

EFFECTIVENESS OF WOMEN-IN-MANUFACTURING PROGRAM IN PROMOTING ECONOMIC EMPOWERMENT FOR WOMEN ENTREPRENEURS IN THE MANUFACTURING SECTOR IN KENYA

STAKEHOLDER ENGAGEMENT REPORT [WEBINAR HELD ON 25TH AUGUST 2021, KU-WEE HUB]

EXECUTIVE SUMMARY

The WIM stakeholder engagement webinar (SEW) was held on 25th August, 2021 which targeted an all-inclusive multi-stakeholder process using power interest grid template. SEW was both inward and outward looking and therefore targeted both internal and external stakeholders – ranging from the women manufacturer, governmental and non-state actors to development partners and even stakeholders who are transient and have ordinarily very limited stakes in the projects cycle. SEW outlined a clear path for stakeholder engagement throughout the project cycle to ensure buy-in and approval and also created visibility and strategic alignment. SEW activities were aimed at facilitating gathering and sharing of information and raise awareness about the WIM project; manage stakeholder expectations, clarify issues and concerns and address critical concerns and grievances from the stakeholders; assess the impact and importance of different stakeholder groups while providing feedback during question and answer session; bolster stakeholder confidence, trust and act as a conflict management tool that also shed light on the roles and responsibilities of various stakeholders. Other objectives were to obtain the trust agency and women manufacturers’ free, prior and informed consent (FPIC); as well as facilitate dialogue and enhance relationship between and among actors and stakeholders involved in WIM project for purposes of achieving sustainability. The objectives were met through talks delivered and discussion held thereafter.

Importance of closing gender gap in a male dominated manufacturing sector was the key reason for Kenya Association Manufacturers (KAM) to introduce Women in Manufacturing (WIM), a training and mentorship program in 2017. Since inception, its effectiveness in translating into women economic empowerment has not been evaluated. The team clearly communicated their task which is to evaluate effectiveness of WIM program in promoting WEE and subsequent participation of women in the manufacturing sector in Kenya. The study will use mixed methods approach to collect both quantitative and qualitative data from 400 women in the manufacturing sector proportionally distributed within KAM regions. The study will measure the extent to which WIM program has achieved women’s economic advancement as well as women’s power, voice and agency with the hope of scaling up and influencing policy.

WIM programs together with other partners such as UN Women, TradeMark East Africa, SBM Bank, Safaricom, Isuzu East Africa, BOC Gases, BAT, Skanem Interlabels, CRAWN Trust and GIZ has hosted over 10 forums. They also mentor young women to take up and soar in Science, Technology, Engineering, Arts and Mathematics (STEAM) courses to take up more manufacturing-related jobs. WIM creates financial linkages for women in manufacturing. However, much more needs to be done to increase women’s participation in manufacturing. Social and cultural contexts influence policy formulation and women’s ability to take up workplace roles outside the traditional gender roles. Policy framework on gender mainstreaming and inclusion in the country has not translated into equitable participation of women in manufacturing. Legal

frameworks that aim to guarantee equal rights have not achieved their goals due to systemic barriers that are yet to be dismantled.

The Kenya government through various articles in the Constitution and National Policy on Gender and Development has made significant and tremendous effort to empower women in addressing matters of equality through various empowerment programmes. International Labour Organization (ILO) in partnership with the Ministry of Labour, the Federation of Kenya Employers (FKE) including COTU-K and Ministry of Labour is implementing a program known as Inclusive Growth through Decent Work in the Great Rift Valley. The project, termed Public Private Development Partnerships (PPDP). Is being conducted in Narok and Nakuru County from 2018 - 2022. This project empowers youth and women through apprenticeship, capacity building that enhance skills uptake in all sectors including manufacturing.

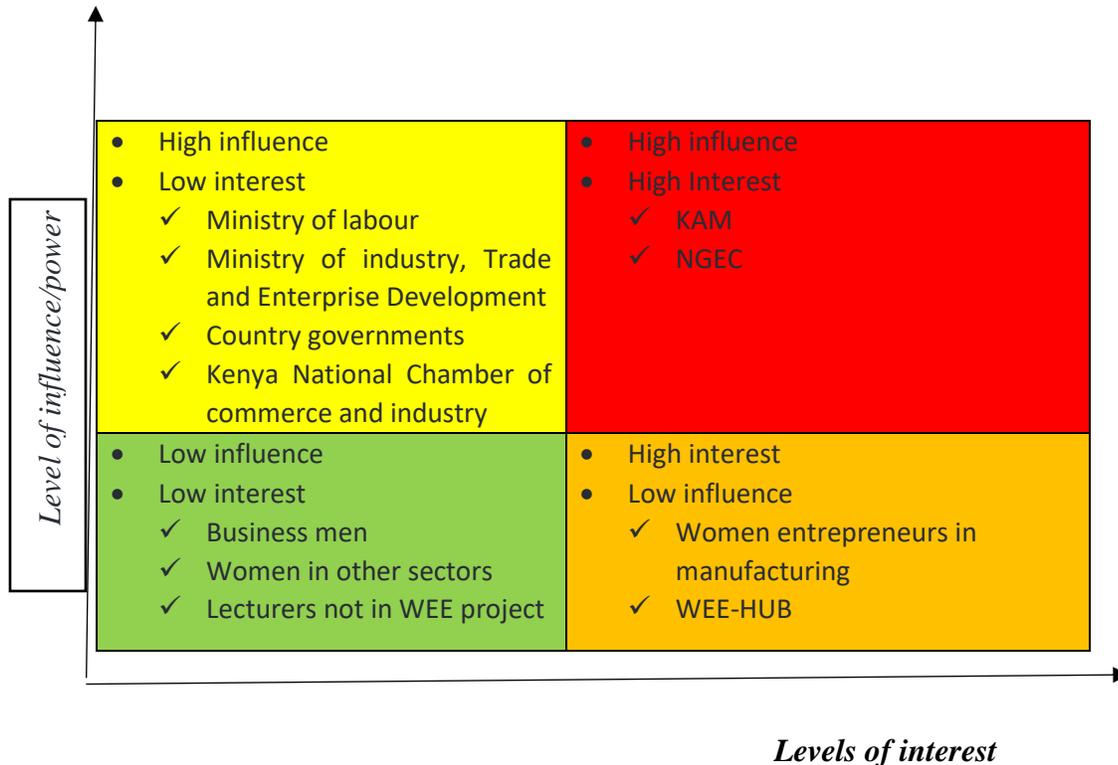
Challenges for women in manufacturing include low uptake of STEM subjects in schools, culture, norms, and inappropriate policies. Women operating micro-enterprises fear the unknown associated with procedures, cost, and requirements for compliance; lack of information regarding registration policies and process for starting up a micro-enterprise. The authorities charged with certifying are stationed in different places, thereby, increasing the cost incurred and time consumed by women entrepreneurs as well as biasness towards women who would want to register and establish manufacturing micro-enterprises. There is also lack of gender disaggregated data in manufacturing to inform policy even as the State Department of Gender is in the process of developing WEE policy.

To address such challenges there is need to review all gender-neutral legal frameworks affecting manufacturing and create guidelines for gender-responsive implementation. Strengthening the implementation of the existing gender awareness laws such as the Micro and Small Enterprises Act (2012) and the Public Procurement and Disposal Act (2015). Consolidation of legal, regulatory, and compliance requirements in a single place to enhance efficiency and reduce the cost of doing business. Effective collaborative engagements between public sector oversight agencies is required to ensure compliance in the implementation of the laws that affect women in manufacturing. Advocate with the Ministry of Education to provide affirmative action spaces to women in STEM courses. Furthermore, capacity train women in skill and knowledge to start and manage mega manufacturing enterprises and avail disaggregated data in manufacturing sector to inform policy. Lastly, there is need to create a chapter on women's participation in the manufacturing in the WEE policy that is being developed by the State Department of Gender under the Ministry of public Service and gender.

2.0 WEBINAR PURPOSE

The purpose of this stakeholder engagement webinar (SEW) was to outline a clear path for stakeholder engagement throughout the project cycle while also ensuring timely, structured and responsible public consultations and disclosure. First, the WIM team Brainstormed who their stakeholders are, by drafting a list all of the people who are affected by the project or who have a vested interest in its success or failure. Stakeholder mapping and analysis was done in advance using power interest grid template. The analysis template guided selecting WIM stakeholders based on their influence and interest in the project. Doing so helped in prioritizing stakeholders by assessing their level of influence and power to advocate and influence policy as well as level of interest to fine-tune the project. It is believed that every category of stakeholder has valuable

insight, ideas, and experience that help to keep the project on track and successful. The following is the power interest grid that was used for stakeholder mapping and analysis.



