender blind, although Vision 2030 is gender-sensitive and makes efforts to address existing economic and social inequalities.

Several policies have been formulated to improve the manufacturing context including but not limited to: the National Treasury Tax-Exempt Guidelines (2018); the National Automotive Policy (2019); the Anti-Counterfeit Regulations (2010); the National Industrialization Policy (2012); the National Policy on Industrial Sub-Contracting (2014-Draft); and the and Buy Kenya, Build Kenya Strategy (BKBK). All these are gender blind. The government of Kenya has institutionalised affirmative action funds such as the Women Enterprise Fund (WEF), the Youth Enterprise Development Fund (YEDF), the National Government Affirmative Action Fund, and the Uwezo Fund. While all these are gender-sensitive and cover all sectors, and there is no affirmative action fund focused solely on manufacturing.

21. ILO Convention on Discrimination (Employment and Occupation) Convention (1958); [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_INSTRUMENT\\_ID:312256](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312256)

22. Kenya ratified by Kenya in May 2001

23. Ratified by Kenya in May 2001

24. Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa. Adopted by the 2nd Ordinary Session of the Assembly of the Union.

25. SDGs readiness report (February 2020) compiled by KAM, Office of the Deputy President, UN Global Compact, SDG Forum and the State Department of Planning and Parliamentary SDG and Business Caucus.

26. <https://documents-dds-ny.org/doc/UNDOC/GEN/N00/342/51/IMG/N0034251.pdf?OpenElement>

27. Republic of Kenya (2019): Sessional Paper No.02 of 2019, National policy on Gender and Development.



The **National Policy on Gender and Development** (Sessional Paper No. 02 of 2019) prioritizes a transformed society free from gender-based discrimination in all spheres of life. Under labour and the economy, the policy envisages eliminating discrimination in access to employment, promotion and training, and including equal remuneration to enhance income security. It provides a framework for the integration of gender issues into the development process across all sectors and covers a wide range of areas, including:

- **Strengthening the legal and administrative frameworks for labour administration** to integrate women in non-traditional sectors (construction, mining, infrastructure development, manufacturing)
- **Implementing labour policies that support the rights of workers particularly for women** to close the differences in access to economic opportunities, earnings, and productivity gaps
- **Recognizing unpaid care and domestic work** and invest in social protection policies and infrastructure provision to reduce the burden of work on women.
- **Improving employment conditions for the female labour force** by tracking employment records and evaluating work conditions.
- **Reviewing skills development programmes** and targeting them to increase decent employment for women.
- **Strengthening women's entrepreneurial skills** and linking them to start-up capital.
- **Regulating job security for women on maternity leave** and ensuring the safety and protection of women in the informal sector.

While these actions will result in a gender transformed workforce both generally and in manufacturing, implementation remains a challenge as there is no single entity with enforcement powers assigned to this function.

### 3.3. Kenya's Legal Framework

Although Kenya has made efforts to develop legislative and policy frameworks that promote gender equality and equal participation of men and women in economic opportunities, a gender analysis (using the gender definition continuum provided in Appendix III) indicates that most of these policies are either gender-neutral or not implemented (Table 1).

- **The Constitution of Kenya (2010)** prohibits any form of discrimination and extends right equal opportunities for all in political, economic, cultural, and social spheres under Article 27(3). The constitution can be viewed as **gender transformative** as Article 27(6) obliges Kenya to give full effect to the realization of gender equality rights as stipulated in article 26 and which includes but not limited measures such as affirmative action programmes and policies designed to redress any disadvantage suffered by individuals or groups because of past discrimination. Article 227(1) of the constitution requires institutions to create a system that is fair, equitable, transparent, competitive, and cost-effective. The article also provides for the enactment of a procurement law that covers women on preference in the allocation of tender contracts, protection from unfair competition or discrimination, and deterrence

**Table 1** Gender Responsiveness of existing legal frameworks

| Legislative Framework                            | Gender Blind | Gender Neutral | Gender Sensitive | Gender Transformative |
|--------------------------------------------------|--------------|----------------|------------------|-----------------------|
| The Constitution of Kenya (2010)                 |              |                |                  | ✓                     |
| Employment and Labour Relations Court Act (2011) |              | ✓              |                  |                       |
| Employment Act (2012)                            |              | ✓              |                  |                       |
| Labour Relations Act (2007)                      |              | ✓              |                  |                       |
| Labour Institutions Act (2007)                   |              | ✓              |                  |                       |
| Occupational Safety & Health Act (2007)          |              | ✓              |                  |                       |
| Work Injury Benefits Act (2007)                  |              | ✓              |                  |                       |
| Public Procurement and Asset Disposal Act (2015) |              |                |                  | ✓                     |
| Micro and Small Enterprises (MSE) Act (2012)     |              | ✓              |                  |                       |
| Land Act (2012)                                  |              |                | ✓                |                       |
| Land Registration Act (2012)                     |              |                | ✓                |                       |
| National Land Commission Act (2012)              |              |                | ✓                |                       |

to unethical practices that may disadvantage women. Unfortunately, the principles of the constitution are yet to be fully implemented, as indicated by the disparities in working conditions between men and women, inequalities in access to employment, and discrimination of women during employment.

- **The Employment Act (2012) is gender-neutral** and may propagate the discrimination of women in employment. The Act provides for protection from all forms of discrimination (sex, disability, pregnancy) in employment (recruitment, training, promotion, retention, termination) and the enjoyment of the rights to work within favourable work conditions. However, it fails to fully protect employees against sexual harassment. While the Employment Act requires companies employing 20 or more staff to institutionalize policies and mechanisms to address sexual harassment, it does not explicitly condemn sexual harassment. It leaves women working in smaller companies or firms at higher risk. The burden of proof of sexual harassment in the workplace rests with the victim (usually women). The Act does not provide clear guidance to victims, nor does it give avenues to access justice. Although the Act provides entitlements for maternity leave of three months with full pay, there are no punitive measures outlined in the Act for companies that do not comply.
- **The Public Procurement and Asset Disposal Act (2015)** led to the creation of a government procurement system that is generally viewed as responsive to gender challenges. The new system ensures that companies owned by women and other marginalized groups have equal access to bid for procurement opportunities. It is fair, equitable, transparent, competitive, and cost-effective. These procurement policies of Kenya are gender transformative in terms of women's economic empowerment, as they provide for explicit affirmative action favouring women entrepreneurs and women-owned businesses. The Access to Government Procurement Opportunities (AGPO) policy stipulates that 30% of all government procurement opportunities are reserved for women, youth, and persons with disabilities. However, women have challenges accessing all the opportunities due to limitations in qualifications (requirements and timeliness), awareness of the initiative and experience.<sup>28</sup>
- **Micro and Small Enterprises (MSE) Act (no 55 of 2012)** aims to provide a legal and institutional framework for the promotion, development, and regulation of micro and small enterprises by providing an enabling business environment and facilitating access to business development services. The Act created the Micro and Small Enterprises Authority (MSEA), with one of its key roles being the promotion of the mainstreaming of youth, gender, and persons with disabilities in all micro and small enterprise activities and programmes. Whereas the law gives specific provisions to women in terms of representation, specifically in the MSE Authority, it is mostly gender neutral. Any access to funds does not directly address women's specific needs in access to capital and business financing.

- Other laws related to manufacturing that are **gender-neutral** include the Labour Relations Act (2007), the Labour Institutions Act (2007), the Occupational Safety and Health Act (2007), the Work Injury Benefits Act (2007) and the Employment and Labour Relations Court (2011). The Land Act (2012), The Land Registration Act (2012), and The National Land Commission Act (2012) are gender-sensitive, and all provide for the rights of women in ownership and access to land, which is a key asset for women in business.

### 3.4 Institutional Frameworks guiding Manufacturing

The government of Kenya has established an elaborate institutional framework to support manufacturing. Such institutions include the department of industrial information and research; the department of micro and small industries; the directorate of manufacturing and Vision 2030; the department of industrial support services; the Kenya Industrial Research and Development Institute; and the Kenya Industrial Property Institute among others (detailed in Appendix I). These institutions are established across the Ministries of Industrialisation, Trade, and Cooperatives, and have different mandates and roles that work to ensure the manufacturing sector is promoted, coordinated, and regulated. Also, in existence are government agencies that play a moderating and complementary role to the manufacturing functions. In the Ministry of Public Service, Youth, and Gender Affairs, the State Department of Gender Affairs (SDGA) has created the Socio-Economic Empowerment Directorate to improve the welfare of women and girls. This includes the provision of functional skills on entrepreneurship and access to Affirmative Action Funds and procurement opportunities through AGPO. Furthermore, the National Gender Equality Commission (NGEC) has developed a guide to mainstream gender in the private sector. These efforts are not yet visible in the manufacturing sector due to the lack of an elaborate implementation and monitoring mechanism. It is paramount that the state institutions get involved in promoting and integrating gender mainstreaming in the private sector.

The private sector has organized itself in various Business Membership Organisations (BMOs) that work with their membership on advocacy, lobbying, and coordinating members to comply with government regulations. Some of these Associations include the Kenya Association of Manufacturers (KAM), the Kenya Private Sector Alliance (KEPSA), and the Kenya National Chamber of Commerce and Industry (KNCCI). The informal manufacturing sector is self-regulated by the Kenya National Federation of Jua Kali Association (KNFJKA), which advocates on issues to do with the informal sector as well as coordinate its membership to comply with government regulations.

### 3.5 Summary of the legal and policy frameworks

While Kenya has several key policies and frameworks, these have not translated into equitable participation of women in manufacturing. Existing gender inequalities in the manufacturing sector need to be addressed by careful consideration and a gender lens in policy formulation and implementation. While political goodwill exists in safeguarding the rights of women, this legal and policy formulation cannot be undertaken in a vacuum. Critical reflection on the social

28. <https://africa.unwomen.org/en/news-and-events/stories/2017/05/forging-innovative-solutions-for-women-in-public-procurement>

and cultural contexts that influence policy formulation is necessary. In Kenya it is notable that the legal frameworks that aim to guarantee equal rights have not achieved their goals due to systemic barriers that are yet to be dismantled. It is also notable that whereas various legislative frameworks protect the rights of female employees adherence to these laws is not observed for various reasons including ignorance on the part of some companies and the fear of loss of job security on the part of employees. Consequently, female employees in the manufacturing industry remain victims of low wages, long working hours, an inability to join trade unions to negotiate for better employment terms, and exposure to sexual harassment and intimidation at the workplace. Implementation of gender-transformative policies targeting the manufacturing sector continues to be hampered by existing socio-cultural practices and a lack of recognition of women's ability to take up workplace roles outside the traditional gender roles. Deliberate efforts are required to promote the implementation of the principles outlined in existing laws and policy frameworks towards mitigating existing gender inequalities in the manufacturing sector.

