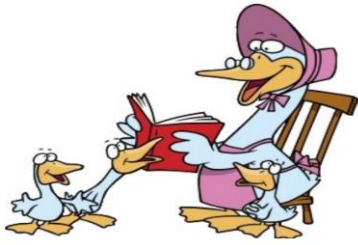


The Mother Goose Kenya



themothergoosekenya.com



The Care Economy
Knowledge Hub

Profiling Businesses in the Care Economy

The care economy consists of paid and unpaid labor and services that support caregiving in all its forms. In Africa, Asia and Latin America, women spend between three to five times as many hours on unpaid care and domestic work as men. This represents 80 percent of a household's total hours devoted to unpaid care work.

Care economy businesses can help recognize, redistribute, reduce and reward – also known as the 4 Rs – unpaid and paid care and domestic work in the following ways:



Recognize: Initiatives that increase visibility and recognition of paid and unpaid care and domestic activity as "productive" work that creates real value and contributes to economies and societies.



Redistribute: Services and initiatives that redistribute care work from individuals to public and private sector entities, and redistribute care and domestic work within the household.



Reduce: Products and initiatives that reduce the time spent on and burden of unpaid care and domestic work.



Reward: Products, services and initiatives that ensure that care and domestic workers are paid fairly and have professional growth potential. This provides them with financial reward and security.

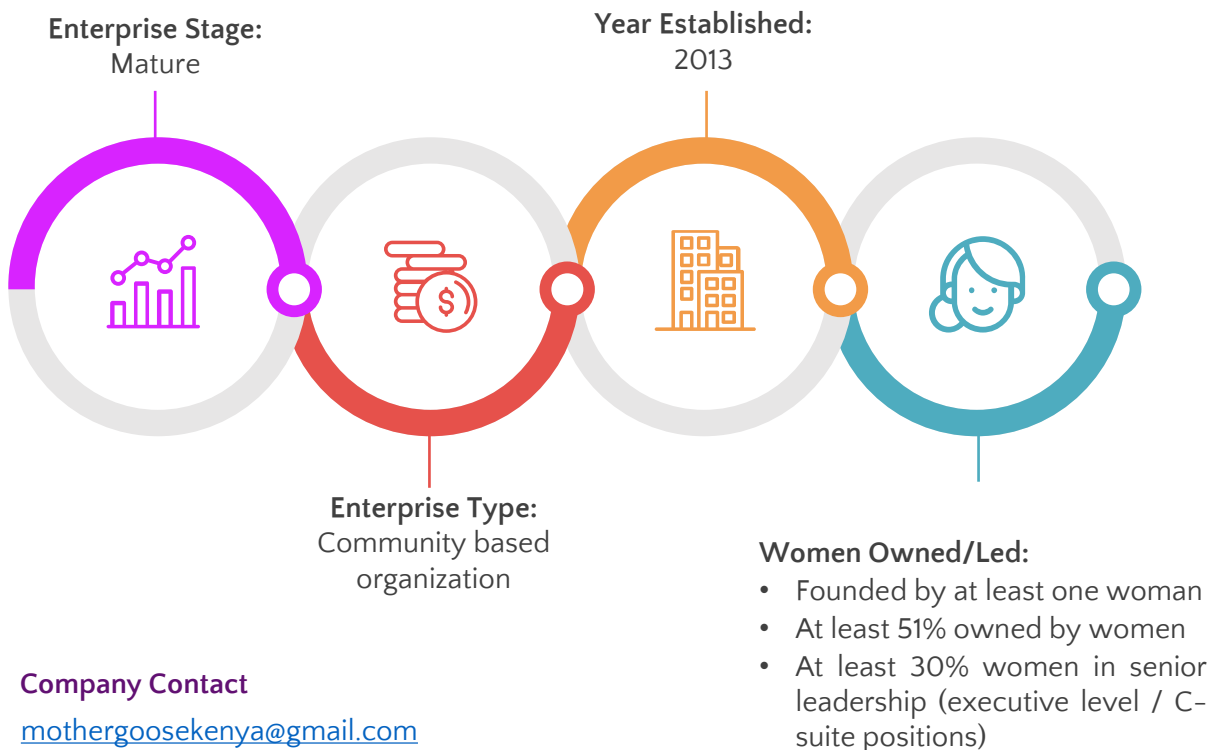
The Care Economy Knowledge Hub aims to address the knowledge gap around care businesses by showcasing various business models and creating a resource base for relevant stakeholders. It also aims to raise awareness and increase knowledge of the state of impact-driven care economy business models and attract a broad range of funders to invest in care economy solutions by showcasing opportunities. These business profiles are intended to showcase said potential investment opportunities. They have been created from information and data provided by the business itself.