WIM held a Stakeholder buy-in and approval through the virtual meeting to create visibility and strategic alignment to interests.

Objectives of this SEW was to:

1. Facilitate gathering and sharing of information and raise awareness about the WIM project.
2. Manage stakeholder expectations, clarify issues and concerns and addresses critical concerns and grievances from the stakeholders.
3. Assess the impact and importance of different stakeholder groups while providing feedback during question and answer session.
4. Bolster stakeholder confidence, trust and acts as a conflict management tool that also sheds light on the roles and responsibilities of various stakeholders.
5. Obtain the trust agency and women manufacturers' free, prior and informed consent (FPIC).
6. Facilitate dialogue and enhance relationship between and among actors and stakeholders involved in WIM project for purposes of achieving sustainability.

3.0 CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The robust policy framework on gender mainstreaming and inclusion in the country, has not translated into equitable participation of women in manufacturing, especially at implementation,

compliance and enforcement. Social and cultural contexts influence policy formulation and women's ability to take up workplace roles outside the traditional gender roles. Legal frameworks that aim to guarantee equal rights have not achieved their goals due to systemic barriers that are yet to be dismantled.

There are barriers to women's participation in manufacturing include: **Policy factors (macro level)** [Gender neutral legal and policy frameworks, low enrolment and retention of girls and women in STEM courses]; **Business factors (meso level, organizational)** [Poor access to capital, limited access to technology, training, and advisory services, limited mentorship opportunities, limited access to markets and information, vulnerability to sexual exploitation]; and **Intrapersonal and societal factors (micro-level)** [Inadequate technical and marketing skills, low financial and business management skills, low risk tolerance, triple gender roles and cultural norms around manufacturing].

The policy gaps that need to be filled, to increase women's participation in manufacturing, include:

- Macro Level (Policy Factors): Ecology opportunities
 - Strengthen multi-sectoral stakeholder advocacy engagement on gender issues
 - Lobby for subsidies a, tax rebates, and SEZ
 - Targeted enrolment and retention of women into STEM courses
- Meso Level (Organizational Structures): Sector opportunities
 - Develop innovative women-specific financing products
 - Revise restrictive collateral requirements for finance
 - Strengthen mentorship, networking, and training programmes
 - Develop online platforms for relevant government services
- Micro level ((Intrapersonal and Societal Factors): Intrapersonal Opportunities
 - Enrol in mentorship and networking programmes
 - Undertake training on financial and business management
 - Unlearn traditional cues and cultural norms

For researchers and think tanks, more focus and targeted research that support the decision making processes is required. Key reports are actively advocated for to influence policy changes. Research Institutions should not research and keep/store findings but rather disseminate. For private sector, civil society organisations, there is need to learn how to talk policy and engage government in decision making.

Recommendation to increase women participation in manufacturing

- i. *Establish a hub* where all relevant information and documents concerning certification and starting and operating of a micro-enterprises can be obtained. This should be modelled on the Huduma Centre approach. It will bring down the cost of doing business if implemented.
- ii. *Include a chapter on women's participation in the manufacturing in the WEE policy* that is being developed by the State Department of Gender under the Ministry of public service and gender.

- iii. *Review all gender-neutral legal frameworks* affecting manufacturing and create guidelines for gender-responsive implementation.
- iv. *Strengthen the implementation of the existing gender awareness laws* such as the Micro and Small Enterprises Act (2012) and the Public Procurement and Disposal Act (2015).
- v. *Effective collaborative engagements between public sector oversight agencies* is required to ensure compliance in the implementation of the laws that affect women in manufacturing.
- vi. *Consolidation of legal, regulatory, and compliance requirements in a single place* to enhance efficiency and reduce the cost of doing business.
- vii. *Increase STEM awareness campaigns in rural and urban settings.*
- viii. *Advocate with the Ministry of Education to provide affirmative action spaces to women in STEM courses.*
- ix. *Revitalize technical education for girls and women:* Enrolment in technical training, retention and completion of STEM programmes and TVET courses, policy strategies for increased STEM education, and proficiency for girls starting in elementary schools are necessary. Efforts should be made by the ministry of education to facilitate the enrolment of girls in STEM using affirmative quotas. Existing technical education curricula and mode of delivery should be adopted to suite the dynamic needs of women and girls. Manufacturing stakeholders should engage in identifying opportunities to facilitate early and positive exposure of young women and girls through mentorship
- x. *Fortify the right skills:* Understanding the role of new technologies and developing skillsets around them is paramount; Identifying the training methods that work best for female employees and that will take into account their different competency and time constraints
- xi. *Design and scale up apprenticeship models for manufacturing sector:* Collaborative efforts across various sectors under the leadership of the government towards the development of a dual education and apprenticeship model should be explored. An apprenticeship model serves to create a platform for girls and women to establish professional connections with coaching and mentorship opportunities, understand skillsets expectations, and address any negative perception towards manufacturing while the pursue their formal education
- xii. *Reskill and upskill at the work place:* Targeted reskilling and upskilling could accelerate gender diversity and inclusion. While hiring more women in manufacturing in imperative, hiring alone may not fulfil the skills the business needs to succeed. To reinforce their talent pool, manufacturing companies need to practice a combination of hiring, training and upskilling; this should become a priority to enable companies to grow and retain their female workforce.

APPENDIX 1: STUDY CONTEXT

Manufacturing sector in Kenya has over the years been male dominated as in many other African countries. Vision 2030's social pillar propagates the closure of gender gaps in all sectors of the economy. Closing the manufacturing gender gap for example is highlighted in the Big 4 Agenda for shared prosperity that requires increasing the size of the country's manufacturing sector. Recently, women have gained entrance into the manufacturing sector and are contributing to Kenya's economic growth pillars. These women however, face various hurdles and bottlenecks

emanating from gender socialisation, cultural norms and stereotypes. This means that due to lack of a level playing field in the manufacturing industry, women do not participate optimally. Studies done by International Center for Research on Women (ICRW) and Kenya Association Manufacturers (KAM) noted that most women-owned manufacturing businesses are micro, small and medium enterprises (MSME) and operate in the informal sector. Additionally, women have limited access to and control over productive resources, inadequate business knowledge and skills which affect their economic advancement. To address the gender gap, the KAM came up with intervention strategies to assist women investing in the sector. Among the strategies is Women in Manufacturing (WIM), a training and mentorship program introduced in 2017. Since inception, its effectiveness in translating into women economic empowerment has not been evaluated. The task of the study is to evaluate effectiveness of WIM program in promoting WEE and subsequent participation of women in the manufacturing sector in Kenya.

The specific objectives are therefore to evaluate how the WIM program has impacted on: women's industrial entrepreneurship; business skills of women; productivity of women-owned enterprises; women's access to resources; women's economic decision-making within households; and explore how the WIM program can contribute to the attainment of National Industrialization Policy objectives.

The study will use mixed research method where both quantitative and qualitative data will be collected. Four samples, namely WIM participants, non-WIM participants, men-owned businesses under KAM, and men-owned businesses which are not under KAM will be derived from a list of manufacturing businesses in the selected counties. The four samples will be combined to form one, large sample for analysis. Propensity Score Matching (PSM) will be used to estimate the impacts of the WIM program on women's industrial entrepreneurship; business skills; productivity of enterprises; and access to resources.

A probit model of selection into WIM program will be estimated on the large sample, providing propensity scores for each observation. Matching algorithms (for example, the nearest neighbour algorithm) will be employed to pair WIM program participants with non-participants (based on similarities of the computed propensity scores), thus creating intervention and comparison groups that are statistically identical.

The primary outcome is proportion of women owning and managing own enterprises within the manufacturing sector increased by 30% by 2025.

The study will involve the KAM who will facilitate the research on the primary respondents, dissemination of findings to the wider sector and scaling up of the findings. The Kenya National Bureau of Statistics (KNBS) will provide research support during data collection while the Institute of Economic Affairs (IEA) will assist with secondary data and advocacy and the Ministry of Industrialization, Trade and Enterprise Development for National Industrialisation Policy review, changes and enactment.

