



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

Nelson H. Were Wawire (Principal Investigator)

Box 43844 -00100, Nairobi, Kenya

were.nelson@ku.ac.ke

Muthoni Maina (Co-Principal Investigator)

Angelica Njuguna

Forah Obebo

Steve Makambi

Julius Korir

Joy Obando

Paul Samoei

Phyllis Wakiaga

Salome Kahiu

Simon Githuku

Ruth C. Kendagor

Julia A. Otieno

Faith A. Tsuma

**14<sup>TH</sup> FEBRUARY, 2022**

## TABLE OF CONTENTS

|                                                                                              |           |
|----------------------------------------------------------------------------------------------|-----------|
| TABLE OF CONTENTS.....                                                                       | ii        |
| LIST OF TABLES.....                                                                          | iii       |
| LIST OF FIGURES.....                                                                         | iv        |
| LIST OF PICTURES.....                                                                        | v         |
| ABBREVIATIONS AND ACRONYMS.....                                                              | vi        |
| ACKNOWLEDGEMENTS.....                                                                        | vii       |
| ABSTRACT.....                                                                                | viii      |
| 1. INTRODUCTION.....                                                                         | 1         |
| 2. PRE-FIELDWORK PHASE.....                                                                  | 2         |
| <b>2.1 WIM Central Region Conference and Product Parade.....</b>                             | <b>3</b>  |
| <b>2.2 A visit to the Office of H.E the Governor of the County Government of Kiambu.....</b> | <b>6</b>  |
| 3.0 FIELDWORK.....                                                                           | 10        |
| 4.0. EMPIRICAL RESULTS AND DISCUSSION.....                                                   | 11        |
| <b>4.1 Quantitative Results.....</b>                                                         | <b>11</b> |
| <b>4.1.1 Demographic Characteristics &amp; Business Information.....</b>                     | <b>11</b> |
| <b>4.1.2. General Business Characteristics.....</b>                                          | <b>12</b> |
| <b>4.1.3. Employment and Remuneration.....</b>                                               | <b>13</b> |
| <b>4.1.4 Participation in WIM Program and Other Membership Organizations.....</b>            | <b>13</b> |
| <b>4.1.5. Participation in WIM Program and Other Membership Organizations.....</b>           | <b>15</b> |
| <b>4.1.6: Attitudes towards Participation in KAM/WIM Activities.....</b>                     | <b>15</b> |
| <b>4.1.7: Business and Household Income.....</b>                                             | <b>16</b> |
| <b>4.1.8. Decision Making.....</b>                                                           | <b>17</b> |
| <b>4.1.9. Access and Control of Productive Resources.....</b>                                | <b>18</b> |
| <b>4.1.10. Time Agency.....</b>                                                              | <b>19</b> |
| <b>4.2. Qualitative Results.....</b>                                                         | <b>19</b> |
| <b>4.2.1. Qualitative Results from the interview.....</b>                                    | <b>19</b> |
| <b>4.2.2. Qualitative Results from FGD.....</b>                                              | <b>20</b> |
| 4.3 Summary of findings.....                                                                 | 31        |
| 5. CONCLUSION, CHALLENGES AND RECOMMENDATIONS.....                                           | 31        |
| <b>5.1 Conclusion.....</b>                                                                   | <b>31</b> |
| <b>5.2. Challenges.....</b>                                                                  | <b>31</b> |
| <b>5.3 Recommendations.....</b>                                                              | <b>32</b> |

## **LIST OF TABLES**

|                                                                                     |    |
|-------------------------------------------------------------------------------------|----|
| Table 4. 1: Distribution of Respondents business across manufacturing Sectors ..... | 13 |
| Table 4. 2: Summary of Participation in WIM Program.....                            | 14 |
| Table 4. 3: Participants' Perception on benefits of WIM program .....               | 14 |
| Table 4. 4: Summary of participation in WIM program and other organizations.....    | 15 |

## LIST OF FIGURES

|                                                             |    |
|-------------------------------------------------------------|----|
| Figure 4.1: Attitude towards participation in WIM/KAM ..... | 16 |
| Figure 4.2: Decision making in the Household.....           | 18 |

## **LIST OF PICTURES**

|                                                                                                                                       |   |
|---------------------------------------------------------------------------------------------------------------------------------------|---|
| Picture 1: WIM Chairperson and Guests during the Central Region Conference and Product Parade, 17 <sup>th</sup> November 2021.....    | 3 |
| Picture 2: WIM PI addressing the WIM Central Region Conference and Product Parade participants on 17 <sup>th</sup> November 2021..... | 5 |
| Picture 3: PI and RAs after attending the WIM Central Region Conference and Product Parade on 17 <sup>th</sup> November, 2021.....    | 6 |
| Picture 4: Visit to H.E The Governor of Kiambu County, 22 <sup>nd</sup> November, 2022. ....                                          | 7 |
| Picture 5: Discussions at the Office of H.E. The Governor of Kiambu County. ....                                                      | 8 |
| Picture 6: Consultations in progress at the Office of H. E. The Governor of Kiambu County.....                                        | 9 |

## **ABBREVIATIONS AND ACRONYMS**

|         |                                                   |
|---------|---------------------------------------------------|
| CBDC:   | Creation of Business Development Centre           |
| CECM:   | County Executive Council Member                   |
| CEO:    | Chief Executive Officer                           |
| DFPA:   | Danish Family Planning Association                |
| FGDs:   | Focus Group Discussions                           |
| GBV:    | Gender Based Violence                             |
| GDP:    | Gross Domestic Product                            |
| H.E:    | His Excellency                                    |
| KAM:    | Kenya Association of Manufacturers                |
| KEPSA:  | Kenya Private Sector Alliance                     |
| KNBS:   | Kenya National Bureau of Statistics               |
| KU-WEE: | Kenyatta University Women's Economic Empowerment  |
| SGBV:   | Sexual and Gender Based Violence                  |
| SMEs:   | Small Medium Enterprises                          |
| UNIDO:  | United Nation Industrial Development Organization |
| WEE:    | Women's economic empowerment                      |
| WIM:    | Women in Manufacturing                            |

## **ACKNOWLEDGEMENTS**

First, the WIM team would like to acknowledge H. E. The Governor of the County Government of Kiambu, for allowing us to carry out the study in the County. Second, we acknowledge the County Executive Council Member (CECM) for Trade, Industrialization, Tourism & Investment, Chief Officer for Trade, Industrialization, Tourism and Investment, Chief Officer for Cooperatives, and the Chamber of Commerce and Industry representative for Central region. Third, the WIM team would like to acknowledge the respondents who gave their best answers and sacrificed their time in order to participate in the study. Fourth, we acknowledge the WIM chairperson for allowing us to evaluate her program and also for participating in the Focused Group Discussions. Fifth, would like to acknowledge the Kenya Association of Manufacturers team, through their Chief Executive Officer, for the assisting in the design, development of the research tools and sampling framework for the study and guiding the team while in the field. Lastly, we acknowledge the Vice chancellor and the Hub leadership for offering guidance.

## ABSTRACT

Studies show that the manufacturing sector in Kenya has over the years been male dominated as in many other African countries. While women have gained entrance into the manufacturing sector, they face various hurdles emanating from gender socialization, cultural norms and stereotypes. Additionally, women have limited access to and control over productive resources, inadequate business knowledge and skills which affect their economic advancement. To address this gender gap, the Kenya Association of Manufacturers (KAM) established the Women-in-Manufacturing (WIM) program with the aim of providing training, coaching, networking, and mentorship to the women manufacturers. The Kenyatta University Women Economic Empowerment (KU-WEE) Hub under the sponsorship of Bill and Melinda Gates foundation sought to evaluate effectiveness of WIM program in promoting WEE and subsequent participation of women in the manufacturing sector in Kenya. The specific objectives were 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. Pre-piloting phase consisted of a WIM regional conference which sensitized women manufacturers on bankability, mentorship and product development and a visit to Kiambu County Governor's office whose purpose was to share information about the projects being undertaken by the KU-WEE Hub with an emphasis on the research on WIM. The Piloting commenced on 23<sup>rd</sup> of November 2021 where a survey was conducted, featuring 19 women-owned or managed manufacturing firms in Kiambu County. Piloting was conducted to evaluate the efficacy of the data collection toolkit. The questionnaire consisted of quantitative section, qualitative section and focus group discussion. Majority of the questions were adequately answered. However, a significant non-response rate was witnessed regarding household and business income. Challenges observed during piloting include an unrefined, long and tedious interview schedule, and unavailability or unwillingness to respond to some questions regarding business income. The findings established that 16 out of 19 businesses were registered, with 8 as private companies; 4 as sole proprietorships; and 4 under partnership. The average number of employees for the sample businesses is 15 employees, with an average asset value of about 8.9 million. Most of the businesses (15/19) are location in urban or peri-urban settings and located in small towns (12/19). Out of 19 respondents 74 percent of respondents were KAM members but only 4 were WIM members. A number of those who are not member of WIM said that they had not heard about WIM. A significant number of WIM members had participated in networking activities. WIM members held the view that the program improved their leadership skills, facilitated utilization of voice and agency and generally enhanced their business skills. Majority of respondents reported that households owned productive assets but only 4 out of 19 respondents had land title. A significant number of women reported that they had limited control over household productive assets and could not make exclusive decisions about business and household income. Focus group discussion report established that society does not relate informal business as part of manufacturing sector. The survey revealed that Husband's dominance and control over Women's personal, resources and business life is a major problem that hinders business development among women. Review of the data collection kit established that the sample respondents could be inappropriate, where applicable, financial records and other supporting documents should be used to collect data on business performance. In addition, KAM should increase efforts to sensitive women and encourage their involvement in WIM program.

## **1. INTRODUCTION**

Women are key drivers of growth in the agricultural and informal sectors in the Kenyan economy. Their enterprises account for 20 percent of the Gross Domestic Product (GDP) (Republic of Kenya, 2016). Furthermore, women form about 49 percent of the labour force in Kenya (World Bank, 2020). Despite their many contributions, women are underrepresented in boards of management (21 percent), hold fewer senior management positions (26 percent), experience wage inequality for the same work (have a 0.682 score on male wage) and only 7 percent of them have access to business finance (Africa Development Bank, 2015).

Over the years, the manufacturing industry in Kenya has been a male-dominated sector. However, in the recent past women, have ventured into the sector as workers and others as entrepreneurs. There has been growth in the numbers of women in entrepreneurship with some setting up new businesses of their own in the manufacturing sector. In the Kenya's manufacturing sector, only 21 percent of women are formally employed, with the majority working as cleaners, receptionists and doing other jobs that attract less pay (Republic of Kenya, 2019). Evidence shows that women generally have smaller shares of ownership of the high-value enterprises within manufacturing (KAM, 2018). Limited access to and control over productive resources, and inadequate business knowledge and skills are factors that could have contributed to these inequalities. Other possible factors for the inequity include low-return education backgrounds, cultural stereotypes and gender socialisation including patriarchy nature of societies, triple gender roles (home production, reproduction, and community roles, and marginalisation (Wanjala and Were, 2009; Africa Development Bank, 2015).