This project is supported by Canada's International Development Research Center, in partnership with the Soros Economic Development Fund at the Open Society Foundations. Building on their track record and commitment to transforming the care economy and mobilizing finance for gender equality, they have jointly launched this action research program to help transform the care economy through impact business and investment.

Executive Summary

Recognize **Redistribute** **Reduce** **Reward**

The Mother Goose Kenya is a community-based organization (CBO) that provides childcare and parenting solutions in Kenya. The Mother Goose operates a training school and placement agency for nannies and domestic workers, and offers consultancy services to run and operate workplace daycares. In addition, The Mother Goose has invented and manufactures 'Mummy-toto' lactation suites, a portable breastfeeding station used by nursing mothers to breastfeed or express milk at work or in public areas. It has trained 2,000 nannies and domestic workers and provided onsite creche and lactation suites to 40 companies. In 2020, The Mother Goose's revenue was US\$ 11,062. The Mother Goose currently has 17 employees.



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1. About The Enterprise

1.1 Problem

In Kenya there is a lack of childcare assistance for working mothers of infants and toddlers. Working mothers often leave work because of a lack of a support structure at home and in the workplace. Working mothers who resume work after their child is three months old and wish to continue their infants on breast milk need to express milk every three hours. For a regular 10-hour shift, including travel time, this would mean expressing milk three times. However, nursing mothers are unable to do so due to the unavailability of private space at offices. Among the 90% of mothers who start breastfeeding after birth, only 60% exclusively breastfeed for six months¹.

Parents of young children also require more conducive support systems to provide quality child care at home and workplace. Studies show that investing in high-quality care for children between birth and age five can have long-lasting benefits through their lives². However, working parents face difficulties in securing affordable, high-quality infant and child care from domestic workers (nannies, caretakers and others). In a survey conducted with 2,500 households in Kenya on challenges employers face with domestic workers, 14.5% reported employees as having poor time management, 13% reported low standard of work and another 13% reported that workers leave the job without prior notice.³

There is a severe lack of education and professional training for nannies and childcare workers. In a survey conducted with 1,500 domestic workers in Kenya, only 52% had completed primary education.⁴ Due to financial difficulties, absence of schools, or family reasons, many people do not complete schooling and begin to work informally, especially in domestic work. The same survey found that 49% of domestic workers in Kenya are aged 18–25. Given a lack of skills and education, regulatory challenges, and employers' apathy, care and domestic workers earn low wages and work in substandard work conditions. In a survey of domestic workers, it was found that 83% are paid below minimum wage, 95% work more hours than is legal (8 hours a day), only 13% of the domestic workers have access to health and social security benefits, and some have faced sexual harassment.⁵

¹ Alex, C. Ezeh., Catherine., Kyobutungi, Elizabeth., W. Kimani-Murage., Frederick, Wekesah., Milka, Wanjohi. (2014). Factors affecting actualisation of the WHO breastfeeding recommendations in urban poor settings in Kenya. *Maternal & Child Nutrition*, 11(3),314–332. <https://onlinelibrary.wiley.com/doi/10.1111/mcn.12161>

² Nampijja M, Okelo K, Wekulo PK, et al. (2021). Improving the quality of child-care centres through supportive assessment and 'communities of practice' in informal settlements in Nairobi: protocol of a feasibility study. <https://bmjopen.bmj.com/content/bmjopen/11/3/e042544.full.pdf>

³ Report of Survey: Domestic workers in Kenya (2015). <http://invisibleworkers.eu/wp-content/uploads/2016/03/20160224-Kenya-report-final-2015.pdf>.