***The existing gender inequalities in the manufacturing sector need to be addressed by careful consideration and a gender lens in policy formulation and implementation.***









4

# Participation of Women in Manufacturing

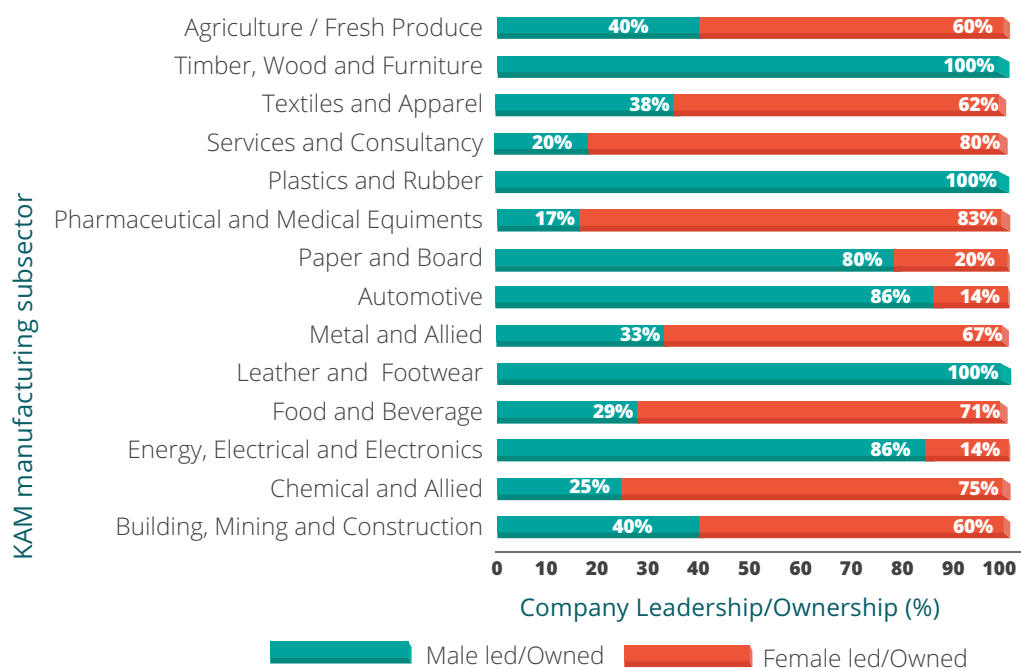
#### 4.1 Distribution of Women across Manufacturing Subsectors

Based on KAM membership, companies in the manufacturing sector are predominately male owned and staffed across all its fourteen manufacturing subsectors except for the chemical and allied subsector (50% female) (Figure 2). Three subsectors have a female workforce of 40% (agriculture and fresh produce, and paper and board, and services and consultancy) with the rest of the subsectors having female workforces below 40%. Most companies indicated that their female workforce were full-time employees with only electrical and electronics (50%), mining and construction (33%), and food and beverage (20%) reporting that a proportion of their female workforce was employed on a part-time basis.

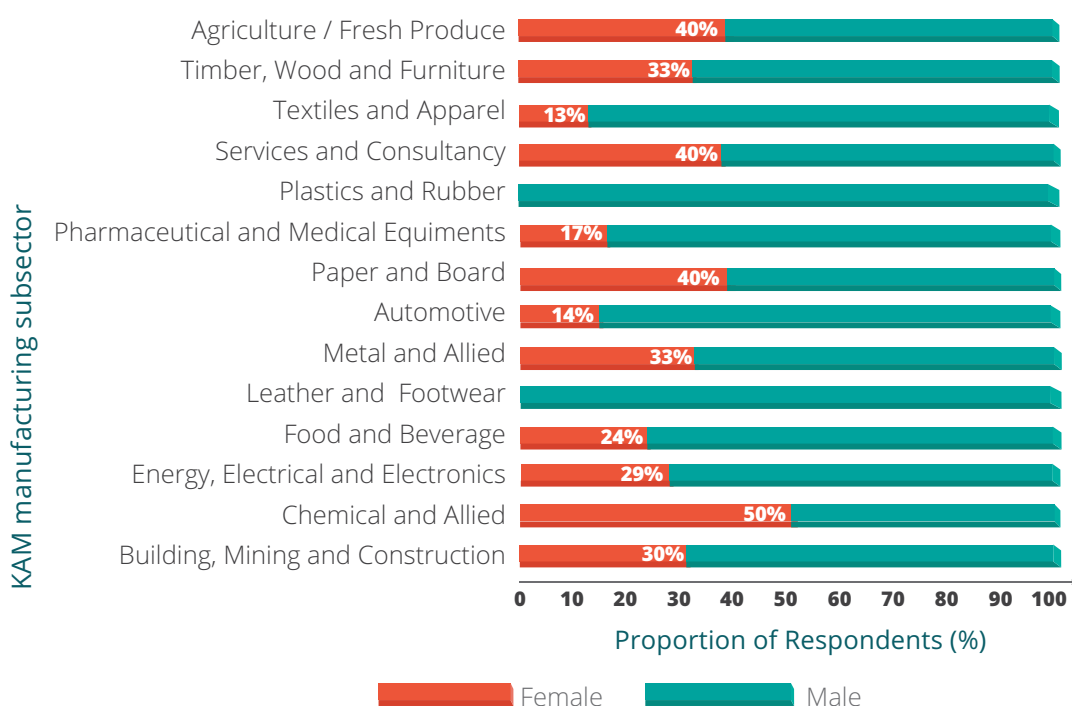
#### 4.2 Women's Leadership and Ownership in Manufacturing

Leadership and/or ownership of the companies represented in the online survey was analysed by gender and subsector. From the survey respondents, female-led and -owned companies dominated in 9 subsectors as defined by KAM (Figure 3). More female-led and owned companies under KAM membership responded to the survey compared to representatives of male led or male-owned companies.

Women's leadership in this study was defined to encompass both holding the highest executive position as an employee or owner of the manufacturing entity. Women's ownership was defined as a woman having the highest share contribution in the company, whether or not they are the overall head

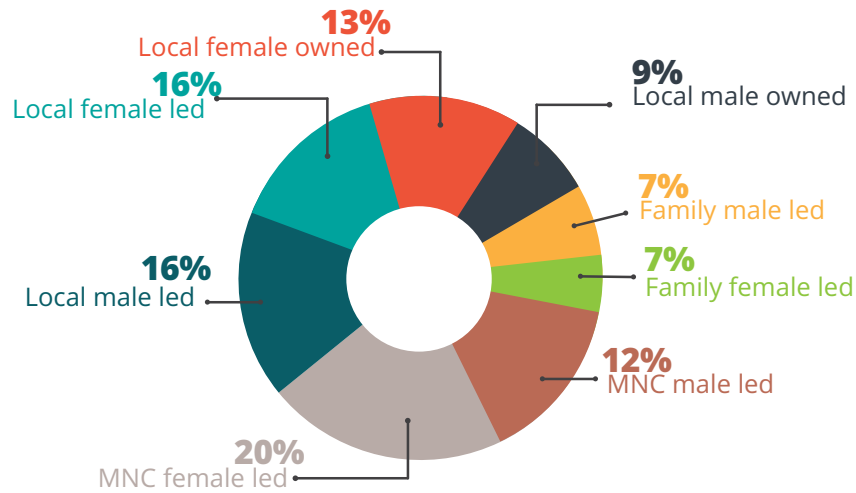


**Figure 2** Gender distribution of the manufacturing workforce (online survey)



**Figure 3** Women's leadership in manufacturing companies (online survey)





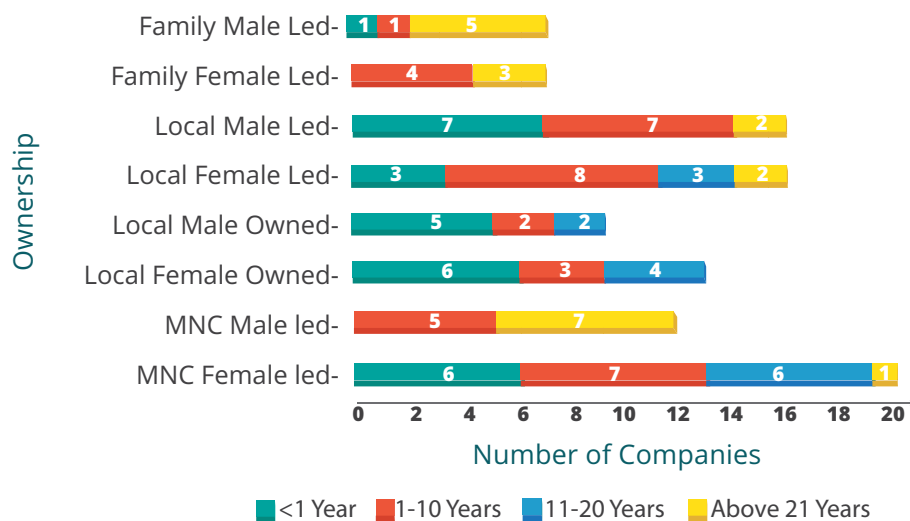
**Figure 4** Women's leadership and ownership of manufacturing companies (online survey)

of the company. Results from the online survey indicated that there are more female-led multinational corporations (MNC) (20%) compared to male-led MNCs (12%) (Figure 4). More respondents represented female-owned companies (13%) compared to male-owned companies (9%).

The findings indicate that most female-owned or led companies had been in operation for ten years or less (Figure 5) which could be indicative of women's recent entry into the manufacturing sector. Most companies that had been in operation for more than 20 years were either male-owned or male-led. The survey found that only one MNC which has been in operation for over 20 years had a female leader. Nevertheless, it is encouraging to see that a significant proportion of women-owned and led companies were operating beyond their second decade. These results indicate that female-owned and led companies are resilient and can adapt to changes in the sector.

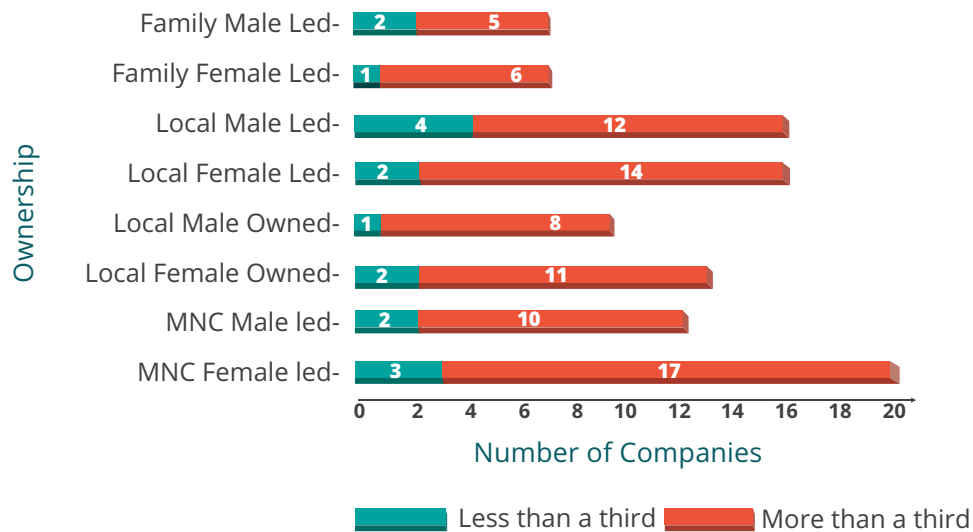
We assessed the distribution of women in senior leadership in the manufacturing sector. We used one-third female representation as the minimum proportion required to catalyse gender equality within companies as a benchmark.<sup>29</sup> Results indicated that female-led MNC had similar proportions of women in senior management (85%) to male-led MNC (83%) (Figure 6), which could be due to affirmative action policies that have become more common within MNC. Male-owned companies had slightly more (89%) women in senior management than female-owned companies (85%), which could be due to commonly held beliefs by men that women are hardworking and more loyal than male employees.<sup>30</sup>

Female-led local companies had more women in senior management (88%) compared to male-led local companies (75%). Family companies that were led by women also had more women in senior management (86%) than family



**Figure 5** Length of operation of companies by type of leadership (online survey)

29. This is in line with Kenya's constitutional gender threshold of two-thirds.  
30. <https://hbswk.hbs.edu/item/why-employers-favor-men>



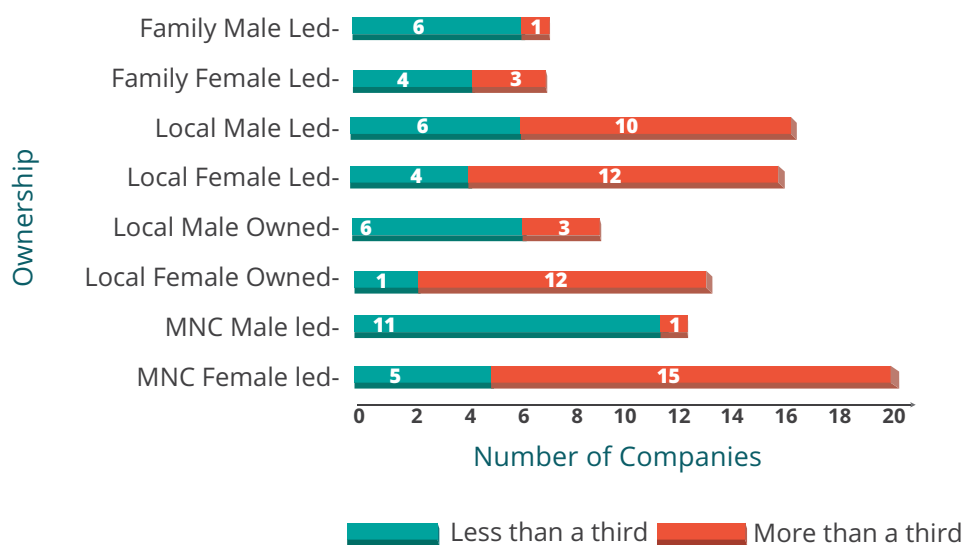
**Figure 6** Female senior managers in companies by type of leadership (online survey)

companies led by men (71%). While the sample size of the online survey is small, these results point towards an association between women’s leadership/ownership and the inclusion of more women in senior management.