Piloting of the, study will be implemented in Kiambu County to help refine the research Instruments for fieldwork. FGDS, KIIs and survey will be completed and a preliminary report prepared

APPENDIX 2: PRESENTATIONS AND FINDINGS

2.0 Presentations

After the welcoming remarks from the WEE Hub leader, remarks from PS representative ministry of gender and Cabinet Secretary Industrialization representative, the webinar went straight to the presentation of various as topics captured below.

2.2.1 .Effectiveness of Women-in-Manufacturing Program in Promoting Economic Empowerment for Women Entrepreneurs in the Manufacturing Sector in Kenya.

This is an evidence based research looking at, to what extent WIM programs offered by KAM to women Entrepreneurs promote women economic empowerment in the manufacturing sector. WIM researchers were motivated to carry out such a research by the fact that, Women are key drivers of growth in the agricultural and informal sectors in the Kenyan economy, and that over the years, the manufacturing industry in Kenya has been a male-dominated. However, in the recent past women have ventured into the manufacturing sector, some as workers and others as entrepreneurs but they are overrepresented in small and medium size enterprises (SMES). Underrepresentation of women in high value manufacturing enterprises can be attributed to limited access to and control over productive resources, and inadequate business knowledge and skills ,Patriarchal nature of societies, gender socialisation , triple gender roles ,retrogressive gender social norms such as cultural stereotypes , attitudes, perceptions , values and taboos. All which are factors that contribute to under representation of women in manufacturing sector

To address the bottlenecks, handles and glass ceiling that constrain women in manufacturing sector, KAM launched Women in Manufacturing (WIM) program in 2017. The program end goal is enhance women economic empowerment through promoting , supporting and inspiring women to participate and scale up in the manufacturing value chain; provide networking, advocacy as well as industrial and management skills .To achieve its aim, WIM program has four domains:-

- Networking and mentorship- which is meant to expose women to successful women manufacturers locally and internationally
- Market linkages- enables women to gain from both regional and international supply chains for their products
- Advocacy- women are trained to have voice and agency to articulate issues of concern , enhance decision making, and influence policies to enhance their participation and development
- Entrepreneurship development- women are equipped with skills to increase their competitiveness and innovation as entrepreneurs.

How WEE- HUB researchers are going to measure women's economic empowerment in WIM?

First, the researchers wished to understand and quantify an economically empowered woman. To which they stated that a woman is economically empowered when she has both the ability to succeed and advance economically and the power to make and act on economic decisions. Second, the team defined economic empowerment as comprised of two inter-related components: -

1) Economic advancement

For a woman to have economic advancement she need the skills and resources to compete in markets, as well as fair and equal access to economic institutions

2) Power, voice and agency.

To benefit from economic activities, women need to have the ability to make and act on decisions and control resources and profits.

Having quantified an economically empowered woman and the components of economic empowerment that is to be measured, a multispectral and multi-disciplinary team comprising of economist (to measure component one- women's economic advancement) and Gender specialists (to measure women's power, voice and agency) bring their skills together for effectiveness and to ensure success in the project.

Statement of Research Problem

Despite the National Industrialisation Policy framework being launched in 2012, on gender equalities .The manufacturing sector in Kenya is still dominated by male-owned enterprises .only 21 percent of women are formally employed in the sector. In case of women-owned enterprises, majority are SMES. So WIM program is a noble attempt to empower women economically. However, since its inception, it is not clear to what extent and how it has translated into:-

- 1) An increase in the proportion of women in the manufacturing sector
- 2) Women's economic advancement
- 3) Women's power, voice and agency

There is no evidence to show what can be done in terms of designing policies that can be implemented to increase the scale and profitability of women's industrial entrepreneurship (women owned industrial firms)Therefore an evaluation of WIM program would provide such evidence as well as policy and advocacy

Objectives of the study are to:

1. Analyse how the WIM program has impacted on women's industrial entrepreneurship (proportion of women-owned and managed enterprises).
2. Evaluate the ways in which the WIM program has impacted on the performance of women-owned enterprises.
3. Examine how the WIM program has improved business skills of women.
4. Investigate how the WIM program has impacted on women's access and control over resources.
5. Evaluate how the WIM program has impacted on women's economic decision making in public and private spheres.
6. Assess how the WIM program has influenced the gender power relations/ dynamics at the household level.
7. Explore how the WIM program can contribute to the attainment of National Industrialization Policy objectives

Methodology

The study will use mixed method approach to collect both quantitative and qualitative data. Target population will be all women entrepreneurs/business owners, women who jointly own businesses with men, and women who manage businesses (Chief Executive Officers) in manufacturing sector in Kenya. The study population is spread across seven KAM defined regions, namely: Nairobi, Central, Eastern, Nakuru, Uasin Gishu, Coast and Nyanza. However, the study will be carried out in Nairobi, Coast and Nyanza where 400 women will be sampled. 200 will be trained women business owners, women who jointly own businesses with men and managers of businesses (CEO)

and 200 those who untrained women business owners, women who jointly own businesses with men, and managers of businesses in the manufacturing sector to serve as control group. The sample will be distributed proportionately across the three regions under KAM. Men's opinion, views and perception of women economic empowerment will be solicited from male partners/ men in manufacturing sector

Pre-testing of Tools

Pre-tested will be carried out in Kiambu County, which will help in reviewing the questions and checking if they will provide the required data

Data Type, Source and Collection

Two types of data will be collected

- 1) Primary data
 - Guided questionnaires
 - Focus group discussions (FGDs)
 - Key informants' interviews (KIIs)
- 2) Secondary data will be derived from content analysis of
 - Annual financial report of the women-owned enterprises will be obtained from the business or from the KAM.
 - the financial records of the businesses on turnover (sales) and profits will obtained

In qualitative approach

Gender Equality Continuum (GEC) tool of social change will be employed. GEC will help to evaluate whether the WIM models are dealing with gender exploitative, gender accommodating and/or transformative issues. The tool enable the team to identify the strengths, weaknesses, and policy gaps. The aim is to upscale/ develop a training Gender Lens Investment (GLI) tool kit that will be used to address identified gaps to enhance women economic advancement as well as power, voice and agency.

Data analysis

Quantitative data will be analysed using Regression technique where panel data will be available, the model will be adjusted for panel techniques, fixed effects or random effects. The regression analysis will yield coefficient of variables that will be used to make inference about the effect on WIM program module activities on WEE. Additionally, analysing of the trend for four years (2013, 2014, 2015 & 2016) before the WIM and after the WIM (2017, 2018, 2019, & 2020) will be done so as to gauge out any increase in the proportion of women in manufacturing to answer question one.

Qualitative data which will be obtained from interviewing women entrepreneurs and key informants will be cleaned and organized to reduce it to a more manageable and intelligible set of observations. It will then be categorized, coded, and presented thematically according to research questions. A data coding guide will be developed based on the main themes and used to place Information from FGDs and for further analysis. Verbatim quotation will be coded and organized according to the coded themes. Verbatim statements will be cross-referenced with quantitative information. The statements that best explain and add more information to the quantitative data will be selected for citation as Voices to vivify the findings.

Dissemination and advocacy

WIM will disseminate the finding through publications of scientific articles, conference papers, and policy briefs. Using the Advocacy and Communication strategy in collaboration with the KAM, national gender commission, Institute of Economic Affairs, Ministry of Industrialisation, Trade and Enterprise Development, National Council of Governors, and other relevant line ministries.

Scaling up

If the WIM program is found to be effective in:-

- 1) Increasing the proportion of women in manufacturing industries
- 2) Advancing women economic advancement
- 3) Enhancing women's power, voice and agency

Ways of scaling it up will be discussed with policy-makers at the National and County governments. The scale-up strategy will be operationalised with the assistance of:-

- KAM through their regional chapters across the country
- the Ministry of Industrialisation
- Trade and Enterprise Development
- National Gender and Equality Commission
- County Governments and
- Private Sector through the Kenya Private Sector Alliance.

WIM already has KAM and the County Government of Tharaka Nthi on board and can easily be rolled out to other counties.

2.2.2 Talk on Status of the WIM program and the policy gaps to be closed in order to increase participation of women in the manufacturing sector in Kenya

KAM launched the Women in Manufacturing (WIM) Programme on 17th May 2017. The programme's aim is to, enhance market access for women industrialists in Kenya, provide an enabling environment for them and improve their competitiveness locally, regionally and globally.