The Kenya Association of Manufacturers (KAM) is actively engaged in efforts to reduce constraints faced by women in the manufacturing sector. KAM is the country's premier representative organisation for manufacturing value-add industries. The organisation has a mandate of policy advocacy with relevant authorities and promoting trade and investment, innovation, and standards among its members. In recognition of the underrepresentation of women in the manufacturing sector, KAM launched Women in Manufacturing (WIM) program in 2017. The motivation of the program was to promote, support and inspire women to participate and scale up in the manufacturing value chain. To this end, the program continues to provide a platform for young female entrepreneurs to learn ways in which they can scale their businesses from SMEs and cottage industries to profitable and productive businesses. The program's objectives are to provide networking, advocacy, industrial and management skills targeted to women. The aim is to provide an enabling environment for women-owned enterprises, improve market inclusion, productivity and improve competitiveness for women in the manufacturing sector.

The WIM program has four domains, namely: networking and mentorship; market linkages; advocacy; and entrepreneurship development. On networking and mentorship, local women industrialists are linked to other successful industrialists across the country, the region and globally so as to be exposed to international best practices and standards as well as market access for their businesses. The market linkages component of the program enables women to gain from both regional and international supply chains for their products. Under advocacy, women positively influence policies and programs to enhance their participation and development in the sector.

Finally, under entrepreneurship development, women are equipped with skills to increase their competitiveness and innovation as entrepreneurs.

The program covers all types of industries, Small Medium Enterprises (SMEs) and large corporates in Kenya and is run through the 7 KAM Chapters. Initially, the program mainly had its activities in Nairobi. But in 2021, KAM in partnership with the Danish Family Planning Association (DFPA) set out to disseminate the WIM activities in 14 counties in Kenya, mainly, Machakos, Mombasa, Kilifi, Taita/Taveta, Kwale, Meru, Nyeri, Kiambu, Laikipia, Nakuru, Kisumu, Kericho, Uasin Gishu and Elgeyo Marakwet. There are over 200 women registered under the program and who have attended at least 1 of the WIM forums /engagements within its 4 years of operation. At least 2 forums/workshops are held in a month.

The manufacturing sector in Kenya is dominated by male-owned enterprises and low participation of women. Despite the National industrialisation policy framework being launched in 2012, the situation has not improved. A key issue in the policy is failure to explicitly address gender inequalities in the sector. While evidence suggests that women generally have smaller shares of ownership of the high-value enterprises and that only 21 percent of women are formally employed in the manufacturing sector, the policy does not address these gender specific issues. In essence, the policy does not overtly and adequately support and encourage women-owned enterprises as witnessed by low rate of participation by women in this sector. This has contributed to low women economic empowerment and social welfare in Kenya.

While the WIM program is a noble attempt to empower women economically, it is not clear to what extent and how it has translated into an increase the proportion of women in the manufacturing sector. Additionally, 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 would provide such evidence. The adduced evidence can be used to scale up the program or adjust it in other desirable ways. Therefore, this study is an evaluation of the effect of the WIM program on performance of women-owned enterprises, women's business skills, access to and control over resources, economic decision making and gender power relations.

The task of the study was to evaluate effectiveness of WIM program in promoting WEE and subsequent participation of women in the manufacturing sector in Kenya. The specific objectives were 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. Pre-piloting activities included WIM

## **2. PRE-FIELDWORK**

### **2.1 Introduction**

Two events took place as a precursor to embarking on data collection in Kiambu County. First, a WIM Research delegation led by the Principal Investigator participated in the WIM Central Region Conference and Product Parade that was held from 17<sup>th</sup> to 19<sup>th</sup> November 2021 to get more insight

about WIM program. Second, a visit was organized to the Office of H.E The Governor of the County Government of Kiambu on 22<sup>nd</sup> November 2021 with a request to be allowed to collect data and get more information about WEE in the County.

## 2.2 WIM Central Region Conference and Product Parade

The event consisted of a bankability conference, mentorship and product parade. It was graced by the chairperson of WIM program and other dignitaries as seen in the following photograph:



Picture 1: WIM Chairperson and Guests during the Central Region Conference and Product Parade, 17<sup>th</sup> November 2021.

**Front row:** (L-R) UNIDO Representative, Ms. Linet Luva; Sheth Naturals Founder & CEO, Dr. Gasheri Thuku; KAM, WIM Chair, Ms. Mary Ngechu & Prof. Nelson Wawire, Kenyatta University. **2<sup>nd</sup> row:** (L-R) KAM Central Region Coordinator, Mr. Jackson Mutuma; (2<sup>nd</sup> person unidentified), Meru County CECM Gender and Social Development, Ms. Lilian Nkirete; Kenya Chamber Nyeri Chapter Chair, Mr. Ibrahim Ndegwa; (4<sup>th</sup> person unidentified). **Last row:** (L-R) Kenya Chamber Nyeri Chapter CEO, Mr. Martin Ndirangu; KAM Head of Corporate Communications and Marketing, Ms. Sally Kahiu; KAM Central Chapter Chair, Mr Maina Ruu & Kenya Power Mt. Kenya Regional Manager, Eng. Phineas Marete.

The reasons for formation of Women-in-Manufacturing (WIM) program were restated during the conference. WIM program was founded on the belief that many voices were powerful than a single woman voice. As a result, one of the objectives that the WIM Program is anchored on is voicing of women within the manufacturing sector. Additionally, it increases market accessibility through understanding the market needs and opportunities and availing that information to its members. Moreover, it enhances financial accessibility which is critical for growth and expansion of the enterprises. The program also promotes skill development for production among its members through ensuring product quality and satisfaction of customers. Mentorship Programs are also offered within the Program to promote development of women manufacturers.

The benefits of women registering with the Kenya Association of Manufacturers (KAM) were also emphasized. Through joining KAM, women's networking is enhanced in that they are able to access local and regional markets. Skill development, mentorship program, financial access and capacity building were other benefits stated for joining KAM. One of the beneficiaries of KAM testified how the program had come through to assist her when she faced product pricing and logistics challenges.

Various organizations and institutions that work with the WIM program team highlighted some of the initiatives they have put in place to support women in the manufacturing sector. Kenya Power and Lighting Company representative stated that they have tailored their power services to meet the energy needs of the enterprises through supply of reliable and quality power package and plans. However, they noted that enterprises had very little information about such power supply plans and had limited finance. They advocated for increasing women participation through organizing information and educative programs with the aim of curbing the problem.

A representative from Safaricom Limited Company also highlighted that they have a program that has been operational for four years meant to promote women enterprises. The program aims at reducing inequality through engaging in activities such as organizing workshops, seminars, and benchmarking where women entrepreneurs are trained on how to operate businesses. A representative from United Nations Industrial Development Organization (UNIDO) highlighted on how it has supported the government in its agenda. UNIDO partners with academia in coming up with solutions that are evidence based through collecting and analyzing data. A representative from Kenya National Chambers of Commerce and Industry (KNCCI) highlighted that they do networking for businesses to other countries. Moreover, they give advices to business owners on which business to invest in order to make profit. However, it emerged during the conference that women were not aware about the organization and its role.

A representative from Nyeri County Government from the Ministry of Trade also stated some of the initiatives they had put in place to support enterprises. They include lowering lending interest rate and introduction of lending strategies that are favorable to MSME such as long-term loans being paid on a reducing balance basis. Additionally, they have disbursed 4 million in Nyeri County to support the enterprises. They also encourage businesses to move from the attitude of surviving to thriving where acquisition of skills is vital in the transformation.

The County Executive Committee Member (CECM) from Meru County Government who graced the occasion [and a woman] also highlighted on how they have promoted women involvement in businesses. The County encourages women to engage in Cooperatives and Unions to facilitate financial access and economic empowerment. Moreover, the CECM noted that it was not only the issue of providing finance but also addressing Sexual Gender Based Violence (SGBV). She reiterated that through addressing SGBV, a conducive work environment is created for women to run businesses.

Challenges identified during the conference by the speakers and other participants include: limited knowledge about the initiatives available for operating the enterprises; inadequate knowledge on packaging products; limited knowledge on how to brand their products for different markets; high tariffs experienced when transporting the products from one county to another or

through another which increases their prices thereby limiting market access; and high logistic costs when transporting their products to distance markets.

The women paraded the following products from their manufacturing enterprises during the event: honey; clothes; beads; sunflower oil; necklaces; baskets; skin oils; mats; flour (maize, baking, and porridge); roof tiles; tin packages; labels; steel; tubes; pipes; hygiene products; scarlet designs; non-woven bags; and Euro Bags.

During the conference, the WIM program Principal Investigator from Kenyatta University Women Economic Empowerment (KU-WEE) Hub sensitized participants about the researches that the KU-WEE Hub is undertaking. He is captured in the following photo addressing the participant.



Picture 2: WIM PI addressing the WIM Central Region Conference and Product Parade participants on 17<sup>th</sup> November 2021

All the themes under the KU-WEE Hub were clearly stated and explained with a further emphasis on the research under WIM. The women were requested to participate in the WIM data collection and dissemination exercises when approached. The results would be a credible data and information base that can be used to formulate policy meant to enhance women engagement in the manufacturing sector.

The WIM team representatives that accompanied the PI and took notes during the conference and product parade events in Nyeri, are depicted in the photo that follows:



Picture 3: PI and RAs after attending the WIM Central Region Conference and Product Parade on 17<sup>th</sup> November, 2021. Prof. Nelson Wawire (Centre), Ms. Julia Otieno (Right), and Ms. Faith Achungo Tsuma (Left)

### 2.3 Discussion at the Office of H.E The Governor of the County Government of Kiambu

A brief on the KU-WEE Hub was sent in advance to H.E The Governor with a request to allow the team to visit his offices. The brief covered the KU-WEE Hub's goal, rationale, approaches, project progress, purpose of sharing, request for a visit, and thematic areas (women's roles in public and private sectors, women's skilling and mentoring, and violence, crisis, and women's work).

The actual meeting at H.E the Governor's Office took place on 22<sup>nd</sup> November 2021. The following photo shows those who participated in the meeting.



Picture 4: Visit to H.E The Governor of Kiambu County, 22<sup>nd</sup> November, 2022.