Although this study showed that the representation of women in senior management was higher than a third in participating companies (Figure 6), this was not the case for the total female workforce in those companies. While a majority (57%) of all the companies had a female workforce above a third, this was not always the case when analysed by type of leadership and/or ownership (Figure 7). Female-led/owned companies who participated in the study had a female workforce above a third than male-owned companies. The findings also established that female-led MNC were 9.3 times more likely to have a woman making up more than a third of the workforce than male-led MNC. Female-led family companies and local female-owned companies were also more likely (3.1 and 2.8 times more

respectively) to have a female workforce of more than a third. Only local female-led local companies had a similar likelihood (1.2) of having a female workforce of more than a third as the male-led local companies. These results indicate that even though many of the businesses have a lower proportion of female employees, overall female workforce representation is higher in female-led companies.

Although fewer women are employed in the manufacturing sector than men, there appeared to be an overall rising trend for hiring women.<sup>31</sup> Companies that had been in operation for more than 40 years had a female workforce of 29%. This rose to 35% for companies that were in operation for 11-20 years and was even higher (41%) for the newest companies (those less than a year old). This could be indicative of the changing trends in female workforce participation over the last five decades in the country and the increasing willingness of decision-makers in newer companies to hire women in roles not traditionally associated with their gender.



**Figure 7** Proportion of female workforce in companies by type of leadership (online survey)

31. Economic survey 2020 indicating a 1% increase of female workforce in manufacturing sector

### 4.3 Determinants of Women's Participation in Manufacturing

#### 4.3.1 Business Ownership Models

The study found that family-owned manufacturing companies have more significant involvement of women in the family in company management and leadership with eventual passing on the company as an inheritance. Married women will support their husbands in running the family-owned business. In some families the children (both male and female) are included in the family manufacturing business operations as part of mentorship for them to take over. The study also found that while women in family-owned enterprises have the relevant training and skills for the business, in many cases they have acquired the skills on the job. This informal entry into manufacturing is seen in family-owned multi-generational firms. For those women that have the relevant training, it is easier for them to move out of administrative roles into the technical aspects of the manufacturing business.

#### 4.3.2 Nature of Business

The study also found out that the type of products manufactured also influence women's participation in this sector. Some of the considerations made by women when considering taking up jobs in the sector included: (i) safety and risks associated with processes; (ii) how labour intensive the role is; and (iii) the hours of operation. Because of these considerations, women will take up opportunities in accounting, sales, and marketing departments. Specific subsectors like metal and allied where there is a large informal workforce (jua kali ) has even more limited participation of women:

*Most of the work is done by men in the development of metal products such as sufuria (cooking pots). When painting (a summative process), you can find one or two women. To finalise*

*the product, there is a process called cleaning. Women are involved majorly in this cleaning process; it is laborious but less technical. (FGD participant; Metal and Allied)*

#### Developing solutions for the market

This is a family business wholly owned by my husband and I for 15 years. I am the managing director, and my husband is the Chair of our Board. Our company deals with the manufacture of plastic packaging and printing of labels for the cosmetic, agrochemical, pharmaceutical, and the food and beverage industries. I studied telecommunication engineering, although I do not think that I got into this place because of my engineering background.

When I joined my husband, I came in to help him with finance and administration. At that time, the company was focused on printing labels. I interacted with the clients whose most significant problem was the lack of access to appropriate packaging for their products. They could not get containers such as bottles because their financial ability could not allow them to buy in large volumes, so I decided to offer a solution. I invested in manufacturing processes that had costs of production favourable for small quantities that would enable us to meet our clients' needs. Now we are offering a complete packaging and printing solution.

I think men need to understand that allowing their women (wives, daughters, and sisters) to excel does not mean we are usurping them but rather that they are empowering us. The men will still maintain their leadership positions while also enabling us to reach our potential.



32. Jua Kali literally means hot sun and has become synonymous with the informal sector when most businesses were set up on the side of the road or open-air markets. This subsector now includes more formalized micro, small, and medium enterprises with most of their production remaining manual.

33. [https://www.ame.org/sites/default/files/AME\\_Whitepaper\\_Challenges%20Facing%20Industry%202011-02-24%20FINAL.pdf](https://www.ame.org/sites/default/files/AME_Whitepaper_Challenges%20Facing%20Industry%202011-02-24%20FINAL.pdf)



The study established that success in manufacturing depends on having the necessary technical skills and expertise to carry out specific roles. With fewer young women enrolling in science, technology, engineering, and mathematics (STEM) courses, the pipeline for increased participation in the sector remains limited. Attrition of women from these courses is high and remains a challenge:

*Many women do enrol in STEM courses, but there is a high dropout rate. Therefore, there is a need to understand why women are dropping out of STEM... Many women say they do not feel they have space, and it is male-oriented, even in terms of facilities. If they do have children, they don't have flexible programmes to be with the kids during their course of learning (KII respondent; Development Organization)*

The lack of technical skills limits the opportunities for women to participate in the manufacturing sector fully and results in most women falling within the sector's unskilled workforce. Women in this study with higher levels of education were more likely to hold technical roles on the manufacturing floor as well as in management regardless of the subsector. Prevailing social norms around masculinity concerning STEM along with the perception that STEM courses are time consuming and expensive were given as reasons for avoiding them.

*There are some cultural barriers that inhibit women from acquiring education, and I think education levels are a contributor to inequality, and to access to opportunities. (FGD participant; Plastics and Rubber)*

#### 4.3.4 Gender and Social Stereotypes

The findings established that women's full participation in manufacturing is also linked to prevalent social norms and attitudes around gender roles that make it challenging to enter and thrive in the sector. We noted that a majority of female employees experienced conflict between job expectations, their work schedule, and family or community commitments. To address these challenges, some companies were reported to have fair maternity leave policies and implement shift practices that responded to women's unpaid care work roles, such as working only during the daytime. But even with the implementation of such measures, gender stereotypes and perceptions still play a role in what type of roles women will be willing to take on, and this affected their choice of training or course undertaken, as well as the actual position applied for and accepted.

#### Creating a gender balance

I am the founder CEO of this company, and it is 25 years since I set it up. I studied Accounts and Finance. I was employed as an auditor in a manufacturing company for nine months and that I think that is where my interest in manufacturing began – from seeing the machines. My mother was also a manufacturer, and I used to help her run her business during my holidays. I think that also triggered the interest to go into manufacturing.

In my company, it is both a personal as well as a policy decision to ensure that my workforce is gender balanced. I currently have more women working at almost every level. I have 60 female and 40 male employees. The board is 80% female, and middle management is 60% female. I do think that this distribution is deliberate because women tend to be better at packing and sales work and that men are better at engineering. At the board level I find that women are detailed, and they can give you more. We have an open-door policy with staff and try to discuss issues openly. Maternity leave is automatic; you take your three months, and if you want to take the fourth month there is no problem. I had my children when I was still working, so I understand. This means all my female employees have job security. I have to practice what I preach.



5

# Barriers Affecting Women's Participation in Manufacturing

## 5.1 Uncompetitive Operating Environment

The manufacturing sector in Kenya operates in a challenging environment. The high cost of production (electricity and fuel) and a complex taxation framework affects profitability and makes it a harsh operating environment. Issues of compliance, gaps in standardisation, and variable enforcement of laws and regulations are also challenging to the sector.

*Some of them are too stringent. For instance, KRA<sup>34</sup> penalizes manufacturers instead of enabling them through mutual agreements and discussions. Some regulations can be too restrictive to multi-national companies leading to reduced investment by multinationals or their relocation to other countries. (Woman Leader; Food, and Beverages).*

The cost of complying with these multiple requirements and operating licences through various agencies can be prohibitive.

*There are so many overlaps in the agencies that have been established. There is no clarity on which agency to engage over what. On environmental issues NEMA<sup>35</sup> has regulatory oversight, but on other issues like effluent management, the Water Resource Authority which provides licenses on water management will show up. However, there are also the local authorities like Nairobi Water and Sewage Company, which require payment for services. Then if there is an issue, you are not sure whom to approach... These overlapping agencies create more costs because people look at cost in terms of money and time between all these agencies. (Woman Leader; Food and Beverages)*

There are limited incentives and limited facilitation for value addition which impedes the growth of manufacturing in Kenya. An influx of cheap imports has created unfair competition and led to the demise of some manufacturing subsectors. Even for larger companies, access to broader markets is hindered by various challenges such as incompatible cross border tariffs, and different market protocols and standards between East African Community (EAC) and Common Market for Eastern and Southern Africa (COMESA) which affects the available market for manufactured goods. Respondents indicated that there are no policies on product protection and safeguarding against the competition in the export business, which leads to licensed products manufactured in Kenya being manufactured without licences in neighbouring countries.

The policy landscape was considered unpredictable and stifling to the manufacturing sector. New policies banning manufactured products have been instituted without adequate consultation and without providing alternatives to the manufacturers. This has led to the closure of many businesses.

*Many policies that are implemented have far-reaching effects on our businesses. When NEMA banned single-use plastics, many companies closed. NEMA should have consulted and facilitated a better way of moving from single-use plastics rather than just banning their production and sale. If you do this without providing a solution, you kill the economy. (Company Founder and Owner; Food and Beverages)*

## 5.2 Access to Capital for Women

On access to initial capital outlay (ICO) the female entrepreneurs had varied responses. Whereas some of them experienced only a few challenges due to the security of existing investments and/or family support, most of them indicated that it was a difficult task raising requisite capital. They reported that commercial banks have stringent requirements for finance that many women may not be able to meet. Because of these reasons women generally utilize alternative mechanisms to address the challenges associated with difficulties in accessing capital by: (i) forming socio-economic welfare clubs (commonly referred to as "chamas" or "merry-go-rounds" with other women to support each other in meeting their financial needs); (ii) joining cooperative SACCOs<sup>36</sup>; (iii) securing loans from financial institutions known to meet the specific business and credit needs of women such as Kenya Women Finance Trust (KWFT); and (iv) using their savings.

While a number of leading banks have now developed products aimed at female entrepreneurs, there is a reluctance of women to access these products due to the need for collateral and the higher risk should there be any defaulting on repayments of loans.

*When you go to the bank, all they want is security. Because I did not have security, I had to become innovative by negotiating for asset finance, debentures charge, and invoice discounting. Of course, the interest recapping was not in my favour. But I keep telling banks that even if I have a home, I am not going to put my house down as security for my business because I cannot put all my eggs in one basket. I know that a man would do it immediately, but for us, women cannot put all our eggs in one basket. (Company Founder and Owner; Plastics and Rubber)*

A few business owners and leaders, as well as stakeholders in the banking sector, considered 'a good business idea' to be as good as capital. This was not a common view and the fact that a majority of women who have good ideas but cannot access collateral to start their businesses disputes this statement. Only for a lucky few does a good idea turn out to be as good as capital.