Status of the WIM Program

- ✓ The WIM program holds capacity building programs to equip women in manufacturing with the relevant skills and knowledge to grow their businesses. Since its inception, the program has hosted over 10 forums together with other partners including UN Women, TradeMark East Africa, SBM Bank, Safaricom, Isuzu East Africa, BOC Gases, BAT, Skanem Interlabels, CRAWN Trust and GIZ. This equips them with the rigour and adequate hands-on components to make them great entrepreneurs and increase their regional and global competitiveness.
- ✓ Through KAM's Technical and Vocational Education and Training (TVET) program, we mentor young women to take up and soar in Science, Technology, Engineering, Arts and Mathematics (STEAM) courses to take up more manufacturing-related jobs. Through the initiative, seasoned professionals in the sector, inspire more young women to take up manufacturing-related jobs.
- ✓ Furthermore, WIM seeks to create financial linkages for women in manufacturing. Last year, we partnered with GIZ to host the Women and Youth Bankability Conference to give participants an opportunity to interact with financial service providers – including banks.

- ✓ In September 2020, KAM launched the First Ever Women in Manufacturing Report. KAM commissioned the International Centre for Research on Women (ICRW) to conduct the research, whose main aim is to pivot KAM's advocacy drive of the Women in Manufacturing Program in Kenya.
- ✓ Earlier this year, in partnership with the Danish Family Planning Association (DFPA) we hosted the WIM Report Dissemination Programme (Counties). It aimed at discussing the salient issues that had been highlighted as challenges and opportunities for women in the sector in the WIM Report, and also provided an opportunity to spotlight Sexual Reproductive and Health Rights.
- ✓ We are now gearing up to host #WIM2Counties, with the first edition to be held in North Rift Region. Through these forums, we seek to build women's capacity in market access, skills development, regulatory compliance and access to finance.

Policy gaps to be filled to increase women's participation in manufacturing

- ✓ The robust policy framework on gender mainstreaming and inclusion in the country, has not translated into equitable participation of women in manufacturing, especially at implementation, compliance and enforcement.
- ✓ Social and cultural contexts influence policy formulation and women's ability to take up workplace roles outside the traditional gender roles.
- ✓ Legal frameworks that aim to guarantee equal rights have not achieved their goals due to systemic barriers that are yet to be dismantled.
- ✓ The Women in manufacturing report, which we launched last year, identifies policy gaps that need to be filled, to increase women's participation in the sector.
- ✓ From the report, there are barriers to women's participation in manufacturing. These include:
 - **Policy factors (macro level):** Gender neutral legal and policy frameworks, low enrolment and retention of girls and women in STEM courses
 - **Business factors (meso level, organizational):** Poor access to capital, limited access to technology, training, and advisory services, limited mentorship opportunities, limited access to markets and information, vulnerability to sexual exploitation
 - **Intrapersonal and societal factors (micro-level):** Inadequate technical and marketing skills, low financial and business management skills, low risk tolerance, triple gender roles and cultural norms around manufacturing.
- ✓ The policy gaps that need to be filled, to increase women's participation in manufacturing, include:
 - Macro Level (Policy Factors): Ecology opportunities
 - Strengthen multi-sectoral stakeholder advocacy engagement on gender issues
 - Lobby for subsidies a, tax rebates, and SEZ
 - Targeted enrolment and retention of women into STEM courses
 - Meso Level (Organizational Structures): Sector opportunities
 - Develop innovative women-specific financing products
 - Revise restrictive collateral requirements for finance
 - Strengthen mentorship, networking, and training programmes
 - Develop online platforms for relevant government services
 - Micro level ((Intrapersonal and Societal Factors): Intrapersonal Opportunities
 - Enrol in mentorship and networking programmes

- Undertake training on financial and business management
 - Unlearn traditional cues and cultural norms
- ✓ An important factor to consider, is *Sexual and Reproductive Health and Rights (SRHR)*. Many workplaces have sexual harassment policies but do not know how to translate them into action, especially when those aggrieved do not report for fear of repercussions. In addition, they are held back by cultural perceptions. It is critical that there are increased engagements that focus on the development of policies in support SRHR as well as a special focus on developing safe spaces for women at the workplace.
- ✓ Bearing these in mind, KAM recommends:
 - Reviewing all gender-neutral legal frameworks affecting manufacturing and create guidelines for gender-responsive implementation.
 - Strengthening the implementation of the existing gender aware laws such as the Micro and Small Enterprises Act (2012) and the Public Procurement and Disposal Act (2015).
 - Effective collaborative engagements between public sector oversight agencies is required to ensure compliance in the implementation of the laws that affect women in manufacturing.
 - Consolidation of legal, regulatory, and compliance requirements in a single place to enhance efficiency and reduce the cost of doing business.
 - Increasing STEM awareness campaigns in rural and urban settings.
 - Advocate with the Ministry of Education to provide affirmative action spaces to women in STEM courses.

Lobbying for targeted financial incentives and tax exemptions for women-led and women-owned manufacturing companies targeting local and export markets.

2.2.3 International Center for Research on Women (ICRW) talked about the Challenges women entrepreneurs face in the manufacturing sector in Kenya, and the policy gaps to be closed in order to increase their participation.

First challenges facing women entrepreneurs in the manufacturing sector highlighted were:-

- i. Lack of appropriate skill set is a major contributor to continued alienation, devaluation and low participation of women – resulting in women taking up lower cadre skill jobs, which translate to low earnings and poor career development.
- ii. Existing gender gaps, including low enrolment and retention across STEM programmes in institutions of higher learning as well as in the vocational TVET programmes has translated to dwindling numbers of women training towards building their careers in the manufacturing sector
- iii. Barriers to skilling and upskilling of women, including low education levels, inadequate subject selection in school and limited access to training in appropriate courses and programmes
- iv. Traditional perceptions, stereotyping and exemption of women from participation and training in manufacturing, and thus leading to unresponsiveness to the changing needs of society and the manufacturing sector
- v. Limited access and control over productive skills, knowledge and resources
- vi. Retrogressive gender social norms, gender socialization and triple gender roles

Policy gaps to be closed in order to increase women participation in manufacturing is to revitalize technical education for girls and women by enrollment in technical training, retention and completion of STEM programmes and TVET courses. Fortifying the right skills through understanding the role of new technologies and developing skillsets and identifying the training methods that work best for female employees and that will take into account their different competency and time constraints. Design and scale up apprenticeship models for manufacturing sector through collaborative efforts across various sectors under the leadership of the government towards the development of a dual education and apprenticeship model should be explored. Lastly Reskilling and upskilling at the work place which could accelerate gender diversity and inclusion.

2.2.4 Female labour force participation in the manufacturing sector and policy gaps to be closed by Ministry of labour.

Introduction

Women constitute about 50 percent of Kenya's population and therefore play a critical role in the country's economic growth and development (Republic of Kenya, 2020). While country's female labour force participation was high at 72 percent in 2019, most of the women were engaged in the informal sector (Global Economy, 2020). In context of the manufacturing being a being driver of economic growth, women face a number of barriers that lead to their low participation. Some of the barriers include; lack of an adequately skilled female labour force that is a good fit for the sector, stereotypes and negative perceptions that manufacturing is for men and cultural factors. In view of these, there is need create an enabling environment to support women's participation in the sector.

Women in Manufacturing: Mainstreaming Gender and Inclusion

In 2020, the International Center for Research on Women (ICRW) and the Kenya Association of Manufacturers (KAM) released the first ever study on the status of women in manufacturing in Kenya. The findings suggested that women lack the technical knowledge and expertise in advancing their career or entrepreneurship in manufacturing. This is largely fueled by gender gaps in the enrolment and retention across programmes in science and technology. Thus, skilling and upskilling of women remains potent for closing the gaps.

Better Utilization of Skills for Youth through Quality Apprenticeships (BUSY Project)

The BUSY project is a pilot initiative that will allow the test of skills training and youth employment promotion scheme for vulnerable and marginalized youth, particularly the women aged 16 to 24. The overall goal of the BUSY project is to increase decent job creation and employability of young people, thereby contributing to reduce unemployment, vulnerability and poverty for vulnerable and marginalized youth, both in urban and rural settings. The Project through apprenticeship, capacity building will enhance skills uptake in all sectors including manufacturing. The project is financed by the U.S. Department of Labor (USDOL), and implemented by International Labour Organization (ILO) in partnership with the Ministry of Labour, the Federation of Kenya Employers (FKE) including COTU-K and Ministry of Labour

Inclusive Growth through Decent Work in the Great Rift Valley Project-Public Private Development Partnerships (PPDP)- Narok and Nakuru County (2018 - 2022).