⁴ Report of Survey: Domestic workers in Kenya (2015). <http://invisibleworkers.eu/wp-content/uploads/2016/03/20160224-Kenya-report-final-2015.pdf>.

⁵ Owidhi,George. (2017). Analysis Of Working Conditions And Wages Of Domestic Workers In Kenya. <https://alrei.org/education/analysis-of-working-conditions-and-wages-of-domestic-workers-in-kenya-by-george-owidhi-economist>.

1.2 Solution

The Mother Goose addresses these core problems affecting domestic workers and working mothers in Kenya through the following three solutions:

- **Portable lactation suites:** The Mother Goose invented and trademarked ‘Mummy-toto lactation suites’, a portable pod used by mothers to express milk or breastfeed in private at workplaces and public areas. The pod is equipped with pumps, chairs, and refrigerators. The lactation suites are easy to assemble and can be placed near staircases, behind doors or in corridors.
- **Certified training and placement agency for domestic workers:** The Mother Goose conducts nanny training and placement through The Mother Goose Nanny Agency. The Mother Goose has also developed a variety of curriculum on topics such as nutrition and early childhood education. The Mother Goose places its trained domestic workers, including domestic help, nannies, and cleaners, for homes or offices, and office general assistants.
- **Salary negotiation and dispute resolution:** The Mother Goose supports employers and workers in salary negotiation. The Mother Goose has set a minimum salary threshold that it requires employers to pay. When issues arise that were not included or are not in compliance with the initial negotiations, The Mother Goose works with the employer and worker to resolve them. The Mother Goose enables domestic workers to learn more about their rights and entitlements during the training program.

Additionally, the enterprise offers Childcare Consultancy Services: it sets up and operates onsite daycare centers, creches and play areas for businesses. The Mother Goose also provides teachers and nannies trained from The Mother Goose’s training institute.

1.3 Customer Segment

Customer Segment	Product / Service Provided	Paid / Unpaid
Nannies and Domestic workers	<p>Provision of certified training & placements: The Mother Goose operates a nanny school that trains nanny and domestic workers on a range of issues such as childcare administration, homecare management, hospitality, and food and nutrition. The trained nannies and domestic workers receive certificates and are eventually placed at private homes, companies, and government agencies through an in-house job placement unit, The Mother Goose Nanny Agency. The trained women work as nannies, office general assistants, domestic help, cleaners, and others.</p> <p>The Mother Goose also offers workers advisory support on labor laws and negotiation skills, and advocates for workers in case of any infringement on their rights.</p>	<p>Paid</p> <p>The Mother Goose gets training fees from the trainees. On a few occasions, The Mother Goose has received training fees from the government to conduct large-scale training programs.</p>
Corporations and Institutions	<ul style="list-style-type: none"> • A portable lactation suite: The Mother Goose manufactures and sells the ‘Mummy-toto’ lactation suite to enable lactating mothers to extract, feed or nurse a child. The suite is largely used by institutions that do not have space to create a breastfeeding station. It is 3x2 meters and can be placed near the kitchen, elevator, or any free space. There are three models (standard, advanced with refrigerator, and a premium). The suite does not require any design, plumbing, or electrical work and is equipped with lights, seats, and ventilation. 	<p>Paid</p> <ul style="list-style-type: none"> • Corporations and institutions pay for the ‘Mummy-toto’ lactation suite. • Corporations pay service fees for consultancy services.