A significant challenge for women's entry into the sector as business owners is linked to their lack of access and/or control over resources like land or property that can serve as collateral to access capital from financial institutions. Findings from this study corroborate earlier studies by ILO and the World Bank, UNIDO, and the World Economic Forum which indicated that a lack of collateral compounds women's ability to secure loans that would serve as valuable business capital.

The Kenyan government, through the Ministry of Public Service, Youth, and Gender Affairs established the Women Enterprise Fund (WEF) in 2007 to provide accessible and affordable credit to support women to establish or expand businesses. The Government followed this with the Uwezo Fund which was launched in 2013 and aimed at enabling women and other groups to access finances for businesses and enterprises. The WEF has a capacity-building

34. Kenya Revenue Authority (KRA)

35. National Environment Management Authority (NEMA)

36. Savings and Credit Cooperatives (SACCO) are registered saving schemes that allow customers to buy shares into the cooperative and borrow against their share value. Unlike banks SACCOs are easier to join and provide loans at lower rates than commercial banks.



programme for beneficiaries to take advantage of the 30% government procurement preference to women-owned firms. This fund is considered an avenue for incubating enterprises, catalysing innovation, creating employment, and growing the economy.

While some women had their entry into the manufacturing sector enabled due to the WEF and other affirmative action funding, this is not always the case. For those who have been successful, the funds have allowed them to open factories and engage employees. Additionally, women have received start-up capital and training to set up businesses.

*Beneficiaries of affirmative action funds are some of the only ladies who are actually in manufacturing. It was easier for them to pursue business in this sector because of these finances for women. You can get the finances to open a factory and employ workers. (Manufacturing Company Leader; Metal and Allied)*

Other women owners and leaders expressed difficulties in accessing these government funds. They mentioned a lack of personal safety and sexual harassment in some offices for the loan to be processed; as well as concerns regarding nepotism, opaque processes, and corruption that make the funds inaccessible.

*To get such funds for women has been tough since in some offices you are harassed sexually to get the finances. There is a lot of nepotism and corruption, and thus those funds rarely get to a common person. (Owner; Plastics and Rubber)*

It is challenging to start a manufacturing enterprise alone. Some women have managed to get into business because of financial backing from their families and other individuals. Over time they were then able to expand by accessing external sources of capital. Other small businesses have been established using personal savings and partnerships.

**A significant challenge for women's entry into the sector as business owners is linked to their lack of access and/or control over resources like land or property that can serve as collateral to access capital from financial institutions.**

*Larger companies usually started as a family group with a family member backing the company. Over the years, the company expands, then you can get outside capital, and then you keep growing. Smaller companies tend to come from the founder's savings, but you still need to collaborate with somebody who will contribute something to the business-like space or money. (Company Leader Food and beverages)*

Even when women are thriving in business with limited education and training, the lack of proper financial tools such as audited accounts create complexities for access to credit considerations. Participants in this study also highlighted that women generally had low risk-taking behaviour when it came to accessing substantial credit lines for their businesses or investing in untested or innovative business ventures when compared to men. These disparities continue to widen the gender gap.

Cultural practices associated with property ownership was another impediment in the ability for women to access finance for the establishment or scale-up of businesses. Joint ownership of land or property with their husband made it difficult for some of the women entrepreneurs to use the asset as collateral to secure financing.

*Collateral is harder for women than men. Especially when we are looking at tangible assets like land. Women did not have access to land because, just up until recently, women could not hold title deeds. For most of the businesses that have land it used to be the in male partner's name and then was turned over to the business. I haven't met many women in business who owned the land. Even in my own family, the sons' inheritance land first. (Company Founder and Owner; Building, Mining, and Construction)*

### 5.3 Challenges faced by Women Owners, Leaders, and Employees

#### 5.3.1 Small and Medium Enterprises

Women operating small and medium enterprises (SMEs) face a spectrum of challenges. Although the Government of Kenya has developed short-term loans and affirmative action funds targeted to women, these remain inadequate for the capital-intensive manufacturing sector. Access to capital and a limited range of innovative commercial financial products for funding women-led start-ups continues to be a persistent problem. Even when motivated and able to access commercial financial products, many women remain limited by their lack of assets for use as collateral.

*Access to capital remains a hindrance to entrepreneurship, business growth, and expansion. This is especially true for women-owned and runs businesses due to the reliance on traditional modes of finance that are heavily reliant on collateralization of assets such as land titles, most of which tend to bear the names of a male proprietor. To tackle such barriers, we in the banking sector must continually innovate and move away from collateral-backed lending. Through technological innovation, we can enable easy access to finance for all. (CEO, Banking Sector)*

Absence of appropriate business development services, including specialised professional and technical support are significant challenges affecting women owners and leaders

# CHALLENGES AND OPPORTUNITIES

## WOMEN'S ENTREPRENEURSHIP



**40%**

of global economies have 50% fewer female entrepreneurs than men



**93%**



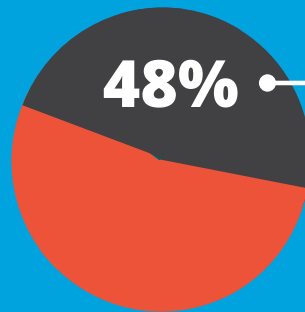
Women owned businesses in the informal sector

**15 million**



Kenyans employed in Micro, Small & Medium enterprises

**48%**



Women-owned MSME in Kenya that contribute 20% to Kenya's GDP

### CHALLENGES

#### WOMEN CANNOT EXPLOIT THEIR FULL POTENTIAL

##### Policy Factors

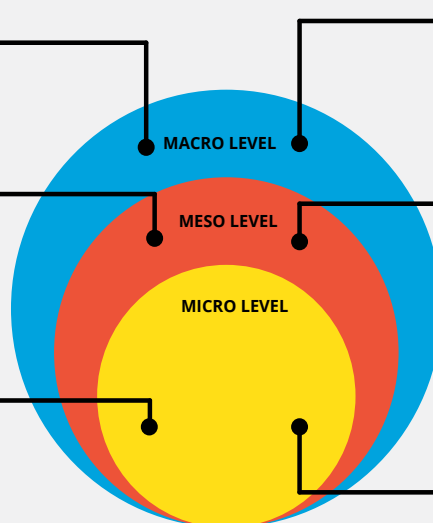
- Gender neutral legal and policy frameworks
- Low enrolment and retention of girls and women in STEM courses

##### Business related Factors

- Low access to capital
- Limited access to technology, training, and advisory services
- Limited mentorship opportunities
- Limited access to markets and information
- Vulnerable to sexual harassment

##### Intrapersonal Factors

- Inadequate technical and marketing skills
- Low financial and business management skills
- Low risk tolerance
- Triple gender roles
- Cultural norms that manufacturing is for men



### OPPORTUNITIES

#### BRIDGING THE GAP

##### Ecology Opportunities

- Strengthen multi-sectoral stakeholder advocacy engagement on gender issues
- Lobby for subsidies, tax rebates, and SEZ
- Targeted enrolment and retention of women into STEM courses

##### Sector Opportunities

- Develop innovative women-specific financing products
- Revise restrictive collateral requirements for finance
- Strengthen mentorship, networking, and training programmes
- Formalize businesses for growth and sustainability
- Develop online platforms for relevant government services

##### Intrapersonal Opportunities

- Enrol in mentorship and networking programs
- Undertake training on financial and business management
- Unlearn traditional cues and cultural norms

in SMEs. This inefficiency in business development services results in poor adoption of appropriate technology and innovation and limits the productivity of businesses. Limited knowledge on how to operate a successful manufacturing enterprise is also a challenge for women owners and leaders of SME. Without appropriate training in production, patenting and intellectual property, management, and financial accounting and book-keeping women-owned businesses do not grow at the rate expected of them.

Multiple compliance requirements and the costs of compliance with government regulations are a challenge to women-owned manufacturing SMEs. The general fear of exposure to tax liabilities and other regulations also create a barrier to entry.

*In the morning NEMA will come, in the afternoon NSSF<sup>37</sup>, then another one then another. Tomorrow, a different team from the same organization... I always tell people the cost of formalization very high. (Founder and Owner; Food and Beverages)*

Women are vulnerable to sexual harassment, especially in male-dominated settings. Interactions with representatives from multiple regulatory and tax agencies have been reported to be difficult and sometimes even traumatic events.

*At times, preferential treatment is extended to men in assessing compliance with regulations. Perceptions that men are more generous with bribes make the business environment unfriendly to women. When enforcement agency representatives demand bribes, they sometimes demand more than just the bribes to rectifying their records. They may even habitually visit the women-owned enterprises demand sexual favours, or even sexually harass them. (KII participant; Government Commission)*

While some SMEs may provide products that are raw materials for production in more technologically driven manufacturing processes, very few larger manufacturing companies sub-contract these processes to SME.

### 5.3.2 Informal Enterprises

Most women-owned manufacturing businesses are MSME and operate in the informal sector. These enterprises are faced with a high cost of production, high cost of transport, and high cost of capital outlay. Despite the significant role of the informal sector in the economy, many of these businesses remain unable to grow into medium-sized enterprises. This is attributed to the lack of access to markets and marketing information, low access to adequate finance, limited knowledge and skills in business management including in accounting and book-keeping, and limited access to technology and machinery. Their workforce is made up of unskilled labour, and productivity remains low due to the use of rudimentary technology.

*I have no machinery for moulding the cooking pots. This means my workers must hit the drums or iron sheets to form the product. This is a very tedious process that does not encourage women to do more. Our products are not as elegant as those formed with machine curving, so our prices are lower for us to be competitive. (Owner; Metal and Allied)*

Informality limits access to markets and opportunities. These women-owned businesses cannot apply for government procurement opportunities under the preferential conditions that AGPO provides. These informal MSMEs also attract customers with low purchasing power, which limits their profitability. Informal MSMEs are under intense competition due to a glut of businesses that replicate the production of similar products, which also drives down profitability. The lack of awareness and skills of owners to manage their businesses more professionally limits the growth trajectory of many of these businesses.

When owners decide to formalize their businesses, they are often demotivated by the legal and regulatory requirements to do so. The complexity and lack of coordination of these systems increase costs and distract owners from their core business. In the informal sector, this is even more pertinent where businesses often have a small workforce and are dependent on daily income.

*If this thing can be streamlined so that you can find all the regulations and documents in one place, then it would be good for us. This has stopped so many women from doing legitimate business, and they end up doing briefcase business. (Founder and Owner; Food and Beverages)*

### 5.3.3 Challenges Faced by Female Employees

Gender mainstreaming is rarely prioritized or even discussed unless it is in a multinational company. This means that most companies do not have gender-responsive policies. The lack of gender-related priorities means that the main barrier to entry, retention, and promotion is the prevailing gender stereotypes that women are not best suited for a career in manufacturing. Even with adequate training and experience, the technical and physical abilities of women often are questioned. Women are viewed to be unsuitable for labour-intensive manufacturing processes and if not in the administrative, auxiliary, or desk-based jobs are better suited for unskilled task-based work. As a result, women are often seen as sources of cheap labour in the sector.

A persistent challenge for female employees is the triple gender role<sup>38</sup> (reproductive, productive, community) that they play in society. The reality of balancing job requirements and household responsibilities can be complicated in manufacturing which is regarded as a disruptive career for family women. Although paid maternity leave is a legal requirement, some women indicated that their jobs were precarious, especially if they were to get pregnant. Sometimes women return from maternity leave to find that they have already been replaced in their job.