The project aims to promote decent jobs through formal skills development and business development and community engagement. The project has a number of partners including; Akiira Geothermal Ltd, Kenya Electricity Generating Company Ltd, Ministry of Education, Science and Technology, Forum Syd, County Governments of Narok and Nakuru, Ministry of Labour and Social Protection, Federation of Kenya Employers, Central Organisation of Trade Unions, Micro and Small Enterprise Authority, National Industrial Training Authority. The project seeks to alleviate the living condition deficiencies by acting as a catalyst to address issues related to decent job creation through formal skills development, business development and community engagement and the target groups are Youth, Women and Vulnerable community members in Nakuru and Narok Counties.

Policy gaps

From a policy perspective a number of factors affect workforce development. At the macro level the key issues are; low STEM enrolment and retention, gaps in technical education curricula and limited training and mentorship opportunities for harnessing technology. In addition, societal factors such as triple gender roles, socio cultural barriers associated with STEM courses and manufacturing hamper progress in this sector. In light of this, the following policy issues are envisaged:

- **Revitalize technical education for girls and women:** There is need to increase enrollment in technical training retention and completion of STEM Programmes and TVET courses. Affirmative action quotas can be used whilst delivering the education curricular and mode of delivery that suits the needs of women and girls. Also, stakeholders in the manufacturing sector can identify opportunities to facilitate early and positive exposure to young women and girls through mentorship
- **Fortifying the right skills:** There is need to apply new technologies to improve skillsets among women.
- **Design and scale-up of apprenticeship models for manufacturing sector:** There is need to develop a dual education and apprenticeship model for girls and women to establish professional connections with coaching and mentorship opportunities, understand skillset expectations, and address any negative perception towards manufacturing while they pursue their formal education
- **Reskilling and upskilling at the workplace:** There is need for targeted reskilling and upskilling could accelerate gender diversity and inclusion. In addition, there is value in their manufacturing companies combining hiring, training, and upskilling. This should become a priority to enable companies to grow and retain the female workforce.

References

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https://www.theglobaleconomy.com/Kenya/Female_labor_force_participation/

2.2.5 National Gender Equality Commission: Success stories in influencing study findings implementation by policy makers.

The speaker stated by giving a brief history of The National Gender and Equality Commission (NGEC) which was established by the National Gender and Equality Commission Act, 2011 pursuant to Article 59 (4) of the Constitution of Kenya. NGEC's mandate is informed by Section 8 of the National Gender and Equality Commission Act 2011. As a Constitutional Commission, NGEC is bound by Article 249 of the Constitution of Kenya 2010, which provides the objects of the commissions and the independent offices as being to protect the sovereignty of the people; secure the observance by all State organs of democratic values and principles; and promote constitutionalism. The Constitution of Kenya 2010 has several provisions to guide NGEC in the implementation of its mandate. In particular, Article 10 on National Values and Principles of Governance includes; human dignity, equity, inclusiveness equality, non-discrimination and protection of the marginalized.

The mandate of NGEC is to promote equality, inclusion and freedom from discrimination for all people in Kenya with a main focus on interest in special interest groups. These include women, youth, persons with disabilities, minority and marginalised groups, indigenous communities, older members of society, as well boys and girls.

The functions of commission include:-

- Monitor upcoming laws and integration of the principles informed by research
- Advice on integration of the principles of equality and inclusion in all national and county policies, laws and administrative legislation in both public and private institutions
- Ensuring compliance on the issues of equality and inclusion
- Coordinate and facilitate mainstreaming of gender in national development and advice the government to ensure greater inclusion and greater equality in national development

It is noted that the government has made significant and tremendous effort in empowering women in addressing matters of equality through various empowerment programmes of vulnerable groups including women. The country has very progressive legal and policy framework to promote women economic empowerment of Kenya include:

- Constitution of Kenya 2010 various articles
- National Policy of Gender and Development seeks to promote gender equality. This policy went through consultation and stakeholder engagement, including academia, private sector, civil society and government circles.

These policies are now using evidence based research in which the academia is involved; as well as state and non-state actors and various bodies and think tanks. Coordination efforts to spearhead policy processes in the country. There is evidence that research findings have greatly influence legal, policy and programmatic actions towards women economic empowerment.

Studies and assessments have been undertaken to improve the existing programmes on gender and WEE. Coordination among various institutions including universities, independent commission, think tanks, oversight bodies, and others that have research mandate including KIPRRA, KEPSA KAM (for example to ensure equality and inclusion in the manufacturing sector) civil society organizations, and others continue to carry out research. Government department and agencies

have research; and monitoring and evaluation department to evaluate impact of programmes. Appreciation of research findings.

The affirmative action programmes towards promotion of women economic empowerment have greatly been influenced by research. The challenges facing women entrepreneurs (WEF) in Kenya (cited lack of capital and financing for women) has been done indicating and increasingly government coming up with funds to support the women in entrepreneurial world and business. Studies of women group and the synergies of women working together have assisted in the modalities of operating the funding of the women. Women and other vulnerable groups likely to be excluded from opportunities, thus in 2014 UN Women commissioned study (in several countries including Kenya) regarding access to government funding. Based on the study, 30% funds now reserved for women youth and people with disabilities. Assessment of programmes has helped in the continuous improvement and appreciation of the programmes and government working towards addressing challenges and improving the programming.

The current push for women for promotion of women in leadership and decision making. The policy framework is based on evidence of research done regarding the impact of women in leadership position in both public and private sectors. In addition, women status studies and women index studies which influence policy. Ministries and government agencies to have gender friendly policies in the work place. These have been influenced by research.

The Women Empowerment Strategy 2019 is based on evidence from different researches conducted in the country by over time. The research in the country is influencing policy, legal framework in the country, realizing greater inclusion of women. In terms of political inclusion index women lagging behind. However the country is doing well in the health, education and labour participation. Reduction of obstacles including in gender based violence which has been obstacle to gender equality.

Challenges

- Research findings still in the custody of researchers, university repositories and are not usable.
- Poor of coordination among relevant stakeholders hampers how implementation is to be done

The WIM Research

1. There is need to make evidence usable, as such the WIM research which is commended should be usable and disseminated widely. There is need to ensure that we communicate effectively with policy makers. There is need to synthesize and tailor to policy makers using policy briefs.
2. There is need to look for the right time to act – for example elusive 2/3 gender in Kenya. The right time being when the government is new that way we can influence change
3. Engage with the real policy makers who make the day to day decision who are able to influence policy in the country as well as measure impact and improvement of the policy in the programmes.

References

<https://www.ngeckkenya.org/>

2.2.6 Micro enterprises perspectives on challenges facing women in manufacturing.

The key issues facing women entrepreneurs were highlighted by Amina Haider, the founder of Tam Tam Diani limited which specializes in manufacturing oil products. Women participate in exhibitions and marketing of manufactured products from their micro-enterprise which are of quality equivalent to the ones being imported, yet they are not in the retail sector. Women operating micro-enterprises are deterred by fear of unknown associated with procedures, cost, and requirements for compliance. As a result, they prefer to operate below the radar, in that, they bypass the legal requirement of registering their micro-enterprise.

One of the challenges facing women operating micro-enterprises is the high certification cost. Women entrepreneurs managing manufacturing micro-enterprises pay certification costs equivalent to that of large business operators, which is above their budget. Moreover, there is lack of information on how to go about the registration process in as much as the policies for starting up a micro-enterprise are clear. The authorities in charge of certifying enterprises are stationed in different places, thereby, increasing the cost incurred and time consumed by women entrepreneurs to establish their businesses. In addition, biasness towards women who would want to register and establish manufacturing micro-enterprises constrain their plans. Women are maneuvered by policy intellects over requirements for registration even after obtaining all the requisites, thereby, blocking their progress with the business. The speaker concluded by advocating for the establishment of a hub where all relevant information concerning certification of the micro-enterprises can be obtained.