L-R: Dr. Steve Makambi, Ms. Wambui Kariuki, Chief Officer, Cooperatives, Dr. Angelica Njuguna, Mr. Dan Miano (Chamber of Commerce & Industry, Kiambu), Dr. Muthoni Maina, Mr. David Wamwea (CECM Trade, Industrialization, Tourism & Investment), Prof. Nelson Wawire, Ms. Mary Waithira Njoroge, Mr. Paul Samoei, Mr Jeremiah Karani, Ms. Faith Tsumah, Ms Zipporah Githenduka, Ms. Julia Otieno, Ms. Cecilia Wangeci, and Dr. Simon Githuku (KAM).

The objective of the meeting was to share information about the projects being undertaken by the KU-WEE Hub with an emphasis on the research on WIM. By discussing the research with the County Government Officers, the team would be in a position to liaise with them and work together to identify women engaged in in the manufacturing sector for ease, smooth and seamless data collection exercise in the county. The meeting was also instrumental in seeking for permission from the relevant County Government officers to collect data within their jurisdiction.

There was a clear explanation given by the PI about the KU-WEE Hub to the officials of Kiambu County Government during the meeting. The reason for establishing the Hub, structure, and progress so far, were well elaborated. Moreover, all the 12 projects under the three themes were clearly explained with an emphasis on the women in manufacturing. The objective for undertaking the WIM project were well stated and an emphasis was made on how the data generated would be instrumental in giving recommendations to aid in capacity building, advocacy, and development of a gender sensitive policies in the manufacturing sector.

The Kenya Association of Manufacturers (KAM) representative (second from left in the following photo) highlighted the role of the WIM Program.



Picture 5: Discussions at the Office of H.E. The Governor of Kiambu County.

R - L: Prof. Nelson H. W. Wawire, Mr. Paul Samoei (KNBS), Dr. Simon Githuku (KAM), and Dr. Muthoni Maina, in discussion at the Office of H.E. The Governor of Kiambu County on 22nd November, 2021.

He stated that the program enhances sustainable growth and development through networking, mentorship, entrepreneurship and advocacy. Through undertaking these roles, the aim of increasing women in manufacturing and leadership would be achieved.

The CECM Trade (at the center in the photo below) briefed the WIM team stating that Kiambu County has many manufacturing activities including hubs on food value chain and animal feeds.



Picture 6: Consultations in progress at the Office of H. E. The Governor of Kiambu County

From Left: Dr. Muthoni Maina, Dr. Simon Githuku, Mr. Paul Samoei, Prof. Nelson Wawire, Ms. Mary Waithira Njoroge, Chief Officer Trade (Kiambu County), Mr. David Wamwea, CECM for Trade (Kiambu County), Mr. Dan Miano, Chairman, KNCCI (Central Region), and Ms. Julia Otieno.

Diary production which is mainly practiced in Githunguri is among the most predominant manufacturing ventures in the County. Despite many millers in the region, production of maize is quite low and does not match the demand. Most formal manufacturing ventures are men-owned with women offering labour. Moreover, women have preference for informal manufacturing activities compared to men. Despite that observation, women-owned enterprises are well-structured in terms of operation. In addition, women in Kiambu County strongly depend on table banking for running their enterprises. The underrepresentation of women in leadership and manufacturing sectors were concerns raised during the meeting.

Creation of Business Development Centres (CBDC) is one of the initiatives the County Government has undertaken to encourage women owned enterprises through training of entrepreneurial skills, bookkeeping, branding of business, and customer services among the Kiambu County residents. It was also brought to the attention of the researchers that there is an ongoing harmonization of the Central region into one Economic Block to remove trade barriers that include double taxation and tariffs when goods that are manufactured in a particular County are transported across the borders to other Counties. The County is developing a concept paper on cooperatives and to sensitize people to register as cooperative members get into cooperatives which will facilitate them to get inputs for manufacturing of various goods.

One of the key challenges identified during the meeting is taxation. The enterprises are getting frustration through heavy taxation, both at the county and at the national levels. Second, unlike the small enterprises with a single stop shop where they obtain all the registration requirements, large corporations face challenge in obtaining regulation requirements from multiple stop shops. Third, it was further indicated that at some point, enterprises fail to get help from the institutions that are in charge. Fourth, land ownership is retained by majorly men in the region and women are viewed as home care takers, which limits their engagement in various production activities. Fifth, women have preference for staying at home with children instead of going for night politics, thus, limiting chances of being appointed as leaders. In some cases, they face intimidation from men who sponsor the youth to get drunk in order to disturb women aspirants thereby preventing them from seeking leadership positions.

From the discussed issues, it was realized that data on women in the manufacturing sector is missing in Kiambu County. Most analysis were based on the opinion of what members thought could be happening. As a result, it was clear that research is necessary to understand the reality on the ground among women in manufacturing sector. Thus, the WIM research project would be instrumental in coming up with evidence based policies for promoting women's participation in the manufacturing enterprises.

### **3.0 FIELDWORK**

The fieldwork commenced on 23<sup>rd</sup> of November 2021 and lasted for one week. A visit was made to the County Government of Kiambu by the WIM team to seek permission from H.E the Governor to carry out research in the County, which was granted. The team then embarked on data collection exercise in the following areas: Limuru, Kabete, Kiambu, Ruiru, Juja, and Thika. The respondents were either registered as members of both KAM and WIM, or exclusively registered as WIM members only or KAM members only. Chief Executive Officers and managers of women-owned enterprises were also interviewed. Each enumerator was assigned specific respondents from whom data were collected through one on one interviews guided by questionnaire. The enumerators were supervised by researchers who oversaw the whole exercise of data collection.

The study involved a survey of 19 manufacturing firms in Kiambu County. Selection of firms was purposive and was drawn from a list of members belonging to KAM with reference to whether the firms were members of the WIM programme or not. Following the census approach, 14 WIM members and 5 non-members were interviewed. Prior to the interview, respondents were contacted to provide a date, time and place for their interview. Data was collected using an interview schedule that contained various modules including household information, business characteristics,

employment and remuneration, participation in WIM program, income, agency and decision making.

The study used an online *Survey To Go* platform for data collection. During fieldwork, each of the enumerator used a programmed smartphone to collect data. At the end of each day, the devices were synchronised with the server so that the data was transmitted automatically to the server. Quality checks were conducted on the data in the server to ensure consistency and accuracy. At the end of the data collection, all data was exported from the *Survey To Go* platform to spreadsheets (SPSS/STATA) for further cleaning and checking of any errors and inconsistencies.

Other than the survey method, data was also collected through an FGD, which was recorded. Working with KAM, the membership of the FGD accounted for the differences in the sector, size of business, location and leadership. The FGD also included three male participants, who are members of KAM. The varied gender allowed for collection of sex-disaggregated opinions. The FGD helped in understanding of various issues including; the role of WIM program, challenges and opportunities for promoting WIM and policy environment under which manufacturing operates. Data from FGDs was transcribed and organised along each of the interview questions. Key ideas and views were summarized along the main themes/clusters and used to triangulate quantitative data. The analysis of the data from FGD was done in narrative form and where necessary, key quotes from respondents also used to reinforce the findings.

#### **4.0. EMPIRICAL RESULTS AND DISCUSSION**

Once the data was cleaned, it was analyzed using descriptive and econometric approaches and reported as quantitative and qualitative results.

##### **4.1 Quantitative Results**

###### **4.1.1 Demographic Characteristics & Business Information**

**Gender:** All the 19 respondents for the guided questionnaire were female. Most of them (9) are owners of the business; 5 are directors, and 5 have other roles (B18). 3 of the 8 FGD Participants were male, and 5 were female.

**Age of respondents/owner:** The mean age of the respondents is around 42 years, but the median age is 38. This indicates a sample of young women entrepreneurs.

**Level of education:** Most of the respondents, 74 % has university education while the remaining 26 % has college education. This means that these women engaged in business are highly educated.

**Marital Status:** Majority of the respondents, around 53 % are married (10/19); 5 respondents (26 %) are never married; and 3 respondents belong to group with divorced, separated, and widowed. One other respondent did not disclose her marital status. The number of years in marriage for those who are married is about 14 years.

**Household size and children:** The average household size is around 4 members with 2 children on average. Six (6) respondents have children less than 5 years old while 11 respondents have children with ages between 5 and 17 years old.

**Household head, gender and education:** Ten (10) respondents or 53 % said that they are not household heads while 9 respondents or 47 % said that they are. The cross tabulation revealed that 9 of the 10 married respondents are not household heads. Thus, the household heads in this case are male. Those in household head (9/10) categories are the ones who are never married, divorced, separated and widowed. In this case, females are the household heads.

In the pilot survey results, only “male” as gender of the household heads were reported. Most of them are university graduates as well.

#### **4.1.2. General Business Characteristics**

**Gender of Business Ownership:** Majority of the business (10/19) are jointly owned by both male and female; 6 are female only, while 3 others were not disclosed.

**Business age, experience, size, location, and type:** Most businesses (16) in the sample started their year of operation in 2013 of which 9 started within the last 3 years (2017, 2019, and 2020). This implies that the businesses in the sample are still young. The three (3) older ones started in 1996, 1999 and 2001, respectively. Further, 7 years is the average number of experience they have in the kind of business they are operating.

The average number of employees for the sample businesses is about 15 employees with an average asset value of about 8.9 million. Most of the businesses (15/19) are located in urban or peri-urban settings and located in small towns (12/19). Most businesses are registered companies (16/19) with 8 private companies; 4 sole proprietors; and 4 under partnership. Except one, all companies are locally owned. Most of them are licensed to operate for the current year.

**Source of Capital and Credit utilization:** The initial sources of capital for the businesses come from different sources such as the spouse, friends, loans, *chamas* and banks, etc. If there were shortages of funds for operation, most of the respondents (12/19) said that they will get loans (*camas*, SACCOS, and banks).

Meanwhile, 63 % (12/19) of the respondents that confirmed that they had accessed credit or borrowed funds in a year, the least amount of loan cited was KES 5000 and the maximum of loan accessed was KES 37,000,000, the average credit amounting to 3.4 million.

**Broad manufacturing sector engaged in:** The broad manufacturing sector where the respondent works is as follows:

Table 4. 1: Distribution of Respondents business across manufacturing Sectors

| C16. Broad manufacturing sector where respondent works | Freq. | Percent | Cum.   |
|--------------------------------------------------------|-------|---------|--------|
| Textile and apparel sector                             | 1     | 5.26    | 5.26   |
| Food and beverage sector                               | 2     | 10.53   | 15.79  |
| Agro-processing sector                                 | 1     | 5.26    | 21.05  |
| Edible oils sector                                     | 1     | 5.26    | 26.32  |
| Paper and board sector                                 | 3     | 15.79   | 42.11  |
| Automotive sector                                      | 2     | 10.53   | 52.63  |
| Leather products and footwear sector                   | 1     | 5.26    | 57.89  |
| Chemical and allied sector                             | 4     | 21.05   | 78.95  |
| Plastic and rubber sector building, con                | 1     | 5.26    | 84.21  |
| Other (sp)                                             | 3     | 15.79   | 100.00 |
| Total                                                  | 19    | 100.00  |        |

#### 4.1.3. Employment and Remuneration

On average, the businesses have 10 males and 5 female permanent employees. They also have on average, 7 male and 3 female casual employees. The permanent employees worked on average 27 hours per week while the casual employees work for about 13 hours in a week on average.