Due to women's perceived delicate nature and their household responsibilities, women are unable to take on the night shift on the manufacturing floor and this has a detrimental effect on their career progression. Some workplaces are also not friendly to female workers. A lack of dedicated female facilities on the factory floor to uniforms that do not cater to the specific needs of women were mentioned. Those women keen to enter and succeed in the manufacturing sector must fight cultural and gender

37. National Social Security Fund (NSSF)

38. The triple gender role of a woman refers to the reproductive, productive, community management roles that many women fill in their daily lives. These unpaid care work roles perpetuate the inequalities women experience and are believed to reduce women's effectiveness in the workplace. This makes them less employable in the male-dominated manufacturing environment.



stereotypes every day they are on the job. This continuous state of social affairs works against encouraging other women to enter the sector. A lack of female role models was mentioned as being discouraging for other women who may want to join the sector or progress in their careers.

FGD participants and online survey respondents mentioned a lack of gender-responsive company policies. There are manufacturing entities that do not provide maternity or sick leave because they rely on a casual workforce that is paid on a task basis as and when required. With this business model, there is no protection for the workforce, and women are particularly disadvantaged because of no job flexibility that could enable them to balance work and family responsibilities.



## Resilience in the face of challenges

I am a founder-owner and managing director of a construction company. My education background is in Business Administration. I worked in a construction company as a receptionist, then moved to the accounting department, and then the logistics department finally to becoming the personal assistant to the director of the company. During this time, I got an extensive view of the business and a good feel of how an organization should run. I then quit employment and started my construction company alone and with just a laptop. For a year I was going to the site, visiting contractors, and visiting architects alone. Then one day a client came to the office and I was not in. Because of my absence they believed that they had been conned out of their deposit. Because of this incident I hired a woman to assist administrative work. My idea was to make this company a family-owned business, so I sold shares to family members. Now they play a role in running the company as well.

Running this business has had challenges. When I started some of my competitors used my lack of relevant training and experience in the sector to discourage potential clients from using my services. I managed to change the narrative with potential clients by highlighting my experience in construction and using well known businesspeople who were successful in their fields without the relevant training as examples. But all through this I was looking for inspiration that was more like me and was not just winning but also widely successful. I had read about Tabitha Karanja of Keroche Industries and also heard her speak. She became an inspiration and I used her success to spur me on whenever I got discouraged; "If she can win and beat multinationals at their game, who am I not to win against a local small-time company?" Many people say that they need somebody to mentor them and help them progress. You have to get out of your comfort zone and find these inspiring people. Sometimes someone can inspire and mentor you without you ever having met them!

Being a woman in this industry is hard. If you have a family, it is even harder. Women will leave their work in the workplace and will want to focus on family when at home. Men are able to ignore family responsibilities and focus on work until late at night. Few women want to be out working late because of household responsibilities. Even though I had employed several women in the factory they were not willing to stay beyond their shift if there was an urgent deadline because of their families. Right now, I do not have any female employees on the factory floor. I do want to balance the genders in my factory, but women's other responsibilities make it almost impossible for them to do these jobs. When there are women in working on the factory floor in manufacturing, they tend to be in the fast-moving consumer goods (FMCGs) sector. There are not many women in construction or steel industries because this is heavy-duty work. I don't think that it is about a lack of relevant training for women in this field. It is about the resilience you need to succeed. Every day is like going to war. That is why women choose industries that are less labour-intensive which have less conflict.



6

# Enhancement of Women's Participation in Manufacturing

## 6.1 Existing Opportunities Ready for Action

### 6.1.1 Government Initiatives

Existing government programmes such as AGPO, WEF, the Kenya Vision 2030 (MTP III), and the Buy Kenya Build Kenya (BKBK) programme (and others mentioned previously) are potential opportunities relevant to Kenya's manufacturing sector that should be exploited by women in the sector. The manufacturing sector can support government efforts in achieving targets and indicators outlined in key policy documents through their active engagement with government actors and agencies to improve the business environment, which will lead to higher profitability for all stakeholders.

*The Buy Kenya, Build Kenya strategy will lead to the increase of other investments. At the moment, the uniforms of the disciplined forces and other government employees are being manufactured by Kenyan industries. This has led to a new lease of life to textile, apparel, leather and footwear subsectors. (KII respondent; Government Department)*

### 6.1.2 Legislative and Policy Frameworks

While implementation is sometimes a challenge, Kenya has consistently worked to develop gender-sensitive and transformative policies. These present BMOs with opportunities to engage with the relevant ministries in policymaking to ensure that policies and practices are inclusive, gender-responsive, and evidence-based. Any legislative act that provides for affirmative action should be exploited by business lobby groups to further the gender agenda.

Changes to the Companies Act now allows for registration of businesses with a single director. This makes it easier for women to manage the shareholding of their business without interference from spouses or other interested family members. The decentralisation of company registration and licensing services to Huduma Centres at the county level and online make this process even more accessible. Women should be encouraged to formalize informal enterprises so that they can benefit from the diversity of opportunities available which are not possible when their business is informal.

*Previously, women were not able to register businesses alone because they needed to have many directors and shareholding. But now that challenge has been eliminated by the fact that they can have an entity which is their own without bringing other people to complicate the matters of shareholding. (KII Respondent; Banking sector)*

### 6.1.3 Technology for Capacity Strengthening

While most participants reported on the need for training opportunities to enable them to increase productivity, profitability and attain skills necessary to grow their businesses, a significant number indicated that financial management and tax training would be beneficial to them. Several courses are being implemented virtually, which allow for self-paced learning and are flexible enough for women's specific work and family schedules. These courses should be utilized by women to enhance their business skills.

*Kenya Bankers' Association has created a platform where businesspeople can go and study online in what is called the Inuka programme. They also have face-to-face training on business skills, financial management, human resources, inventory, and other areas. It is a platform where businesspeople can study at their own pace. Women have a unique relationship with time because apart from doing business, they're caregivers and have other roles at home. Technology is one of the enablers of women in the business right now. (KII Respondent; Banking Sector)*

### 6.1.4 Women as Consumers

Women manufacturers are best placed to understand female and child consumer needs. This presents an opportunity for women to act as manufacturers, suppliers, and consumers. Through this whole value chain approach, more opportunities can emerge for women to act as suppliers of raw materials.

*Women are key drivers of manufacturing within the informal sector manufacturing products such as bread, clothing, cooking oil, hair oil, yoghurt and other products in their homesteads but do not see it as part of the manufacturing sector. (KII Respondent; Kenya Association of Manufacturers)*

Investment at subsector levels in areas where women predominate will enable them to manufacture products that can attract a broader market. The majority of women in the sector are in the food and beverages subsector that requires high investments in the value addition processes. Using this opportunity to increase production through innovations will be beneficial to women's businesses.

*Women have traditionally been in agriculture, which is essential to every economy because humans need to eat daily. An opportunity for women in manufacturing is to start the value addition of the agricultural products through agro-processing. This will open up the global market to them. (KII Respondent; Business Membership Organization)*

## 6.2 Skilling, Reskilling, and Upskilling the Female Workforce

Improving training course relevance and linking education and skills acquisition to sector and market demands may motivate more women to enrol in the technical courses necessary for progression in the manufacturing sector. With the fourth industrial revolution and the rise of automation, the possibilities for the female workforce to engage in manufacturing is even easier. Women will be able to secure jobs previously the preserve of men – like process operator jobs – by skilling, upskilling, and reskilling through technical and vocational education and training (TVET) courses well as STEM courses. Addressing the gender gap during enrolment and retention across institutions of higher learning and in the TVET programme is an essential step in creating a pool of women with the technical skills and knowledge required for manufacturing. The TVET programme has undergone a revision in the last five years, but it requires further updating to become gender-responsive and transformative. Women require training in areas that they have traditionally been exempted from to respond to the changing needs of society and the manufacturing sector.

*There is an opportunity presented by looking at the performance of the TVET programme. I think that there's an opportunity to reform not just the policy, but also the curricula, and the*



gender perception of women in technical fields. If you can develop an intervention that addresses the gender perceptions at the institutional level, it will not be a wasted opportunity. (KII Respondent; Development Organization)

The existence of policies that encourage girls to take up STEM courses at secondary and tertiary levels has led to an increasing number of women involved in manufacturing. However, they are still a small percentage of the workforce. Those women who succeed in the sector serve as excellent motivation for other women to engage in manufacturing and consider upskilling or reskilling where they may not have considered it before.

The new policies that encourage young girls or women to take up technical courses or to do STEM tells me that this is a field where I can build my career. Previously there were very few of us who wanted to go into that male-dominated space. Seeing other women who have excelled or who have been in that industry also makes you know that you can do it. (FGD Participant, Food and Beverages)

6.3 Gender Requirements for Policy Development and Implementation

6.3.1 Institutional Policies

Policies in manufacturing companies need to progress from being gender-neutral and blind to gender-sensitive and transformative to enable real mainstreaming of gender and inclusivity in the sector. From the online survey, it was clear that gender diversity at management levels results in gender-responsive policies and practices. Companies that had more than a third of the management made up of women believed that their management was committed to gender inclusion practices (61%) compared to those companies with less than a third of their management made up of women (47%) (Table 2). These companies were less likely to encourage women to apply for support roles and did not require women to out-perform men for them to be promoted to the same position as a male counterpart. Even with these positive indicators, only 19% of the respondents of the online survey indicated that female employees could rise to senior management positions. This resonates with data from other studies that indicate women tend to hold junior, auxiliary, and casual roles in manufacturing.

For those companies that had gender-specific or inclusive policies (42%), the policies tended to focus on health and hygiene, which included the separation of sanitation facilities and the disposal of sanitary products. Policies on maternity and paternity leave (1%) and access to training for staff (male and female) (1%) were almost non-existent which is a worrying trend. FGD participants and KII respondents mentioned that very rarely was institutional policy formulation gendered. This included gender disparities in pay; lack of observance of maternity and paternity leave; lack of childcare facilities close to or at the workplace; and inflexible work schedules that did not allow workers to attend to familial responsibilities.

Some companies have successfully reviewed and implemented affirmative action human resource policies to increase gender equity in their workforce. This targeted recruitment of women into positions that were previously male-dominated help cushion women from job losses as they tend to be permanent in nature and come with more benefits.

We have 300 staff in my company. One of the things that we have intentionally done is to make sure that there is a good gender balance in our workforce. More than 50% of our staff is women. We have made this an intentional move, and now there are not many women who are cleaning floors. You could hire women just to be making your tea; however, I have pushed the women to get onto the production floor... Imagine a lady, who walks onto the production floor and sees another lady operating the machines! She will also consider herself capable of doing that work as well. (Company Founder and Owner; Plastics and Rubber)

6.3.2 Sector-wide Policies and Initiatives

The manufacturing sector should ensure that businesses implement gender equality actions in their workforces by undertaking gender assessments and designing gender-responsive policies and programmes. The framework for policy formulation should be widened to include more women as their needs span the range of cadres and business types in manufacturing. Increased networking with opportunities to focus on and learn about ethical labour practices, gender issues, harassment (sexual and others) in the workplace, maternity and paternity leave,

Table 2 Gender inclusion practices in manufacturing (online survey)

| Scenarios where companies agreed with the statement                                                                      | Less than 33% of Women in Management | More than 33% of Women in Management |
|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|
| Women are encouraged to apply for support roles rather than for operational, technical, and general management positions | 16%                                  | 14%                                  |
| Number of women achieving senior positions is rising                                                                     | 2%                                   | 2%                                   |
| Women have to perform better than their male counterparts to be promoted to the same position                            | 16%                                  | 4%                                   |
| Management is committed to gender inclusion practices                                                                    | 47%                                  | 61%                                  |

training and skilling, and technological advancements will improve the chances for mainstreaming gender and diversity in the sector.

