



Study Report on Working Conditions and Policies on Employment and Retention of Women in Public Transport Work in Kenya

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List of Acronyms and Abbreviations

BRT	Bus Rapid Transit
COVID	Corona Virus Disease
ILO	International Labor Organization
KBS	Kenya Bus Service
NGEC	National Gender Equality Commission
NHIF	National Hospital Insurance Fund
NSSF	National Social Security Fund
NTSA	National Transport and Safety Authority
OHS	Occupational Health and Safety
PAYE	Pay As You Earn
PSV	Public Service Vehicle
SACCO	Savings and Credit Cooperatives
WIT	Women In Transport

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Executive Summary

Historically, the public transportation industry in many African cities has been overwhelmingly male-dominated, but as more women are seeking employment, they are venturing into transportation jobs. However, women entering the industry are faced with myriad challenges associated with their gender and representation remains particularly low.

Strengthening women's role within the transport industry is likely to create safer public spaces and better mobility for everyone. Flone Initiative seeks to promote gender equity and professionalism in public transport while leveraging on existing partnerships to strengthen policies aimed at increased economic participation by women in the industry.

This study was aimed at establishing status on working conditions and evaluating the existing policies that affect women involvement in employment, retention and promotion in the industry. It entailed review of existing policy documents and publications, survey with female workers; conductors, drivers and stage attendants as well as in-depth one-on-one interviews with PSV SACCO managers, union representatives and partner organizations. Though the public transport is diverse, this study was limited to the public road transport and associated spaces.

The findings of this study revealed challenges women workers face with regards to recruitment, retention and promotion, resulting in their low representation and participation in this industry. While SACCO managers (all men) who were interviewed unanimously acknowledged that women make good employees, they seemed to prefer them taking roles involving handling cash e.g. conductors or stage attendants rather than drivers.

It emerged that the industry is male dominated due to several factors including the fact that few women apply for work due to structural barriers such as long working hours, attitudinal barriers and environmental factors such as insecurity and lack of sanitation facilities. In spite of several regulations requiring transport providers to employ operators on permanent basis, the industry is still quite informal with precarious employment terms for conductors and drivers. This is occasioned by factors such as low levels of profitability and informal nature of the industry.

While unions exist for collective bargaining, they seem to be unable to penetrate the informal public transport system. It also emerged that sexual harassment on both workers and commuters is a critical issue as findings reveal that majority of female workers have experienced harassment. It also emerged that while it is a requirement by the Employment Act 2007, SACCOs don't have documented sexual harassment policies or reporting and response mechanisms for the same. The results of this study were used to develop the "Policy Briefs" with key gender sensitive policy recommendations for improving labor conditions for women in the public road transport sector.

1.0 Introduction and Background

1.1 Background to the Study

According to a recent baseline study report by Flone Initiative, only 10% of women form the labour force in the public road transport industry in Kenya. The International Labour Organization (ILO) states that poor working conditions notably in relation to long working hours, incidents of harassment and inability to reconcile work and family obligations render the transport sector unappealing to women. Work in the sector is historically male dominated and as a result, women face gender stereotyping and their voices are all too often go unheard. Women in the industry find themselves stuck in lower paid/lower status jobs with few, if any, opportunities for career development.

They are also commonly subjected to sexual harassment, discrimination, and unsafe working conditions. These barriers contribute to the myth that transportation is a “men-only” field. Flone Initiative through the Women in Transportation (WIT) program seeks to identify and address the barriers for entry into public transport while advocating for safe spaces and improved working conditions for women by addressing stigma, providing capacity-building workshops to promote professional development, and empowering women with organizing skills to effectively demand change on their own behalf.

So far, over 70 women in Nairobi and Mombasa have been reached through the program. It is hoped that through the program, women will find opportunity, thrive and get recognition in the transport industry through professional activities, capacity building, networking opportunities, advocacy education and research. WIT seeks to close the work-force gap in the transportation industry by promoting life-long careers in transportation for women. WIT will ultimately work to attract, retain and advance women in the industry.

1.2 Study Objectives

1.2.1 General Objective

The overall objective of the study is to provide evidence-based recommendations for the integration of gender equity in policies towards employment, retention and participation of women in the public transport sector in Kenya. The study report will be used to develop policy briefs and talking points that will be aimed at informing policy makers on ways gender can be included in transport and urban planning policies.

1.2.2 Specific Objectives

In specific terms, the study is intended to establish the following:

1. To conduct research and identify policy gaps and implementation challenges in national legislations with regards to employment, retention and participation of women in public transport work in Kenya
2. To utilize research findings to develop policy brief and talking points to make recommendations on possible policy options and advocacy points.

3. To present and disseminate key findings and policy briefs to transport industry stakeholders.

2.0 Review of Secondary Data Sources

2.1 Overview of the Nairobi Urban Public Road Transportation Industry

The urban public road transport in Nairobi is quite informal and privately run mostly dominated by matatus with carrying capacities of 14 to 33 passengers (Global Labour Institute Manchester 2019, 12). In 2018, estimates of the number of matatus in the city ranged from 8,000 (Wright 2018, 39) to 10,000 (Global Labour Institute Manchester 2019, 12) carrying an estimated number of passengers between 350,000 and 400,000 each day¹ (BRT line 1 feasibility study, 2018, 28).

Commercial bus transport in Kenya is operated by transport companies like Kenya Bus Service Management Ltd (KBSM) established in 2006 which operates on a franchise model: franchisees operate around 300 buses and employs more than 1,200 staff across Kenya (Kenya Bus Service Management Ltd. 2017). It is estimated that 12.2% of journeys



Female workers also find it difficult to combine their work and family life because of irregular and split shifts involved in transport provision. Inadequate work life balance causes a big risk to workers wellbeing and productivity

10,000–25,000 platform taxi drivers in Nairobi (multiple companies mean that estimation of numbers is difficult), of which an estimated 10% are women (Wright 2018, 83). It is estimated that 13.6% of journeys in Nairobi are made by cars or trucks, including taxis: the figures do not differentiate taxis from other car journeys (Nairobi City County 2014). For this study, we will focus on the matatu sector which has employed majorith of road transport workers.

Work in the matatu sector encompasses various roles like stage attendants, drivers and conductors, who collect fares and announce the route (Graeff n.d., 17), but also other informal roles including callers, touts, managers and security workers (Wright 2018, 39). The sector is largely informal and therefore estimating the size of its workforce may be difficult, but it may employ around 160,000 people nationally (Wright 2018, 32).

The matatu business in Kenya is run through SACCOs. The term SACCO stands for Savings and Credit Cooperative and extends to any type of industry, not exclusively transport. A group must register at the Ministry of Co-operative Development and Marketing to become a recognized SACCO. In the case of matatus, a group will register to become a SACCO identifying itself mainly with the route where it is operating. Thus many people refer to the SACCOs as route associations.

The National Transport and Safety Authority (NTSA) identifies around 279 Savings and Credit Cooperative Societies (SACCOs) operating within the Nairobi metropolitan area (BRT line 1 feasibility study, 2018, 28). The SACCOs are required to provide codes of conduct approved by the NTSA for members and employees (National Transport and Safety Authority 2013, sec. 5(1)(c); Tanzarn 2017, 2): the content of the code of conduct is not specified in law but could include ensuring that workers abide by traffic rules and NTSA regulations, desist from sexual harassment and uphold professional standards. It is however not clear how many SACCOs have adopted these codes of conduct.

In 2004, the government adopted legal notice number 161 which is commonly referred to as the Michuki Rules, after then transport Minister John Michuki. The legal notice was geared towards regulating PSVs in various ways including the elimination of standing on city buses, mandating that PSVs be outfitted with speed governors and safety belts and that crews wear uniforms and post identification cards. The legal notice also required that employment of drivers and conductors should be on permanent basis and they are to be issued with badges and wear uniform. Improving the working conditions and enhancing security in the industry has increased participation of women as workers and entrepreneurs.

2.2 Gender Mainstreaming in Public Transport Work

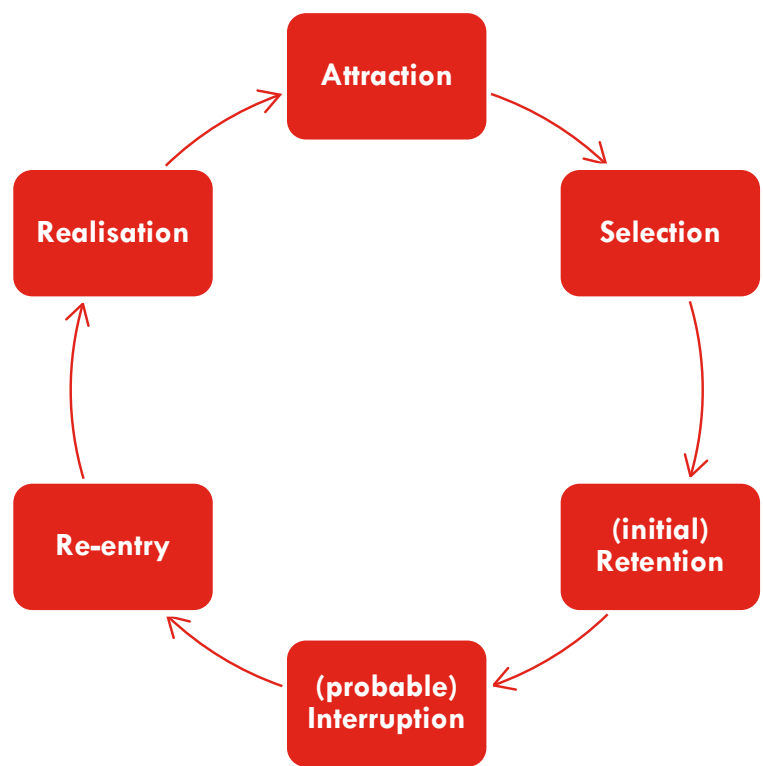
The place of gender mainstreaming in social and economic development cannot be underestimated. If the public transport sector truly gives due consideration to gender equity, significant benefits are likely to accrue in terms for women in the industry (Flone Initiative Baseline Report, 2017).

Strengthening employment opportunities for women in the sector benefits the women who are able to access employment: it also improves safety for female passengers, improves working conditions for all workers, and brings different and innovative skill sets to the workforce (International Association of Public Transport and International Transport Forum 2019, 2). The gains of improving work for women could also extend to their male counterparts and for employers (Wage Gap Reduction Initiative 2009, 9). Gender

equality is not a purely social issue: it also confers benefits on organisations, including better efficiency, more creative approaches and higher revenues (European Bank for Reconstruction and Development, n.d., 4), and helps organisations better understand and meet the needs of their stakeholders (Wage Gap Reduction Initiative 2009, 4). Nevertheless, gender is rarely considered with regards to transportation policy and planning; similarly, transportation is rarely included in the gender policy development. Women remain underrepresented in the sector, and may not be considered in transport planning. A 2019 Fione Initiative baseline study in Mombasa for instance revealed that there were only 4% female PSV operators (drivers and conductors) working in the matatu industry. Thus, addressing gender equity barriers will require a gender lens that will allow policy makers and practitioners to set appropriate policies, and ushering in the necessary structural changes.

Interestingly, the same study also revealed that PSV SACCO managers believe that women make good workers (trustworthy, professional and safe) and all of them were willing to employ women. However they pointed out that very few women have expressed interest to work in the sector due to lack of safety, lack of professionalism (poor image) and perception that it a man’s job. However, none of the SACCOs had put clear specific measures in place to facilitate women’s entry and retention into the sector. The career cycle for women in transport work can be divided into six stages (Turnbull 2013, 9).

