



Workers' Rights Watch

April 2012 – July 2019

# Impact Report

**Women's Freedom to Work: Unmasking Sexual  
Harassment at Workplace**



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## FOREWORD

**T**he project and the current trend where companies in most horticulture sector in Kenya have adopted Sexual Harassment Policy at the work place represents a shared vision for a better and more dignified future; a future in which all people have equal rights and access to the benefits and opportunities work can offer, and in which the corporate citizens' right to work and rights at the work place can be realised. In this unprecedented move of increasing pragmatic partnership between civil society organizations and companies, and in the context of increased number of women joining labour force albeit in precarious positions, a policy that prohibits and deters sexual harassment is a radical amendment of the workplace.

**On the one hand it asserts women's right to work while on the other it creates moral consciousness at work** which can stimulate trade union action as well as workers' activism on various questions of rights at work. What I mean is that once workers (men and women) agree on a dignified work place for women, they are more likely to unite to deploy their energy towards other facets of workplace engagements such as clean and safe working environment, maternity care, fair wages among other welfare questions.

**The work done by *Workers' Rights Watch (WRW)* as documented here provides yet another insight.** That is, women led organizations tend to offer much more resilience and strategic staying power. I say this because amongst the various organizations of workers and those who work for workers' solidarity that emerged in Kenya in the year 2000, it is only the WRW that has remained consistent, focused and results based.

**Equally, the account of *WRW* in this report shades light not only to this history of consistency** but much more to the changing methodology of labour and human rights activism. The work on promotion of policy that safeguards workers against sexual harassment started not as a policy proposition but rather as an antagonistic and confrontational 'naming and shaming' campaign. We realise from the work of the WRW how they exposed and ashamed companies that condoned or those that took a turn to the blind corner on this matter. After many years of naming and shaming, the companies were faced with some sort of moral crisis in situation where their women workers were exposed to indignity. It seems that it is at this stage that they turned to organisations like WRW not as villains any more but as some sort of moral consciousness. The WRW was under focus this time not to name and shame, but rather with request to share a vision of 'freedom for women at the workplace'.

**In changing its method of work, the *Women Working World Wide (WWW)* and later the *Women at Work Campaign*** provided the WRW with the tools for negotiating and providing framework for policy that would insulate women against



sexual harassment at the work place. The methods proposed by the WWW were evidence based and deployed good practices from elsewhere emboldening the voice of WRW. This methodological shift has positioned WRW as an authority not only because of their ability to offer propositions of policy content but more so because they are trusted by workers. It seems to me that manager and company leaders who accept to collaborate with the WRW do so because they consider them (WRW) as legitimate partners with authority of law and activism. This is an excellent fete and a resource worth investing in.

Finally, I have admired the ownership that workers have on various outcome of this work. When I met a few of them a couple of months ago, very few of them spent time in praise of WRW and its leadership. Rather stories were about what they have done after trainings and in protecting the policy that criminalise sexual harassment at the work place. What we have here is an achievement whose imprints shall advance our society towards more freedom for women workers in Kenya. Viva Worker's Rights Watch Viva!

**Dr. Steve Ouma Akoth**

Nairobi, August 11, 2019



## MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Esteemed Partners,

**So much has happened in the last seven years.** In this Impact Report, we give you a glimpse of how we have journeyed as an organisation. While it does not give a full account of this journey, I am confident that it will help you connect the dots of our social footprints over the years.

**Since its inception WRW's rallying call has been dedicated towards fostering collaborative dialogue between workers and other actors** who affect and are affected by their work. In promoting this dialogue, we have always believed that there exists a focal point and complimentary role between Non-governmental organizations and other stakeholders.

**This journey started in 2012.** And it was motivated by a study that was conducted by Workers Rights Watch and Women Working Worldwide with support from Hivos. The study purposed to establish the existence and extent of sexual harassment in the fresh cut flower sector.

**The study established that sexual harassment was quite rampant in the workplace.** Sexual harassment cases were sometimes reported or largely ignored. If reported, very little was done to resolve them to a satisfactory conclusion especially those that involved supervisors and managers. Policies prohibiting sexual harassment existed but failed to reflect the reality of issues. This called for the formulation of an all-inclusive and comprehensive policy that would address all the issues that affected workers either at the workplace or within the farms.

**In consultation with key actors within the sector, a friendly and model policy** that would not only motivate workers to report incidences but would also guarantee that there would be no retaliations levelled against victims while striving to win high level of workers' trust was generated. It clearly outlined the roles and responsibilities of all the players within the farm ecosystem. Further, it was designed to benefit from budgetary allocations made available from the farm management to facilitate training or awareness sessions at farm level.

**This model policy on sexual harassment which we consider as a significant milestone,** was developed with frontline support from flowers farms through Kenya Flower Council (KFC), Fairtrade Africa (FTA) and other key players. Further, it was adopted and benchmarked by 40 HR Managers from selected flower farms against a developed Internal Checklist.

**It's incredible to imagine how we've managed to reach a moment unmatched in our organisational history.** We consider it, a key turning point that has set the pace and propagated good practices that continue to guarantee women freedom to work and realise their full potential. Through our interventions, we have witnessed, women gradually gaining freedom from the tight chains of sexual harassment at work place.

**Over the years, our efforts have focused on rallying together diverse actors** from private sector and civil society towards correcting and challenging normalised practices, knowledge and attitude across lines of gender disparity and sexuality, and much more.



**WRW is proud to have been part of this movement that catalysed this positive workplace disruption** confronting long held beliefs and practices on sexual harassment. It thrills my heart to note that unlike before, women workers including men in the piloted farms are basking in these gains that have cultivated a mutually beneficial and conducive work place free from various forms of sexual harassment.

**We're excited that we have and will continue enhancing capacities of workers** including management in the fresh cut flower industry giving them the critical skills and tools they need to get there.

**I wish to extend our deepest gratitude to all our partners** especially Hivos, Kenya Flower Council, Fairtrade Africa, 10 selected Flower Farms and all the partners who have been part of this journey. We are greatly indebted to you for your continued commitment and support. Without a doubt, this impact report belongs to you as it details the key milestones that we have been able to mutually achieve.

**Despite the gains made so far, the hard part of sustaining these gains now begins.** However, I am highly optimistic and confident that we shall continue working together in weaving safe spaces at work place.

**I invite you to individually and collectively join us in transforming our work places** into safe havens that guarantee and safeguard women's rights and freedom to work in environments free from all forms of sexual harassment.

Thanking you in advance for your continued support.