To increase the appeal of manufacturing to women, the immediate manufacturing environment will need to be made more woman friendly. Women's childcare needs cannot be ignored as their reproductive years overlap with their economic years. While some non-manufacturing companies have a creche on their premises, this may not be feasible in most manufacturing setups for MSMEs. Alternative arrangements could include a requirement for childcare facilities within a certain distance of manufacturing industries that can be utilized by women from various companies. This would allow female workers to continue to contribute to the workplace knowing their children are safely taken care of. Flexibility in scheduling for new mothers and job guarantees post-maternity would also make the workplace more attractive to women.

Women in manufacturing need an enabling business and policy environment that allows them to tap into existing and emerging opportunities such as technologically driven innovations and mechanical efficiency in production. Creating and joining women manufacturer focused associations and networks is an opportunity for women to leverage their collective power to amplify their voices on the challenges and changes needed in the sector. Cooperation could increase profitability by developing synchronized marketing strategies such as branding their products as 'Made by a woman-owned company in Kenya'.

**Improving training course relevance and linking education and skills acquisition to sector and market demands may motivate more women to enrol in the technical courses necessary for progression in the manufacturing sector.**

## GENDER MAINSTREAMING



**55%**  
of **global**  
labour force  
are women



**22%**  
of **manufacturing**  
labour force  
are women

## MANUFACTURING WORKFORCE (2019)



**83%**  
Men employed  
in the manufacturing  
sector



**17%**  
Women employed  
in the manufacturing  
sector

## RETURN ON INVESTMENT

- Gender-balanced boards are 20% more likely to have enhanced business outcomes.
- Gender-inclusive cultures are 9% more likely to have improved business performance.



**57.8%**  
Enhanced company  
reputation.



**59.7%**  
Enhanced ability to  
attract and retain  
talent.



**37.9%**  
Better ability to  
gauge consumer  
interest and demand.



**59.1%**  
Greater creativity,  
innovation  
and openness.







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# Recommendations

This report has described the current status of women in the manufacturing sector from women owners and leaders to women employees. The challenges they face are diverse, but all contribute to their under-representation in the sector. The proposed recommendations are based on the findings of this study and global best practice and are contextualised to Kenya's manufacturing sector. While there is no one-size-fits-all solution, these recommendations aim to remove barriers and enhance opportunities for women in manufacturing.

### 7.1 Legal Recommendations

- Kenyan specific laws that affect the manufacturing sector are gender neutral. A deliberate effort to review them through a gender lens and create guidelines for gender-responsive implementation is required. This will mainstream diversity in manufacturing and lead to greater profitability and competitiveness in the sector.
- Implementation of existing gender-aware or gender-sensitive laws such as the Public Procurement and Disposal Act (2015) should be strengthened through the implementation of guidelines that recognize and address the differential gender needs of entrepreneurs.
- Effective collaborative engagements between public sector oversight agencies such as Parliament, County Assemblies, Controller of the Budget Office, Office of the Auditor-General, Kenya National Commission of Human Rights (KNCHR), and the National Gender and Equality Commission (NGEC) is required to ensure compliance in the implementation of the laws that affect women in manufacturing.

### 7.2 Policy Recommendations

- Consolidation of legal, regulatory, and compliance requirements in a single place will enhance efficiency and reduce the cost of doing business.
- Increase STEM awareness campaigns in rural and urban settings aimed at girls and young women that encourage them to take STEM subjects and encourage female school-leavers to join TVETs or other skills-based courses.
- Advocate with the Ministry of Education to provide affirmative action spaces to women in STEM courses.
- Lobby for targeted financial incentives and tax exemptions for women-led and women-owned manufacturing companies targeting local and export markets.

### 7.3 Recommendations for Kenya Association of Manufacturers

- Develop transformative models/standards that address workplace gender gaps, pay equity, inclusion policies, and practices that are adaptable to all member companies.
- Strengthen the WIM caucus to amplify the voices of women in manufacturing for policy advocacy and change.
- Lead private sector public policy dialogue that is integrative, inclusive, and responsive to the needs of women in manufacturing, especially on perceived punitive laws, policies and guidelines, and the mode of enforcement.
- Support formalisation of informal women-owned SMEs in manufacturing. Level the playing field between the formal and informal women-owned enterprises to enhance the growth and productivity of the informal businesses. Formal businesses have a competitive advantage over

informal businesses and can access opportunities from government and non-state agencies.

- Build strategic partnerships with academic and TVET institutions to improve the curricula and training courses as well as attract more women to STEM courses.
- Facilitate individual companies with toolkits that provide clear guidance and indicators to gender mainstreaming and diversity in manufacturing processes and management.
- Develop an incubation platform for women-owned manufacturing businesses to scale up and realize their potential.
- Carry out periodic assessments of the challenges faced by informal and micro-small enterprises in the manufacturing sector to mitigate data gaps and provide updates on the formalisation of businesses, challenges to operation, and the strategies utilized for access to finance.

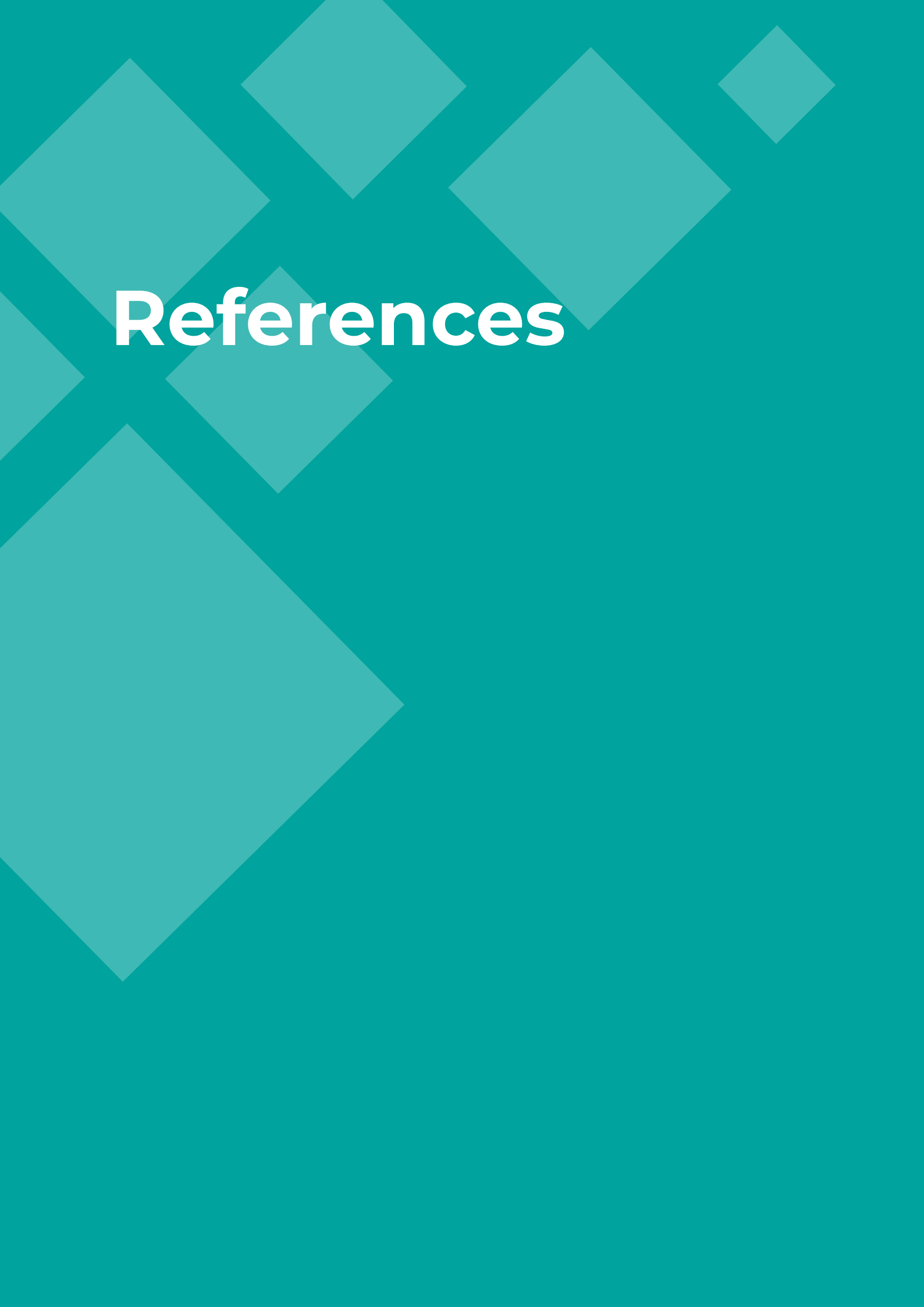
### 7.4 Recommendations for Women Working in the Manufacturing Sector

- Leverage individual strengths through networks and associations to amplify women's voices for policy dialogue, access to markets, access to technology, and other incentives.
- Identify and tap into existing opportunities for career advancement and skills through TVET courses and existing mentorship programmes
- Advocate for the institutionalization of gender-responsive policies against discrimination, sexual exploitation, and others for female workers.

### 7.5 Institutional Recommendations for Business Owners and Leaders

- Strengthen grievances and complaints/compliments redress/response mechanisms (GRM/CRM) for compliance and to mitigate exploitation and intimidation of women in the workplace.
- Initiate mentorship programmes to allow women with experience in manufacturing to mentor others.
- Adopt gender-sensitive and transformative human resource policies to increase productivity, profitability, and performance.





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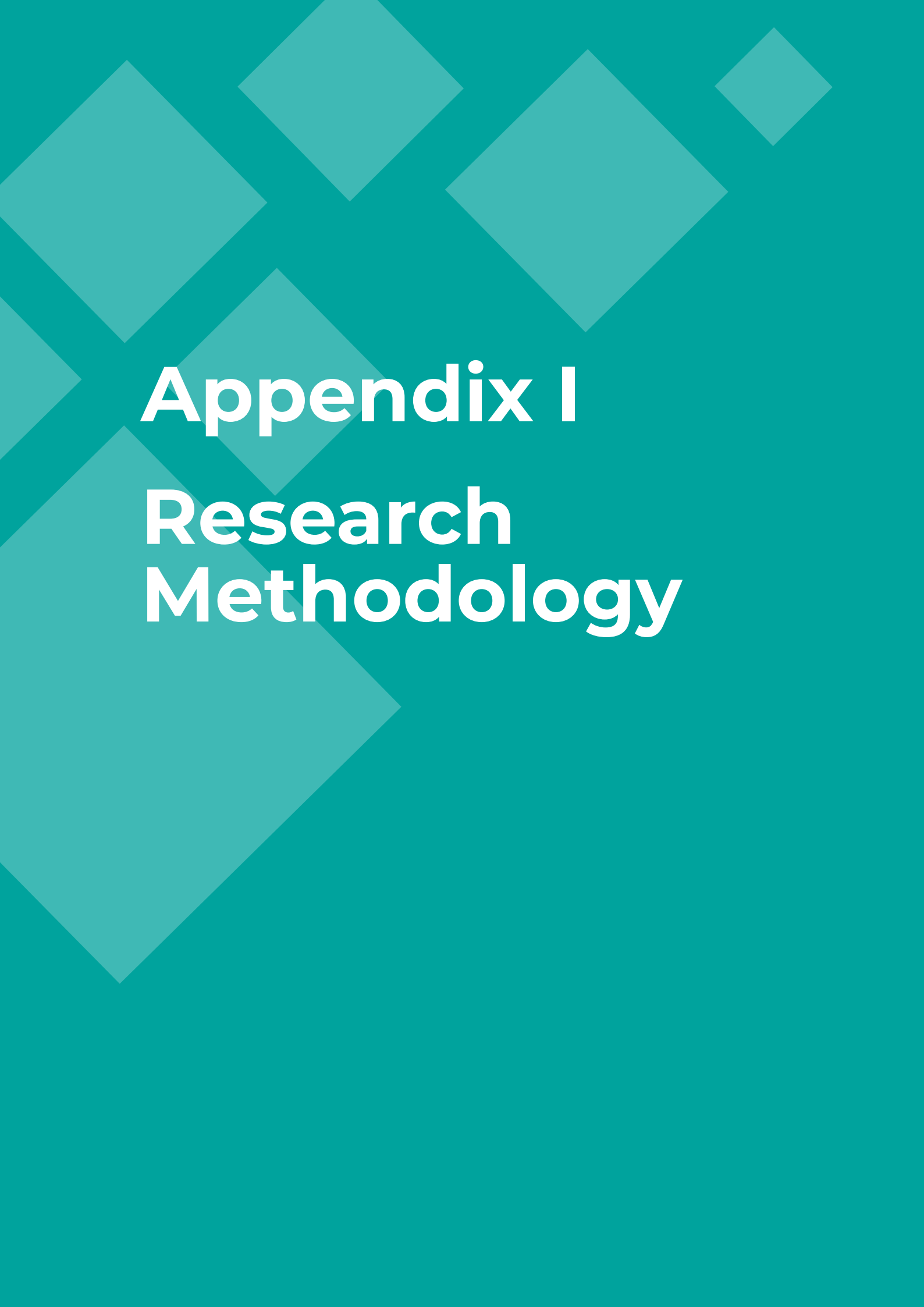
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# **Appendix I**

## **Research Methodology**

Approval to conduct this study was obtained from the International Centre for Research on Women (ICRW) institutional review board, and Kenya's National Commission for Science, Technology and Innovation (NACOSTI).