Figure 1 Career Cycle for WOMen in Public Transport Work



SOURCE: Turnbull 2013

The career cycle for women in the public transport sector can be divided into the following



A 2019 Flone Initiative baseline study in Mombasa revealed that there were only 4% female PSV operators (drivers and conductors) working in the public transport industry.

six stages;

- i. **Attraction;** the public transport sector careers especially operator oriented tasks seem to have a low attraction for women compared to their male counterparts due to several factors, including stereotypes, gender discrimination or inadequate training in necessary skills like driving or motorvehicle mechanics. Outreach efforts and methods of publicizing for job opportunities by employers may also fail to deliberately attract women: for instance, advertising for jobs through channels that are more accessible to male candidates than women like word of mouth advertising in a male dominated sector is likely to reach more men than women.
- ii. **Selection;** the selection criteria is unfavourable for women, for instance packaging job and person specification that fail to reflect what the job actually looks like (Turnbull 2013, 20), or from hiring procedures which are more tailored to male applicants, or from job advertisements that are explicitly or implicitly coded male (for example, that use 'he' as a generic descriptor). It can also result from a reluctance by employers to consider female candidates.
- iii. **Retention;** entails women keeping their jobs or roles in the transport sector which may be impacted by factors that could make their working conditions or environment unfavorable including; long working hours, inability to balance domestic obligations and work demands, discrimination, bullying, sexual harassment, absence of amenities, poor safety and security, wage gaps and insecure wages, a lack of attention to health and well-being, limited training, or isolation at work. These factors include both weak **pull factors**, such as poor working conditions, poor opportunities for training and development; and strong **push factors**, for example harassment, or poor work/life balance.

- iv. **Interruption;** of women's work in the transport sector includes anticipated interruptions for childbirth, caring responsibilities, and contractual arrangements: it also includes unanticipated interruptions (quitting, involuntarily leaving jobs).
- v. **Re-entry;** after an interruption in employment, low levels of re-entry into the transport workforce, inflexible working opportunities and limited retraining can result from factors that may limit continuity of service and status for instance lack of maternity or sick leave policy may be a barrier to re-entry.

The specific challenges faced by women in each of the stages detailed above are common place in the public road transport in Kenya and must be addressed to allow women to access equal employment opportunities in the transport sector across the career cycle. The career cycle, described above, will serve as an organizing structure for presenting the research findings in the **chapter 4**.

2.3 Implications of Labor laws and policies in Kenya Public Road Transport Sector

The Employment Act (2007) defines the fundamental rights of employees, provides, sets minimum terms and conditions of employment and prohibits sexual harassment and discrimination in employment (Mathiu, 1999). The Act also puts a capping on casual employment, provides for 21 days' annual leave for all employees; three (3) months' maternity leave for female employees and 2 weeks' paternity leave for male employees. It safeguards workers' dues in the event of employer's insolvency, and ensures that workers whose employers do not contribute to provident funds do not lose their benefits for years worked, among other salient provisions (Luchebeleli, 2009).

Kenya also enforces other labour related legislations that impact directly on the matatu industry. The Traffic Act (Cap. 403) consolidates the law relating to traffic on the roads. Section 33(1) (c) sets out the minimum age of employment of a driver while Section 66A (1) regulates the working hours of a PSV driver. The Legal Notice No. 161 of 2003 provides for employment of all PSV drivers and conductors on a monthly contract. Section 103A (6) of the Traffic (Amendment) Act No. 37 of 2012 requires vetted conductors and drivers of PSVs to be paid a permanently monthly salary by the owner of the PSV.

The NTSA regulations of 2014 demand that prior to being issued with an operating license, PSV SACCOs and companies should provide written contracts with their employees in compliance with labour laws and regulations, including statutory deductions, as well as health and workplace safety. They must submit contracts of the drivers as well as a staff list accompanied by their job description and qualifications. However, compliance to this regulation has been dismal due to reluctance by vehicle owners who cite low profitability and unpredictability of the industry that makes it difficult to employ operators full time and cater for their benefits. Non compliance could also be due to limited enforcement mechanisms from regulators.

The Transport Licensing Act (Cap. 404) provides for regulations on termination on account of redundancy. Section 40(1) also requires that the employee(s) declared redundant are not placed at a disadvantage during payment of terminal benefits due to their union status (Thuku, 1998). Where an employee is not a member of a trade union, the employer is required to notify the employee personally in writing and the area labour officer. The employer is also required to pay such employees for any leave due, a notice of at least one

month or payment in lieu of notice and severance pay of at least 15 days per completed year of service. Section 74(1) requires employers to keep and maintain a written record of all employees employed by him and with whom he has entered into a contract.

The employment records are expected to contain a breakdown of all the terms and conditions of employment, a record of warning letters or other evidence of misconduct of an employee, and any other particulars required to be kept under any written law or as may be prescribed by the Minister (Mathiu, 1999). The Work Injury Benefits Act (2007) is an Act of Parliament to provide for compensation to employees for work linked injuries and diseases contracted in the course of their employment.

Despite the existence of these institutional and legal frameworks that govern employment conditions; the transport sector in Kenya continues to display major decent work gaps that exist, denying the women workers the full benefits of the ILO Decent work agenda. Many female public road transport workers don't have formal contracts with their employers and work as casuals would not be governed by the provisions of the Employment Act 2007, meaning they will have little recourse for discrimination and sexual harassment. It also means that they are not legally afforded any of the rights that follow from being classified as an employee, such as: one rest day per week; paid maternity, sick leave and annual leave; the right to an itemized pay statement; the right to proof of reason for termination of contract by the employer; or the right to equal remuneration for work of equal value.

3.0 Methodology

3.1 Survey Population and Sample Size

The study population was women working in the public transport industry in Nairobi, Kenya. This included drivers, conductors, stage attendants and office staff among others. Participants were selected by use of purposive random sampling. The sample size for the survey comprised 80 women working in transport in Nairobi. The sample size selection was based on Bailey (1994) arguments that a sample of 30 respondents is the bare minimum for studies in which statistical analysis will be done regardless of the population size.

Equally, on the basis of their roles in the public transport industry, the study purposively sampled 20 key stakeholders representing government Ministry of Transport and agencies such as National Transport and Safety Authority (NTSA) and National Gender Equality Commission (NGEC) were targeted. Other key informants targeted in the study included Unions, transport providers like matatu SACCOs, Uber Taxis and gender advocacy partner organizations.

3.2 Data Collection

Both primary and secondary data were collected. A systematic review of available literature on gender mainstreaming and policy documents provided invaluable information which played a key role in the preparation of study tools and highlighted critical issues which needed authentication during the primary data collection phase.

Primary data collection included demographic and social economic data, working

arrangments and conditions. Semi structured questionnaires were administered on women working in transport who were identified using snowballing method. Trained enumerators were able to translate the questions into local Swahili language where necessary. Similarly, interview schedules were used to collect information from key informants.

3.3 Research Ethics

Confidentiality was observed through out the study. All respondents were informed in advance and assured of confidentiality. Before the interview, the research assistants explained the objectives of the study and allowed respondents to give consent to participate in the study. An official letter was also sent to all targeted key stakeholders in advance introducing the study and seeking permission to collect data from them.

3.4 Data Processing, Analysis and Presentation

Both qualitative and quantitative data analysis were used. Qualitative data was analyzed using content analysis while quantitative data was analyzed using specially designed MS Excel 2010 spreadsheets. Prior to the data entry all collected questionnaires from the field were cross checked for data consistency and other errors. Throughout the data analysis process, the aims and objectives of the study were used to guide the interpretation of data.

3.5 Validity and Reliability

The researcher pre-tested draft research tools with selected respondents from each category. The pre-test was aimed at checking the consistency of questions and identifying the ones that are not well interpreted and could be eliminated. The lead researcher used the feedback to make adjustment to the draft tools.

3.6. Limitations of the Study

There is no comprehensive literature on gender and employment especially in the matatu sector where information is limited and may not be accurate, due to the informal nature of the sector.

Secondly, the researcher was not able to interview all the stakeholders who were identified as important to this study. Despite requests for meetings, the team were unable to secure interviews or collect data from these key stakeholders.

Due to COVID-19 risk, most of the data was collected through virtually or through telephone interviews. It was thus not possible to access or verify records on pay, employment or turnover rates from PSV SACCO officials. The research team entirely relied on their responses on this data.

4.0 Study Findings and Discussions

4.1 Introduction

This section will discuss the findings and analysis in relation to the tools, methods and objective of the study

A total of 73 women working in the public road transport sector in Nairobi County were surveyed among them conductors, drivers and stage attendants. In addition, key informants including PSV SACCO and transport company officials (all male), representatives of matatu workers unions and partners organizations were interviewed.

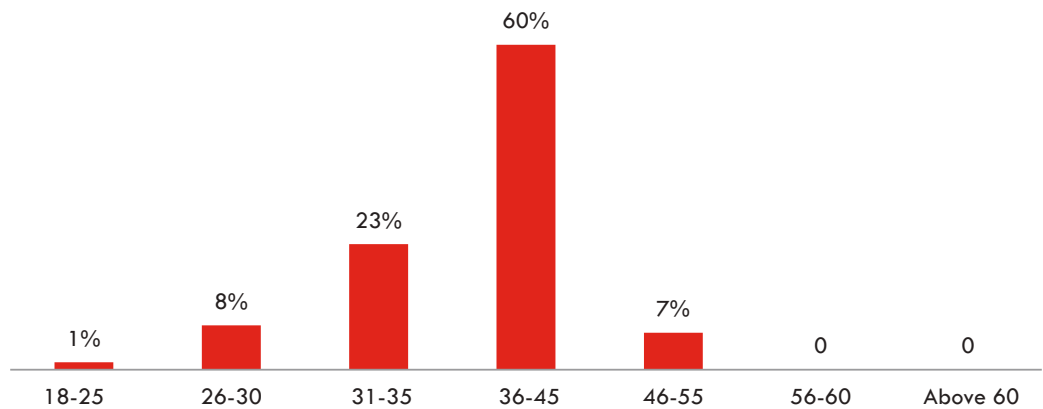
4.2 Attraction

This section specifically details the specific barriers faced by women at the attraction stage of the career cycle. It covers demographic characteristics, educational level, additional training and general attraction.

4.2.1 Age Distribution of female transport workers

The study sought to establish age distribution of the respondents. Figure 1 below summarizes the results.

Figure 2 Age Distribution of Female Transport Workers



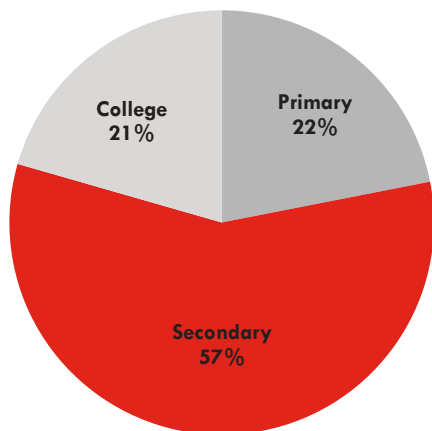
Over half of surveyed female transport workers (60%) were aged between 36 - 45 years. There were also a significant number aged 31–35 years (23%). It is evident that majority of the respondents are young and middle aged depicting an energetic and active population necessary for work in the demanding public transport sector.

4.2.2 Level of Education of Respondents

From the findings, majority of female transport workers (57%) have attained secondary education. 22% have attained primary education while 21% have college level education. It is worth noting that the female transport work force interviewed has basic education

and above and thus have necessary qualifications for skills training necessary for work in the sector.

Figure 3: Female transport workers level of education



4.2.3 Additional Training or Certification

Majority of female transport workers (55%) no additional training or certification beyond their basic or secondary education. 32% have driving licenses and 7% have first aid certification while 5% have certificates in computer packages. It can be deduced that their lack of training and skills for specific operator roles like driving or motor vehicle mechanics may limit their likelihood of being given for such jobs since very few have driving licence.

Table 1 Additional Training and Certification

Training /Certification	Frequency	Percentage
Accounting	1	1
First aid	5	7
Driving license	23	32
Computer packages	4	5
None	40	55
Total	73	100

4.2.4 Reasons for Low Attraction

According to SACCO managers, women may be unable to consider jobs in the transport sector because these jobs do not fit with their other responsibilities, including domestic obligations. However, this is not necessarily the main barrier barrier as women matatu workers surveyed in this study were more likely to cite precarious working arrangements and low pay as the major challenge for them.

They also cited other barriers like harassment by male colleagues and traffic police,

insecurity from criminal elements and discrimination by their employers. There are stereotypes around the fact that transport work involves aggression and cut throat competition which many women are unable to fit in.

Few women are able to cope with the many challenges of working in the public transport industry and many quit. They come and go and it is difficult to establish how many are employed at any particular time...SACCO officials

In conclusion, it is worth noting that the image of the matatu sector which is seen as chaotic, unruly, crime prone, unsafe and dirty even if little or none of the work is actually of this nature – as well as stereotypes about women’s ability or choice to work in the sector while balancing with their domestic responsibilities is seen as a deterrent to many women who would like to take on these jobs.