At the management level, the number of males and females employed on average is 2 for both genders. Majority or 52 % of the respondents said that their businesses do not have mainstreamed gender-responsive policies. The businesses have on average has 610 thousand total wage bill divided by the number employees annually<sup>1</sup>.

#### 4.1.4 Participation in WIM Program and Other Membership Organizations

This section has large variations with regards to missing values. Sections E2 to E5 as well as E12 had non-response rates of between 16 % and 37 %.

**KAM/WIM membership:** Majority of the respondents of about 74 % (14/19) are KAM members while the other 5 respondents are non-members. Most of them (11/19) joined KAM in 2013 and thereafter. The other respondents (3/19) joined the organization between 2004 and 2008. Five (5) respondents or around 26 % had missing information. Those who are members of KAM said that they hear about KAM from different sources such as KAM recruitment, other association, other firms, media, internet and other avenues.

However, only a dismal number of respondents are WIM members, that is, only 4 respondents out of 19 respondents (21 %) were WIM members. They heard about WIM from KAM recruitment, friends and other association. The 4 members joined WIM from 2017 to 2021.

A number of those who are not member of WIM said that they have not heard about WIM (E12) with added statement that if they are approached by a KAM official, they would most likely join.

<sup>1</sup> The average sub-sector wage in KSH from pilot survey is not clear how it is calculated.

**Participation in KAM/WIM manufacturing activities (E7, E8, and E9):** WIM members were asked whether they participated in training, mentorship, Coaching and networking activities. Table 4.2 summarizes the response

Table 4. 2: Summary of Participation in WIM Program

| WIM ACTIVITY | NO     |            | YES    |            |
|--------------|--------|------------|--------|------------|
|              | Number | Percentage | Number | Percentage |
| Training     | 3      | 75         | 1      | 25         |
| Mentorship   | 3      | 75         | 1      | 25         |
| Coaching     | 4      | 100        | 0      | 0          |
| Networking   | 1      | 25         | 3      | 75         |

Section E7, E8 and E9 questions were answered adequately by WIM members. However, a significant number of respondents were unsure when asked about the extent to which WIM activities have improved their business. In addition, majority of the respondent had not participated in the activity.

Those respondents who are WIM members, unfortunately, many were not able to participate in the KAM/WIM manufacturing activities such as training, mentorship and coaching. Three (3) respondents, however, were able to participate in the networking activities. In addition, majority of the respondent had not participated in the activity. Table 4.3 presented the participants perception on the benefits of WIM program

Table 4. 3: Participants' Perception on benefits of WIM program

|                                                 | Percentage |   |        |       |     |
|-------------------------------------------------|------------|---|--------|-------|-----|
|                                                 | S.D        | D | Unsure | Agree | S.A |
| Improve my leadership skills.                   |            |   | 25     |       | 75  |
| Enhance access and control of resources         |            |   | 50     | 25    | 25  |
| Utilize Voice and Agency                        |            |   | 25     | 25    | 50  |
| Improve my decision making within the household | 50         |   | 25     | 25    |     |
| Enhance my business skills                      | 25         |   | 25     |       | 50  |

*S.D: - Strongly Disagree D:- Disagree Un:-Unsure A:- Agree SA:- Strongly Agree*

The results show that a significant number of WIM members held the view that the program improved their leadership skills. (75%), facilitated utilization of voice and agency (50%) and generally enhanced their business skills. A significant number of respondents were unsure when asked about the extent to which WIM program enhanced their access and control of resources and majority of WIM members strongly disagreed with the proportion that WIM program improve my decision making within the household. Figure 4.2 shows the distribution of

**Membership of other organization:** Majority of the respondents were members of at least one other business organization. Respondents listed three informal business organization groups such as: Thika District business association, Z corner help group and Women in business. In addition, nationally accredited business organization cited include Kenya national chambers of Commerce,

Kenya SMEs organization and Kenya Private sector alliance (KEPSA) and Federation of Kenyan Employees (FKE).

#### 4.1.5. Participation in WIM Program and Other Membership Organizations

Table 4. 4: Summary of participation in WIM program and other organizations

| WIM BUSINESS SKILLS                                                                                                                        | Participated |    | Not Participated |    |
|--------------------------------------------------------------------------------------------------------------------------------------------|--------------|----|------------------|----|
|                                                                                                                                            | No.          | %  | No.              | %  |
| Organized factory exchange visits                                                                                                          | 0            | 0  | 4                | 0  |
| Mentorship session with keynote speakers                                                                                                   | 1            | 25 | 3                | 75 |
| Interaction of women entrepreneurs GALA, Workshops                                                                                         | 1            | 25 | 3                | 75 |
| Lobbying: Influencing Policymakers                                                                                                         | 1            | 25 | 3                | 75 |
| Training on assessing the level of risk                                                                                                    | 1            | 25 | 3                | 75 |
| Coaching on development of effective risk                                                                                                  | 0            | 0  | 4                | 0  |
| Coaching on macro and microenvironment                                                                                                     | 0            | 0  | 4                | 0  |
| Coaching WIM about adoption of new and innovative strategies                                                                               | 0            | 0  | 4                | 0  |
| Forum: Facilitation of forums that have focuses on: access to finance for example Women and Youth Bankability conference                   | 1            | 0  | 3                | 0  |
| Market linkage 1: Use of workshops, GALAs & seminars to introduce & showcase women entrepreneurs to the local markets.                     | 2            | 50 | 2                | 50 |
| Market Linkage 2: Use of workshops, GALAs & seminars to introduce & showcase women entrepreneurs to the international or regional markets. | 2            | 50 | 2                | 50 |
| Covered by media [Traditional & Digital]                                                                                                   | 2            | 50 | 2                | 50 |
| Adoption of International Best Practices such as WIM at Chrome partners, WIM at BOC Kenya, WIM at Sil Africa and WIM at Isuzu              | 1            | 25 | 3                | 75 |

All the respondents who are members of WIM answered all the above questions in this section. Notably, majority of the members had not participated in women business skills activities.

#### 4.1.6: Attitudes towards Participation in KAM/WIM Activities

This section was answered adequately with 100% response rate. Take note that in Section E, there are 14 respondents out of 19 who are members of KAM, while only 4 respondents are WIM members. Further, 12 respondents are not WIM members (E4). Therefore, most of responses on attitudes towards participation in KAM/WIM activities are coming mostly from KAM members.

Majority of KAM members disagree/strongly disagree with the statement that “the business is too small to benefit from KAM/WIM support” (14/19) as well as with the statement that “the cost of joining KAM/WIM outweighs the benefit” (10/19). Further, only 7 respondents disagreed/strongly disagreed that the cost of participation in KAM/WIM activities is too high. The graph below shows the respondents attitude towards KAM/WIM

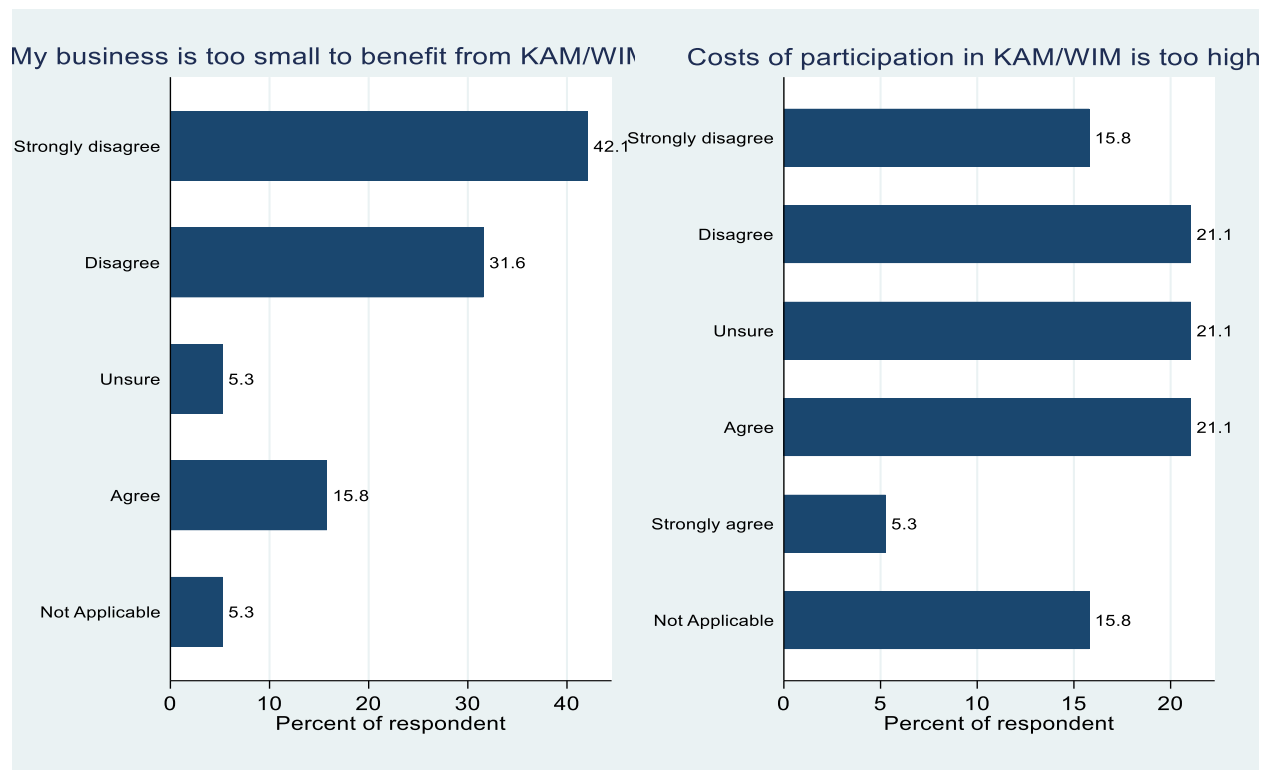


Figure 4.1: Attitude towards participation in WIM/KAM

On the other hand, majority agreed/strongly agreed that KAM/WIM activities empower themselves and their business, and also expand their networks. Therefore, it does make a difference to join WIM/KAM. Meanwhile, 15 respondents believe that it would be better if KAM/WIM had a package specifically for micro and small entrepreneurs.

Finally, 15 respondents (79%) think that it is appropriate for a woman to invest in manufacturing and manage household money. The same number and proportion of respondents think that it is fine for a woman to make economic decisions touching the household such as those on livestock, land, purchasing of tools, and applying for a loan.