**Eunice Waweru**, Executive Director







## WHO WE ARE | VISION & MISSION

**W**orkers' Rights Watch (WRW) is a Non-Governmental Organization established in 2000. We are an association of shop stewards and key leaders in Kenya, created out of a concern that social ethical business practices were not being followed in the industries despite there being voluntary systems of self-regulation by way of audits and labour inspections.

**The internal working environment of WRW is a well-organized and democratic society.**

All members have rights to participate in the running of the society as enshrined in our constitution. It is run by a governing board comprising of shop stewards and key leaders from the different sectors. WRW enjoys a lean secretariat which runs its day to day affairs under the management of the Executive Director. The main office is located in Kiambu town.

**We aim to foster collaborative dialogue between workers and actors** who affect and those affected by their work. In promoting this dialogue, we have always believed that complimentary role exists between Non-governmental organizations and other stakeholders.

**Our mandate is to ensure that workers' leaders and neighbouring communities** have an opportunity to consult and participate in issues regarding corporate citizenship and good working conditions. Our interest is to familiarize workers with tools, skills and tactics that would enable them to expand the horizon of organizing and create critical consciousness that would be required for effective workers organizing.

**Our areas of expertise are in industrial relations and labour rights,** gender equality and inclusion, workplace equality, training of trainers, research and consultancy, policy formulation and implementation procedures in the agribusiness sector.

**We have been able to establish satellite representatives** within Nairobi, Thika, Ruiru, Kiambu, Naivasha, Athi River and Mombasa.

### Vision

To have a work place in which workers' rights are fully involved and their rights respected.


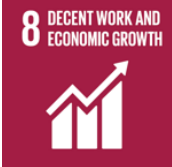


### Mission

To provide workers and neighbouring communities with Rights Based Approach founded on dignity, equality, vibrant and justice for all.

### Strategic Directions

As a forward looking organisation, we have deliberately anchored and strategically aligned our core objectives to Sustainable Development Goals.



Strategic Direction	Alignment to Sustainable Development Goals <sup>1</sup>	
<ul style="list-style-type: none"> <li>Reduce gender inequality and domestic violence at work place</li> </ul>	SDG 5: Achieve gender equality and empower all women and girls <sup>2</sup>	
<ul style="list-style-type: none"> <li>Promote, protect and enhance the enjoyment of workers' labour rights</li> <li>Contribute towards a reputable and well governed trade union movement in Kenya.</li> </ul>	SDG 8: Promote sustained, inclusive and sustainable growth, full and productive employment and decent work for all <sup>3</sup>	
<ul style="list-style-type: none"> <li>To hold employers and Institutions accountable through inclusive systems that enhance participation for all</li> </ul>	SDG 10: Reduced Inequality within and among countries <sup>4</sup>	
<ul style="list-style-type: none"> <li>Promote active participation in global changes affecting workers' rights</li> </ul>	SDG 12: Ensure sustainable consumption and production patterns <sup>5</sup>	

## Our Approach

Workers Rights Watch (WRW) endeavours to foster dialogue between workers, employers and the various actors who can affect their working lives. It advances the need for cultivation of mature industrial relations that promote productive employment and decent work for all while ensuring sustainable production and business growth. We adopt a blended approach in our strategies which include; *capacity building, advocacy and lobbying, partnership and alliance building and continuous operational and action research*. We believe that industrial injustices at the workplace can be best promoted by working with all actors who are affected and those who affected.

<sup>1</sup> The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. <https://www.undp.org/content/undp/en/home/sustainable-development-goals.html>

<sup>2</sup> <https://www.undp.org/content/undp/en/home/sustainable-development-goals/goal-5-gender-equality.html>

<sup>3</sup> <https://www.undp.org/content/undp/en/home/sustainable-development-goals/goal-8-decent-work-and-economic-growth.html>

<sup>4</sup> <https://www.undp.org/content/undp/en/home/sustainable-development-goals/goal-10-reduced-inequalities.html>

<sup>5</sup> <https://www.undp.org/content/undp/en/home/sustainable-development-goals/goal-12-responsible-consumption-and-production.html>





## Key Areas of Intervention

- Flower campaigns; *enhancing the roles played by workers and employers in implementing codes of practice and ethical business.*
- Sexual Harassment Campaign; *tackling sexual harassment at the work place.*
- Labour laws; *lobby the government to formulate, review and enact progressive labour laws. This includes, training of Workers Welfare Committees, Gender committees, Union negotiation teams, unions branch secretaries, farm based shop stewards on national law and ILO conventions, policy best practices and specific CBA clauses*
- Public Education; *through civic education rallies to address the issues of Corporate Social Responsibility (CSR) in Kenya.*
- Promoting friendly policies and safeguarding rights at work place; *through better working conditions including; HIV/AIDS friendly policies, minimal occupational health and safety problems.*





## OUR IMPACT – THE LAST 7 YEARS AT A GLANCE

Impact based on actions undertaken by WRW and project stakeholders in numbers:

Numbers at A glance	Indicator
40	▪ Number of Farms in East Africa that adopted the Sexual Harassment (SH) policy at workplace
\$3.5 Million	▪ Amount of financial investment in creating safe spaces for women at work place
125 ( 77 Women & 48 Men)	▪ Number of Gender Committee (GC) Members trained on implementing the Model SH Policy in all the 10 farms
151 (85 Women & 66 Men)	▪ Number of General Workers trained as TOTs on implementing the Model SH Policy
6,400 (2712 Women & 1888 Men)	▪ Number of employees reached during awareness sessions in all the farms
124 (59 Women & 65 Men)	▪ Number of supervisors trained on implementing the Model SH Policy in all the 10 farms
162 (74 Women & 89 Men)	▪ Number of Managers trained on implementing the Model SH Policy in all the 10 farms
6 out of 10	▪ Female workers can confidently report cases of SH at work place without fear of victimisation
6	▪ Functional Gender Committees in all the 10 farms
8 out of 10	▪ Farms offer training on the SH policy as part of the induction during recruitment
4	▪ Key partnerships with lead certification schemes and bodies; <i>Fairtrade, MPS, Kenya Flower Council</i> forged

Impact based on actions undertaken by WRW and project stakeholders in facts:

- Developed a vibrant network of CSO and private sector actors
- Better working environment, increased productivity and business performance due to reduced time investigating and resolving sexual harassment related cases.
- Enhanced interaction between workers and management. They interact more freely with no fear of intimidation.
- Less sexual harassment related non conformities after audits from social partners or certification bodies.
- Target flower farms enjoy cordial, stable and settled business relationship with customers
- Farms have tapped into new customers and markets due to increased social compliance



- Reduced SH cases in piloted farms and increased confidence in the management to handle and resolve cases of SH in piloted farms
- Prevalence /frequency of certain forms of sexually harassing behaviour have decreased. *Workers are treating fellow workers with greater respect and sensitiveness, refraining from behaviour, which were once widespread, such as making sexually suggestive jokes and touching colleagues and subordinates inappropriately.*
- Increased responsiveness and impartiality in handling of sexual harassment incidents by Gender Committees (GCs) and Human Resource Departments
- Great progress has been recorded on most farms in the way complaints of SH are now received and resolved: *inaction on reported incidents has decreased, observance of confidentiality improved, cases are generally resolved within 4-week timeframe.*
- Human resource managers are more likely to resolve SH complaints promptly. This reinforces the message that SH is not be condoned by management.