4.3 Selection

Women may also internalize stereotypes which may limit their professional aspirations: as discussed in the career cycle, low selection of women for posts in the transport sector may result from inappropriate selection criteria – for example, job and person specification that may not reflect what the job actually looks like (Turnbull 2013, 20) – or from hiring procedures and terminologies which are more tailored to male applicants. It can also result from a reluctance to consider female candidates (Turnbull 2013, 20).

This section details the findings on the specific challenges women face at the selection stage of the career cycle. It looks at available roles and perceptions and recruitment process.

4.3.1 Roles and Positions Available

According to the findings summarized by table 2 below, majority of women (67%) work as conductors while 15% are stage attendants. Only 10% are drivers and a dismal 1% are mechanics.

Table 2 Different Roles and Positions in Public Transport Work

Roles and Positions	Frequency	Percentage
Drivers (taxi or matatu)	7	10
Riders (Tuk-tuk/motorbike)	1	1
Conductors	49	67
Ticketing staff	1	1
Mechanics	1	1
Drivers (taxi or matatu)	7	10
Office staff	1	1
Stage Attendants	11	15
Other: vendors and callers	2	3
Totals	73	100

It is evident that women matatu operators are generally likely to work as conductors or stage attendants and hold administrative or ticketing jobs rather than driving jobs since they are not likely to have driving skills.

According to the SACCO officials interviewed, jobs or roles officially or unofficially available in their SACCOs include; drivers, conductors, office administration staff, stage attendants. Women are generally likely to work as conductors and stage attendants.

We prefer women to work as conductors and stage attendants because they are trustworthy and keen while handling money and keeping records compared to men.... Transport manager

However, it is worth highlighting that while women seem are preferred and seem to add value in specific roles like handling money, such roles are not valued and happen to be more precarious and less well-paid than roles held by men such as driving, supervisory or management roles.

Very few women are represented in decision-making roles due to the fact that they don't own vehicles which is a requirement for membership in the SACCO and eventual consideration for elective leadership positions. In addition, the few who have vehicles are usually not willing to commit to the demanding roles of SACCO management matters.

4.3.2 Perception on the Roles Dedicated to Men and Women

Women transport workers seemed to have slightly different perceptions of the gender at play in the industry. 53% agree while 47% disagree that there are specific roles dedicated to men and women. According to them, men are more likely than women to hold supervisory and management roles. They are also likely to hold physically demanding tasks like driving, vehicle cleaning, loading and mechanics while as noted above, women are likely to work as conductor, stage attendants and office administrative staff (although not exclusively).

When asked to justify why they think this could be the case, majority attributed it to discrimination and being despised by their male bosses who are stereotyped about women's abilities. They also stated that men have the power since the industry is male dominated. Others gave reasons such as; men are considered to be more learned than women, men are considered to be stronger, drive faster and easily make through the traffic compared to women, tasks like vehicle cleaning are done at night after working hours and lastly women are not trained in some jobs like mechanics or driving.

"Even when women have driving licenses, men are given the first priority when it comes to driving jobs since they are seen as fast drivers and can easily make through the traffic compared to women" –Female transport worker

Representatives from unions and partner organizations said that gender stereotypes are historically rooted in the industry in form of assumptions that physically demanding or technical jobs are for men and cashier or customer service roles for women. Other stereotypes are that women should not work in the sector at all since it is man's domain.

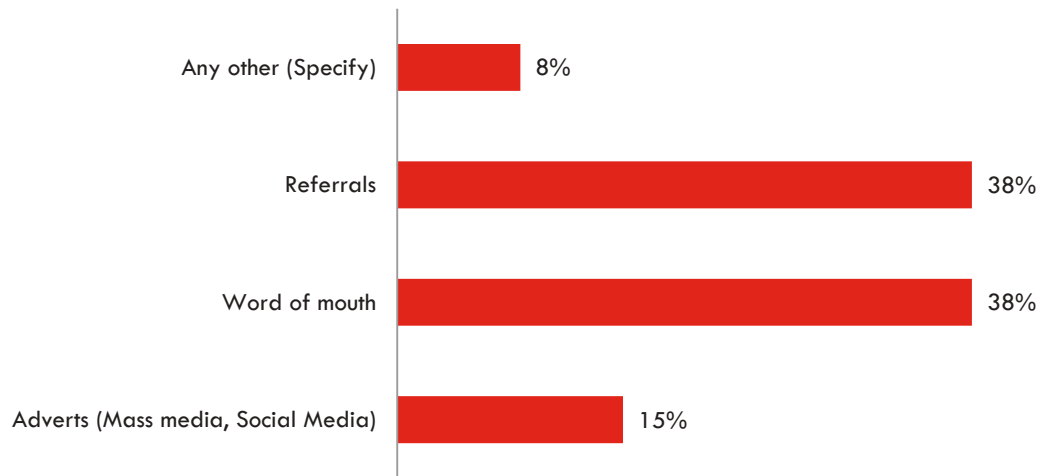
“Women are generally given the role of conductors since it is assumed that they are good at handling money because they are accountable, honest and trustworthy. They also know how to amicably handle customer complaints and grievancies” Partner organization key informant..”

Quotas and affirmative action can increase the number of women appointed to roles. The constitutional stipulation in Kenya states that not more than two-thirds of staff shall be of the same gender. All PSV SACCO and transport company officials said they uphold equal opportunities but none had a specific affirmative action policy.

4.3.3 Publicizing Available Job Vacancies

Female transport workers was asked how first got to know about the job vacancy in their current SACCO/Company. As shown in the figure above, findings indicate that majority (38%) said it was through referrals and another 38% said word of mouth or introduction by their friends. Only 15% said the jobs were advertised in the media. Others 8% mentioned other ways for instance they owned a vehicle.

Figure 4 Ways Vacancies are Publicized



It is worth noting that the two most common ways job opportunities are publicized namely word of mouth and refferals indicate that such opportunities are likely to revolve around male oriented networks and circles that give men advantages in finding employment in the sector compared to women.

On their part, SACCO officials mentioned varied ways of publicizing available job vacancies including referring to the SACCO database, posting on public notice boards and inside vehicles as well as promoting their current staff. However, they were mostly not able to provide gender breakdowns of job applications in the recent past since they said they had stopped hiring due to the economic effects of Covid-19 on their business.

It was also revealed that all SACCOs had employed very few women compared to men. According to them, very few women if any apply for the jobs and those who apply have usually tried all other options before ending up in the industry. They are thus left with no option but to select male applicants who are the majority.

“We always publicize vacancies to the public but I don’t know why [women] don’t apply” – SACCO Manager”

In terms of existence of a policy that proactively reaches out to or encourages women to apply for work, it emerged that only two of the SACCOs have such a policy where they usually give them an automatic chance for interviews though very few do apply. One SACCO purposefully headhunt for the best women workers already working in the sector since they believe female workers are trustworthy and committed to their work.

4.3.4 Requirements, Qualifications and Qualities for Recruitment

Female matatu workers surveyed reported that there were not many formal requirements for matatu work: they included a national identification card, a certificate of good conduct, a Kenya Revenue Authority PIN (required for all Kenyans in employment), PSV badge and obtaining the uniform for a particular SACCO. Requirements that would be an added advantage but not mandatory as mentioned by respondents included; National Social Security Fund (NSSF) and National Hospital Insurance Fund (NHIF) cards, medical examination clearance, Secondary education certificate, testimonials or recommendation letters and driving license for driving roles. Other than qualifications, other qualities required included working experience in the sector.

When asked if these requirements were necessary and reasonable, majority stated they were reasonable and necessary for employment according to the law but a few stated they had experienced specific barriers to comply with said requirements for instance it was time consuming and costly to acquire some documents like certificate of good conduct and PSV badge.

It should be considered that the PSV badge is a mandatory pre-condition before being employed into the industry and several respondents had difficulty raising the amount required to obtain it. Moreover those who had the PSV badge were still not guaranteed of work. Obtaining a driving license in order to work as a driver is also expensive, and may be out of reach for many women.

It is worth noting that these efforts are necessary and will give women an added advantage for consideration in jobs after the introduction of the Bus Rapid Transit (BRT) that will create formal jobs for women, who will have received training and so would be eligible for these jobs.

4.3.5 Interview and Orientation Process

Regarding recruitment procedures, majority of women transport workers (55%) did not undergo any interviewing process. 45% stated that they went through an interview prior to their recruitment. According to those who went through an interview, the procedure entailed a panel that asked questions about a candidate’s background, qualifications, work experience and motivation for the job. Necessary documents are also reviewed followed by a practical exercise involving the actual task of filling a vehicle with passengers.

A good number of respondents also stated that they were asked to pay Ksh 5000 as fees to be trained on how to operate the fare charge machine. It is worth noting that this machine is only used in SACCOs or companies that issue fare receipts and does not apply

to all PSV operators.

"Immediately after my interview, I was taken to a busy stage and asked to fill a matatu with passengers as part of the interview".....Female matatu worker..

"I was asked to bring the documents and I was put under person to train me for one month".....Female matatu worker

"We were asked to bring all necessary documents and pay fee of Ksh 5000 to be trained on how to operate the fare charge machine.....Several female matatu worker"

Several said they did not go through an interview since they are well known by the vehicle owners while others went straight to training without any form of interviews. For those who did not go through any form of interviewing, their recruitment procedure entailed being immediately exposed to on the job training by being attached to a vehicle to begin working but with conditions to meet the daily targets.

It can be concluded that there is no initial preparation and orientation for work in the sector and hence women may experience entry challenges as have to learn the ropes by themselves which can be challenging in a male dominated space.

4.4 Retention

Retention of women in roles in the transport sector entails ability to keep their jobs and thrive in the industry. It may be impacted by factors such as discrimination, bullying, sexual harassment, absence of amenities, poor safety and security, wage gaps and insecure wages, limited training, or isolation at work (Turnbull 2013, 22).

This section details the research findings about the challenges faced by women at the retention stage of the career cycle. It presents the working duration, working conditions, sexual harassment, remuneration, benefits, working hours, workers benefits, occupational health and safety issues.

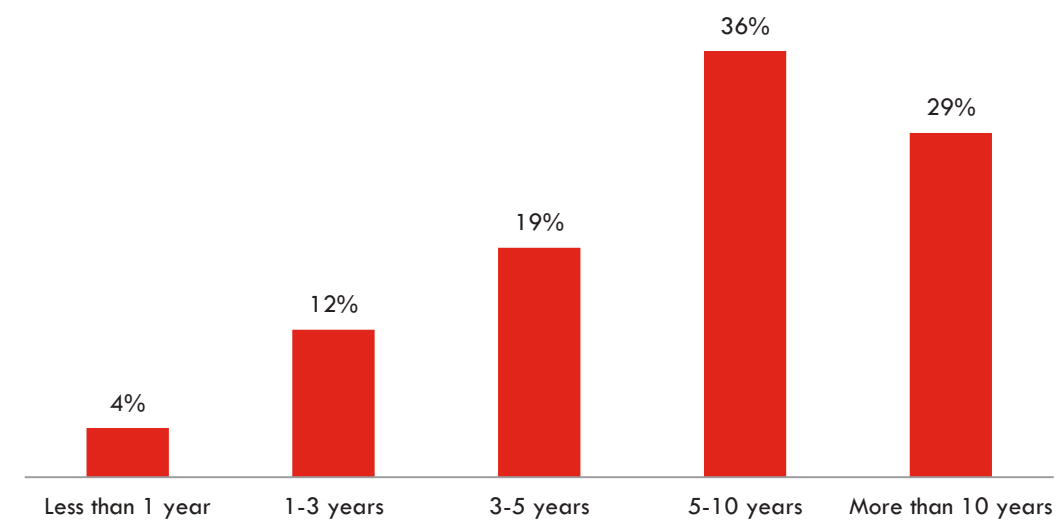
4.4.1: Working Duration in the Industry

Women transport workers were asked to state how long they had been working in the public transport industry. As shown in the figure below, 36% have worked 5-10 years followed by 29% have worked more than 10 years. Only 4% have worked less than a year.