#### 4.1.7: Business and Household Income

**Business turnover, net profit, average sales and value of assets:** The first question that was asked the respondents is about their annual turnover for the last 8 years (2013-2020). However, the responses were very poor due to many missing observations. In 2013 and 2019, majority of the responses were missing. For example, in 2013, there was only 1 out of 19 respondents answered the question; in 2014 there were three responses: two zeros and a positive number; in 2015 there were 3 zeros and two positive number. The positive responses gradually increase. In 2019, there were 7 positive responses. Finally, in 2020 there were 11 positive responses. These turnover responses had an average of 11 million KSH with minimum of zero and a high of 170 million.

When asked about annual profit for the last 8 years (2013-2020), the responses were even more challenging. For 2013 to 2015, almost all responses are missing with few zeros (1-3 observations).

Again, positive (non-zero) responses gradually increased from 2 in 2016 to 10 in 2020. In 2020, the mean profit is about 2 million.

Similar patterns of responses were observed for average sales price per unit of output and value of business. There were many missing values. For average sales in 2020, responses generated some 70 % positive responses. On the other hand, for value of business assets, only about 31 % of the respondents gave positive responses.

Note that one needs to verify or differentiate between the “0” observations and the “missing” observations since zero “0” observation is a numerical value. If treated as an observation when in fact it is missing, then the estimates of statistics of interests will have downward biases.

**Total household monthly income:** For total household monthly income, 14 respondents has non-zero responses and five (5) has zero responses<sup>2</sup>. The average monthly income is around 122 thousand. Most of the respondents (13) reported incomes that are below 100 thousand per month with lowest income of 0 and a maximum of 600 thousand. Moreover, the data showed that on average, around 37 % of the total household monthly income are coming from business.

**Impact of COVID – 19 Pandemic on Business:** Almost all respondents (17/19) stated that the Covid-19 pandemic had moderate to large impact on their business. One respondent described that there was only little impact of pandemic on her business and one respondent said that the pandemic has no impact on the business.

**Effects of taxation on business:** Around 84 % of the respondents (16/19) indicated that their businesses were affected by government taxation. They believe that the tax issues need to be address by the authorities/government, among others, include tax exemptions, dividend taxation, profit taxation, tax holidays, VAT and interest taxation. Specifically, they want to see the following changes: any form of taxation should be lower than 30 %, better licensing, lower rate for new businesses, reduce VAT, and tax relief for small businesses. Moreover, 84 % of the respondent believed that income tax act needs to change in favor of women owned enterprises.

#### **4.1.8. Decision Making**

Most respondents of around 74 % (14/19) indicated that they have control over their own earning. On the other hand, the minority of 5 respondents shared jointly the decision making over their earnings. On the decision making over their spouse/partner’s earning, 21 % said that it is the spouse/partner who is in control; around 37 % decides jointly; 11 % are decided by themselves (respondents); and large percentage of 31 % did not specify.

Responses on the control over large household purchases showed that majority with 47.4 % make decision jointly; 42 % make decision by themselves; but the other 11 % are done by their spouses/partners. The same pattern was observed for the decision making on savings and credit. On the other hand, 52 % (10/19) of the respondents, themselves make decision on business investment while 47 % (9/19) decide jointly. Figure shows the responses on decision making

---

<sup>2</sup> There is a need to verify whether the zero responses are actually an actual response, or it is an indication of a missing observation.

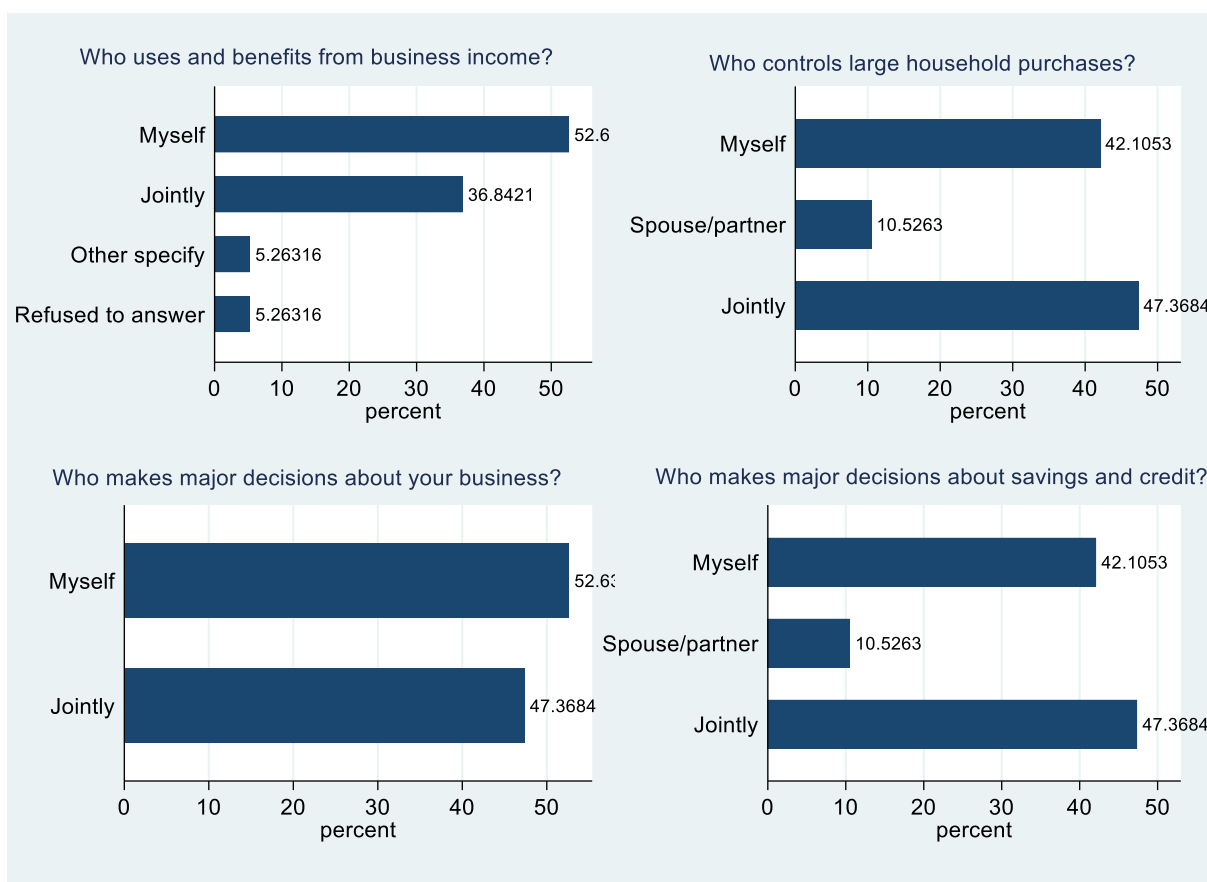


Figure 4.2: Decision making in the Household

In terms of benefits, around 53 % of the respondents reported to benefits the most from their business income. Additionally, 9 respondents (47.4 %) believe that they are more independent in making decision since they joined WIM/KAM; 2 were unsure and 8 disagreed.

#### 4.1.9. Access and Control of Productive Resources

Majority of the respondents (13/19) reported that their households owned productive assets such as land<sup>3</sup>. But only 4 respondents (4/19) own the land title while 6 of them own the land jointly with their spouse/partner and 2 own by their spouse/partner alone. There were 6 missing observations.

A minority of 5 respondents expressed that they make decisions on the use of household land while 7 said that decision making on the use of land are done jointly with spouse/partner. If the marriage is dissolved, 7 respondents said that the assets would go to themselves; the other 5 said it would be kept jointly; 1 said it would go to the spouse/partner and 6 respondents are unclear.

Majority of the respondents 68 % (13/19) said that they can purchase assets without permission from their spouses/partners. Moreover, 79 % (15/19) of the respondents believed that they can easily access and use the households' productive assets.

<sup>3</sup> It is not clear or specified what other productive assets or properties are owned by the households.

Finally, 7 respondents agreed that access and control over productive assets is easier after participation in KAM/WIM; 8 respondents disagreed, and 4 respondents were unsure.

#### **4.1.10. Time Agency**

All of the 19 respondents (100 %) replied that they change their daily schedule if an emergency comes up. However, only 12 (63 %) said that they can do the same even if what comes up is not an emergency.

For those who do domestic work (cooking, cleaning and caring for children), 18 respondents (95 %) expressed that they would be able to ask someone else to do this work if an emergency comes up. But only 15 of them said so even if what comes up is not an emergency. One respondent said that she typically does not do domestic work.

In terms of income generating work (working for wage, salary, commission, or any payment in kind, etc.), 14 respondents (74 %) can ask someone else to do the task if an emergency comes up. Though, only 11 respondents (58 %) can do the same even if what comes up is not an emergency. Two respondents said that they are not involved in income generating activities.

In summary, these observations show that most respondents (women) are flexible to change their schedule or routine if responding to some kind of emergency but not equally likely if what they are responding to lacks urgency especially when respondents are reported doing some kind of income generating activities.

In terms of the instrument used, the responses in the questions for this section is generally well generated except for two that is not involved in income generating activities.

### **4.2. Qualitative Results**

#### **4.2.1. Qualitative Results from the interview**

Out of 19 participants, only 4 women were WIM members, while 15 were non-members. Therefore, the 15 respondents never responded to questions on section 5 that was meant to gauge if the WIM program has empowered women toward achieving power, voice and agency. The analysis will be based on the 4 women WIM members.

**Involvement in the WIM Program:** When asked to state what they manufactured, 5.26 % (1/19) was in automotive sector; 5.26 % (1/19) was in supply of steel tubes and pipes; 5.26 % (1/19) was in concrete material/products; and a further 5.26 % (1/19) was in building materials. These manufacturing businesses where the 4 women are engaging in, is important because they give insight on whether women will adhere to gender norms and invest in women dominated sector. But what is observed from the four WIM members showed that they all had ventured into male dominated business that are lucrative with high returns.

The question on who makes decision on what to invest in, was posed to respondents. It can be observed that, decision was made jointly with husband for respondent who is married (1 respondent), while others (2 respondents) make their own decision because they are not married. For those who are employed (1 respondent), it is her employer who makes decision on what to invest in.

Three (3) respondents control the earning from the enterprise which means that they make decision from the investment, and also decide how money will be spent. One (1) respondent controls and decide how it will be spent jointly with her partner.

Out of 4 WIM members, 2 of them indicated that the decision making process changed after attending WIM training, while the other 2 expressed that decision making did not change.

Ability to make their own decisions, never affected their relationship with male partners because, they were not married. While the women who are married stated that ability to decide together with her partner strengthen the relationship. None of them experience any change in control of or ownership of resources. This could be attributed to the fact that they were single.