2.2.7 During SE Question, Answer Session and Feedback issues regarding WIM project were aired

- i. **The Anti-Counterfeit Authority (ACA)** appreciates the comments from woman manufacturing practitioners. The mandate of organization is to combat counterfeiting and to promote entrepreneurs to register their products to protect their products from infringements. With regard to this mandate, ACA has observed that a number of the SMEs and Micro SMEs have not registered their trademarks and products; and is interested in engaging and interacting with the women entrepreneurs in this area. The organization is currently working on recondition of intellectual property, where the local manufacturers will be granted an opportunity to record their products at no cost (initially). This will help the organization to know what products and which trademarks belong to which entrepreneurs, and this will enhance efficiency in surveillance exercises.
- ii. **The County Government of Kiambu** welcomes the move by the hub to conduct pilot research in Kiambu, noting that over the years, industrial growth has slow because there lacks an enabling policy framework to facilitate the participation of small manufacturers. By examining the county governments' agenda, very little budget is allocated to support SMEs and the manufacturing sector at large, with barely any progressive feedback provided at the end of financial years. Additionally, women have been creative in resource mobilization through table banking, but they lack policy frameworks to help them scale up. The county therefore welcomes the pilot study that is set to be undertaken in Kiambu County.

THE WAY FORWARD

Table 1 presents the status of research and way forward

Table 1: Way forward

Item	Timeline/ Remark
Development of research concept, tools and instruments	Done (June 2020 – June 2021
Ethical approval and preparation for fieldwork	Ongoing
Piloting of study tools <i>Kiambu</i>	September 2021
Data collection (phase 1) <i>Nairobi, Mombasa and Kisumu</i>	September 2021
Data analysis and reporting	October 2021

APPENDIX 3: PROGRAMME AND LIST OF PARTICIPANTS



KENYATTA UNIVERSITY WOMEN'S ECONOMIC EMPOWERMENT HUB



Effectiveness of Women-in-Manufacturing Program in Promoting Economic Empowerment for Women Entrepreneurs in the Manufacturing Sector in Kenya.

WEBINAR: Wednesday 25 th , August, 2021: Session Chair : Dr. Regina Mwatha	
8.30 -9.00 am	Arrival and Registration – Dr. Susan Kiambati
9.00-9.05	Welcome Remarks - Hub Leader Prof. Judith Waudo
9.05-9.10	Remarks <i>Prof. C. Suda - Ps Gender. Represented by Micheal Kariuki</i>
9.10-9.20	Remarks <i>Hon. Betty Maina - Cabinet Secretary Industrialization/representative</i>
9.20- 9.35	Effectiveness of Women-in-Manufacturing Program in Promoting Economic Empowerment for Women Entrepreneurs in the Manufacturing Sector in Kenya. <i>Dr Muthoni Mainah –Co-PI</i>
9.35- 9.50	Status of the WIM program and the policy gaps to be closed in order to increase participation of women in the manufacturing sector in Kenya. <i>Ms Phyllis Wakiaga, Chief Executive Officer, KAM/ representative Salome Kahiu</i>
9.50-10.05	Challenges women entrepreneurs face in the manufacturing sector in Kenya and the policy gaps to be closed in order to increase their participation. <i>Ms. Cleopatra Mugenyi - International Center for Research on Women (ICRW) Represented by Chryspin Afifu</i>
10.05- 10.20	Female labour force participation in the manufacturing sector and policy gaps to be closed. <i>Ms. Hellen Apiyo – Ministry of Labour, represented by Francis Lenarum</i>
10.20-10.35	Success Stories in Influencing Study Findings Implementation by the Policy Makers' <i>Ms. Winfred Wambua - National Gender and Equality Commission</i>
10.35-10.45	Q/A
10.45-10.55	Way Forward -Dr Forah Obebo
10.55-11.00	Votes of Thanks- Prof Joy Obando

List of participants

S N	Stakeholder name / category	Name	Contact
1	Kenya Association of Manufacturers (KAM)	Phyllis Wakiaga	phyllis.wakiaga@kam.co.ke
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3	KAM	Dr Simon Githuku	simon.githuku@kam.co.ke
4	KAM	Rosehilda Kamanga	rosehilda.kamanga@kam.co.ke
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6	Institute of Economic Affairs	Darmi Fardha Jattani	darmij@ieakenya.or.ke
7	Ministry of Industrialization, Trade and Enterprise Development	Cabinet Secretary Industrialization, Hon. Betty Maina	cs.moied@gmail.com
8	Chamber of Commerce and Industry – Kiambu County	Dan Miano CEO Central Region	dm.miano@gmail.com knccicentralregion@gmail.com
9	International Center for Research on Women	Chryspin Afifu	chryspin.afifu@gmail.com
10	Ministry of Labour	Hellen Apiyo. Rep. by Francis Lenarum	aakeyopi@yahoo.co.uk
11	National Gender and Equality Commission (NGEC)	Winfred Wambua	wwambua@ngeckenya.org
12	State Department of Gender	Ps Gender Prof. Suda Represented by Micheal Kariuki	psgenderaffairs@gmail.com
13	Kenya Bureau of Standards (KEBS)	Mary Ngotho	ngothom@kebs.org
14	National Environment Management Authority (NEMA)	Jane Nyandika	janeamwoma@gmail.com
15	Anti-Counterfeit Authority (ACA)	Fridah Kaberia	fkaberia@aca.go.ke
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17	Minister for Industry, Kiambu County Government	Dr. Juliet Gathoni Kimemia	gathoni.kimemia@yahoo.com
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22	Jane Amwoma		
23	Julian Kemunto		
24	Nicholas Kiragu		

25	Prof. Judith Waudo	WEE-HUB	
26	Dr Regina Mwatha	WEE HUB	
27	Prof Nelson Wawire	WEE-HUB	
28	Pro Joy Obando	WEE-HUB	
29	Dr Muthoni Maina	WEE-HUB	
30	Dr Forah Obebo	WEE-HUB	
31	Dr Leah Wanjama	WEE-HUB	
32	Dr Sheila Mutuma	WEE-HUB	
33	Dr Purity Muthima	WEE-HUB	
34	Dr. Susn Kiambati	WEE-HUB	
35	Dr. Isabella Kamere	WEE-HUB	
36	Julian Kemunto		
37	Prof. Elishiba Kimani	WEE-HUB	
38	Dr. Rubai Mandela	WEE-HUB	
39	Juliet MagomaMesa	WEE-HUB	
40	Edna Jemutai Moi	WEE-HUB	
41	Julia Mosses	WEE-HUB	
42	Dr. Stephen Muathe	WEE-HUB	
43	Dr. Joseph Muniu	WEE-HUB	
44	Mary Nasibi	WEE-HUB	
45	Mary Mwangi		
46	Dr. Angelica Njuguna Espiritu	WEE-HUB	
47	Dr. Rose Njoroge	WEE-HUB	
48	Dr. Aflonia Mbuthia Nyambura	WEE-HUB	
49	Charles Odhiambo		
50	Susan Okerim	WEE-HUB	
51	James Ombogo Onditi	WEE-HUB	
52	Mame Osman		
53	Prof. Ruth Wanjau	WEE-HUB	