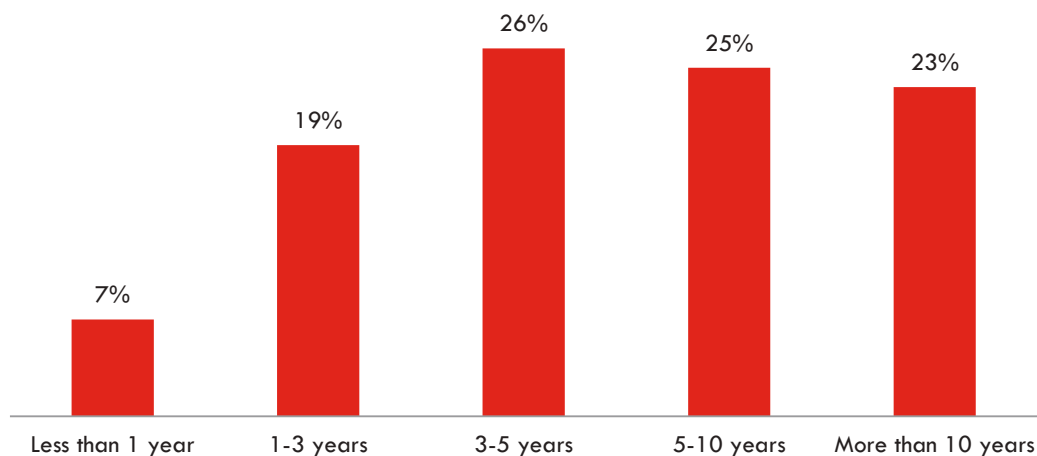
Female matatu workers surveyed reported that there were not many formal requirements for matatu work: they included a national identification card, a certificate of good conduct, a Kenya Revenue Authority PIN (required for all Kenyans in employment), PSV badge and obtaining the uniform for a particular SACCO.

Figure 5 Working Duration in the Industry



When asked to state how long they had been working in their current SACCO or company, majority (26%) said they had worked 3-5 years followed by 25% who had worked 5-10 years while 23% had worked more than 10 years. Only 7% had worked less than a year.

Figure 6 Working Duration in the SACCO



It was revealed that some women workers are no longer working in the industry due to various reasons. As shown in the table below, it was revealed that majority(42%) left because the pay was not adequate. A significant proportion (25%) also said they left since they could not cope with work and personal demands. None said they were dismissed.

Table 3 Reasons for Leaving the Industry

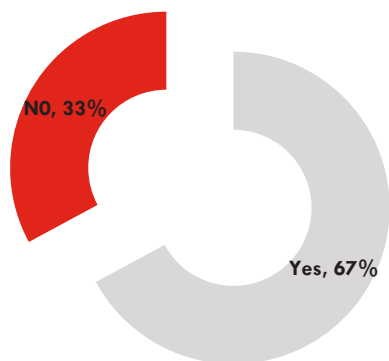
Reason for Leaving the Industry	Frequency	Percentage
Disagreement with my employer	2	17
I could not cope with work and personal demands	3	25
The pay was not adequate etc.	5	42
I could not cope with harassment at work	2	17
I was dismissed	0	0
Total	12	100

4.4.2 Conduct at Work

Before the recent reforms, the matatu industry in Kenya held a reputation of being chaotic and was seen as a menace. Having codes of conduct at work has ensured sanity in the industry and made the work environment more favourable for women workers. NTSA regulations also require that all PSV SACCOs to issue codes of conduct to their staff. This study sought to establish whether female workers had codes of conduct and what it contained. According to the findings as shown below, 67% have codes of conduct while 33% dont.

Figure 7 Code of Conduct

Do you have a code of conduct?



Those who had codes of conduct stated that its main contents were around professionalism, customer service, proper hygiene, integrity and accountability at work. However, all respondents said that the codes of conduct did not have any documented clause prohibiting sexual harassment or giving clear guidelines on how it can be addressed if or when it occurs.

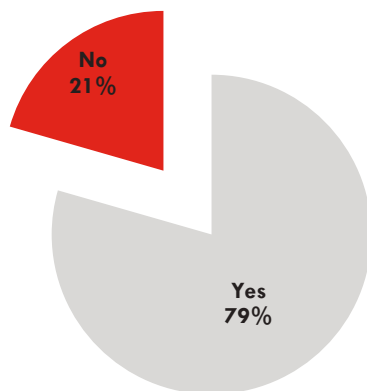
“The code of conduct does not come out clearly in terms of prohibiting harassment and especially sexual harassment. Its not clear neither is it documented”....Female transport worker..”.

4.4.3 Sexual Harassment at Work

Female transport workers were asked whether they had experienced any form of sexual harassment while on duty. As shown in the figure below, 79% had experienced some form of sexual harassment. Only 21% stated they had not experienced it. However, 96% did not report such incidents. We can attribute this to the lack of reporting mechanisms according to 95% of respondents who state that mechanism don't exist.

Figure 8 Incidents of Sexual Harassment

Have you experienced sexual harassment at work?



Of those who had experienced sexual harassment, 33% cited customers, 32% mentioned colleagues and 30% identified supervisors as the most common perpetrators. The most common form of sexual harassment is as shown in the table below included visual that include gestures and inuendos according to 32% of respondents, followed by physical (inappropriate touching) at 31% and verbal (vulgar comments) at 30%.

Table 4 Nature of Sexual Harassment

Nature of Sexual Harassment	Frequency	Percentage
Verbal (vulgar comments)	58	30
Visual (gestures, graphic materials etc)	62	32
Physical (Inappropriate touching).	60	31
Sexual (advances or assault)	2	1
Other (Specify)	9	5
Total	191	100

Under the Employment Act 2007, employers with more than 20 employees are required to issue a policy statement on sexual harassment. However all the SACCO officials interviewed did not have documented sexual harassment policies and they stated that incidents of sexual harassment are rarely reported to management. It was nevertheless revealed that apart from hotline numbers posted on vehicles, they did not have any other mechanisms for reporting sexual harassment.

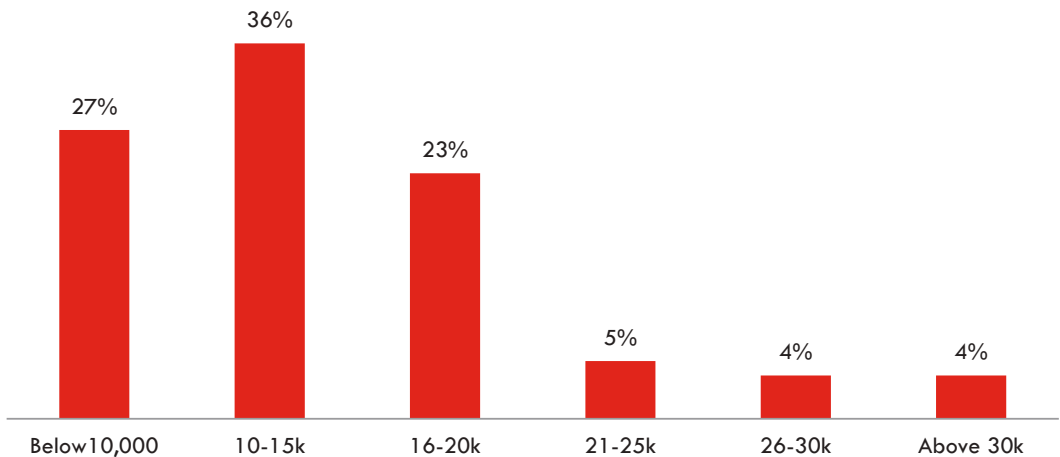
According to key stakeholders, sexual harassment is one of the major barriers to entry and retention in the industry as many women are denied opportunities or dismissed from employment when they don't give in to sexual advances from supervisors.

4.4.4 Compensation and Remuneration

Wages requirements for the transport sector are set by the general wages council. Employers get guidelines and set wages which are fairly above the set minimum while Part IV of Employment Act 2007 provides for protection of wages. The transport sector is prone to non-standardized forms of employment and outsourcing which influence job security greatly.

In order to establish their wage levels, respondents were asked to state their cumulative monthly earnings from work done in the industry. As shown in the figure—below, majority (36%) earn Ksh 10,000-15,000. A significant portion (27%) earn below Ksh 10,000 while (23%) earn between Ksh 16,000 – 20,000.

Figure 9 Cumulative Monthly Earnings



Regarding how they determine pay rates, SACCO officials interviewed stated that it is on daily rates based on targets set by the vehicle owner and administered by the SACCO. They have flexible terms on targets considering unavoidable factors in the market.

According to a key stakeholder from Kenya Bus Service (KBS), there are many unpredictable factors that may affect earnings such as high cost of acquiring vehicles, servicing loans, high cost of insurance premiums and extortion by criminal elements and corrupt traffic police officers. When the vehicle is impounded or breaks down, the owner is unable to pay operators as they are not in business. Most owners therefore usually prefer to work with daily target rates in order to cater for unforeseen eventualities. There is need to enforce legal notice number 161 in order to get rid of criminal elements and illegal groups in the industry so that investors are able to get their full dues and cater for the needs of workers

All PSV SACCO and transport company officials stated that they have standardized daily pay rates according to roles and regardless of gender. The rates range from Ksh 600-800 for conductors and Ksh 800-1200 for drivers. The difference in pay between drivers and conductors according to the SACCO officials is because drivers do more work. While this may be a justifiable point, it seems to unintentionally create a gender wage gap and it fails to recognize that majority of women work as conductors and may have additional roles like handling money, keeping records, acting as callers and giving daily accounting reports. It also fails to recognize the fact that drivers and conductors have the same working hours.

4.4.5 Satisfaction with Earnings and Wages

The study sought to establish whether the pay made to women transport workers is commensurate with the work they do. Majority of them (53%) stated that it is not commensurate while only 19% said it was commensurate. 27% say it is somewhat commensurate. Those who said the pay is commensurate stated that it enables them to cater for their needs.

Table 5 Level of Satisfaction with Earnings

Is your salary/wages commensurate with the work you do?	Frequency	Percentage
Yes	14	19
Somewhat yes	20	27
No.	39	53
Total	73	100

When asked to explain reasons why they felt the pay was not commensurate, majority stated that the pay depends on the number of trips and target given and at times they don't get any trips meaning the pay is not consistent. A significant number said they work for long hours yet the pay is low. Others say it depends on the position one holds meaning some positions are better paid than others. Several said the job is risky.

"The pay depends on the number of trips and target given and at times we go home without anything and mostly the pay is not consistent".....Several female transport workers"

The pay comes with position you hold and I think its good for others but some are struggling.....Female transport worker"

However, it is worth noting that under the daily target pay arrangement, workers are able to make extra commission since they exceed the daily cash target laid out by the owner, they get to keep the extra cash for themselves. This pay arrangement has gained much popularity in the industry among owners and operators and seems to be the norm in many PSV SACCOs.

4.4.6 Additional Benefits Provided by Company/SACCO

Apart from wages, the respondents were asked to state other benefits they enjoy as they work in the industry under their current terms of engagement. It emerged that majority (66%) don't have any additional benefits. Promotion, Maternity leaves and sponsored medical covers only applied to a dismal 7% of female transport workers in each case. The least mentioned benefits included paid leaves, flexi hours or shifts and career development as shown in the table below.

"Since we are temporary or casual workers, we are not entitled to benefits such as paid leaves, maternity leaves or sponsored medical covers. When we have to fulfill our maternal obligations, we have no choice but to leave our jobs without assurance that we will get them back".Female matatu worker

Table 6 Other Benefits for Workers

Other Benefits	Frequency	Percentage
Career Development (access to training)	1	1
Promotion	5	7
Flexible work options and work shifts	2	3

Other Benefits	Frequency	Percentage
Paid leaves	4	5
Maternity leaves	5	7
Reasonable pay	3	4
Medical cover	5	7
None	48	66
Total	73	100

In terms of trainings; one SACCO official said that they offer 3 training sessions per worker each year on topics such as cooperatives, nutrition and customer service. Another one said that since many drivers and conductors are not able to save or invest, they are trained on investments and encouraged to be part of the SACCOs. It was noted that the work is very demanding and operators cannot find time for rest or personal development

In terms of existence of organizational policies or programs that motivate and retain staff, it was revealed that SACCOs had different ways of motivating staff for instance Christmas packages, regular professional trainings for staff and encouraging them to save in the SACCO. Another SACCO official said that they provide provide for soft loans and support for welfare kitty for all staff. However, there were no specific programs targeted at women.