**Effect of women on HH income and activities:** Although the four women were WIM members, none of them had attended WIM training, as such, there was no available data to gauge effective of WIM program on women economic empowerment which the key task of the study.

The rest one could not tell other factors that made these women manufacturers get empowered. Nothing to attribute their activities to connect to WIM training. Therefore, the pilot survey did not seem to achieve its objectives.

#### **4.2.2. Qualitative Results from FGD**

Other than the survey method, data was collected from a FGD held virtually on 16<sup>th</sup> December 2021. The recording can be found at: [https://kamkenya-my.sharepoint.com/:v/g/personal/communications\\_kam\\_co\\_ke/EeAp4jm8xUxBoFXvRztSymgBSRzCi-7VxRb0-FkhMqwEw](https://kamkenya-my.sharepoint.com/:v/g/personal/communications_kam_co_ke/EeAp4jm8xUxBoFXvRztSymgBSRzCi-7VxRb0-FkhMqwEw) )

The FGD sought to understand how the selected participants understand Women Economic Empowerment and explored how WIM program has impacted on the life's of women manufacturers towards achieving Economic Empowerment. In this regard, FGD questions were organized to meet four key aspects and levels: -

1. Exploring their understanding of Women Economic Empowerment
2. Their perception of empowered women and men
3. Effectiveness of WIM training towards empowering women
4. Suggestion and recommendation to upscale effectiveness of WIM programs to meet its objective of women economic empowerment

**Question 1:** *What is your view of women who are in manufacturing business? (Especially bearing in mind manufacturing has historically been a male dominated area)*

A male respondent (James) stated that he had great admiration for women who venture in manufacturing sector. He sees them as courageous, with high level of tenacity. He explained that manufacturing business has been skewed in favour of men. He marvels that these women have been able to break the barrier, which according to him is a good thing. He observed that, most of the women led businesses are more successful than men led business because women think outside the box. And that they have intuition and third eye making them look outside the box. Also, women are keen with details. Noting how positive this respondent was towards women in manufacturing, the study wished to explore further by posing a Question: *Would you advise a friend to marry a person whom you have described- the tenacious women in the manufacturing sector?*

James was fifty- fifty his responses. He said that, it depended on whether the women were born again or not and if she knows her place in her marriage. That is, in as much as she's the boss at work, she is aware that at home there's a head of the family that should be accorded the respect. So it depends on the kind of respect she has for her marriage. His response is a clear indication that he and society still hold into gender norms and expectation of appropriate women behavior- subservient to men.

The study wished to understand how women manufacturers perceive themselves and others in the sector. To this end a question was posed to a female respondent: *Question: Describe yourself as a women manufacturer*

This is what Jane the current WIM chair and manufacturer had this to say:

'First. I think as an entrepreneur; manufacturing becomes an entity to practice entrepreneurship. When I was joining manufacturing, I didn't expect manufacturing would be male dominated it was a surprise to find how male dominated it was. As such, there may have been barriers when starting, but I have since overcome. I totally agrees with Baraka that women think outside the box. For instance, manufacturing is about giving solutions, and mostly we look into where we can be able to give solutions. And if you are strong enough to offer solution (manufacturing is about production) you go for it. As the solutions become bigger, a woman entrepreneur also grows to become bigger. This is what I have been, thinking outside the box, I have focused on own strengths. In many instances I have had to be resilient and able to grow self, such that currently, I'm running business that employs about 300 persons.'

She further explained that as a leader, for the women starting off or considering starting in manufacturing as a good thing. However, she noted that majority of women are not ready to invest in a male dominated sector which she attributed to cultural biasness that is already exist in women's minds that it is not their space. This is a clear indication that gender socialization and institutionalization of gender expected roles and responsibility still is a barrier to women investing in manufacturing sector that is perceived as a male venture. Thus, there is need to reconstruct gender in institutions of socialization to remove the social barriers and glass ceiling that hinder women from venturing into male dominated sectors.

WIM chairperson observed that society does not consider or relate small scale production activities as manufacturing. She cited examples of baking *mandazis*, cooking soap and making yoghurt, etc. as not perceived and manufacturing. Indeed they are seen even by those persons engaging in the activity as providing solutions locally. She wished that such people could look at their production entities as manufacturing entities and purpose to scale up their production, then they would feel that they are in manufacturing space. She stated that the WIM is targeting such women in small scale production activities to make them understand that they are also manufacturers. This is in line with objectives of the WIM program, especially the "*wim2counties*", which search for very creative people in the counties who are doing value addition as right now that is the county government agenda. She observed that it is unfortunate, that a lot of women just stop at the first stages of value addition, but don't proceed to processes, or more advanced or final processes that are refined, packed and put in the market.

She opined that, people and women in particular women don't understand what manufacturing entails and I quote:

“ For me, first is to define what really is this manufacturing in a global and Kenyan perspective, in the mind of the women, and then we are able to understand we are in that space. It takes strength, understanding and believing in yourself, that one can start small, and grow gradually and become big. Tenacity is key.

To explore further, the study asked, *what challenges existed and how was she able transcend the cultural norms she had discussed as an obstacle for women to enter into manufacturing?*

Jane highlighted such challenges as women being looked down upon, pull downs, being misunderstood, discouraged and out rightly rejection or seen as if they cannot succeed in manufacturing. She noted that such behaviors resulted to most women getting discouraged and drop out of business along the way. Explaining the secret behind her success, she stated that she transcended above cultural norms by capitalizing on her strengths which she say helped her break the barriers. She also attributed her success to her personality traits which she explained:-

‘Personally, I never give up, I go all the way and maneuver until I get what I want. In any case, where I am is purely male dominated and full of being lightened. Actually, plastic manufacturing is very male dominated, but Jane’s resilience has helped. I moves to see and talk with my customers.’

To overcome the obstacles she says that she has over equipped herself with general knowledge and most importantly plastic manufacturing knowledge and skills, because she doesn’t want to embarrass herself. In times of rejection or misunderstanding, solution has been to equip self even further, which has helped her to grow even better in turns of technical knowledge, leadership and management skills.

Wondering what contributed to her so eloquent, have strong personality and high resilience that resulted to her success in a male dominated space, the study wished to explore whether family constellation which is an important fundamental agent of gender socialization had a role. A Questions was posed to her in this regard:

**Questions:** Sorry Jane I want to get a bit personal, to help understand why you are who you are. *How was it when you were growing up? How have you managed to have voice and agency? How does family background influence this process?*

Jane was willing to narrate that she grew up in the village with no family background in manufacturing or entrepreneurship background. She narrated how she grew up with only her mother alone in village , while her dad worked in Nairobi, but occasionally visiting home. As such she witnessed her mother make daily decisions and the dad affirming these decisions. In some cases, the mother would make major decisions and not even not bother to involved/notified the father. This shows that through efficacy learning, Jane observed that women can make decision, thus emulated and later became an empowered woman. It also shows that family institution as an agent of gender socialization plays a very important role in the lives of individual woman and how they play and practice gender in their lives.

Jane continues to narrate and stated that she is married and together with her spouse, they ventured in the manufacturing sector. She corrected herself and said that it is actually her husband who started the first manufacturing entity, then she joined in later. She said that for the longest time, she looked at herself as a helper, and that for a long time, ideas she aired was always disregarded and shelved and eventually the ideas would get lost. However, over time, she started feeling

submerged. That is when she realized she had to do something for she saw a lot of gaps that needed to be sealed. She also realized that she needed to align herself, and she needed to have self-growth. By and by she learned to be able to implement her ideas, be the director and visionary of where the business needed to go and to grow. She put her ideas into practice and she was glad she succeeded. She however noted that being the strong woman she is, it is a challenge not to engulf the husband which would look manipulative. To ensure that that does not happen, she has had to acknowledge her space in the family, understand her husband's strength, and allow him to thrive on his strength, as she strives in hers to avoid conflict.

**Question 2: *What do you understand by women economic empowerment? How do you perceive an empowered woman?***

Jane was quick to respond and say

‘For me, empowerment had different angles. First, we must look at the environment that has been created to help that woman to thrive. Someone has should purposively create a conducive environment for women if they have to be empowered. Secondly, following personal example, to be empowered means, women being in a marriage where the spouse allows the women to be and explore her potential, spouse and wife have identified each other's strengths, potentials and weaknesses, and direction, without feeling threatened. Empowered women are those who are able to moderate themselves. An empowered women is that who is able to transcend cultural norms and gender expectations that set fears in the minds of women. Women when they get married they live for others, they let their spouses speak or show them the way (she loses herself, I'm not saying she disobeys but she should be strategic), women tend to judge and limit themselves because of historical cultural gender norms. Almost embedded in the women's mind that we are supposed to behave in certain manner, that manufacturing is not our space. Women economic empowerment is not be submissive and timid but aggressive and strategic. An empowered woman is that one who has self-growth and can resolve/overcome the fear/ stigma and mindset that being aggressive or a being a go getter and ambitious is not ok. One who can avoid the fear of conflicting with personal vases societal values by virtue of being ambitious.’

Her response shows how women view empowered women, which sort of contradicted with her earlier statement above that woman must appreciate their position in the family to avoid conflict. The difference in her statements could be attributed to losing out and relaxing atmosphere that accorded respondents unconditional positive regards and encouraged them to speak without feeling judged.

When James was asked to describe an empowered woman, he opined and I quote:-

‘One of the things empowered women at an individual level is self- trust and belief that they have intuition and insight. I give an example of my personal observation, which is that most of the decisions made by women may not make sense at the time, however, over time, one realizes that the decisions made a lot of sense, and maybe even evaded mistakes that would have been made at that particular point. But society does not believe in women, they even have enough “wise” saying against women's intuition making women have self-doubt’.

He went on with his description and said,

“ An empowered woman is one who is able to speak her mind freely, express herself, be able without shying away to show her strength. However, a conducive environment for the empowered women should be created starting from her family level, and upon marriage. In fact, the husbands should be able to encourage and support the empowered women in their decisions. An empowered woman is that one who walks with her family and makes it successful.’

This shows the acknowledgement that men should not place glass ceiling for women but that they should be supportive and encourage women without feeling threatened or intimidated towards achieving economic empowerment.

Lastly Esther was asked to describe what an empowered woman was according to her, In her opinion she described an empowered women as one who is able to influence their path, and make decisions that impact their life, without necessarily having to get approval from others, as long as she collaborates with the people around her (spouse, family). She however cautioned that, the collaboration should not limit her decisions and choices. She further explained that:-

“An empowered women is certain about what she wants to do and does it. Is that one who is able to make decisions despite opinions and challenges that come around decision making, and more so without viewing oneself as a woman, but as a human being who wants to do one or two things, and taking the steps to actualize it, despite other people’s opinions and challenges.”