**Important steps have been taken on most farms to improve prevention and remediation of complaints of sexual harassment. Specifically:**

- 10 GCs are more aware of, and are more likely to act on their responsibility to respond to sexual harassment complaints
- Communication and collaboration between the Gender Committees (GCs) and farm managers have greatly improved.

**Extensive progress made by Farms in implementing the model sexual harassment policy;**

- Managers have a greater understanding of the mandate of the GC and show greater respect towards its members.
- Reported incidents are handled promptly; unlike before, the GCs are given adequate time to follow-up on complaints and the HR Department have been supportive.
- Victimization of complainants is no longer a concern.
- Women workers are treated with greater respect and sensitivity by male colleagues and supervisors. Once widespread, sexually suggestive jokes and inappropriate behaviour are less common.
- Great solidarity among women workers. Trainings, follow up meetings and focus group discussions have provided an opportunity for workers to discuss their experiences of SH and to establish solidarity and greater mutual support when SH offences take place.



## KEY LEARNINGS

- Policy development and implementation with workers and managers has been an effective strategy to address the gaps that were identified through WRW's research with workers
- The Gender committee members raised that the Model Policy provides a clear framework and clear standards on how reported incidents should be handled by the different duty-bearers in the farm set up
- The policy easily translates into indicators which workers, managers and certification bodies can use in monitoring the extent to which improvements have been made in preventing and in resolving complaints of sexual harassment within the farms.
- The *Detailed Guidelines for Complaint-handling Officials* is a useful resource for the GC Members to plan and to conduct investigations of allegations and in evaluating the evidence gathered.
- Entrenching the promulgation of sexual harassment policy statements is the imperative in the initial phase to ensure the establishment of a sexual harassment free work-place. However, on its own, it is insufficient to advance the development of systems and a culture of protection and safeguarding in the work-place.
- There is need to advance the project beyond the development of sexual harassment policies to a contrived process of developing and implementing comprehensive, participatory, open systems at the workplace, effectively monitoring the efficacy of said systems and enjoining community dialogue in work-place programming, to influence a culture shift towards legitimate protection and safeguarding.
- Sexual harassment is an ongoing advocacy that calls for interventions by all stakeholders/actors in the workplace. A great lesson for WRW is to now re-position herself to scale up national advocacy work on ending sexual harassment backed with this global legally binding framework.<sup>6</sup>

<sup>6</sup>In June 2019, the ILO Convention Concerning the Elimination of Violence and Harassment in the World of Work (ILO Convention 190), supplemented by Recommendation No. 206, was unanimously adopted at the 108th session of the International Labour Conference. This is the first global and legally binding framework in the 100 years of ILO's existence that clearly stipulates a set of minimum standards for governments, employers, unions, and other key actors to prevent, identify, and provide redress in cases of gender-based violence and harassment in the world of work.





## OUR PARTNERS

### TROPIFLORA LTD – VERONICA MWANIKI

**B**efore WRW came to Tropiflora Ltd in 2015 for training, very little was known about sexual harassment, and this was cutting across all levels of the company, i.e. management, supervisors and the general work force.

After the training, we are more enlightened, workers are speaking out in case of incidences, no shying off and no intimidation. Due to the knowledge imparted by WRW, cases of sexual harassment have gone down and as such less problems with our social partners such as Fairtrade and MPS.

*“.....Workers Right Watch is the right organisation to deliver on this sexual harassment campaign. It is a very good organization for driving this campaign since the trainers are well informed and catch the attention of all levels of the employees. Their illustrations, notes, presentation and humour drives a lot of points home.....”*

**Workers Right Watch is the right organisation** to deliver on this sexual harassment

*“.....At business level, WRW have contributed towards ensuring that we have less non conformities after audits from our social partners. This has enabled us to maintain good business relationships with our customers. New customers have also come in due to increased social compliance. ....”*

campaign. It is a very good organization for driving this campaign since the trainers are well informed and catch the attention of all levels of the employees. Their illustrations, notes, presentation and humour drives a lot of points home. Trainers interact very well with both the employees and the management. Employees can easily engage with the trainers in the presence of

management and this makes learning easy for all parties.

**As a result of their interventions, we have observed noticeable changes in the farm.**

Workers have a better understanding of the procedures of reporting incidences, which they are following now. The gender committee which is mandated to handle sexual harassment issues, have also understood how to conduct investigations in case an incident is reported to them while maintaining confidentiality.

Consequently, the gender committee has also learnt how to report their findings to the management, and in this case - the human resource department, as well as making recommendations on what and how they would want the action to be taken. Generally, cases of sexual harassment among the workforce have reduced greatly since they are more aware on all forms that they could occur.

*“..... Due to the knowledge imparted by WRW, cases of sexual harassment have gone down and as such less problems with our social partners such as Fairtrade and MPS.....”*

**At business level, WRW have contributed towards ensuring that** we have less non conformities after audits from our social partners. This has enabled us to maintain good



business relationships with our customers. New customers have also come in due to increased social compliance.

**Sexual harassment cases are few and isolated.**

This has reduced on the time used to investigate cases and interrogate suspected perpetrators and victims. In turn, this time is therefore prudently used in production fields leading to increased business productivity and performance. Workers and management now interact more freely, with no fear of one intimidation from each other. Tropiflora experiences a happier workforce thus higher output in the end.

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**In the initial stages, challenges encountered mainly revolved around;** convincing the top management on the need to train say 30 employees during working hours was not easy considering that these people would leave their production areas not covered. As a mitigation

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*“.....A major lesson that we have also learned is that any person regardless of position in the company can be a victim. A supervisor can harass a worker and vice versa. It is not only men who can practice sexual harassment but women can harass men as well.....”*

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measure, some trainings were postponed until the farm management understood and later allowed the sessions to be done. The start was not easy.