Promotion opportunities available are in form of higher paying roles, more secure terms and supervision roles. None of the PSV SACCO or transport company officials said they considered specific training as a prerequisite for promotion. They generally consider basic skills required for the task but put more emphasis on personal qualities such as leadership skills, diligence, discipline and trustworthiness. For supervision or management roles, they look at academic qualifications necessary for the tasks e.g. book keeping skills for accounting work. This criteria cuts across both gender according to the PSV SACCO and transport company officials. In terms of data on recent promotion of women, only two PSV SACCOs stated that they had promoted to higher paying positions namely drivers and cashiers.

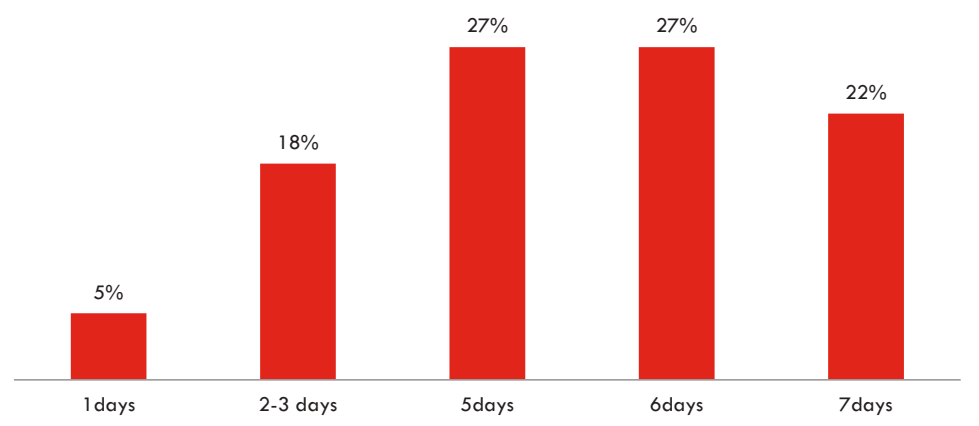
It seems that most financial decisions that affect workers are made by vehicle owners and not SACCOs as alluded to by a union member who stated that;

“SACCOs are registered since they are just a requirement but the real owners don’t care about human resource issues since they focus on profits....”Union official

4.4.7 Working Hours

Section 27 of the Employment Act 2007 allows the employer to regulate the working hours depending on the nature of the work so long as the employees are allowed one rest day in a period of 7 days. Respondents were asked to state the number of days they work in a week. Majority (27%) in each case work five and six days per week.

Figure 10 Working Days per Week

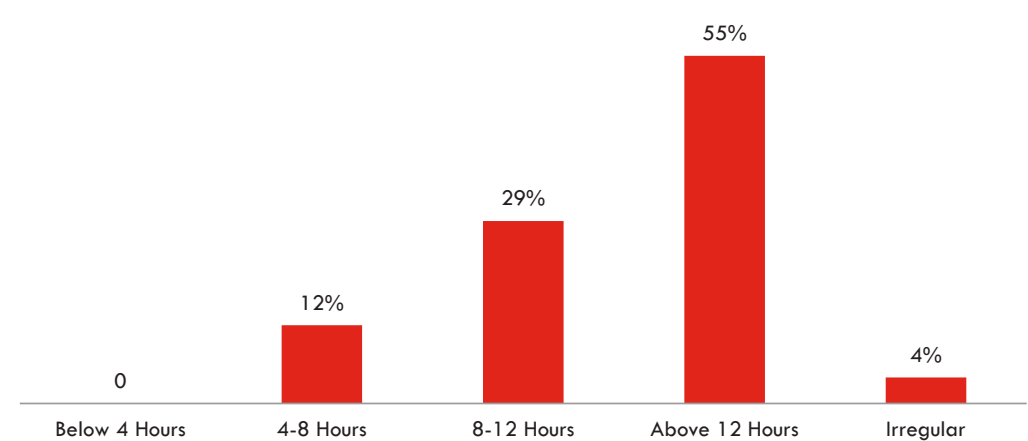


We also surveyed female transport workers about their working hours. 55% stated that they work above 12 hours each day while 29% work 8-12 hours per day as shown in the figure below. This is way beyond the stipulated 8 working hours per day. It can be deduced that the long working hours are a strong barrier to women’s entry and retention in the public transport industry as they cannot balance work and domestic obligations.

It is noteworthy that most women who work 5-6 days a week for 12 hours each day spend more than 60 hours a week on the job which is not commensurate with the earnings they make.

“Introducing better working conditions – like working hours conducive to women – would help improve retention of women workers” – SACCO official

Figure 11 Working Hours Per Day



When asked whether the PSV SACCOs or transport companies provide for flexi hours or working in shifts, 60% disagreed while only 40% agreed. This implies that majority work for long hours without shifts needed to rest, pursue professional or personal development and take care of other important obligations. It is worth noting that operators make local arrangements with freelance transport workers who usually stand in for them at work during

off peak hours so that they make rest but the cost associated with such arrangements is catered for by the particular operator and not the employers.

"We are not provided with an opportunity to work in shifts since the owners don't want to cater for the cost of two drivers and two conductors so we work the long hours...." Female transport worker

Those who have provisions for flexi-hours or working in shifts were asked to explain how this works and they stated that they have two shifts spanning from 4:00am till noon and noon till 10:00pm.

This seemed to agree with SACCO managers responses who stated that they working hours range between 8:00am-5:00pm for office staff but vary for vehicle operators where in most instances it is dependant on meeting daily targets. For others it is fixed between 4:00am till 10:00pm or 5:00am-9:00pm with two shifts in between. They all feel these hours may not be favourable especially for women workers who may have other domestic obligations.

Two PSV SACCO officials stated that female workers are encouraged to work in shifts spanning early morning till noon or any other arrangements that suit them. They also deploy women workers to routes and stages that are near their places or residence to allow them get home conveniently. They also feel that if well handled, the daily target pay system can be favourable since it is flexible based on how the crew will organize themselves. Some allow working in shifts only for busy stages.

4.4.8 Occupational Health and Safety (OHS)

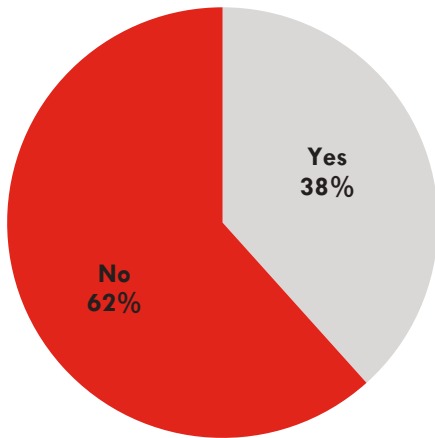
Respondents were asked whether they had experienced any form of injury or health problems in the course of their work. 79% said they had not while 21% said they had experienced health problems caused by road accidents, falling from the vehicle and injuries from the vehicle door.

"I got injured from a road accident during the course of my work but thank God it was not serious and I underwent check up and got minor treatment..." .Female conductor

"I got a leg injury as I had fight for customers with our competitors..." .Female conductor

"I fell off from a moving vehicle...." Female conductor

Figure 12 Possession of Medical Cover



When asked whether they had medical covers, majority (62%) said they did not have while only 38% had a type of medical cover. Those with covers said they had NHIF which is either self-sponsored, fully or partially sponsored by the employer because it is a mandatory requirement during recruitment.

"I have a NHIF cover which is self-sponsored since we are asked to have it for formality during job application..." .Female transport worker

"I have NHIF cover and the company pays half and I pay the other half..." Female transport worker

It is worth noting that Section 34 of the employment Act 2007 states that, the employer should take reasonable steps to provide sufficient and proper medical attention to employees. However, according to the SACCO officials, none of them have provisions for insurance or medical covers for their operators since they are casual workers. They however encourage them to have NHIF covers as a condition for employment but this is usually charged on the employee. They also encourage their employees to apply for NSSF as a retirement package. However, they state that the precarious nature of work in the industry makes many workers unable to consistently meet their obligations.

4.4.9 Access to Sanitation Facilities

It was in the interest of the study to establish whether employers cater for sanitation needs especially for women transport workers. 81% of respondents stated that there are no provisions for sanitation facilities and only 19% said that their sanitation needs are catered for. Additionally, all operators stated that they are required to use public toilets for which they must pay Ksh 10 per usage. These facilities may not be clean and cumulatively, may be costly for most women workers who cater for the cost by themselves.

"We are expected to use public toilets and cater for the cost since it is considered a personal affair....." Several female transport workers

"We don't have adequate access to sanitation facilities and at some point we are expected to share with men....." Female transport worker

All SACCO officials interviewed stated that they don't cater for special sanitation needs of women. According to them, operators usually pick and drop customers in between trips and hence have some extra cash to cater for the cost of public sanitation facilities.

"We allow them to use the extra cash they receive from picking and dropping passengers in between trips to cater for payments incurred while using public sanitation facilities....." SACCO official

"Their work involves movement and they may not be able to always access the sanitation facilities at our offices. They are therefore required to use available public sanitation facilities....." Several SACCO officials

According to several key stakeholders limited access to clean sanitation facilities is a major challenge for women working as operators in the sector. The specific needs of women should be considered in infrastructure development and design as they differ from those of men.

"The sanitation needs of women are different from those of men and employers must put this into consideration and not use a one size fits all approach....." Transport Union Official

4.4.10 Other Challenges Faced by Female Transport Workers

The study sought to establish challenges that women workers experience. According to several women transport workers verbatim responses, employment and retention of women in the transport industry work may be impacted by various challenges as follows;

"The sector is male dominated hence a lot of women fear to be judged and misunderstood"

"We are usually labeled as prostitute and forced to give into societal pressure"

"Lack of experience and necessary documents such as driving license makes us to lose out on job opportunities in the industry "

"We have to contend with corruption, sexual harassment, bullying and verbal harassment to get or keep our jobs in the industry"

"Poor and unfavourable working conditions like long working hours are breaking down our families since we are not able to meet our domestic obligations"

"Discrimination and tribalism is common in some SACCOs which prefer certain tribes over others"

"The sector is full of insecurities and your supposed to fight for yourself"

“It is seen as lowly paid job for people who are not decent”

“Long working hours making it difficult to balance with personal and family demands”

“Some women are shy and lack the aggressiveness needed for the job”

“There are no policies to protect women working in the industry”

“Maternity usually causes women to leave and lose work”

With regards to measures that can be taken to make the industry more rewarding and appealing to women, the following suggestions were made by majority of the female workers interviewed;

- Giving equal opportunities to both men and women by ending gender discrimination in employment and promotion opportunities
- Empowering more women with driving licences and refresher courses to those who have driving license
- Push for official contracts to ensure better pay, flexible working hours, paid maternity leave and providing for medical and insurance covers by employers
- Supporting with acquisition of the good conduct, renewal fee and on cost for the PSV badge
- Improving on security at work especially since many conductors who keep money are women and may be easily targeted by robbers. The issue of extortion by cartels, criminal gangs and corrupt police officers should also be addressed
- Respecting women as important contributors to the industry and formation of a women specific union to give women more visibility and a stronger voice in the industry

On their part, SACCO managers suggested that women should be encouraged to apply for work as advertised by SACCOs. One union representative said that although there are challenges for women workers in the industry, the choice to pursue and succeed in transport jobs depends on them. They should step up and fight for their rights to work in the male dominated industry.

The perception of the women workers is important since the ground cannot be level unless they agitate and demand for their rights to operate in the sector rather than be passive players that makes them be marginalized further. They can stand up for their rights as important players.....Union representative

According to one respondent from a partner organization, policies and regulations in favor of women exist but there are no systems on the ground to facilitate implementation of those policies. The policies should come with facilitation of a conducive environment to do business so long as the operators meet the necessary requirements. NTSA as a

regulator should ensure that policies are well implemented and enforced.

Another respondent from a union stated that the NTSA Act is good if followed especially on employing workers on permanent terms. However, the SACCOs usually meet the bare minimum regulations and mostly since they need at least 30 vehicles, they just bring in owners without due consideration of organizational development and operations.

