



Gender Transformation & Empowerment

UNPAID CARE AND DOMESTIC WORK

TRAINING MANUAL



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Learning Objectives

By the end of this session, participants should be able to

- * Define Unpaid Care and Domestic Work (UCDW)
- * Understand the implications of UCDW on women's social, economic and political rights

Time: 1 hour

Suggested training methods

- * Brainstorming
- * Individual reflections and notes
- * Group Work

Activity 1: understanding the concept of UCDW

The facilitator:

- * Asks participants to reflect for 30 seconds what they understand by the term UCDW, write down responses and then share what their responses are.
- * The facilitator notes down the answers and provides the working definition of UCDW and its implications on women's political, social and economic rights.

Session Notes**Definition of UCDW**

People contribute to the economy through their work in many different ways; such as small-scale trading in the local market or as casual labourers in commercial farms. Others serve as politicians, bankers, factory workers, engineers, lawyers, miners, teachers, domestic workers, etc. Through such work, these women and men contribute to the economy by producing goods and services that people use every day. It is this work that is economically recognized by most communities and governments.

However, the work of social reproduction which refers to the activities needed to ensure the reproduction of the above labour force is more often than not considered to be work at all.

This is what is called Unpaid Care and Domestic Work (UCDW) - all unpaid services provided within a household for its members such as looking after children and older family members, caring for the sick, preparing food, cleaning, and collecting water and fuel.

Women and girls do most of this work, and this heavy and unequal workload ends up having a negative impact on their health, wellbeing, participation in public life and livelihood opportunities.

Oxfam research in poor communities in the Philippines, Uganda and Zimbabwe, conducted in 2017, showed that on the day before the survey:¹

- * On average, women spent 4.5-6.5 hours on domestic work – three to six times longer than men.
- * On average, women spent a total of 11-12 hours with a care responsibility – two to four times longer than men.

And despite there being a large and robust body of evidence about the extent of UCDW that women and girls do, and its contributions to both the economy and human development outcomes' **it is still not documented and recognized. This therefore calls for:**

- * **Recognition** of the role of women and girls in the provision of unpaid care and domestic work, as well as its social and economic value.
- * **Reduction** in the drudgery and time burden of unpaid care and domestic work, especially for women living in poverty.
- * **Redistribution** of unpaid care and domestic work: from women to men, and from the family to communities and the state.
- * **Represent** caregivers effectively in design and decision-making so they can voice their concerns and shape policies, budgets and plans that reflect their needs and interests.

The 4R framework is based on the work of Diane Elson as presented in D. Elson (2008) 'The Three R's of Unpaid Work: Recognition, Reduction and Redistribution'. The concept of the 4th R was developed by Oxfam and Action Aid.

What is included in unpaid care and domestic work?

Domestic work

- * Preparing meals/cooking
- * Cleaning the house (dealing with household waste)
- * Washing, mending, and ironing clothes
- * House planning and management
- * Shopping for household goods
- * Collection of water, firewood/fuel

¹ Infrastructure and equipment for unpaid care work: Household Survey Findings from the Philippines, Uganda and Zimbabwe, Oxfam 2018: <https://policy-practice.oxfam.org.uk/publications/infrastructure-and-equipment-for-unpaid-care-work-household-surveyfindings-fro-620431>

Care work

- * Care for children (feeding, bathing, dressing, playing, helping with school work, supervising safety, accompanying a child to school/clinic and other public services)
- * Care for the elderly (feeding, bathing, dressing, accompanying to hospital or other public services)
- * Care for the ill/disabled family members (feeding, bathing, dressing, accompanying to hospital or other public services)
- * Care for community members

Activity 2: addressing gender inequalities in UCDW

The facilitator:

- * Splits the participants into groups of 3 and ask them to note down 5 rights that they can do to address gender inequalities in UCDW
- * Ask them to give feedback in their groups and take note of key strategic actions identified.
- * Ask the participants to justify their responses.
- * The facilitator concludes using the notes below.