**Other challenges included; low literacy levels among workers** since not all workers can read and write. A lot of oral translations had to be

done to enable the affected workers' who could not read and write on the questionnaires to also understand. However, we were able to identify at least those workers who could read and write in our subsequent trainings. In some instances, the management team were unavailable on some of the trainings due to their busy schedules. However, at least the HR assistant was available and represented the management at all times.

**Most workers have understood the meaning of sexual harassment** and the policy as a whole. They are able to identify the various forms and types of sexual harassment, when and where they can occur in our workplace, procedures of reporting an incident while maintaining confidentiality. We have also learned that Gender committee is not exclusively for women but men are also involved. A major lesson that we have also learned is that any person regardless of position in the company can be a victim. A supervisor can harass a worker and vice versa. It is not only men who can practice sexual harassment but women can harass men as well.





## FLORENSIS FLOWERS – FLORENCE OBONYO

Our engagement with WRW was a mind opener, in the sense that we were able to understand the different areas of our practice that may create avenues for harassing behaviours.

The collaborations established through the campaign also enable us to share and learn through best practices from other farms

*“.....Their interaction with the sector chain from the ground level of general workers, to workers’ leaders, management, certification bodies and the markets enables them to communicate in ways that the farms can better relate....”*

**Workers’ Rights Watch (WRW) was the right organisation to drive**

**this campaign because they are knowledgeable about diverse issues affecting workers in the floriculture sector.** Their interaction with the sector chain from the ground level of general workers, to workers’ leaders, management, certification bodies and the markets enables them to communicate in ways that the farms can better relate. Their collaboration with the certification bodies also upsurges their trustworthiness to deal with emerging issues in ways that don’t pose threat to the sector.

**WRW training on Sexual Harassment has triggered keenness on the policy structure and**

*“.....Their collaboration with the certification bodies also upsurges their trustworthiness to deal with emerging issues in ways that don’t pose threat to the sector.....”*

**grievance procedures,** not just in the context of the sexual harassment policy, but on all our company policies. We are also emphasizing more on awareness raising among our workers on workplace policies and are designing means of periodically monitoring

implementation of the same.

**As Florensis, we have established a sustainability department** and one of our focus areas is on the sustainable development goal 5: Gender equality. Training by Workers’ Rights Watch enabled us to recognize our focus areas while working towards empowering women and girls who are our beneficiaries. We are also inspired to strengthen the skills and capacities of our gender committee members to participate in empowerment of women for sustainability and the growth of both the business and individuals.

**In terms of implementation constraints, time required for training may not always apply,**

as we have several other areas that we need to focus to ensure our employees have an understanding of different dynamics of the social issues affecting them. We would like a demonstration on how we could

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ensure we cascade all relevant trainings within the shortest time possible, something we are still looking into as a farm.

**As an institution that is concerned with the well-being of our employees and the neighbouring communities,** we believe that we

can accomplish more if we concert our efforts, sector wide. We also believe that it is key for civil society organizations to collaborate with farms in the most business friendly ways to ensure we meet the desired goals. For this reason, having a business case and perspective linked with our corporate citizenship will help ease the burden and challenges of implementing the best social practices.

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## KENYA FLOWER COUNCIL (KFC) – LOISE MUKAMI

**A**s a lead partner organisation in this program, one of the KFC's key strategic pillar is to ensure sustainability of the floriculture industry in Kenya, and the employees' social welfare is at the centre of business sustainability.

Indeed, this program has strengthened the empowerment of employees on their social rights while also bridging the employees' knowledge gap on matters relating to sexual harassment. WRW has positively contributed to compliance of the farms on the social chapter, as there are now systems in place to deal with sexual harassment cases where such can be reported.

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*".....WRW is a competent CSO and passionate on workers' rights issues. They are very proactive to have come up with sexual harassment campaign - to offer a solution for the industry in collaboration with key stakeholders, instead of only criticizing without offering solutions....."*

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**WRW is a competent CSO and passionate on workers' rights issues.** They are very proactive to have come up with sexual harassment campaign - to offer a solution for the industry in collaboration with key stakeholders, instead of only criticizing without offering solutions. In my opinion, Workers Rights Watch (WRW) was the right organisation to drive this

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*".....Farm employees have become more assertive, bolder and confident on their rights especially in regard to sexual harassment....."*

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campaign since they have the right competencies, attitude and clear vision on improved worker welfare issues. Moreover, they were open to positive criticism, flexible enough to adapt to changes along the program lifespan, and to accommodate

stakeholders and producers work schedules e.g. *high production seasons*.

**Based on their interventions, they have strengthened the capacities of gender committees** in handling sexual harassment related cases. Farm employees have become more assertive, bolder and confident on their rights especially in regard to sexual harassment. We have also witnessed improved relationships between the general workers, workers' committees, and the management especially supervisors. Broadly speaking, a happy workforce translates to good business sense and productivity at the end of the day.

**Despite the key successes, we equally experienced challenges** which provided valuable lessons that will guide future engagements. For instance, time management was a major challenge which compelled involved institutions to re-adjust their schedules to ensure the success of the program. Budgetary constraints especially where the partner institutions (KFC and FTA) incurred implementation costs (The institutions used own resources) that were not originally factored in the project design.

**As a key partner, we have drawn key learnings from this campaign.** That collaboration with all stakeholders involved in the value chain is key for any program to ensure ownership,



success in implementation, and sustainability of the program activities even after the end of the funding period. Furthermore, tackling common challenges within a sector requires a common approach amongst the stakeholders. This can be achieved by ensuring that an exhaustive root-cause analysis is done for sustainable solutions.

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## FAIRTRADE AFRICA (FTA) – RICHARD KIPROTICH

**T**he experience has been quite cordial right from the project inception to implementation phase, we noted high level of professionalism in the way the SH project was being handled which considered one-on-one participation of all sector stakeholders, objectivity was observed which enabled workers and farm management to freely share experiences relating to SH incidences, and the system weakness in reporting, investigating and decisive measures towards mitigating the same.

**Indeed, we have no doubts or reservation on the quality of work done by WRW.** Generally speaking, flower farms were a little hesitant to participate in the

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project in the beginning for lack of confidence on the implementing partner and the ultimate objectives, but with proper sensitisation and openness exercised by WRW, majority of the farms enrolled for phase II considering the milestones achieved on the flower farms which participated in Phase I.