Customer Segment	Product / Service Provided	Paid / Unpaid
	<ul style="list-style-type: none"> • Childcare consultancy services: The Mother Goose provides childcare services to companies, nonprofits, and government agencies. Clients include the Export Processing Zone, hospitals, airport authorities offices, and other corporations in Kenya. The services include: <ul style="list-style-type: none"> ○ Design, set up, and implementation of daycare centers, crèches, and kindergartens. ○ Renovation and improvements to existing daycare centers. ○ Setting up a breastfeeding room at workplaces. ○ Training and technical assistance for caregivers, creche nannies and teachers ○ Curriculum development for day care centers and staffing evaluation 	<p>.</p>
Households	<p>Placement of trained nannies and domestic workers: The Mother Goose supports households to hire trained workers.</p>	<p>Paid The households pay a service fee to The Mother Goose.</p>

1.4 Team And Governance Structure

The Mother Goose has seven permanent staff members, six part-time workers, and four additional temporary staff contracted regularly. It is managed by a seven-member committee that includes a Secretary, a Treasurer, a Chair, and four other members, a few of whom are domestic workers or long-time The Mother Goose associates. Six members of the seven member committee are women.

1.5 Enterprise Policies

Policy	Yes / No
Overall HR Policy	No
Non-discrimination / Equal employment opportunity / Diversity and inclusion policy (gender, LGBTQ, PWD, etc.)	Yes
Anti bullying and sexual harassment policy / Respectful workplaces	No
Whistleblower policy / Employee grievance mechanism	No
Maternity / Paternity leave policy	Yes
Safeguarding policies for vulnerable groups (children, elderly, PWDs)	Yes
Safeguarding policies for the environment or to reduce detrimental impact on the environment (covers reducing carbon footprint, reduced water consumption etc.)	Yes

2. Impact

2.1 Mission Statement

The Mother Goose’s mission is to improve the quality of childcare in communities.

2.2 Intended Impact

The Mother Goose’s work is aligned to all the four Rs.

- The Mother Goose reduces the burden of care work by providing trained professionals to households in need of external support.
- It rewards caregivers through increased income, improved work conditions, and job security by upskilling, and provides them with placement services.
- The enterprise recognizes the value of care work through campaigns with households and workers.

- The Mother Goose daycares at offices result in redistribution of care work from working mothers to professional care providers.

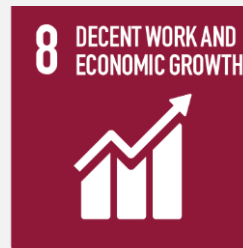
2.3 Monitoring And Measurement

The Mother Goose monitors the training and placement data through annual reports. The sales data, including the number of lactation suites provided, is captured weekly through financial accounting.

2.4 Results To Date

- The Mother Goose has established onsite creches and lactation suites at 40 worksites.
- The Mother Goose has trained more than 2,500 nannies and domestic workers.
- The Mother Goose has matched nearly 1,000 employers with trained nannies and domestic workers.

The Mother Goose's work is aligned with the following Sustainable Development Goals.



3. Financials

3.1 Financial Status

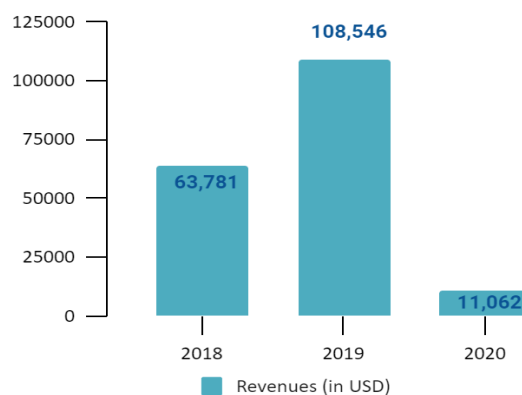
The Mother Goose is currently generating a surplus that is entirely reinvested in the business per CBO structuring laws.