**Research Design:** Exploratory mixed methods guided this research. Throughout the process of data collection and analysis, both quantitative and qualitative methodologies were used concurrently<sup>39</sup>. This approach proved effective in data triangulation.

**Research Process:** Though a mixed methods design, the study heavily leaned on qualitative data collection and analysis. The study was first initiated with pre-pilot and pilot studies. At pre-pilot stage, there was an extensive literature review undertaken to help understand study gaps and opportunity areas for women in manufacturing. Information derived from the literature was important in designing the tools and effectively have questions that could fit within the scope and interest of the study. The pilot study was preceded with 2-days research assistants' training. Two males and 4 females acting were trained on consenting, research ethics continuum, how to carry out an interview and how to approach questions. Each of the research assistant undertook the mandatory Collaborative Institutional Training Initiative (CITI) assessments to foster an understanding of Independent Review Board (IRB) guidelines on conducting human subject research.

**Inception Process:** The inception meeting was held between the International Centre for Research on Women (ICRW) and Kenya Association of Manufacturers and a host of stakeholders drawn from government, private sector and advocacy organizations. This meeting

was meant to interrogate the scope of the assignment, study thematic areas, and the methodology. An inception report was developed and accompanied the tools. The content of inception report covered the purpose and scope of the WIM Study, the Sample Population, and Research Questions, the Methodology, the Data Collection Process, Resource Workplan and the timelines for undertaking the assignment. This study was shared with National Commission for Science, Technology and Innovation (NACOSTI) for Research Permit and with a commitment to share the final draft.

**Study Sites and Sampling:** For this project, data was collected from women and men who work in and are stakeholders of the manufacturing sector in Kenya. The quantitative data was collected through administration of an Online Survey targeting human resource personnel of purposively selected manufacturing companies, Key Informant Interviews (KIs) with subject matter experts (SMEs), Focus Group Discussions (FGDs) with women employees in the manufacturing sector, and In-Depth Interviews (IDIs) with women leaders' and business owners in the manufacturing sector were also carried out.

**Data Collection Process:** This research study explored and identified challenges that women face in the Kenyan manufacturing sector as leaders, entrepreneurs, and employees. To collect information on the opportunities, barriers, and challenges for women in the manufacturing sector in Kenya, ICRW used a range of interview guides for the IDIs, KIs, and group discussions. These tools were developed by the research team and were informed by the experience of the team members, as well as what the team learned during the initial phase of desk research on the context of women on manufacturing in Kenya.

**Table A** Study objectives and data collection method employed

| Research Objective                                                                                                              | Method(s)                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Engaging experts on the Kenyan manufacturing sector on the status of women within the sector                                    | Primary data collection: <ul style="list-style-type: none"><li>• KIs with subject matter experts engaged in the Kenyan manufacturing sector</li></ul> Secondary data analysis: <ul style="list-style-type: none"><li>• Review of KAM data and reports</li><li>• Review of other publicly available data on the status of women within the Kenyan manufacturing sector</li></ul> |
| Engaging women in the Kenyan manufacturing sector to analyse the status of women as leaders and entrepreneurs within the sector | Primary data collection: <ul style="list-style-type: none"><li>• IDIs with women entrepreneurs and leaders in the Kenyan manufacturing sector</li></ul>                                                                                                                                                                                                                         |
| Engaging women employees in the Kenyan manufacturing sector to discuss the challenges facing women employees                    | Primary data collection: <ul style="list-style-type: none"><li>• FGDs with women employees of Kenyan manufacturing companies</li><li>• Online survey tool filled in by company representatives</li></ul>                                                                                                                                                                        |

39.Creswell 2008, 2003



**Table B** Women in manufacturing study sampling framework

| Research Activity                                                                                      | Achieved Sample Size                | Sampling Approach                                                                    | Sampling Characteristics                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Key Informant Interviews (KII) with subject matter experts (SME) in the Kenyan manufacturing ecosystem | 24 KIIs                             | Purposive selection and recruitment of the respondents                               | Purposive sampling: Stakeholders in the Kenyan manufacturing sector.                                                                                                                                                                            |
| In-depth Interviews (IDI) with women in the Kenyan manufacturing sector                                | 14 IDIs                             | Purposive selection and recruitment of the respondents following introduction by KAM | Purposive sampling: Female manufacturing business leaders and owners.                                                                                                                                                                           |
| FGDs with manufacturing employees                                                                      | 8 FGDs (6-8 participants each)      | ICRW recruited participants.                                                         | Purposive sampling: Female employees/entrepreneurs who are employed by Kenyan manufacturing companies.<br><br>Female employees primarily recruited from companies with membership in BMOs namely KAM, KEPSA, KNCCI, FKE and Juakali Federation. |
| Online Survey                                                                                          | 100 respondents (33% response rate) | Sample size of 300 calculated from KAM's membership of 1350 companies.               | Purposive selection KAM member companies                                                                                                                                                                                                        |

**Table C** Key informant interview participants

| Representatives                                                                                  | Number    |
|--------------------------------------------------------------------------------------------------|-----------|
| Representation Government Ministries, Commissions, Authorities, Agencies, Institutes, Federation | 7         |
| Representatives of KAM Regional Chapters                                                         | 4         |
| Representatives of Banking sector                                                                | 3         |
| Representative of Parliament                                                                     | 1         |
| Representative of Nairobi County government                                                      | 1         |
| Representatives of Business Membership Organisations (BMO)                                       | 5         |
| Representatives of Development Organizations                                                     | 3         |
| <b>Total</b>                                                                                     | <b>24</b> |

**Key Informant Interviews (KII):** A total of 24 KIIs with Government Ministries, Commissions, Departments and Agencies (MCDAs), Development Partners, and Business Members Organizations who are directly involved with the manufacturing sector. Key infomants were both males and females engaged in the Kenyan manufacturing sector formally or informally for at least 5 years.

**In-Depth Interviews (IDI):** ICRW conducted 14 IDIs with women who are engaged in the Kenyan manufacturing sector. These women represented various key manufacturing subsectors<sup>40</sup> of manufacturing and were a mix of leaders, owners and entrepreneurs. The IDIs were conducted in person.

40. The sub-sectors are: Building, Mining & Construction, Chemical & Allied, Energy, Electrical & Electronics, Food & Beverages, Leather & Footwear, Metal & Allied, Automotive, Paper & Board, Pharmaceutical & Medical Equipment, Plastics & Rubber, Services & Consultancy, Textiles & Apparel, Timber, Wood & Furniture, Agriculture/Fresh Produce

**Table D** In-depth interview participants

| Sub-Sectors Covered                                    | Number    |
|--------------------------------------------------------|-----------|
| Construction                                           | 1         |
| Plastics                                               | 1         |
| Textile and Apparel                                    | 2         |
| Food and Beverages                                     | 5         |
| Chemical and Allied                                    | 2         |
| Agriculture and Fresh Produce                          | 1         |
| Overlapping Food and Beverage and Chemicals and Allied | 1         |
| Metal                                                  | 1         |
| <b>Total</b>                                           | <b>14</b> |

**Focus Group Discussions (FGD):** ICRW carried out at 8 FGDs with women employees (comprising of lower cadre and middle level managers/supervisors) representing manufacturing sub-sectors in Kenya. Each FGD consisted of 6-8 participants. There were 49 participants drawn from the following: metal and allied, textile, apparel and accessories, construction, food and beverage, chemical and allied, plastics, and leather. All participants were at least 18 years of age.

**Anonymous online survey:** The quantitative survey aimed to sample 300 manufacturing companies affiliated with KAM. 100 companies responded to the survey representing a response rate of 33%. Quantitative data was collected through an anonymous online survey.

**Data Analysis:** Content analysis was undertaken of the qualitative data based on the emerging themes and sub-themes. The themes and sub-themes were clustered on participant responses and the interpretation done

in a manner that did not distort the original thoughts of the primary respondents. Basic descriptive analysis of quantitative data was carried out using MS Excel.

#### **Ethical Considerations**

- **Informed Consent (IC)** - Was sought as stipulated in the research protocol.
- **Privacy** - Was guaranteed for all the respondents
- **Confidentiality** - There was an undertaking nobody was divulge information discussed whether general or individualized.
- **Illegal Activities** - No questions were asked that would require participants to reveal any illegal activity.
- **Potential Benefits** - Study participants did not benefit directly from this study. However, the report will inform policies and structural changes to improve the experiences of women in the Kenyan manufacturing sector.

# **Appendix II**

## **Institutional Frameworks Related to the Industry**



## Ministry of Interior and Coordination of National Government

- Interior and Citizen Services
- Oversight and co-ordination in delivery of national priorities and flagship programmes

- President's Delivery Unit

- National Treasury and Planning

- Overall economic policy management
- Competition policy management
- Public procurement and disposal policy
- Government clearing and forwarding services

- Kenya Revenue Authority (Kenya Revenue Authority Act, 1995)
- Capital Markets Authority (Capital Markets Authority Act, 1989)
- Competition Authority of Kenya (Competition Act, 2010)
- Public Procurement Oversight Authority (Public Procurement and Disposal Act, 2015)
- Kenya Institute of Supplies Management (Supplies Practitioners Management Act, No. 17 of 2007)

## Ministry of Industrialization, Trade and Enterprise Development

- Industrialization

- Industrial policy and planning
- SME policy
- SME and Biashara financing policy
- Buy Kenya – Build Kenya policy and strategy
- To promote standardization in industry and quality control
- Promotion and development of Micro and Small Enterprises
- To promote and facilitate domestic and foreign investments
- Promotion and oversight of the development of Special Economic Zones and industrial parks
- Kenya property rights policy (patents, trademarks, service marks, and innovation).
- Promotion of value addition and agro-processing
- Textile sector development
- Business innovation and incubation
- Promotion and development of cottage industries
- Oversight and regulation of the scrap metal industry
- Industrial training and capacity development