**Gender committees (primarily from piloted flower farms) are capable** of carrying out investigation on matters relating to SH because they have been trained. The GC are now aware of what constitutes SH incident and conversant with SH policy and procedures. In other words, the project has made them to understand and articulate the SH policy, procedures and reporting mechanisms. Moreover, the training on SH further reinforced Fairtrade standard compliance requirement on gender related topics. Management representatives from piloted farms are also more confident in handling SH cases because of the clear policy and procedures.

**These interventions have contributed and impacted on our program objectives** because, Fairtrade standard advocates for having SH Policies and procedures at all workplaces for Fairtrade certified producers. The objective is to further guarantee SH free workplaces.

*Moreover, the training on SH further reinforced Fairtrade standard compliance requirement on gender related topics. Management representatives from piloted farms are also more confident in handling SH cases because of the clear policy and procedures.*

**Key challenges experienced during the implementation phase included;** identification and engagement of competent and suitable consultant took some time. Resource limitations which enabled only 10 flower



farms out of a possible 120 producers to participate in the pilot. Consideration to be made in phase III to include more farms and identification of more donor partners. In addition, project implementation process coinciding with busy producer events (peak production periods, Expos, etc.) caused unprecedented delays in project implementation. However, consultations with respective flower farms was embraced and proved effective.

**A key lesson drawn from this campaign** is that GCs from flower farms require proper and continuous training on SH policy, reporting procedures to ensure that they effectively deliver on their mandate.

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**S**exual harassment is an important human rights issue. Despite the existing law dictating that upon hiring, all workers in the flower farms should receive training on sexual harassment in the workplace, this is often not the case.

**The Workers' Rights Watch continues to live up to its name as a watch dog** relentlessly ensuring that employers comply by all set labor laws. This is particularly visible through the organization's efforts to root out any form of sexual harassment within the horticulture industry. The organization has therefore taken it upon itself to move from one flower farm to the next training workers and managers on all forms of sexual harassment.

**An environment free from all forms of sexual harassment has been the objective of the workers' Rights Watch.** The unique aspect of the approach taken by the organization is ensuring that all potential players within the cycle of a sexual harassment scenario are targeted with information.

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Where many actors and stakeholders have found barriers and difficulties in accessing flower farms, Eunice Waweru; the WRW Executive Director has managed to make inroads. This has given the Workers' Rights Watch a front row seat to the work environment in flower farms.

**The organization has maintained an open door policy consulting freely with both workers and managers.** To this end, a majority of the flower farms have successfully developed their own policies in a very participatory manner. There is no limit as to how many policies a flower farm can have and they are often guided by emerging issues at the farms. Case in point is the '*Decent attire policy*' at Van Den Berg developed based on training and guidance provided by this organization.

**When the African Woman and Child Feature Service staff participated in one of the trainings** at the Van Den Berg flower farm in Naivasha, it was clear that the workers not only valued the training, but had incorporated previous lessons learnt into their day to day interactions with co-workers. The seriousness of the matter at hand was well understood.

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<sup>7</sup><https://www.awcfs.org/>



**There were at least 30 workers in attendance and they were all well versed** with the basic tenets of sexual harassment. They had been trained before and this particular training was building onto what had been taught before. This was a much smaller group as the organization usually targets at least 200 trainees per flower farm.

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**This was deliberate because it was intended to produce training of trainers** hence the need for a smaller cohort. Not only were the workers trained but at least 40 managers also participated in day long training on sexual harassment at work place. The training itself was interactive juxtaposed by practical sessions where participants enacted different scenarios of some of the subtlest forms of sexual harassment and how they can be resolved.

**The fact that these trainings take place within the flower farms is testament to the partnerships and bridges that the organization continues to build.** This is key towards creating a favourable environment for all and most especially for women. Women are the significant majority of the labour force accounting for at least 80 percent of all workers within the flower farms.

**Also targeted are Gender Committees in the flower farms which are constituted by workers and managers.** There are at least 12 members in each committee. These members have significantly benefited from training on sexual harassment and they have become more equipped in handling cases of sexual harassment, and various other forms of violations. To a greater extent, these committees have managed to earn the trust of other workers because of the manner in which they execute their duties. They would otherwise lack requisite skills to effectively execute their mandate.

As the first respondents within the flower farms, the Workers' Rights Watch continues to build their capacity. They play a critical role during the day to day execution of duties by various actors in the farms.

**The feedback from participants provided during training confirmed that workers are increasingly able to identify victims and perpetrators,** are able to follow available avenues

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for recourse and have become crusaders against any form of harassment. Those that have witnessed violations at the flower farms are increasingly willing to speak out. All these developments can only make the flower farms a happy environment from which workers can derive their daily bread while the flower farms thrive and enjoy business profitability.



## THE AFRICAN WOMEN'S DEVELOPMENT AND COMMUNICATION NETWORK (FEMNET<sup>8</sup>) – RACHAEL KAGOIYA

**F**EMNET has had the opportunity to join WRW during trainings targeting farm workers, leaders of farm

*WRW training methodology is inclusive, conversational and sustainable as it is programmed and conducted in a sequential manner; not a one-off or touch-and-go kind of training.*

**committees, trade unions and human resource management** on how to tackle and prevent sexual harassment in the farms.

**WRW training methodology is inclusive, conversational and sustainable** as it is programmed and conducted in a sequential manner; not a one-off or touch-and-go kind of training. This is critical because preventing and eliminating sexual harassment in the workplace

*As an organization that has had vast experience in championing workers' labour rights in the last 19 years, I believe WRW was the right partner of choice for the W@W campaign. Between 2014 and 2016, WRW played a lead role in the development and piloting of a model anti-sexual harassment policy for the Kenyan horticultural sector.*

is heavily hindered by structural inequalities, entrenched patriarchal mind-sets and social norms and stereotypes that discriminate women in policies and practice. This therefore calls for targeted trainings as conducted by WRW that unpacks sexual harassment from its definition

to how it manifests itself differently in the place of work to what needs to be done to reporting and preventing sexual harassment from happening.

**As an organization that has had vast experience in championing workers' labour rights** in the last 19 years, I believe WRW was the right partner of choice for the W@W campaign. Between 2014 and 2016, WRW played a lead role in the development and piloting of a model anti-sexual harassment policy for the Kenyan horticultural sector.

**WRW has partnered with the Kenya Flower Council, Fairtrade Africa and other growers' associations** to ensure that the sector adopts better practices that relate to the model anti-sexual harassment policy. Since 2015, WRW has partnered with over 10 farms to offer annual

<sup>8</sup><https://femnet.org/about-us/>



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*Since 2015, WRW has partnered with over 10 farms to offer annual trainings to their gender committee members and trade union leaders on their roles and mandates in advancing fair and just workplaces that are free of sexual harassment.*

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trainings to their gender committee members and trade union leaders on their roles and mandates in advancing fair and just workplaces that are free of sexual harassment.