A disproportionate workload holding women and girls' empowerment

According to the UN's Economic and Social Council, survey data from 83 countries and areas shows that, on average, women spend three times longer than men on unpaid care and domestic work.²

² Progress towards the Sustainable Development Goals, Economic and Social Council, May 2017

Learning Objectives

- * Explain the meaning of gender and related concepts.
- * Examine the relationship between gender and UCDW.

Time: 2 hours

Suggested training methods

- * Brains storming
- * Buzz groups
- * Plenary discussion

Session 1: Introduction to gender and gender concepts

The session introduces participants to gender and related concepts including gender equality, gender equity, gender roles, and gender discrimination. It interrogates how gender shapes and influences the level and intensity of UCDW between boys and girls as well as women and men.

Activity: understanding the concept of gender

- * In buzz groups of three:
- * Ask participants to define the term gender, sex, gender equality, gender equity, & gender discrimination
- * Outline the roles of women and men in society
- * The facilitator notes down the groups' responses on a flip chart
- * The facilitator summarizes the discussion using the session notes
- * The facilitator leads a discussion on how gender shapes and influences the level and intensity of UCDW between girls and boys as well as women and men using the notes below.

Session Notes**Session 1: Key gender terminologies**

Gender means the way society defines the roles, attitudes, responsibilities and behaviours of men, women as well as hidden power structures that govern the relationships between them.

These differences between men, women, boys and girls are just acquired and learnt from the group of people they live with.

Inequality between men and women is not a result of biological factors, but is determined by the learnt, unequal treatment socially accorded to women.

Gender specific differences, lifestyles, access and control of resources, power and vulnerability are the major cause of inequalities in society. This calls for an understanding of the gender realities in society in order to develop appropriate interventions to address the gender inequalities.

On the other hand, sex is the physical or physiological difference between men and women, girls and boys. Sex is derived from the fact that people are born as either male or female, for example, women have breasts, men have beards, women have a soft voice while men have a deep voice, and women can become pregnant while men can't. Unlike gender, sex differences are not learned but are natural (God given) and cannot be changed. Sex is connected with biology whereas gender is the identity of men and women in any given society.

Difference between gender and sex

Sex	Gender
• Biological and physiological differences between men and women • Natural/God given • Does not change	• Social difference between men and women • Nurtured/Learned behavior • Can change depending on culture, tribe, time, age, location etc.

Gender determines the following:

- * Differences in power between men and women
- * Roles and responsibilities men and women have
- * Society's expectations of men and women
- * Privileges men and women enjoy
- * Human rights of women
- * Limitations placed on men and women
- * Opportunities men and women have
- * Access and control of services and goods

Gender Equality: This refers to the ability of men and women, boys and girls to enjoy the same status and have equal opportunity to realize their potential.

Gender Equity: This refers to fairness and justice in women and men's access to socio-economic resources, power and decision making processes.

Gender discrimination: The gender difference between men and women often leads to gender inequality and discrimination within the family and communities they live in. For instance in some societies, women and girls are not allowed to eat some types of food such as chicken, eggs, goat meat and fish. They are also not allowed to inherit property such as land while some parents prefer to educate the boy child and not the girls. Some cultures prefer to have men occupy leadership positions while discouraging women from participation in public affairs. This results into denying women representation and voice in decision making bodies that govern the communities where they live both at local and national level. This affects women's access to public services such as education and healthcare since their interests may not be captured.

Session 2: Gender roles & how they influence UCDW

The gender we possess (either as male and/or female) assigns us to different roles, perceptions, and responsibilities in society, and the activities we engage in are ascribed through socialisation – relative to the community and setup we come from.

There are three (3) types of gender roles:

- a. Productive roles- these are roles that are paid e.g., teachers, doctors, lawyers, administrators, business people etc.
- b. Reproductive roles usually encompass a variety of unpaid tasks, such as food preparation, caring for young children, the sick and the elderly, collecting water and firewood, as well as managing other household hygiene and sanitation needs.
- c. Community roles –these are roles undertaken as a community and they are usually not paid e.g., road maintenance, digging wells etc.