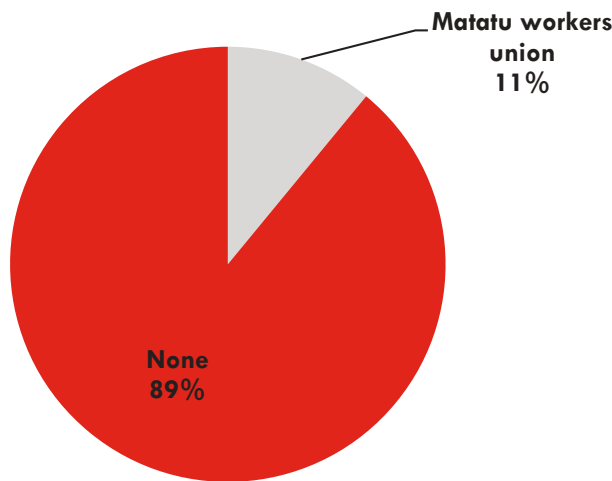
In terms of the measures taken by unions to support workers, union officials stated that they were making efforts to demand for better working conditions from SACCOs though it has been challenging due to lack of cooperation especially from vehicle owners. One union official said that they were in the process of developing a mobile platform to encourage members to easily pay for their NSSF and NHIF.

They however pointed out that due to the precarious nature of work in the industry, most of their members fail to pay subscriptions and don't appreciate the importance of collective bargaining by unions. In addition, they cited challenges in penetrating the informal transport sector and organizing workers to join and participate in union activities.

4.4.11 Union Membership and Collective Bargaining

When respondents were asked whether they are members of any workers union, only 11% said they are members of Matatu workers union. However, 89% stated they are not members of any such union. Matatu workers union members fights and advocates for the rights of women transport workers who are members. They also educate and keep them updated to the current regulations in the industry.

Figure 13 Union Membership



The study sought to find out why some women were not members of any union. As summarized in the following table, the main reasons include close down of unions, lack of credibility among union workers, some have never seen any Union representatives.

Table 7 Reasons for not Joining Unions

Reasons for not joining unions	Frequency	Percentage
We have never seen them as they are never strong and serious	41	35
The money we are paid is not enough for us to join the union	16	14
Our SACCO doesn't allow us to join any since weare casual	2	2
I once joined but they closed down with our contributions	48	41
We have never had an interest in joining	3	3
The job is temporary and you can be dismissed	6	5
Total	73	100

According to union officials who were interviewed in this study, many female transport workers are not organized to join unions and they should be sensitized and be allowed to join unions where they will have a voice for collective burgaining and push for labor rights. Among the challenges faced in organizing informal public transport workers according union officials interviewed included the following;

- Mobilizing women workers and informal workers in general is challenging due to the demanding nature of their jobs where they work long hours, most don't have time for union activities
- Most of them don't understand the benefits of unions and so don't join or commit to participate in union activities.
- Vehicle owners are not cooperative and most of them prohibit workers from joining unions which is their right but most of them don't join unions as they fear victimization.
- Unions are experiencing challenges in meeting the cost of forming and running their affairs since members don't pay their subscriptions. It is challenging to collect SACCO subscriptions consistently from union members to enable unions effectively run operations.

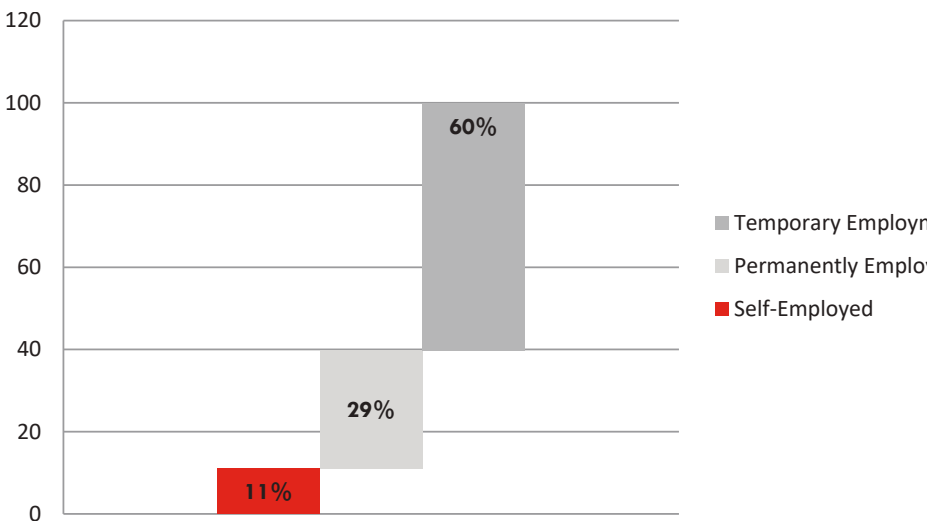
4.5 Interruption

Interruption of women's work in the transport sector includes anticipated interruptions for childbirth, caring responsibilities, and the end of contractual arrangements if any; it also includes unanticipated interruptions, which include resignations, terminations, and redundancy (Turnbull 2013, 26). The following findings detail why women's work in the transport sector is interrupted, both for anticipated and unanticipated reasons.

4.5.1 Types of Employment

Majority of women transport workers (60%) are in tempary or casual employment. Only 29% are permanently employed. Few respondents (11%) are self employed as taxi drivers, vendors or callers (see Figure 14 below).

Figure 14 Type of Employment



According to SACCO officials, majority of operators are employed on temporary or casual terms since inspite of the NTSA regulations 2014, owners are reluctant to implement these regulations due to inability to make enough net earnings from the business to enable them cater for permanent terms of employment. To underscore this point, one key stakeholder from KBS clearly broke down the financials as follows;

Running the matatu business is very costly if you are an owner with a single vehicle for instance, for a 41 sitter vehicle that makes around Ksh 25,000 per day, the daily net profit is Ksh 8,000. The owner also has a loan repayment of Ksh 180,000 monthly, annual comprehensive insurance of Ksh 200,000. This makes it almost impossible to cater for workers benefits or employ two workers in shifts as the earnings are very low especially during the loan repayment period.....KBS official

He further explains that the reason why PSV SACCOs may not sustain permanent contracts is because the industry is highly informal and owners get into SACCOs just as a franchise but with low investments of one or two vehicles that cannot earn enough to cater for their earnings, loan repayment and workers benefits etc. Transport companies or individuals with large buses or fleets could be able to mobilize resources necessary to cater for long term contracts and benefits but individuals with few vehicles cannot do so as is the case among majority of vehicle owners.

4.5.2 Contractual Terms

The study sought to establish whether female transport workers had written official contracts or letters of appointment letters from their employers. Findings revealed that 55% had been provided with official contracts while 45% did not have them.

Those who did not have official contracts or letters of appointment attributed this to the fact that they were on casual or temporary working arrangements. A few said their employers were unwilling to commit to giving them official contracts and other stated that they did not have valid PSV badges that are required for training and official recruitment.

A few said they did not know the reasons behind their lack of written official contracts.

"I am a stage attendant and my PSV badge has expired and I am supposed to pay some money to get it back so that I can be trained and get back to work...." Female transport worker

"The job is temporary and casual and our employers are not willing to commit themselves by getting into a binding agreement. We are never assured of work since any time you may be told not to report....." Female transport worker

According to the SACCO managers interviewed, only permanently employed staff are given written official contracts. It is worth noting that due to the informal nature of the industry, workers in temporary employment are exposed to a very precarious working arrangement and lack a legally binding pact with their employers and therefore are not protected from unfair termination including summary dismissal which is prohibited according to the Employment Act 2007.

In response to the informal nature of the industry one union official interviewed stated that change from informal to formal arrangement requires time and support from government. The labor sector will continue to undergo a gradual change but it is necessary to appreciate the role of the informal sector in addressing transport challenges.

The government should consider the dynamics of informal sector when making policies since they are affected by economic shocks such as COVID-19. They should consider making the cost of business cheaper by subsidizing on spare part or reducing import duty cost on parts. They should also get rid of cartels and criminal elements that extort investors. They should likewise include realistic regulations and allow time for the informal market to adapt.

Another key stakeholder stated that there are poor systems that don't allow for formal working arrangements and other benefits and labor requirements.

Regarding the turnover rates, PSV SACCOs state that they are quite high due to the precarious nature of the job where work arrangements are on casual basis and no one is permanently employed. All of them had recorded high levels of turnover for female staff over the past one year. Among the reasons cited for the high turnover included effects of COVID-19, search for greener pastures while others could not just cope with the work. The reasons for turnover according to them were similar to those of men.

"Women choose to quit work in the sector since they cannot be able to balance work demands and domestic obligations" – interview with PSV SACCO official

"Women mostly leave due to low pay and search for greener pastures" – interview with Union official

In conclusion, it has been noted that women matatu workers are more likely to work in stage roles, which are more precarious – and so more likely to be interrupted – than on-board roles. Workers without contracts may also tend to be more precarious (Global Labour Institute Manchester 2018, 9).

It is also important to highlight that renewing the PSV badge can be costly to many female workers who end up being interrupted from working when their badges expire. It would be ideal to make it a one off payment rather than having to pay for renewal fees.

A key informant from a ride hailing taxi firm stated that women should be encouraged to join the ride hailing taxi business since it provides for self-employment where one works independently and can afford flexible working hours. There are also fewer chances for quid pro quo sexual harassment and demand for sexual favors since women's employment is not dependent on being hired by men.

According to a boda boda and tuk tuk union representative interviewed in this study, women should be encouraged to look into the tuk tuk sector especially since it has worked in places like Mombasa. It provides for more flexibility to run their obligations while still working in the transport industry rather than just matatu, the potential of the tuk tuk sector and its applicability to women should be considered and harnessed. The cost of acquiring and operating tuk tuks should however be made affordable to women in general to encourage them to join the industry.

In terms of unanticipated interruptions, it can be noted that women workers may be particularly impacted by the introduction of new forms of transport in which they may not be adequately skilled like ride hailing and Bus Rapid Transit (BRT) and hence risk being rendered redundant.

4.6 Re-entry

After an interruption in employment, low levels of re-entry into the transport workforce can result from a loss of benefits (continuity of service, pay gap) and status – inflexible working opportunities, limited retraining (Turnbull 2013, 29).

When asked about their policies for women returning to work after anticipated interruptions like maternity obligations: Only two PSV SACCO officials stated that they provided for paid maternity leave solely to permanently employed staff as required by Kenyan law, and also allow for flexible hours for caregiving responsibilities for nursing mothers. Majority said that they are yet to introduce such policies since they have never had any female employees who required maternity leave before. However they say that the success of such policies will depend largely on willingness from matatu owners.

“We never used to provide for maternity leave and two female staff lost their jobs in this way. That made the SACCO board to seriously consider the provision for paid maternity. Currently, permanent staff only need to apply in writing and they are entitled to three months maternity leave...” PSV SACCO official

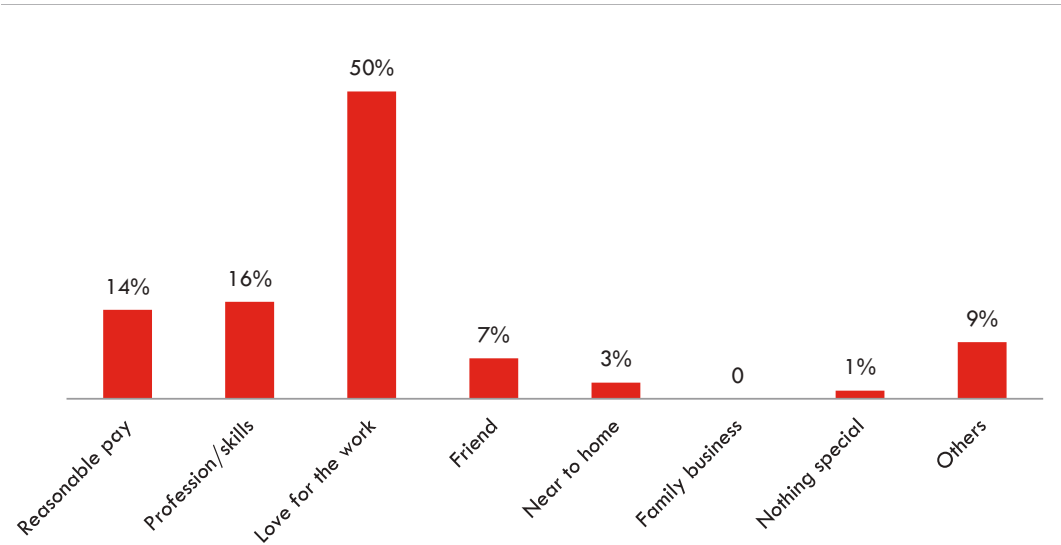
4.7 Realisation

A lack of realisation may be a combination of so-called “sticky floor” factors, which confine women to ‘suitable’ jobs, and glass ceiling factors, including a lack of role models and training (Turnbull 2013, 38; Baruah 2019, 32–33).