### **Question 3: Do men feel threatened by these empowered women?**

When asked whether men feel threatened by empowered women, James responded and opined that, “speaking from a mild perspective, men get threatened by empowered women”. He narrated his own experience which he explained:-

“I could relate with example from home. My mother is a visionary thinker, dad is not. Most of the time, things that the mum would say or suggest, my dad would feel like she was taking the position of the household head and felt that mum was to be put in her position , where she belongs. I used to feel bad and vowed never to put down my wife. I made a decision to never treat my wife as my father did but to listen to her opinion and support her the decision she made. I elevate my wife to the same position. In actual fact, ever since I got married, I have been encouraging my wife to go out there and be better than me. This is because I believe that the family is safer under the leadership of the woman than the man.”

His response encouraged the study to explore further to gather more insight, by asking:-

***Question:*** *how many men share this same inclination?*

James was quick to respond and say:-

“The problem is that people tend to follow cultural dictates too much, whereby, women exist just to be seen and not heard and if heard not to the full extent. Under such circumstances, no matter what decision a woman makes, a man has a right to overrule it as per the culture. Men ought to mature enough to get out of these cultural cocoon and innuendos of such retrogressive and demeaning culture, and at least try to uplift the women, and especially knowing that most of the ideas, decisions and thoughts of the

women are things that can unite and progress the families. An empowered woman empowers the family and society.

His response triggered the study to follow up with a question to the WIM chairperson. Question:- as a leader in the WIM programme: *have you experienced cases of the empowered women being divorced, separated, family break ups or reporting gender-based violence?*

Her response was that was that, yes, such cases happen a lot, starting by most recent case of an athlete xxx who word has it that she was killed by the husband. She further explained that research and studies have shown that cases of GBV have increased, especially over the COVID- 19 period where people were working/staying at home. In her own thinking, during COVID period, most families were staying home and working from home, and decisions had to be made on a daily basis. This was unlike previously, where most of the daily decisions were made by women, while men were away at work, but now the man is there, if the women makes decision without consulting him, he feels undermined by women making decision instead of asking him. And according to her this brings conflict and escalated cases of GBV.

She further explained that, most unfortunately, most successful women, whether in business of politics, report a lot exaggerated cases of divorce, ridicule and violence. This relates to earlier comment regarding empowered women who have disentangled themselves from the historical and cultural perspective of what the woman's space and position is in society. Indicating that if a woman does not fit in the sociality constructed expectation of women, then there are high chances of being subjected to GBV.

She then concluded by saying that,

“Now I see, in as much as we are working on women economic empowerment, we also need to focus on men feeling insecure because of empowered women and the notion that such women have taken their space. In a marriage set up, men with empowered women should be made to understand that they are working as a team and for the betterment of the whole family and towards having one basket.”

She further observed that, a lot of conflicts have happened not only during COVID period but because women are empowered. And that analyses of most families have divorced due to reasons men feeling threatened by women empowerment which she expressed that it happens a lot. And stated the need to empower men and women on the importance of complimenting each other rather than having supremacy battles at home.

These responses and observation above lead the researcher's interjection wondering if it is then important to train women to live in their empowered status and have a program train for men to live with women who are empowered. To which Esther responded and said

“It is important for our society to understand the roles women are playing in the society. You find that not very many women who have made it in life will want to stand out and say their relationship and marriage is not working for fear of stigmatization as well as being and branded as bad and a failure by community. Yet, reason of their failed marriage is not related to what they are doing but could be other reasons such as men feeling threatened and intimidated by her empowerment. Powerful women should stand out when their relationship is not working and say why it is not working so that such issues are addressed in WIM. Perhaps even having a counsellor to help their members”.

Esther further mentioned that, men and women are also influenced by where they were brought up, their background, culture and tradition. She explained that if a man grows up in a background where the mother was empowered and the father allowed the mother to be empowered, then such a man doesn't feel threatened by his wife, if she turns out to be aggressive or empowered. She maintained that, men's reaction is influenced by their environment, careers, level of education and exposure. And that, observably, fathers who grew up with a lot of empowered women around, tend to allow women in their lives to be outspoken and make decisions. She noted that even in the office, men who allow women to speak up and make decisions tend to come from a background that exposed them to an empowered woman.

According to her, the more women are empowered, the more men understand what women empowerment is. 'Constant and progressive exposure to empowered women, more voices coming up and talking about women empowerment will result to more men accepting and understanding that women empowerment isn't an 'ego' thing and that it doesn't mean the women are not submissive. It is giving women a level playing ground to bring out their purpose.' she said.

#### **Question 4: How does an empowered man behave like here in Kenya?**

In responding to how empowered men behave, James opined that: an empowered man, is a man who doesn't feel threatened by a woman or their wife being in leadership, i.e., in terms of career because according to him the woman has a higher role. He further stated that an empowered man is that who doesn't feel threatened when his wife earns more than him. He maintained that empowered men are those that aren't threatened by the decisions made by a woman and he also understands that the woman in his life compliments his weaknesses. He stressed that, men and the wives have different areas of strengths. Therefore, an empowered man acknowledges the woman's strengths and accepts them over his weaknesses, shows that he is empowered.

The same question was directed to Jane who opined that, an empowered man by virtual of the status quo bestrode to him by society and according to her all the men feel empowered. She further stated that, an ideal empowered man is one who is not threatened by empowered women. However she wondered whether or not they are men are willing to change and embrace women empowerment, to which she answered herself and said it is both yes and no. She maintained that education is very necessary so that people stop looking at empowerment of women as women trying to take what they do not have, because empowerment is a complementary. She wondered if such is achievable which she thought it is and sure that such change are coming soon, especially in a family, where the man and woman working towards the same goal. She further observed that:-

"It becomes easy for them to complement each other. We are all working to better our environment, community and where we live. It is said that if you empower a woman, you empower a family, the whole village thus, why would men feel threatened when things are happening. It is more of a mentality, that needs to be changed, and if that can be done then we can achieve it.

When asked to describe an empowered man, Susan (KAM program coordinator) stated:-

"An empowered men are those who are just ordinary men, they are loud, entitled to whatever it is including having several women, drive big cars, they speak over you, and just assumptions that they are empowered. They are the typical ordinary man who knows

that there is no backlash no matter what they do or say, except of course nowadays things are changing”.

Their different responses triggered the next *Question*:-

***Do you think KAM/WIM organization can achieve the ideal empowered man talked about by James?***

Susan Responded that the ideal empowered man that James talked about is a very progressive man who is just like James, and observed that they are not very many. Observably, men are very reluctant to embrace changes that are being propagated by women empowerment. She maintained that men are reluctant to embrace change because they are already in a position of power, and hierarchical structure that favors them. So, they want the status quo to remain. she emphases and said that:-

‘Men really do not want to change or to accept that change has occurred, they do not want to imagine themselves being at the same level with women i.e. One day being in a vulnerable position as that of women. In short I can say, is it possible?, yes. Do men want it?, I do not know because men are reluctant to change things that are in their favor?’

**Question 5: How do women who have undergone WIM training treat or relate with their husband, children or their significant others?**

Jane said that WIM trainings are geared on business skills, however she was glad to note that:-

‘ I think from what we are seeing is that we also need some soft skills and equipping the women on these skills. Our focus has been to simply make these women believe in themselves that they can be equal to doing it and our training has been more to remove the cultural biasness that this is a space for men. So, how they relate has not been a focus of our training. The training has been in different ways: classroom trainings, mentorship trainings such as having an empowered woman coming to talk and sharing their journey. We have not gone into the personal space. This is something we need to be intentional about by getting into the personal space so that we are able to bring out the balance of understanding that an empowered woman can still be a good mother, wife and still be submissive, and they can also build a relationship in the family so that the man does not feel threatened.”

Her sentiment was echoed by Susan, who said,

we have not really delved into the personal space and how it affects the personal life which we have witnessed more and more women becoming bolder in forums, learning, asking questions and growing. We have seen them opening up and coming into terms with who they are and what they want to do in terms of growing their businesses. We have not reached that position where she can do the same at home expressing herself boldly and eloquently as they do here. We know that from some of our membership that women being able to be economically empowered that in itself is an issue for some cultures or families. Some of the manufactures in different spheres have become cultural mediators, especially when a man comes to complain why their women are working long hours, with many men, and getting home late from the job and so on. Observably, such monitoring does not happen with the male gender (men’s double standard). The manufacturer is forced to do “family

therapy” for the man to understand that the wife is okay and being kept safe and she is only there to work”.

This shows that WIM requires restructuring their training to include men,

**Question 6: Can men participate in domestic activities so that women can participate in manufacturing?**

James responded, yes, and explained

“One of the key things that I will say is that as a man, one must choose wisely in the sense that, Let’s say a friend has visited you and your wife is busy, so you get up to go and make tea for him, then he will say “*umeketiwa*” ( *one has been sat on*). It is something that if you do it as a man, you don’t need to be ashamed of even if your friends say “*umeketiwa*” you just put him off. So, men should be really able to help their wives especially in their careers, education or household chores when she is not able to perform them”.

Esther concurred with James observation by stating

“I cannot quite say I have met a lot of men who will do housework like Samuel, but on rare occasions, some do. Most men will even step in the kitchen or assist with children or domestic chores but a few will do so with ease.”

Jane in her responses says that she looks at it again in different perspective. She maintained that the world has changed whether we like it or not and narrated

It is no longer how we lived in the villages. The old generation and the new generation are different. The generation which is coming is a completely different family set up. If I talk of the younger generation, once they get married, they behave totally different from old generation, they are now sharing the cost of rent and the bills in the house and I think for me that would be a bad thing but it could also be a good thing because both man and woman are contributors in the family and then it would open up more chances that the men would embrace women empowerment because they understand that both are contributing towards growing the family.

If you look at the older generation when it comes to cooking, for me cooking is the food on a plate. If I am empowered and I have to go to work and I have a house help and I organized for what has to be done, I may not necessarily have to be the one who did the cooking physically but the food for my family is on the table, that’s okay. However, we have men who say that food has to be cooked and served by my wife; so those are the things which may be extreme and needs to be looked into. I don’t have a problem serving my husband everyday if I am available and if that is what he wants because as a wife and a woman, there is also a relationship that loving is taking care of each other and also understanding each other. It is those dynamics that are there and we may not be able to generalize them.

There are family set ups where even the man participate in the cooking , e.g if on Sundays, a family is having a special meal and men can do the barbecue, even if they do not do the

whole cooking. Empowered men are embracing that even though the traditional mindset is still there especially on the level of education and how they think life is supposed to be.

Unfortunately, women meet and talk about their families. What their husbands are doing or not doing. Such sharing results to peer pressure that spoils women contributing to conflicts at home without understanding what is their family set up is like and that it is different from that of another woman. It is quite dynamic, the family set up where a man and a woman need to understand why they are doing things the things they do, e.g I cooking because I don't have a house help or because my wife is busy, or because of love.