- Industrial, Commercial and Development Corporation (Industrial, Commercial and Development Corporations Act, Cap. 445)
- Kenya Industrial Estates (Kenya Industrial Estates Act, Companies Act, Cap. 486)
- Industrial Development Bank (Companies Act, Cap. 486)
- Numerical Machining Complex (NMC) (Companies Act, Cap. 486)
- Export Processing Zones Authority (Export Processing Zones Act, Cap. 517)
- Kenya Bureau of Standards (Standards Act, Cap. 496)
- Kenya National Accreditation Services (State Corporations Act, Cap. 446, Kenya National Accreditation Services (KENAS) (Legal Notice No.55 of 2009)
- Kenya Investment Authority (Investment Authority Act, 2004)
- Special Economic Zones Authority (Special Economic Zones Authority, 2015)
- Kenya Industrial Research and Development Institute (KIRDI) (Science Technology and Innovation Act, 2013)
- Kenya Industrial Property Institute (KIPI) (Kenya Industrial Property Act, 2001)
- Scrap Metal Council (Scrap Metal Act, 2015)
- Kenya Industrial Training Institute (KITI) (Industrial Training Act, Cap.237)
- Standards Tribunal
- Intellectual Property Tribunal

## Ministry of Industrialization, Trade and Enterprise Development

|                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Trade</li> </ul> | <ul style="list-style-type: none"> <li>Trade policy</li> <li>Export policy</li> <li>Trade negotiations and advisory services</li> <li>Export promotion and branding initiatives to promote Kenyan goods and services in export markets.</li> <li>Capacity development for entrepreneurship</li> <li>Liaising and coordinating with UNCTAD and WTO on trade matters</li> <li>Enforcement of international trade laws, negotiations, and agreements</li> <li>Protection of Kenyan goods</li> <li>Against dumping and subsidized imports and recommending of countervailing measures</li> <li>Co-ordination of multi-agency</li> <li>Task force on the elimination of illicit trade and counterfeits</li> <li>Liaison with international trade bodies for national development</li> <li>To combat counterfeiting, trade and other dealings in counterfeit goods</li> <li>Management of weights and measurements in trade</li> <li>Oversight, administration and enforcement of the local content policy</li> <li>Promotion and regulation of the wholesale and retail trade</li> <li>Promotion and development of small, medium business enterprises</li> <li>Promotion of fair trade</li> <li>Practices and consumer protection</li> </ul> | <ul style="list-style-type: none"> <li>Africa Trade Insurance</li> <li>National Trade Negotiations Council (NTNC) (Kenya Gazette Vol. CXIX—No. 136 Sept. 2017)</li> <li>Trade Remedies Agency (The Trade Remedies Act, 2017)</li> <li>Kenya Export Promotion and Branding Agency (The Kenya Export Promotion and Branding Agency (KEPROBA) Order, 2019</li> <li>Kenya Institute of Business Training</li> <li>Anti-Counterfeit Authority, (Anti Counterfeit Act, 2008)</li> <li>Micro and Small Enterprise Authority (Micro and Small Enterprises Act, No. 55 of 2012)</li> <li>Rent Restriction Tribunal</li> <li>Business Premises Rent Tribunal</li> </ul> |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Ministry of Education

- Post-Training & Skills Development
  - Provide an institutional framework to devise and implement national, sectoral, and workplace strategies for development and improvement of skills of the Kenyan workforce, and to integrate those strategies within the National Qualifications Framework
  - Overseeing skills development among actors and establishment of sector specific skills councils
  - Establishment and management of institutional framework for linking industry, skills development, and training
  - Implementation of the Industrial Attachment Policy
  - Management of the Skills and Post Training Policy
  - Harmonization of skills training at all levels
  - Management of National Skills Development Fund
  - Implementation of the National Apprenticeship Policy
  - Development and implementation of industry-entrepreneurship linkages
  - Creation and management of an employment database system with linkages to all cadres of graduates and jobs in the market
  - Assessing industrial training, testing and occupational skills and awarding certificates including Government test certificates
  - Registration and approval of professional bodies.
  - Implementation and management of the National Apprenticeship Policy
  - To Improve productivity in the workplace and the competitiveness of employers
  - To promote self-employment and to improve the delivery of social services



## Ministry of East African Community (EAC), And Regional Development

- East African Community (EAC)
- Facilitate and enhance the ease of doing business in Kenya
- Identifying and recommending business reforms for promoting business and for making Kenya competitive locally, regionally, and internationally
- Co-ordinating engagements of the Government of Kenya with private sector in respect to business climate and business transformation
- Department of Business Transformation.

## Ministry of Labour and Social Protection

- Labour
- Management of the National Labour and Employment Policy
- Industrial training
- National labour productivity and competitiveness
- National human resource planning and development
- Child labour policy and regulations management.
- Develop and maintain database on employment creation.
- Migratory labour and international jobs policy
- Workplace inspection and workman's compensation policy
- Promotion of occupational health and safety at work
- Industrial relations management
- National Social Security Fund (NSSF Act)
- National Employment Authority (National Employment Authority Act, 2016)
- National Industrial Training Authority (Industrial Training Act, Cap. 237)
- National Productivity and Competitiveness Centre
- Kenya National Labour Board and the Wages Council (Labour Institutions Act, Cap. 234)



# **Appendix III**

## **Definition of Terms**

| Term                            | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Informal Sector (Jua Kali)      | Includes both the rural and urban sections and would encompass the categories of self-employed and wagedworkers in both manufacturing and source activities that are characterised by the following features-ease of entry, reliance on indigenous sources, family ownership of enterprises, small scale of operation, labour intensive and adapted technology, skills acquired outside the formal school system and unrelated and competitive market. Thus, it would include workers in household, production working directly or under some form of putting out system, small workshops, and factories including informal labour in the formal sector as well as these engaged in petty occupations and all other forms of casual in rural and urban areas.                                           |
| Formal Sector                   | Sections of the economy that have legally complied with more than 80% of Government laws, regulations, and guidelines of undertaking businesses in Kenya. They are an entity that can sue and can be sued in accordance with Kenyan laws or international laws ratified by Kenya or that are obligatory regardless of their ratification status.                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Manufacturing                   | Enterprises that add value to basic raw material to produce an enhanced product                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Micro-Enterprise                | The Government of Kenya in the Micro and Small Enterprises Act (2012) defines a micro enterprise as a firm, trade, service industry or business activity whose annual turnover does not exceed Ksh. 500,000, and which employs less than ten people. For those in the manufacturing sector, their investment in plant and machinery or its registered capital should not exceed Ksh 10 million. Also, the service sector and farming enterprises where the investment in equipment or registered capital of the enterprise does not exceed five million shillings                                                                                                                                                                                                                                       |
| Small Enterprises               | The Government of Kenya in the Micro and Small Enterprises Act (2012) defines a micro enterprise as a firm, trade, service, industry or a business activity— (a) whose annual turnover ranges between five hundred and five million shillings, and (b) which employs between ten and fifty people, and (c) whose total assets and financial investment shall be as determined by the Cabinet Secretary from time to time, and includes— (i) the manufacturing sector, where the investment in plant and machinery as well as the registered capital of the enterprise is between ten million and fifty million shillings, and (ii) service and farming enterprises, where the equipment investment as well as registered capital of the enterprise is between five million and twenty million shillings |
| Micro Small-Medium Enterprise   | These are enterprises that have 1-99 employees. Micro enterprises have fewer than 10 employees, small enterprises have 10-49 employees, while medium-sized enterprises have 50-99 employees.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Women-led multinational company | Manufacturing entity, agency, or franchise incorporated as legal entity in more than one country with a woman as the chief executive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



| Term                             | Definition                                                                                                                                                                                                                           |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Male-led Multinational company   | Manufacturing entity, agency, or franchise incorporated as legal entity in more than one country with a man as the chief executive                                                                                                   |
| Women-led foreign owned          | Manufacturing entity, agency, or franchise whose majority shareholding or equity capital is held by Kenyan nationals.                                                                                                                |
| Women-led domestically owned     | Manufacturing entity, agency, or franchise whose majority shareholding or equity capital is held by Kenyan nationals.                                                                                                                |
| Women-owned company              | A manufacturing entity whose majority share ownership a woman, whether the managerial leadership is dominated by men or women.                                                                                                       |
| Male-owned company               | A manufacturing entity whose majority share ownership is as man, whether the managerial leadership is dominated by men or women                                                                                                      |
| Women-owned formal firm          | A manufacturing entity whose majority share ownership is by the women, and the net worth of the company can actually be ascertained based on the tangible and intangible assets and liabilities.                                     |
| Women-owned informal             | A manufacturing entity that a woman has majority shares but in the context of definition 1 on informal sector.                                                                                                                       |
| Male-owned company               | A manufacturing entity whose majority share ownership is as man, whether the managerial leadership is dominated by men or women                                                                                                      |
| Male-owned company               | A manufacturing entity whose majority share ownership is as man, whether the managerial leadership is dominated by men or women                                                                                                      |
| Female-led family company        | A family business undertaking manufacturing whose day-to-day management is controlled by a woman. This individual is the face of the business entity regardless of their capital or share contribution                               |
| Male-led family company          | A family business undertaking manufacturing whose day-to-day management is controlled by a man. This individual is the face of the business entity regardless of their capital or share contribution                                 |
| Value chain                      | This a set of linked activities that work to add value to a product; it consists of actors and actions that improve a product while linking commodity producers to processors and markets                                            |
| Women in manufacturing           | In the context of this study, means the females participating in manufacturing businesses or processes as owners, leaders, workers, or employees                                                                                     |
| Women employees in manufacturing | These are women who are in the shop floor directly involved in the core business of the manufacturing entity, whether skilled (relevant competency and skills to support specific manufacturing function) or unskilled (apprentice). |

| Term                              | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Manager                           | Depending on the ownership or leadership hierarchy, manager can either be a senior employee or the owner directly involved operation of the business and abrogating the title 'manager' mostly, in family owned businesses. In this context, this report considers 'manager' to be leader of the business operations and management                                                                                                                                                                                                                                                                                                                                                                            |
| Gender Mainstreaming              | A strategy to achieve gender equality with an aim to make visible the different impacts on or impact of women and men in a given context. Involves the recognition that the gender division of labour and its associated norms, values and ideologies are defined by a complex of power relations which tend to accord to women lesser political voice, social/cultural value, and access to and control over economic resources. Further involves integration of gender perspective into the preparation, design, implementation, monitoring, and evaluation of policies, regulatory measures, and spending programmes, with a view to promoting equality between women and men, and combating discrimination |
| Gender Aware                      | Ability to view society from the perspective of gender roles and understand how this has affected women's needs in comparison to the needs of men. Seeking to improve the daily condition of woman and girls by addressing practical gender issues and needs. However, they don't try to transform gender relations and they also don't improve the social position of girls and women (how they are valued in society).                                                                                                                                                                                                                                                                                       |
| Gender-Responsive planned actions | Integrate measures for promoting gender equality and women's empowerment, foster women's inclusion and provide equal opportunities for women and men to derive social and economic benefits. With this approach, women and men's concerns and experiences equally become fundamental elements in the design, implementation, and monitoring and evaluation of resource-related projects and policies                                                                                                                                                                                                                                                                                                           |
| Gender Responsive                 | Means that rather than only identify gender issues or work under the "the do not do harm" principle, a process will substantially help to overcome historical gender biases—to "do better," so to speak—in order for women to truly engage and benefit from these actions. Also means going beyond acknowledging gender gaps and really doing something about the discrepancies. Additionally, entails gathering and keeping track of quality data.                                                                                                                                                                                                                                                            |
| Gender sensitization              | Presides over gender sensitivity, the modification of behaviour by raising awareness of gender equality concerns. This can be achieved by conducting various sensitization campaigns, training centres, workshop, programs etc                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Gender sensitivity                | The way service providers treat male or female clients in service delivery facilities and thus affects client willingness to seek services. Aim of understanding and taking account of the societal and cultural factors involved in gender-based exclusion and discrimination in the most diverse spheres of public and private life                                                                                                                                                                                                                                                                                                                                                                          |
| Gender transformative             | There is an explicit intention to transform unequal gender power relations. The focus goes beyond improving the condition of women and girls and seeks to improve their social position (how they are valued in society)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Gender neutral                    | Programmes, plans or policies recognize gender issues but don't do anything about them, and so tend to reinforce gender inequalities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



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