**As a result of their interventions, Workers in the farms that have been trained by WRW** have increased their awareness on what is sexual harassment and how to report whenever it occurs and how to prevent it in future. This has also led to women representing workers in committees and trade unions to be able to speak out and lead boldly and without fear. The management has also been sensitized and challenged to be bold in having comprehensive workplace policies that identifies, addresses and prevents sexual harassment in the workplace.

**FEMNET is working with target farms in Kenya to increase and strengthen the leadership capacities of women workers and**

**to promote a gender-responsive workplace** by improving institutional policies and practices. Sexual harassment is one of the deterrent for women seeking

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leadership positions either in farm committees or trade unions due to entrenched structural and cultural inequalities and stereotypes. As such FEMNET has been partnering with WRW to train women workers leading different farm committees in addressing sexual harassment, particularly in initiating robust complaints and reporting systems.

**A key challenge has been the individual and collective understanding and meaning of sexual harassment in the workplace by workers and the management** that is in line with existing policies such as Article 2 Section 6 of the Employment Act in Kenya. In other words, what differentiates casual employee relationships and sexual harassment incidences in the workplace? Sexual harassment is exacerbated by the unequal power relations at work, driven by a deep-seated belief that a woman is not equal to a man. The work that WRW and other W@W campaign partners are leading in the selected farms has been critical in galvanizing



collective efforts and calling for strong intentional leadership that is much needed in rooting out sexual harassment in the workplace through regular sensitization dialogues, establishing clear reporting and complaints mechanisms and urging the farm management to take decisive political commitment and actions that refuses to normalize sexual harassment.

**Sexual harassment is an ongoing advocacy that calls for interventions by all stakeholders/ actors in the workplace.** In June 2019, the ILO Convention Concerning the Elimination of Violence and Harassment in the World of Work (ILO Convention 190), supplemented by Recommendation No. 206, was unanimously adopted at the 108th session of the International Labour Conference. This is the first global and legally binding framework in the 100 years of ILO's existence that clearly stipulates a set of minimum standards for governments, employers, unions, and other key actors to prevent, identify, and provide redress in cases of gender-based violence and harassment in the world of work. A great lesson for

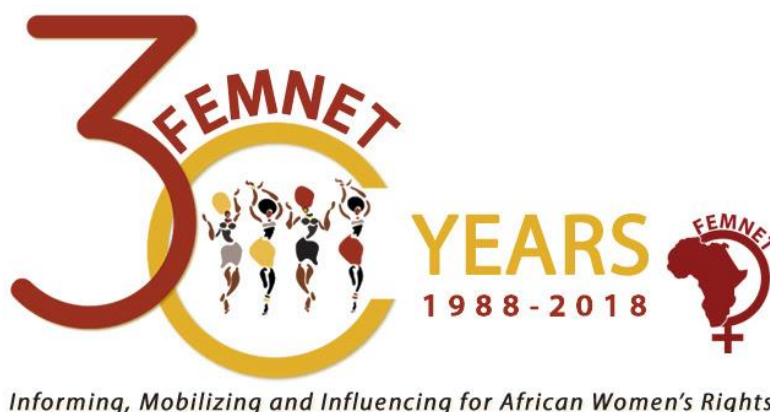
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*A great lesson for WRW is to now re-position herself to scale up national advocacy work on ending sexual harassment backed with this global legally binding framework.*

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WRW is to now re-position herself to scale up national advocacy work on ending sexual harassment backed with this global legally binding framework. This includes working

with the government to review existing laws and policies such as the Employment Act (2007) to align it to the ILO Convention 190 as well as working with employers' associations and trade unions to sensitize workers to know and claim their right to working in harassment-free environments.







April 2012 – July 2019



## UFADHILI TRUST<sup>9</sup> - STEVE IRUNGU

**S**exual harassment is one of the social indicators for [www.CSRAfrica.com](http://www.CSRAfrica.com) portal an initiative both Ufadhili Trust and Social Impact Institute are promoting in the horticulture sector through the support of Hivos under the Women@work campaign. CSRAfrica has benefited from the sexual harassment policy that was developed by WRW and it is been used as a model policy that can be adopted by farms.

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*"I attended two trainings delivered by WRW and I can attest that it enabled the workers to open up and discuss deep matters on harassment that have been happening without the knowledge of the management despite the presence of systems for reporting....."*

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**The work of WRW has influenced the campaign in different significant ways.** One is creating awareness on sexual harassment in the farms to both workers and the management. I attended two trainings delivered by WRW and I can attest that it enabled the workers to open up and discuss deep matters on harassment that have been happening without the knowledge of the management despite the presence of systems for reporting.

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*"WRW has demystified the narrative in the private sector domain that NGOs cannot work with businesses especially in the horticulture sector where farms were closely guarded and could not open doors for CSOs....."*

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**WRW has been critical in supporting Hivos partners to reach out to farms.** So far Ufadhili has managed to establish a linkage with 3 flower farms; Tambuzi, Mahee and Isinya Farms.

**Lastly and not doubt the least, WRW has demystified the narrative in the private sector domain that NGOs cannot work with businesses** especially in the horticulture sector where farms were closely guarded and could not open doors for CSOs.



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<sup>9</sup><http://ufadhilitrust.org/>



## KEY INFLUENCER– ANDREW ODETE

**I**nteractions with WRW have opened my eyes to the work-place culture in the cut flower sector, particularly, as regards protection of workers from gender based violence. My interactions with WRW have mainly aided my visits to flower farms to glean deeper insights into the sector's practices, capacity and mind-set towards protecting workers from sexual harassment.

**Workers Rights Watch (WRW) brings to the Campaign a historical knowledge of the context of sexual harassment in the sector.** It brings

legitimacy, owing to its long nurtured relationship with workers, trade unions and civil society organization networks in Eastern Africa. It also brings to the campaign crucial knowledge and knowhow on sexual harassment and on protection programming.

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**In terms of impact and footprints, WRW has ensured that the Campaign gained access to flower farms in order to advance programmatic objectives.** The relationships that have been built by WRW with both trade unions and CSOs on the one hand and flower farms and growers' associations on the other hand, have helped nurture a commitment to cooperation. While these commitments have, from time to time, been tested with mixed results, the relationship with the flower sector has marked a new phase of acknowledging gaps in protection systems in the farms, and a common broad ambition to address these gaps.