<i>(Amounts in US\$)</i>	FY 2018	FY 2019	FY 2020
Total Revenue	63,781	108,546	11,062
Total Expenses	43,046	103,919	16,163
Surplus	20,735	4,627	(5102)
Surplus Margin	32.5%	4.3%	(46 %)

FY 2020 figure is unaudited. The revenue dip in 2020 is attributed to COVID-19. The business is still recovering and estimates to be back to pre-pandemic revenue levels in 2023.

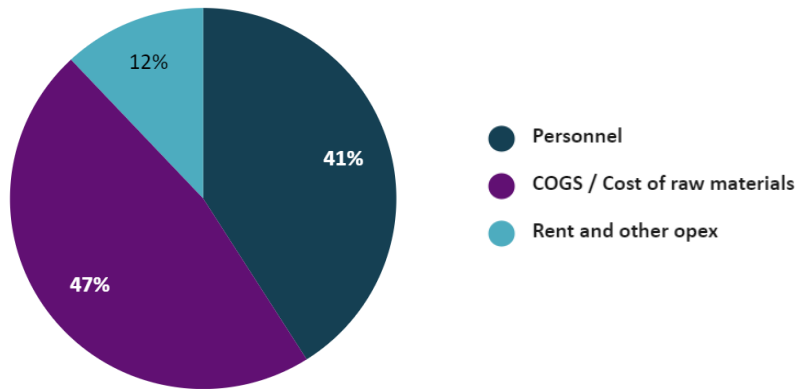
3.1.1 Revenue Streams

The Mother Goose earnings are from products, services and training fees from customers. 100% of this revenue is from products and services sales. The past revenue split is depicted in the graph below.



3.1.2 Expenses

The following pie-chart provides details of key past expenditures (2019).



3.2 External Funding Sources (Past and Current)

The Mother Goose has received US\$ 7,600 in grants from the World Bank and the Government of Kenya to offer skill-development programs to youth through the Kenya Youth Employment Opportunities project (KYEOP). GIZ provided another grant of EUR 9,000 to support the production of 'Mummy-toto' lactation suites during COVID-19.

3.3 Challenges Faced In Accessing Capital

Lack of a capital pool focused on the care segment: The sector has experienced a reduction in philanthropic capital which has impacted The Mother Goose's access to grants.

4. Path To Scalability

4.1 Potential Avenues For Growth

The Mother Goose has identified following avenues for growth:

- **Online training:** Provide online training programs to interested caregivers from Rwanda and Uganda. Incorporate entrepreneurship and computer skills in the training programs.
- **Increase in sale of lactation suites:** Increase lactation suites sales from 8 to 32 in the first year and 70 in the second year.
- **Geographic expansion:** Expand lactation suites sales to other countries such as Rwanda and Uganda.

4.2 Risks And Challenges

- **Financing challenges:** The Mother Goose has a few clientes with delayed payments, which affects its cash-flows.
- **Regulatory framework:** It has been challenging for the enterprise to obtain government approval for its curriculum. This regulatory recognition would generate more demand for the course. Of its three curriculums, The Mother Goose has received approval for one – on childcare – and is advocating for the approval of the remaining two on child care center enterprise management and a nanny certification training.

4.3 COVID-19 Impact On The Enterprise

COVID-19 reduced household demand for nannies, and the number of trainees at the training center. The Mother Goose adjusted its model and rolled out online training programs. As of 2022, the business is still recovering, and estimates to be back to normal in 2023.

4.4 Support Received To Date

The Mother Goose is among 100 winners of Invest2Impact competition 2019, a program that emerged from the 2X challenge to reduce gender inequality. The Mother Goose received training and mentorship on enterprise management.

4.5 Inputs Required For Growth

Financial

- The enterprise seeks US\$ 170,000 to expand its lactation suite market & intends to use the funds to trademark, market, develop infrastructure, technology, and digital training. The Mother Goose also intends to scale its online digital training program for which it requires US\$ 5,000.

Non-financial

- The Mother Goose needs managerial personnel within the organization.
- The Mother Goose is open to grants and debt. The CBO structure mandates that any surplus must be invested back in the business.