4.7.1 Motivation to Work in the Public Transport Sector

The respondents were asked to state why they chose to work in the industry. Results indicated that majority (50%) love working in the industry while 16% have professional skills necessary for the industry. 14% feel the industry offers reasonable pay.

Figure 15 Motivation for Working in the Industry



"I really love working in the industry because I love travelling and meeting different people everyda...." Female transport worker

"I work in the industry because I have driving skills and I can use them in the matatu industry..." Female transport worker

"I work in the industry because it enables me to earn a living and take care of my needs and those of my family....." Female transport worker

4.7.2 Satisfaction at Work

In seeking to gauging the level of satisfaction with their work, women transport workers were asked to rate how happy they at their place of work. As shown in the table below, majority (44%) said they are very happy followed by 38% who say they are somewhat happy. Only 12% say they are unhappy.

Table 8 Level of happiness with transport work

How happy are you at your workplace/with your work?	Frequency	Percentage
Unhappy	9	12
Somewhat happy	28	38
Very Happy	32	44

How happy are you at your workplace/with your work?	Frequency	Percentage
Extremely Happy	4	5
Total	73	100

Majority who are very happy attributed this to the fact that the work allows them to interact with different people while also meeting their daily needs. Others stated that they love their work and no other job is available for them. Those who are unhappy attributed this to poor working condition with long working hours for low pay.

“I am happy since the job is able to cater for my needs....” Several female transport workers

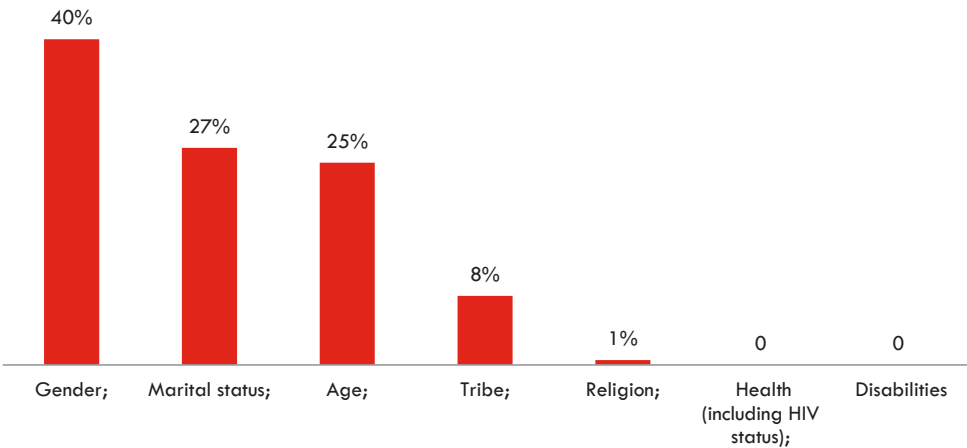
“I love my work and I also get interact with different people...” Several female transport worker

Key stakeholders alluded to the fact that the sector is not favourable for women since stereotypes regarding women’s suitability for work in particular are seen as barriers to women working in the transport sector.

4.7.3 Forms of Discrimination at Work

The study sought to establish the different forms of discrimination if any at work. As shown in the figure below, majority of respondents (40%), cited gender followed by 27% who said marital status and then 25% who mentioned age. Discrimination on the basis of marital status may be due to the stereotype that women working in the matatu sector cannot stay in marriage.

Figure 16 Forms of Discrimination in the Workplace



4.7.4 Equality and Non-discrimination Policies

The Employment Act 2007 also prohibits discrimination in Section 5. The Act specifically states that affirmative action measures “consistent with the promotion of equality or the elimination of discrimination in the workplace” are not discriminatory (Government of

Kenya 2007, sec. 5).

When asked whether their SACCOs or companies embrace equal opportunities and non discrimination in terms of recruitment, remuneration, retention and promotion , 56% agreed while 44% disagreed.

Table 9 Equal Opportunity

Is your employer an equal opportunity employer?	Frequency	Percentage
Yes	32	44
No	41	56
Total	73	100

Majority of those who disagreed cited reasons such as tribal and gender discrimination of female workers by supervisors, genders stereotypes that considers women as weak an unable to undertake some roles, women are not given management or leadership opportunities and existence of tribal cartels that control routes. Others said that promotions are not given fairly to all workers and others feel they are lowly paid inspite of working many years while others who have worked for fewer years are paid more.

We are discriminated by our supervisors on the grounds of tribe and gender....Female transport worker

“Some roles are considered for men only as women are said to be weak.....” Female transport worker

“There are no women in management or leadership positions...” Female transport worker

“We are lowly pay inspite of working for many years while others are paid more and they have worked less years...” Female transport worker

All the SACCO managers interviewed however said they embraced equal opportunity and non-discrimination principles where for instance they consider everyone as equal and in case they see anyone discriminating others, they usually take disciplinary action. However, majority did not have a documented policy and elaborate mechanisms to enforce non-discrimination in recruitment, compensation, working conditions, training/ career development, promotions, and termination of employment.

According a 2019 Flone Initiative study finding, many female matatu conductors would prefer to be drivers. This is because of the higher earnings, but also because in a driver role they can minimise interaction with customers, have more negotiation power and higher job security. However, the requirements to work as a driver, including 5 years driving experience, are high for many people, especially women who are more likely to be on lower incomes.

While PSV SACCO officials interviewed in this study stated that promotion rates for men and women are the same, none could provide data on the number of women promoted.

There seems to be little to no representation of women in management positions in all SACCOs. This may reflect uneven levels of hiring and promotion at management level, or it may reflect historical inequalities due to gender stereotypes.

One key stakeholder stated that while constitution recommends for a third of all opportunities to be given to either gender. The regulations are not clear as to what public transport employers should do regarding employment of a specific gender. The low number of women in the transport sector means that women have few female role models and mentors (Godfrey and Bertini 2019, 1). Embracing affirmative action would improve the rate of promotion for women workers.

5.0 Conclusion and Recommendations

5.1 Conclusion

The study entailed a review of relevant policies regarding the employment, retention and promotion of female workers in the public transport sector. It focused on the working conditions and sought suggestions from the various respondents and key informants involved in the study.

From this study it can be concluded that inspite of legal and policy protections, women's participation in sector is still low and the industry continues to be perceived as male dominated. The bulk of the barriers and challenges for women are in the selection and retention stages of the career cycle. This indicates that the majority of solutions to these challenges should be directed to these stages.

Stereotypes about women's roles and suitability for work in the transport sector is another barrier to entry and promotion in the industry. Working conditions in the industry are not favourable since long working hours and low pay that is not commensurate stands in the way of women's retention in transport work.

From the findings, there seems to be a covert gender pay gap where majority of women work in lower paid and precarious positions like conductors and stage attendants while men work as drivers, supervisors and managers which are less precarious and where they earn more than women for the same time commitment.

Important factors that would facilitate women's re-entry of women into the labor force like paid maternity leave for at least 3 months and flexible working hours for nursing mothers are only provided for permanently employed staff. Since majority of women surveyed in this study work on casual basis, they are not entitled to such benefits and have to seek jobs afresh at entry level after their maternal obligations.

Under the Employment Act 2007, employers with more than 20 employees are required to issue a policy statement on sexual harassment: none of the transport employers we interviewed had such a policy but majority have mechanisms for reporting complaints usually through hotline numbers posted on vehicles.

PSV SACCO and transport company officials stated that they upheld non-discrimination in employment, promotion and retention. However, majority of women cited gender as

the main form of discrimination in their respective SACCOs.

5.2 Recommendations

Based on analysis of data and information generated from this study, there are several actions that actors could take to address noted policy gaps and improve women's participation in the transport sector in Nairobi. It is important to note that the proposed general recommendations need to be part of a holistic approach involving all stakeholders. Specific policy recommendations will be contained in a separate policy brief for further reference.

5.2.1 General Recommendations about work in the industry by Respondents

In conclusion, the respondents were asked to make general comments about the Nairobi public transport industry.

Among the key comments made by **women workers** include;

- The Nairobi public transport should put in place better policies and systems to safeguard women in the in the sector
- The sector players should work with the PSV SACCOs to empower women and create awareness for more women to join the sector
- Women need to be offered free sanitary towels and free or subsidized access to public toilets.
- The issue of harassment by male colleagues, supervisors and police should be addressed
- Women workers should be respected, valued and given equal opportunities
- Women need sponsorship to driving schools so that they can get driving licenses needed to work as drivers
- Flone Initiative and other concerned organizations should help women get better jobs in the industry

SACCO Officials interviewed also made the following additional comments;

- Flone Initiative should come to the ground and witness the situation on women workers first hand so that they can be able to support them where possible...
- NTSA should involve all stakeholders including SACCO management, unions and operators when making decisions.
- NTSA should enforce rules on human resource issues and demand SACCOs to report annually on human resource matters.

- The government should make the environment conducive for investors and operators by getting rid of criminal elements and ensure justice when enforcing the law in order to enable owners to make profits and give permanent contracts and take care of benefits like paid maternity and working in shifts.
- The government should also address the issue of police bribes while creating a good environment to do business and reduce the cost of running matatu business by subsidizing or zero rating taxation on high capacity PSVs.

Key Stakeholders from unions and partner organizations made the following additional comments;

- There is little coordination and participation among organizations and unions and stakeholders in terms of policy making and contribution to the process for instance NTSA is currently reviewing PSV regulations and Flone and other stakeholders should take advantage of that to make their views heard.
- The government favors the formal sector and fails to consider the needs and value of the informal sector. The voices of the informal sector is rarely heard in the policy making process since the real industry workers are never included.
- There is need for National Gender Equality Commission (NGEC) to come up with a Monitoring and Evaluation (M&E) framework for the urban public road transport industry that is functional to ensure implementation of gender mainstreaming;
- Encourage women to invest and become vehicle owners by making it easier for them to get financing or encourage them to get into sectors like Tuk-tuk riding or ride hailing that will allow them flexibility to cater for domestic obligations.

5.2.2 General Recommendations Focusing Women's Career Cycle

The general recommendations consider the measures which could be taken to improve gender equity at key stages of the career cycle for women workers in public road transport work and recommendations that are applicable at every stage based on our research findings considering their interrelatedness and from a holistic perspective.

5.2.2.1 Attraction

Access to necessary information about the public transport industry regarding career opportunities, required qualifications, nature of work and earning potential early on in the education system could greatly increase the attraction of women to work in the sector. This could entail outreach measures by key stakeholders e.g. employers, government agencies and policy makers through symposia, careers talks and measures that encourage girls in school to pursue STEM subjects required for work in transport fields. In addition, initiatives for encouraging women to invest in the industry and training them for public transport roles such as drivers and mechanics can be used to address underrepresentation of women.

Deliberate efforts should also be made by PSV SACCOs and Transport companies to proactively reach out to women candidates for available job opportunities. These could include advertising for jobs through networks likely to reach women and allocating a specific quota of positions for female candidates. The constitutional stipulation is no more than two thirds of either gender or at least 33.3% slots dedicated to women applicants.

Employers could also package job adverts in a manner that encourages women candidates to apply. The terminologies in these adverts should be gender neutral and include clauses like “We are an equal opportunities employer and “Women are encouraged to apply”. Advertising the work environment as appealing workplace for women by highlighting family friendly policies such as working in shifts and maternity leave in job adverts.

5.2.2.2 Selection

The recruitment processes and procedures should ensure gender equity and be devoid of gender stereotypes and discrimination at each step. This could entail deliberate measures to ensure affirmative action on quotas and gender representation for applicants and interviewers. The same should also be applied in career development programmes. Gender-disaggregated data should also be collected at all stages of recruitment processes to ensure effective monitoring of gender equity in these processes.

Seeking out different channels through which to advertise – including circulating vacancies through women’s networks – could help reach more women applicants or female audience. Accepting candidates who are suitable for the job even if they may not have all the necessary qualifications yet such as driving licences or other necessary documentation that could be availed after the selection process can also provide a chance for good women workers who apply for work in the industry.

From the study findings, it was noted that gender stereotypes exist as a major barrier in the selection stage especially for jobs like driving. In order to challenge this, PSV SACCOs and transport companies should carry out activities which positively promote women’s role in the transport sector and ensure that women have equal opportunities for training and advancement in the sector.