**These interventions have helped CSRAfrica gain access to flower farms** to advance CSRAfrica's programmes. WRW has, for instance, successfully introduced CSRAfrica to 5 flower farms, for this purpose. The substantive outcomes of WRW's programme work have also contributed in terms of content to the wider complement of CSRAfrica's substantive work.

**In regard to the implementation process, managing stakeholder relationships** has posed significant challenges to the Campaign. Flower farms were initially reluctant to enjoin in certain aspects of the Campaign's work, thereby delaying programme implementation.

**Some of the key lessons that we can draw from the campaign include;** Entrenching the promulgation of sexual harassment policy statements is the imperative in the initial phase towards establishing a sexual harassment free work-place. However, on its own, it is insufficient to advance the development of systems and a culture of protection and safeguarding in the work-place.

**Secondly, I have, thus, learnt that there is need to advance the project** beyond the development of sexual harassment policies to a contrived process of developing and implementing comprehensive, participatory, open systems at the workplace, effectively monitoring the efficacy of said systems and enjoining community dialogue in work-place programming, to influence a culture shift towards legitimate protection and safeguarding.





## SUCCESS STORIES FROM THE FIELD

### #1 CASE STUDY: "Fully Charged to Transform" – Miriam Wangari, Flower Farm Supervisor.

**I started working in this farm in 2007 in the capacity of a general worker.** Back in the days, sexual harassment was the norm in the farm. And this was partly due to ignorance and vulnerabilities especially for new female employees who were often desperate to either gain employment or retain employment in the farm.

**I was later nominated to join the Gender Committee and that's when and how I had my encounter with Eunice and Workers Rights Watch organisation.** Upon my nomination into this committee, I must admit that I had very little knowledge of sexual harassment and was very hungry for knowledge on sexual rights and she completely filled this gap.

**Eunice took us through intense farm level awareness sessions, trainings coupled with continuous technical support on sexual harassment and we passed our Fairtrade audit in 2018 which was quite a rigorous process.** In a previous Fairtrade audit, there were non-conformities relating to incidences of sexual harassment that were flagged out. As a result of her interventions and that of her organisation, these challenges have been reduced to a bare minimum.

**Because of enhanced capacity and increased competence, thanks to Eunice,** I was later seconded to Occupational Health and Safety committee but is still consulted on sexual harassment issues at work from time to time.

**Based on continuous training, mentorship and coaching by Eunice and WRW,** I am a champion not only at work but at family level as well. She taught me integrity at work and life as a woman. She instilled a sense of confidence and self-esteem in me, laying a strong foundation in my life and my fellow female workers. She also taught me diverse information gathering techniques and how to approach sensitive issues.

**Eunice is frank, confident and very intelligent.** She has extra skills that border on in born and acquired abilities especially on how to gather information on sexual harassment issues. Above all she is humble and capable of adjusting to people at all levels with respect and dignity that they deserve.



## **#2 CASE STUDY: "A Nobody into Somebody" - Damaris Kaviti, Flower Farm Supervisor.**

I joined this farm twenty years ago, as a general worker which is the lowest cadre of employment. Sexual exploitation and harassment was rampant especially among male supervisors and managers. This was perpetuated by the fact that we were extremely defenceless and didn't know our rights as women workers.

During that time, male supervisors and managers would only employ or promise promotions for those who would yield to their sexual advances and would really frustrate those who did not respond positively. Any worker who was adamant or unwilling to satisfy their sexual demands either be dismissed on flimsy disciplinary grounds or transferred to hardship or sensitive areas where their performance would be under close scrutiny. Such workers would deliberately be assigned excessive workloads, giving managers the opportunity to SH workers by promising to reduce their workloads if they comply with the sexual request.

Later in the years, I was promoted to supervisor position by one Manager based on a mutual agreement that we would develop a sexual relationship as a form of appreciation on my part. However, immediately after my appointment as a supervisor, I reneged on that promise thus failing to keep my part of the bargain. The manager felt cheated. He became very angry and frustrated with me and began to push for my demotion and dismissal. Through his influence, the position was kept on hold for about two to three months as they monitored my performance. Fortunately, during that short stint, I worked extremely hard and the director of the farm was really impressed about my high work output and efficiency. I was eventually confirmed in that position which was a major breakthrough in my career.

WRW awareness and training session came at a good point because it reaffirmed my resolve to defend and fight for my rights as a woman. Eunice emboldened me to know that I could not raise a red flag and openly complain about any form of sexual harassment and advances at work place.

Based on my personal experience, I always educate fellow workers' especially those who are new in the farm to be particularly cautious about sexual harassment and relationships that are pegged on return for favours. Indeed, WRW supported the creation of safe spaces to address sexual harassment and exploitation either through fellow workers or gender committee members. Through her support, the committee established an effective reporting guidelines for workers. Eunice taught me to always follow the law and laid down rules and regulations in the farm at all times.

She triggered my leadership ability especially in relation to building a conducive working environment and setting my subordinates free. She inculcated in me the spirit of hard work and discipline by always doing the right thing.

Eunice, is a leader who can transform someone from a nobody into someone valuable in the society. She is passionate about protecting rights of the vulnerable and weak. She is a highly experienced trainer, who teaches quite openly, truthfully and puts everything as it is. In short, she has a gift of making complex matters very easy to understand.





### #3 CASE STUDY: "Opening at a Dead End" - Josephine Wanjia, Shop Steward

**I joined the farm in 2001 as a general worker and was confirmed into permanent employment one year later.** Based on company regulations then, one would be confirmed as a permanent worker after one year. Because of this lengthy period, supervisors were able to shorten the confirmation period to only three to six depending on an individual's readiness and willingness to engage in a sexual relationship with a supervisor. Those workers who felt vulnerable and desperate complied and were either confirmed permanent or promoted.

**Supervisors would dangle warning letters to those who defied their orders or demands.** Some Pack house managers abused their powers offering promotions and bonuses in return for sexual favours from female workers who readily offered themselves to them. Supervisors adopted predatory tendencies and would single out vulnerable female workers would and viciously prey on them.

**A Fairtrade audit conducted in the farm revealed that sexual harassment and exploitation was prevalent and flagged it out as a non-conformity.** To ward off potential threat of decertification by Fairtrade, an initial training on sexual harassment targeting both management and workers was conducted by Workers Right Watch (WRW).

**The training and awareness was quite significant and became a turning point in my life** because it confirmed that a woman is not useless but has dignity and rights. Eunice shared the sexual harassment policy which I shared with all workers on the notice boards. This promoted greater awareness and substantially reduced sexual harassment and discrimination against women workers.