APPENDIX 4: PHOTOGRAPHS

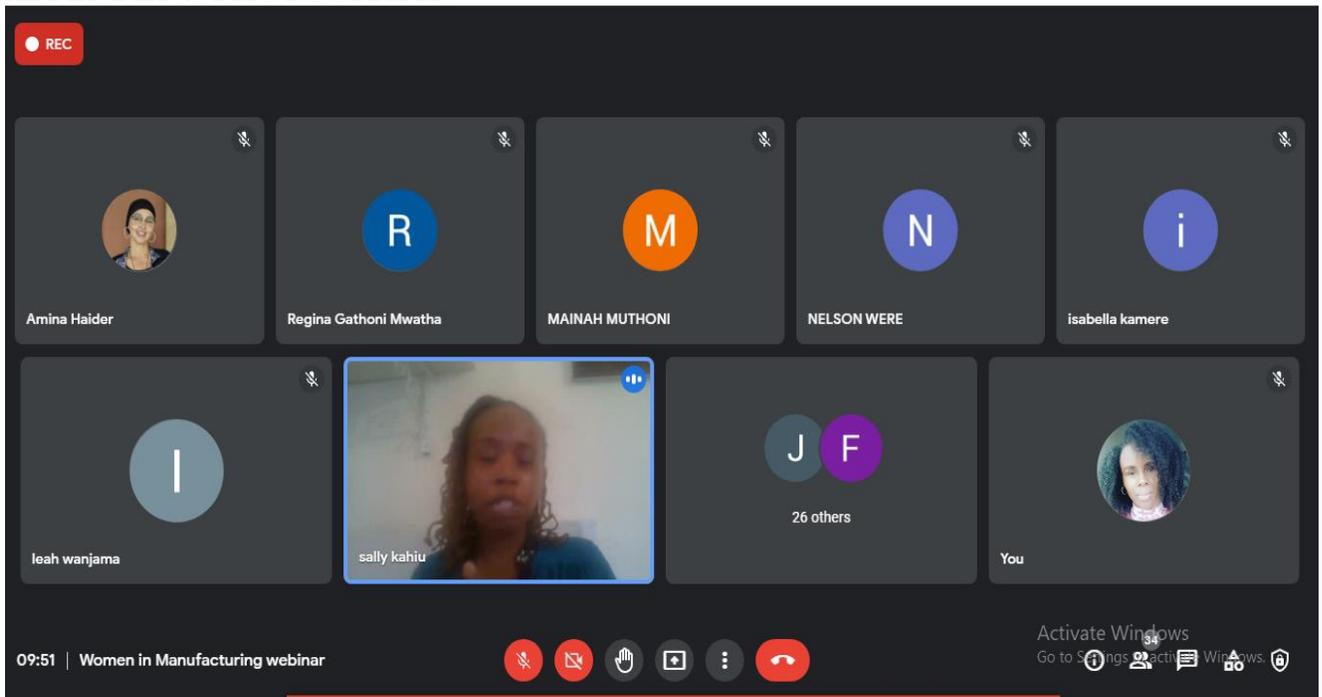


Photo 1: On behalf of the CEO, Kenya Association of Manufacturers (KAM), Ms. Sally Kahiu makes a presentation on ‘Status of the WIM program and the policy gaps to be closed in order to increase participation of women in the manufacturing sector in Kenya’.

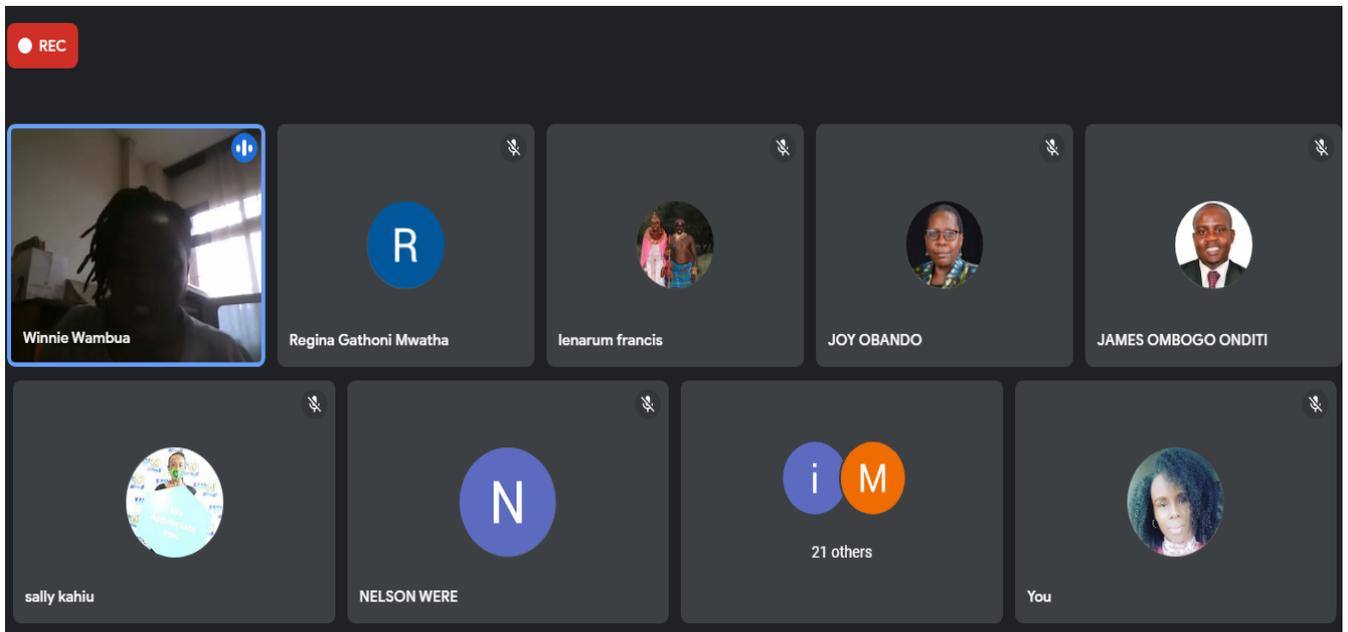


Photo 2: Ms Winnie Wambua from the National Gender and Equality Commission (NGEC) presents on ‘Success Stories in Influencing Study Findings Implementation by the Policy Makers’

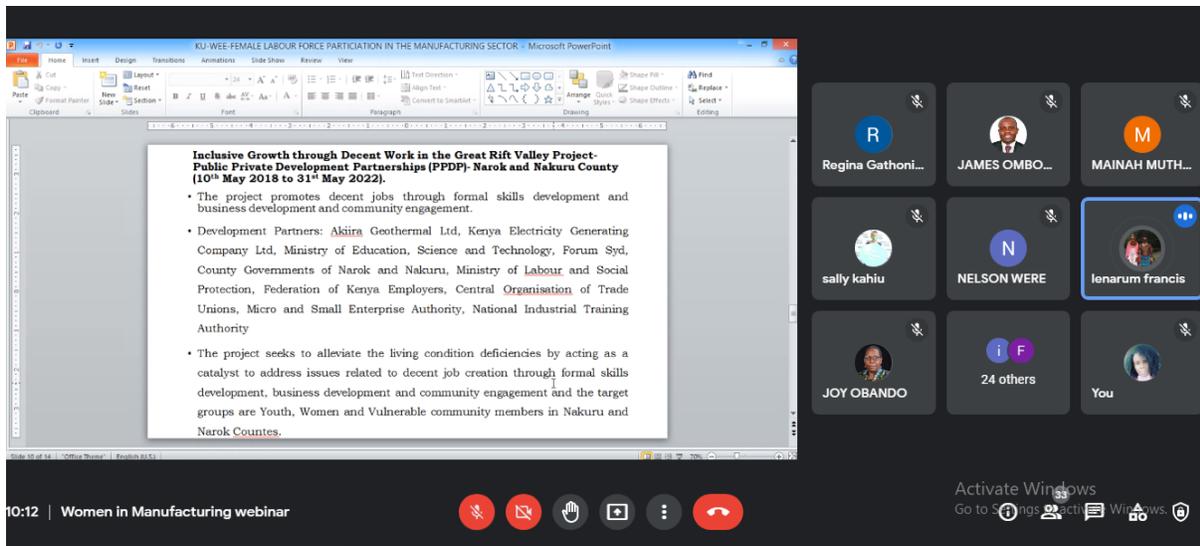


Photo 3: Mr. Francis Lenarum (Ministry of Labour) presents on 'Female labour force participation in the manufacturing sector and policy gaps to be closed'.