***To get clarification, the study asked how a newly recruited women to WIM, how the training affects their behavior and their relationships at home and with their significant others?***

*jane responded to the question and mentioned that she* would refer back to the earlier question answered before that at WIM. She maintained they haven't gotten to the personal space. she explains

Though we may again not be able to directly answer that question. An empowered woman who now have the confidence that they can come out and do more then, it means that they can uplift their families more economically and it is a good thing for the family, and also it could bring a bit of conflict, e.g. because they too absent from home. I don't think we have a direct answer because we have not gotten into personal space and personal understanding”.

*To explore further and bring the question to its proper perspective, the researcher narrated a previous project which had unintended outcome in one of the projects in Kibera, when women became economically empowered, they started buying meat, and uniform for their children. This action made men feel they were not needed in their homes, such that, they even stopped buying the little meat they used to buy and some kept other women who could appreciated them. **The Question is: Could these be happening also to women in WIM or does women economic empowerment in WIM have unexpected outcome?***

Jane responded by saying

“Again, I would say that I do not want to put it on WIM because we have not gotten into that space but generally it happens. When women are empowered and take the roles of fending for the family, men feel threatened and sometimes walk away. This is because of how they have been enculturated, that is, the man should be the provider, but, sometimes they do not provide. When women take over men's expected gender role and responsibilities, men feel threatened and they their ego is effected, so they go where their ego feel boosted. This has nothing to do with women in WIM, but to most women who are economically empowered. Culturally it is how people relate with each other. You could look at it as a woman empowered problem and not a WIM perspective”.

***exploring further , the researcher asked the Question: Do you think it is necessary for such to be addressed in WIM?***

To which Jane responded that , it is very necessary to be addressed in WIM, because the women in WIM are the people living in that culture. She opined that:

we need to start understanding and we have said that empowerment is holistic, we need to not just look into business aspect but to also understand the power dynamics at the household level and address the challenges women are experiencing because they have become empowered and economically aggressive.

**Question 7- Do you think we need to bring men onboard and train them to live with the empowered women, to be the ideal empowered men who can support their empowered women in manufacturing or women to empowerment?**

Esther responded and said that men generally have been brought up to be in charge and the question of whether they are empowered or not to them does not arise because most feel empowered. She says:

The question here is how then, can they be made to allow women to take up space when they are empowered? To empower these men to do so, I think we have to look at their upbringing and the environment they grew up in. Only then we can address their entitlement issue and see if they can allow women to take up leadership.

Sometimes also it is the environment and exposure men find themselves in and then they either become empowered or not. For instance a man who is exposed to see women make decisions can allow women to make decisions on behalf of the rest of the people. In manufacturing, it has a lot to do with the opportunities the men are given and the opportunity in terms of how they are cultured to what kind of empowerment. A man can be empowered and allow women to take up their space or not. Thus, it comes down to the environment and culture which WIM should address to reduce conflict for women's in their private space. Such responses show that for effectiveness, WIM should have a gender transformative training program for both men and women."

James added his voice and said that it is important to do gender transformation even earlier, at home and in schools. e.g the cultural perspective whereby the male child is brought up knowing he is the one to provide and to make decisions will not give space to women, even to the one he marries. He maintained that such a man should be trained that women should be respected and can supplement where they are not able to fulfill their obligation. He said:-

"That is one of the things men should be able to be taught about know about because most of the men are still living in the cultural background where women who are innovative are seen as if they are taking men's place. When a woman gets economically empowered the society and her husband says she is seeing someone else (another man), or she's trying to dislodge the man from his position as the provider or the head of the family. This is one of the key things men should be taught to desist from and learn about."

Esther was of the opinion that:-

"Regarding the income, I feel it is important for the couple to discuss how the money will be spent because I don't think the woman whatever they are earning is to substitute what the man is earning. Sometimes the reason why women hide is because they are told now, they can pay for those bills. Before you start having that economic activity that will bring X thousands of money, it is good to discuss that the money will be used for this and I believe if you discuss it will be easy and nobody needs to hide anything."

### **4.3 Summary of findings**

The findings established that 16 out of 19 business were registered with 8 private companies; 4 sole proprietors; and 4 under partnership. The average number of employees for the sample businesses is about 15 employees with an average asset value of about 8.9 million. Most of the businesses (15/19) are location in urban or peri-urban settings and located in small towns (12/19). Out of 19 respondent's 74 percent of respondents were KAM members but only 4 were WIM members. A number of those who are not members of WIM said that they have not heard about WIM. A significant number of WIM members had participated in networking activities. WIM members held the view that the program improved their leadership skills, facilitated utilization of voice and agency and generally enhanced their business skills. Majority of respondents reported that households owned productive assets but only 4 out of 19 respondents had land title deed.

In the discussions during the visit to H.E The Governor, and the from the Nyeri conference, it was established that women-owned enterprises are well-structured in terms of operation, most formal manufacturing ventures are men-owned with women offering labor, women have preference for informal manufacturing activities compared to men, women depend on table banking for running their enterprises, taxation affects their enterprises, large corporations face challenge in obtaining regulation requirements from multiple stop shops, and land ownership is retained by majorly men in the region and women are viewed as home care takers.

## **5. CONCLUSION, CHALLENGES AND RECOMMENDATIONS**

### **5.1 Conclusion**

The Pilot survey was conducted to evaluate the efficacy of the data collection tool. Majority of the questions were adequately answered. However, a significant non-response rate was witnessed regarding household and business income. Challenges observed during piloting include a long and tedious interview schedule, unrefined data collection toolkit and unavailability or unwillingness to respond to some questions regarding Profit, income, and amount paid to employees.

The findings established that 16 out of 19 business were registered with 8 private companies; 4 sole proprietors; and 4 under partnership. The average number of employees for the sample businesses is about 15 employees with an average asset value of about 8.9 million. Most of the businesses (15/19) are location in urban or peri-urban settings and located in small towns (12/19). Out of 19 respondent's 74 percent of respondents were KAM members but only 4 were WIM members. A number of those who are not members of WIM said that they have not heard about WIM. A significant number of WIM members had participated in networking activities. WIM members held the view that the program improved their leadership skills, facilitated utilization of voice and agency and generally enhanced their business skills. Majority of respondents reported that households owned productive assets but only 4 out of 19 respondents had land title deed.

### **5.2. Challenges**

The challenges that emanated from the fieldwork activities included:

1. Cancellation of slotted interviews due to non-unavailability of some selected respondents.
2. Incomplete data collection and complaints from the respondents due to the lengthy interview schedule.
3. Some respondents were not comfortable participating in the study because they were not aware of what the study was all about and how they will benefit from it.
4. Inefficiency in the online interviews due to poor network connection.

5. Fear among respondents in answering the questions because of involvement of KAM leadership in contacting them to take the interview.

Challenges emanating from the data collection interview schedule and tools:

1. The interview schedule was considered too long by some respondents
2. Wrong sample identification in that some potential respondents were not the owners of enterprises but worked in the corporate world. As a result, some information concerning business characteristics could not be obtained from them.
3. Item J7 did not apply to someone who owned a firm singly making items L3 and L4 redundant to such a respondent.
4. On the tool when respondent indicated no land, the next section enquired about decisions regarding the use of land which was inappropriate.
5. The tool was not refined in that when a question asked whether one was a member of WIM and the answer was no, subsequent question still focused majorly on WIM.
6. On section H, there was no option for cases where a respondent refused to answer. A value had to be inserted to move to the next question which consumed a lot of time.
7. Unavailability of data and unwillingness to respond to some questions (Profit, income, and amount paid to employees).
8. The survey tool focused on KAM members, yet some respondents were WIM members but not KAM members hence several questions were skipped, which the respondents could have still answered.
9. The number of WIM participants in the pilot study was not adequate to provide a sufficient observations to run a regression model as had been envisaged.

### **5.3 Recommendations**

The following are recommendations emanating from the fieldwork:

1. Scooping meeting: A meeting with all the respondents is necessary before conducting any study. During the meeting, there should be a clear explanation of what the study involves, how the information will help the respondent, and the introduction of researchers who are supposed to collect the data. The respondents should precisely give their location.
2. Redundant questions should be deleted. For instance, it is obvious that a registered business has a trading license making it rhetorical to ask whether the business is registered at the same time has a trading license.
3. Questions should be well placed in that all questions on the value of business and wealth indicators should be put under one section.
4. The section on decision making should be designed in such a way that once a respondent has indicated that she is single, then the subsequent question should not be based on someone who is married to save time.
5. If item K1 the answer is a NO, there should be a filter so as not to ask some the following subsequent questions that are not relevant.
6. The KAM leaders should delegate the task of calling respondents to the Hub members to curb fear among respondents in responding to questions.
7. The Questionnaire need to be redesign in a manner that it is short and precise.

8. It is recommended that the following issues should be interrogated: (i) the sample respondents could be inappropriate; and (ii) sufficient training and deep commitment on the part of enumerators.
9. The tool need to capture issues that arose in the discussion at the Governor's offices on: women preference for informal manufacturing activities; women depending on table banking for running their enterprises; and women being viewed as home care takers.
10. Endeavor to get a large sample of WIM participants in the actual data collection to provide a sufficient observations to run a regression model as had been envisaged.

## REFERENCE

- African Development Bank (2015). Where are the Women: Inclusive Boardrooms in Africa's top listed companies? Retrieved from [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Where are the Women Inclusive Boardrooms in Africa%E2%80%99s top-listed companies.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Where_are_the_Women_Inclusive_Boardrooms_in_Africa%E2%80%99s_top-listed_companies.pdf)
- Kenya Association of Manufacturers (2018). Manufacturing in Kenya Under the 'Big 4 Agenda' A Sector Deep-dive Report. Retrieved from <http://kam.co.ke/kam/wp-content/uploads/2018/10/KAM-Manufacturing-Deep-Dive-Report-2018.pdf>
- Republic of Kenya (2016). Micro, Small and Medium Establishments: Basic Report Nairobi: Kenya National Bureau of Statistics. Retrieved from <http://statistics.knbs.or.ke/nada/index.php/catalog/91>
- Republic of Kenya (2019). *Kenya Economic Survey*. Nairobi: Government Printer. Retrieved from <https://open.africa/dataset/kenya-economic-survey-2019/resource/5b9357a4-6227-4fbf-9e10-ae7043a41ce3>
- Wanjala B. M & Were, M. (2009). Gender Disparities and Economic Growth in Kenya: A Social Accounting Matrix Approach. *Feminist Economics*, 15:3, 227-251. DOI: [10.1080/13545700902893114](https://doi.org/10.1080/13545700902893114)