**I was impressed by her courage and vision. She challenged my approach to life and exposed my leadership potential.** I have been able to apply the skills and knowledge to empower myself and advance my family. Workers Rights Watch emancipated and enhanced capacities of women and even male workers enabling them to be free. It rejuvenated the spirit of confidence and self-reliance which had initially been lost. Eunice can comfort you when you are at your dead end. Through her organisation, she has been a big inspiration to me and so many women in our farm.

**Before the training women were voiceless and suppressed under the dictatorial rule of rogue supervisors.** Back then, most managers and supervisors had so many illegitimate children born by different female workers. We were living with many single mothers raising children abandoned by their absentee fathers who were supervisors. They were famously referred to as watoto wa kampuni (children who belong and are owned by the company). Am glad to report that today, there is no woman who has been impregnated by a supervisor or manager which is a major awakening for women workers.

**I wish to appeal to the company management to ensure that all new employees are constantly trained on the sexual harassment policy by the gender committee to avoid the re-emergence of such malpractices.**



## COMPARATIVE ANALYSIS OF CASE STUDIES

In as much as progress has been made, a baseline survey conducted by WRW indicated that there were still existing gaps in selected farms that required more focus and deliberate commitment. Below is a comparative analysis that outlines incidences of sexual harassment that have either been successfully resolved, are under review or have failed to meet the Sexual Harassment Self-Audit Checklist threshold.

<b>Sexual Harassment cases successfully resolved as per Self-Audit Checklist</b>	<b>Sexual Harassment cases successfully that fail to be resolved as per Self-Audit Checklist</b>
<b>A male nurse in a certain farm was demanding sexual favours from the female workers so as to sign their sick leave forms. He also went ahead to demand sexual favours from male workers. Unfortunately, it was suspected that he was HIV positive and had potentially infected many workers. He was later fired from the company.</b>	<b>A newly employed HR who was sexually harassed by a farm director in her previous employment tried to communicate workers' sexual rights by creating awareness in her new job but again got harassed by the new director who does not recognize workers' rights on sexual harassment. The HR decided to quit her new job.</b>
<b>A female supervisor fired a worker's girlfriend since she had an interest in getting into a relationship with the man. When the man realized that, he became bitter and slapped the supervisor. The case was effectively handled by the gender committee and the result led to the termination of the supervisor's contract.</b>	<b>At the park house department, a male worker physically harassed a female worker, who reported the case to the HR who took it back to the gender committee. The man was suspended. However, after coming back from suspension a hearing was done by the HR and workers union but the case was dismissed for no reason. The woman was not satisfied by the decision and left the company.</b>
<b>A supervisor who was almost retiring harassed an expectant junior employee and promised her promotion if she could accept his sexual offers. He offered her a lot of money but the lady refused. He became harsh to the lady and would threaten her pregnancy by pointing her with objects and also denied her clinic access after which the lady reported to the HR. Both the lady and the supervisor were asked to record a statement. The lady recorded a statement but the supervisor acted rude and failed to record a statement. Three witnesses who were involved and were equally asked to record their statement but one of them who was close to the supervisor refused. The company decided to fire the supervisor for this unwarranted behaviour.</b>	<b>A female senior supervisor secretly stared at a male employee in the changing rooms where witnesses also saw her. The man complained and reported the matter to the gender committee after which they conducted an investigation and forwarded the recommendations to the HR in April but up to date no action has been taken. The workers are questioning the gender committee concerning the case but no feedback has been provided. The complainant was also not satisfied with the decision. The top management assembled the complaint handling officials and cautioned them to ignore the case and claimed it could be malicious which was not the case because there were many witnesses. It is alleged that the security officer was advised to tell the union to advice the gender committee to throw out the case. The chief shop steward retaliated against the complainant and the witnesses publicly within the farm and warned them against following up on the case against the female senior supervisor. The supervisor is arrogant and claims she has the power to hire and fire. No one can tame her.</b>



## WHAT'S AHEAD

**W**RW's mainstay is Industrial Relations and Labour Rights Protection. Over the years, WRW has displayed (as statistics and testimonials confirm) that it has gained a footing in work-place programming. Because of WRW's intimate knowledge and understanding of work-place conditions, WRW has also influenced policies or practices beyond the work-place, to the broader cut-flower value chain. This will work stream will be sustained at this level, while also seeking to get into new policy spaces. The next phase will not be marked by more of the same work but a deliberate effort will be made to sustain and buildup on the gains and best practices drawn from the initial phase.

WRW purposes to rejuvenate its strategic focus through three pathways:

- a. Knowledge management through Incorporation of learning and findings in the policy** and refocusing of capacity development content and style (in some cases), as well as contribution to the development of management systems.
- b. Capacity building through training:**
  - Workers – For general knowledge and understanding. Dissemination through innovative ways to reach large numbers across the sector;
  - Management – Emphasis on their role in implementing monitoring, alignment of relevant policies;
  - Gender Committee – Training for role in implementation monitoring and reporting.
- c. Sustaining the learning and regulation through:**
  - Advocacy for Results Based Social Certification frameworks.
  - Advocacy for Law and policy review – New ILO Convention 190 and ILO Recommendation, the current window for review of the Employment Act, the development of the NAP UNGPBHR (Kenya).



## CONCLUSION

**D**espite the significant gains made so far, there are still significant gaps in knowledge, skills, competencies and practices that need to be tackled. These include but not limited to;

- a. Knowledge management and continuous learning; Need to document best practices, contribute to sustainable knowledge development, management and dissemination frameworks across the farms to promote continuous learning.
- b. Flowers Farms and key actors should consider the shift from minimal implementation of the policy to the development and implementation of holistic protection and safeguarding frameworks
- c. Explore opportunities to promote greater sustainability through strategic partnerships and linkages. This would help address new and emerging challenges while tapping into opportunities both programmatic, regulatory, etc.
- d. Capacity development through training and awareness building among workers, junior and senior managers on the sexual harassment Model Policy and of the Detailed Guidelines for Handling SH Complaints. This will ensure that as a matter of practice the policy is implemented and SH eradicated (Clause 5 of the Model Policy).
- e. Promote peer to peer reviews and benchmarking between various farms to advance cross pollination of ideas and best practices.
- f. Role of certificate schemes and social partners; need to institutionalise the model policy by reviewing/revisiting the process whereby Farm clients are audited on the systems that they have in place to deal with sexual harassment. *For instance, certifications to consider using the indicators in the Self-Audit Checklist compiled by WRW to assess the extent to which the Policy that certified farms are required to have is implemented 'on the ground'.*





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**For further enquiries and feedback**

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