PSV SACCOs and transport companies could also carry out gender awareness and training activities at all levels to challenge gender stereotypes and improve the workplace culture and environment. To monitor progress on gender equity in selection for jobs in the industry, employers could carry out regular gender audits (Peters 2013, 31); these should not only consider technical role specifications, but also personal and institutional biases (Turnbull 2013, 20). This can help ensure that specifications are not based on stereotypes, but on the actual requirements for a role. To ensure gender equity in selection, potential employers could consider lowering the barrier for women to apply for a position.

5.2.2.3 Retention

In order to increase retention levels of women in the industry, employers should comply with local and international labor laws and regulation on equal pay and benefits and improving working conditions– with a special focus on gender specific needs for women workers who are a minority. Increasing opportunities for training and career

development for women can translate into their career progression and realization in the industry. Addressing gender pay and benefits gaps could further increase their performance at work.

The task of ensuring favorable working conditions for women workers in the industry should not solely be left to the whims and wishes of transport managers, vehicle owners or employers. Other stakeholders especially unions can be a strong force for change and can be effective in campaigning for improved working conditions. They can also campaign for inclusion of women in decision making roles and provide training and mentorship opportunities to their members.

Employers in the sector should adopt policies that make it possible for female workers to balance work demands and their domestic obligations: these could include flexible working arrangements, provision for paid maternity leave, childcare and related facilities while ensuring they retain career progression and status during career and maternity breaks.

As sexual harassment was cited as a major challenge for women workers, employers should develop, implement and disseminate sexual harassment policies and trainings. They should also establish and enforce clear processes for reporting in a confidential manner and responding to violence against women, including training for all staff and practical

Flone Initiative Gender Sensitive Toolkit

Flone Initiative (supported by UN-Habitat) conducted a series of training for two SACCOS, covering from management to operators. At the end of training, the SACCOS developed policies on Customer Service and Sexual Harassment. A couple of months after the training, Flone Initiative confirmed that both SACCOS adopted those policies.

Flone Initiative has also produced a toolkit on gender-sensitising transport infrastructures in cities in Africa (UN-Habitat and Flone Initiative n.d.). The toolkit is being piloted among PSV SACCOs in Nairobi.

measures such as safe staffing levels, as well as awareness-raising activities.

In particular, the NTSA should provide detailed guidance to SACCOs and other public transport operators regarding their code of conduct for workers, including prohibition of sexual harassment. SACCO management should ensure that their codes of conduct comply with this guidance, and that they are enforced with appropriate penalties for non-compliance.

The matatu industry in Kenya is informal with several actors who are not well regulated including cartels and criminal elements. This is likely to put women workers at risk especially those who work in late shifts and carry daily cash collections. Transport employers should ensure that risk assessments reflect the risks to women workers, and that risk mitigation measures include measures to mitigate against risk for women workers, including safety when travelling to and from work, and risks to pregnant workers (International Association of Public Transport and International Transport Forum 2019, 6).

Other measures of ensuring safety and security for female transport workers could entail providing trainings on dealing with third-party violence for instance self-defence and assertiveness skills especially those with high exposure to third party violence or those specifically working during night shifts. Equipping vehicles with CCTV cameras, panic buttons and anti-theft equipment etc. to protect drivers and other personnel from aggressive third party behavior.

Employers should also comply with the Work Injury Benefits Act (2007) in case of injury at work and that workers are insured in case of accidents and have basic medical covers. The work environment should also meet the needs of women workers including appropriate uniforms, sanitation facilities as well as alert systems to protect staff. They should also provide adequate access to safe, accessible and clean toilet and sanitation facilities to enable operators work in safe and healthy environments.

Where possible, there should be segregated changing rooms, toilets, breast feeding rooms etc. and making sure this is adjusted to be used by women. Uniforms should be availed in a manner that suit the physique of all employees. Consultation with women workers can raise points for improvement. Additionally, working equipment should be able to operate with the physical capacity of both male and female employees.

Gender intervention in the London bus system

Transport for London (TfL) serves 10 million people every day. The Gender Equality Scheme presents goals related to achieving gender equality and sets out the actions TfL will take to meet them. The Gender Equality Scheme action plan is divided into five categories: accessibility, including the removal of barriers to women's travel; infrastructure; safety and security; affordability; information; and employment, including equal pay, flexible working, and workplace culture. The focus of the Gender Equality Scheme was to improve real and perceived security levels, provide a transport system shaped by women's lifestyles, develop TfL's relationship with women, and increase the number of women working at TfL.¹

1. Transport for London. Gender Equality Scheme. 2007-2010. <http://content.tfl.gov.uk/gender-equality-scheme-2007-2010.pdf>

5.2.2.4 Realisation

For women workers to attain realization in their work, sticky floor and glass ceiling factors around women's recruitment, training and career development must be eliminated. This could entail projecting female role models in order to show the career prospects that are available for women. This measure has an internal dimension aimed to inspire female employees in their career paths and an external one focusing in attracting new employees to the sector. Providing official permanent contracts without precarious working conditions can increase job security and job perception facilitating women newcomers to the field to conceive a possible career path.

Providing a flexible working environment of shifts that can allow women workers to commit to and complete additional professional skills that can also go a long way in enabling them develop personally and professionally. Other forms of support can be in the form

of offering promotion opportunities for those who advance their skills or subsidising or covering the training cost.

Women as newcomers to the transport companies which can be characterised by a masculine culture might need some mentorship or training to be able to release the most of their capacities in this environment or promote their skills development. Use of internal awareness campaigns and trainings to inform company employees and work to create a tolerant working atmosphere devoid of unconscious bias, anti-discrimination, diversity and gender issues and even go on to raising awareness of the benefits of promoting diverse working groups.

Another measure to promote realization of women workers entails establishing networks to assist female employees in navigating in a male-dominated environment. The goal of these networks can include supporting their members, coaching and mentoring and facilitating career development. These can operate at varying levels of formality and can include organisation of regular meetings, workshops and seminars.

To improve on gender awareness, a gender equality and an equal opportunity plan should be created. A gender equality plan encompasses the company's gender equality policy and the measures identified as relevant to promote the equal treatment of men and women. This plan should include specific objectives and targets as well as tangible actions. An equal opportunity plan can be created to set measures in pursuit of providing equal career opportunities to women and men alike.

This type of plan is different from the more overarching general equality plan which covers all gender- relevant aspects. The equal opportunities plan is usually target-oriented aiming at achieving specific levels of female representation in management positions and/ or process-focused paying attention to whether promotion decisions are objective and whether women are equally treated as men in that respect.

Flone Initiative Professional Development Activities

Flone Initiative brings over 70 women transport workers under its Women in Transport Association where they are provided with professional and personal development training. So far they have been trained on First Aid, Motor Vehicle Mechanics, Financial Management, Customer Service among others. Flone Initiative also holds its annual Women in Transport Conference that brings public transport practitioners, researchers and policy makers to discuss key issues around participation of women in the industry.

5.2.2.5 Re-entry

Improved provisions for maternity leaves and re-entry policies can include increased leave provisions, part-time working when pregnant, arrangement of less stressful or risky work, arrangement of transition phases in and out of maternity and managers training for handling these. Most advanced policies may arrange an increased paid-leave for employees.

Women to drive Movement; Saudi Arabia

Up until June 2018, Saudi Arabia was unique in being the only country in the world where women were forbidden to drive motor vehicles. Commonly given reasons for the prohibition were that driving a car may lead women to go out of the house more often and to have interaction with non-mahram males, for example at traffic accidents. Women driving cars would also lead to overcrowding the streets and many young men may be deprived of the opportunity to drive.

Critics rejected the ban on driving on the grounds that: it caused violation of gender segregation customs by needlessly forcing women to take taxis with male drivers; it was an inordinate financial burden on families; it impeded the education and employment of women, both of which tend to require commuting.

The Women to Drive Movement was a campaign by Saudi Arabian women, who have more rights denied to them by the government than men for the right to drive motor vehicles on public roads.

Since the 1990s, many activists have been fighting to get this ban repealed. The first major protest took place on November 6th 1990, when 47 women drove through the capital city of Riyadh. The protesters were imprisoned and had their passports taken away; some lost their jobs as well. A petition that gathered over 1,000 signatures was presented to the government in 2007.

After the social-media-influenced revolutions that started to spread across the Middle East in 2010 and the impact of the Arab Spring brought many previously silent voices out of the woodwork, encouraging those on the sidelines to get out and speak up.

In 2013, a group of activists decided to stage a protest drive in order to show their support for ending the ban on women driving. As the name suggests, the event took place on October 26th of that year. The Saudi Arabian government opposed the campaign from the beginning. Their website was blocked within the country and members of the interior ministry reached out to the leaders, telling them not to participate. Nevertheless the protest went ahead. Several women drove that day, despite the increased police presence that was meant to discourage them.

On 26 September 2017, King Salman issued an order to allow women to drive in Saudi Arabia, with new guidelines to be created and implemented by June 2018. The ban was officially lifted on 24 June 2018 and more than 120,000 women applied for licenses on that day.

5.3 Recommendations for Specific Actors

A number of recommendations could be considered by different actors in improving female employment in the transport sector:

PSV SACCOs, Transport Companies and Public Transport Operators;

- i. Ensure that recruitment policies are non-discriminatory
- ii. Collect gender-disaggregated data at each stage of hiring processes
- iii. Advertise job opportunities in channels that are likely to reach women, for example via women's professional networks
- iv. Voluntarily adopt the "two-thirds rule" and implement a plan to reach 33.3% women staff across all levels of employment
- v. Ensure that women retain positions during maternity leave or career breaks
- vi. Provide childcare facilities and flexible working arrangements for parents
- vii. Develop and disseminate sexual harassment policies and training and monitor the implementation of sexual harassment policies and the effectiveness of reporting mechanisms
- viii. For meaningful gender inclusion in governance and decision making levels, PSV SACCOs could co-opt women who are not vehicle owners but could add values in areas of corporate leadership or gender mainstreaming to join boards or management.
- ix. Develop and disseminate non-discrimination and equal opportunities policies and monitor their implementation and the effectiveness of reporting mechanism
- x. Ensure that risk assessments reflect the risks to women workers, and provide appropriate equipment and facilities

National Transport Safety Authority (NTSA)

- i. Provide detailed guidance to SACCOs regarding their code of conduct for workers, including prohibition of sexual harassment
- ii. Create a platform for women in the transport sector to exchange their experiences and opinions, and establish a network of women workers
- iii. Enforce adherence to labor laws and regulations especially on issuance of official contracts, benefits and a safe and healthy working environment
- iv. Review the mandate of SACCOs to include human resource development and

require them to regularly report on human resource progress and challenges of workers in the industry

- v. Get views from representatives of women transport workers when coming up with regulations that affect them
- vi. Include Human Resource issues in annual reporting from PSV SACCOs

Government line Ministry of Transport

- i. Carry out activities that challenge stereotypes and positively promote women's role in the transport sector
- ii. Consider introducing a gender certification for companies and awarding those that successfully mainstream gender
- iii. Consider legislation extending the "two-thirds rule" to include public transport operators
- iv. Encourage and support PSV SACCOs and other transport providers to develop and implement non discrimination policies especially on gender

Transport Workers Unions

- Agitate for terms that address decent work and labour rights, such as minimum wages, hours, facilities and include gender equality measures, such as sexual harassment policies, and promotion and training opportunities in the operations of PSV SACCOs and transport companies.
- Lobby agencies responsible for public transport infrastructure to include adequate facilities for workers and passengers, such as toilets and provision of clean drinking water.
- Negotiate for the promotion, training and retraining opportunities to support women workers into higher paid work, such as in driving, supervisory and management positions, and roles created by new transport forms and technology.
- Negotiate for flexible working hours and shift patterns that accommodate women's family responsibilities, and address safety risks of early and late shifts, for example by providing transport to and from work.
- Agitate for PSV SACCOs and transport companies to adopt and adhere to policies and procedures that adequately address sexual harassment.
- Build women's leadership through affirmative action in governance, establishment of women networks and training that develops their capacity to become active and play leadership roles.

- Campaign for policies to help address inequality transport planning and management and gender inequality – at the workplace and policy level, including making use of
- Opportunities linked to the UN Sustainable Development Goals and ensuring that such discussions explicitly include labour rights and gender inequality.

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