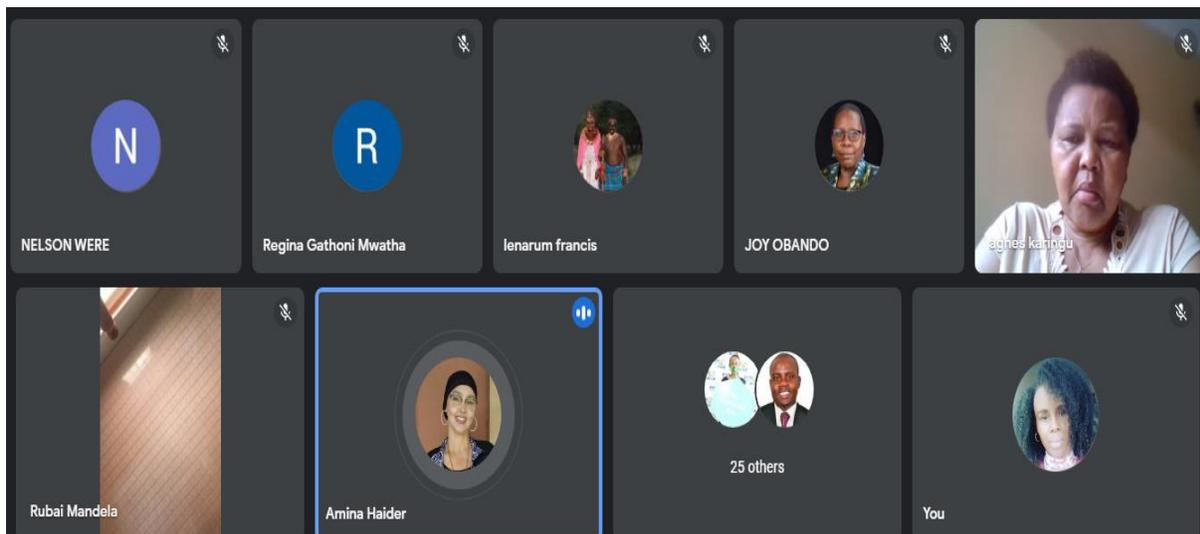


Photo4: Ms. Amina Haider, a micro enterprise owner in the manufacturing sector makes her remarks

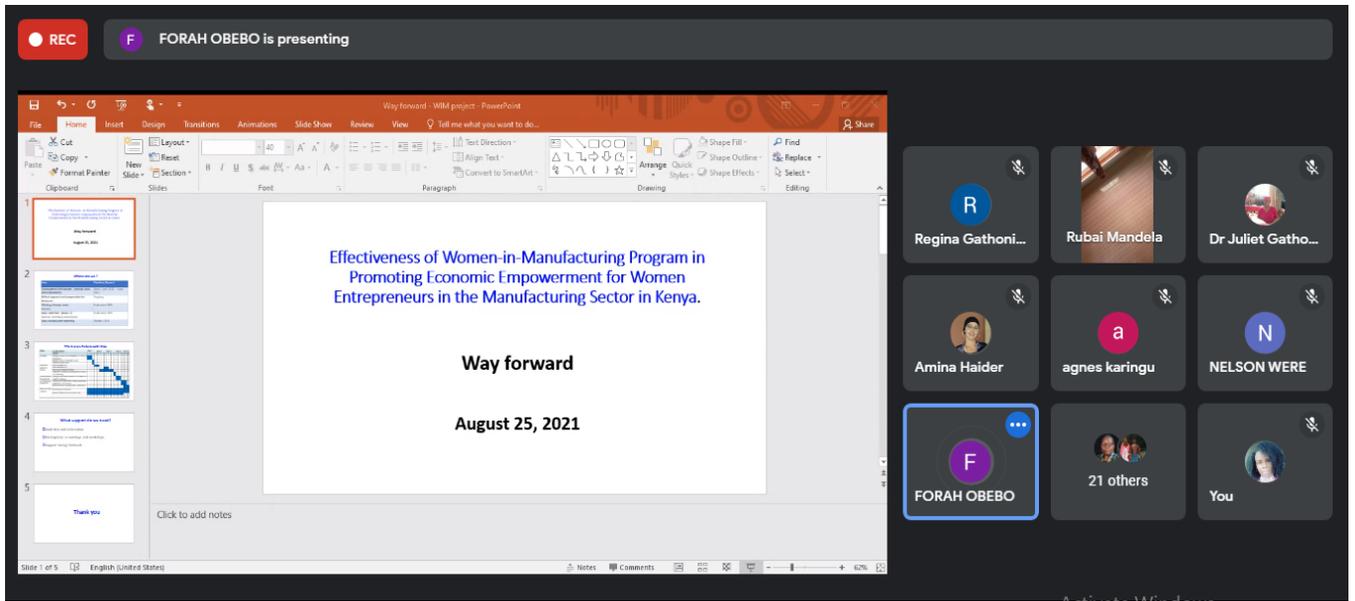


Photo 5: Dr. Fora Obebo presents the WIM research team's way forward

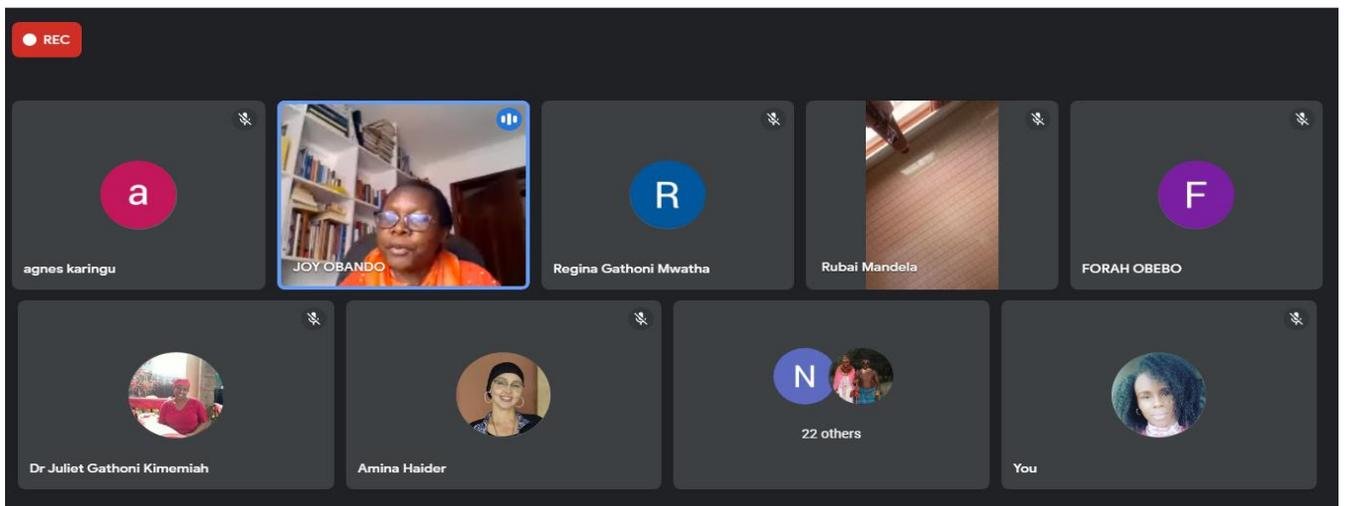


Photo 6: Prof. Joy Obando gives a vote of thanks after the webinar

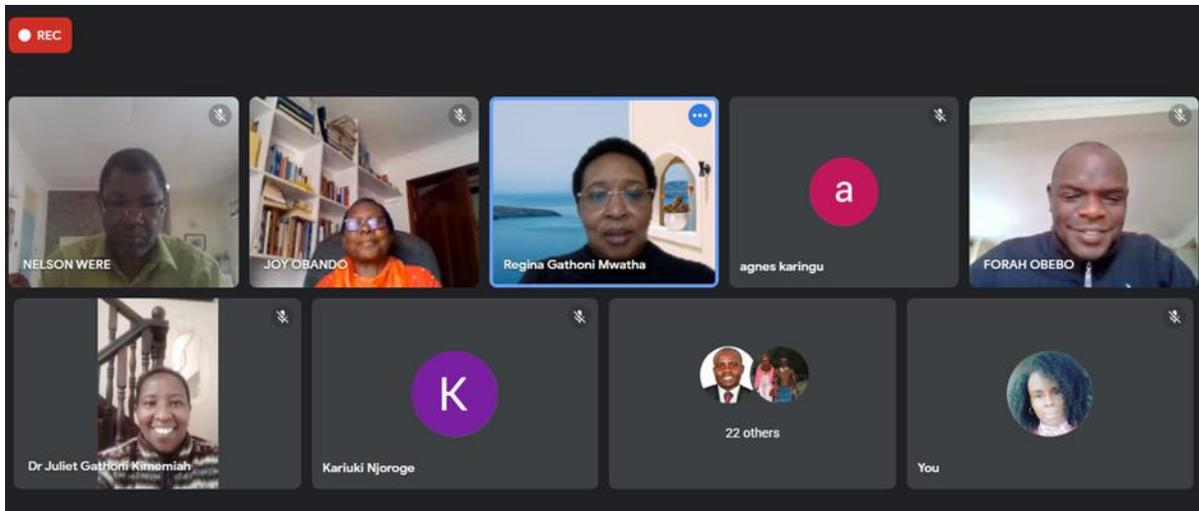


Photo 7: Some of the webinar participants