Note:

- * Majority of women are engaged in reproductive and community roles while men dominate the productive roles. This means that men are likely to have more money than women.
- * Women have heavier workload because they participate in all the three roles. This affects their participation in socially and economically recognised paid work.

Session 3: Other factors that influence the level and intensity of UCDW

Despite the increased attention that has recently been given to unpaid care work, the evidence base on factors that influence levels and changes in household care responsibilities remains limited.

Family size and structure clearly matter – for example, research from six developing countries showed that care workloads decreased as the age of the youngest child increased (Budlender 2008).

Other **direct influences** include access to equipment and services, while **indirect influences** include women's bargaining power and gendered social norms.

Having the use of time-and labour-saving equipment can reduce care workloads. For example, grinding a basin of cassava with a machine takes one minute, compared to two hours by hand (Barwell 1996).

Fuel-efficient stoves, rainwater-harvesting systems, washing facilities and cleaning equipment all save time and effort.

Access to public infrastructure and services, including childcare facilities, can also be important – as in Eastern Uganda, where having a water source within 400m of the home saved women and girls more than 900 hours a year (Ibid. 1996).

Two key indirect determinants of unpaid care loads are women's bargaining power and gendered social norms.

Cooperative collective bargaining models hold that household members reach decisions based on their relative bargaining power. The models suggest that household members with more bargaining power are more likely to spend their time on activities that benefit them.

Bargaining power is determined by the strength of individuals' 'fall-back position' or 'threat point', or the outside options that determine how well off they would be if household cooperation were to fail.

It can be influenced by economic factors such as employment, income or access to the labour market. It is also associated with non-economic factors such as education, laws and policies, age, and participation in development programmes or support networks.

Social norms also influence care responsibilities, typically prescribing that women and girls spend relatively more time on care work. Women and girls are often perceived as being 'naturally' more suited to care work and more 'altruistic' and 'loving' than men and boys.

Social norms and bargaining processes are closely related, in that social norms might make people accept a status quo that is not necessarily beneficial to them. For example, women or girls might undervalue their own well-being or their contribution to the household, which can negatively affect their negotiating power.

Research demonstrates that some women consider the division of labour 'fair' even if they work more than men.

Furthermore, social norms can affect women's and girls' bargaining power by weakening their 'outside options' or prescribing more 'quiet' and 'covert' behaviour to females.

Certain normative roles might be so strongly embedded in people's lives that they become 'normal' and no longer subject to bargaining (Kabeer 2002). It follows that women's bargaining power in household decisions is also shaped by what subjects are considered suitable for bargaining. For example, in some contexts women may not consider it possible to bargain about whether or not to marry or to plan and space children, however much agency they have in their livelihoods and in public participation.

In most quantitative assessments, care is often underreported as an activity partly because participants may not perceive it as work – as this research on social norms would suggest – and partly because people often undertake care alongside other activities.

“Women earn less, save less, hold less secure jobs and are more likely to be employed in the informal sector. They also have fewer professional connections, role models, and mentorship opportunities unlike their male counterparts. Thus, when crises like COVID19 occur, their economic and productive lives are affected unreasonably and differently from men.”

Dr. Juliet Wakaisuka Makerere University Business School

Learning Objectives

- * Explore how UCDW is distributed at home between men and women or between girls and boys during crises

Explain how glaring gender gaps in UCDW during a crisis can be addressed

Time: 1 hour

Suggested training methods

- * Activity mapping
- * Plenary discussion
- * Role play

Activity 1

Step by step process: provide participants with activity cards (sticky notes) and let them answer the following questions:

- * Think about all the activities you undertook during the COVID19 lockdown. Which one of them:
 - Related to contributing to UCDW in your household?
 - Were paid or generated income?
 - Contribute to the wellbeing of your community?
 - Were considered personal, for rest and leisure?
 - Would you change anything you have listed above in future to ensure equal distribution of UCDW during a crisis? What and why?
- * Give the participants an opportunity to share their responses with others in plenary by displaying their activity cards on the floor. Ask them to summarise and say what they learnt from this exercise.
- * Conclude using the notes below

Impact of crises on UCDW

Existing gaps in insufficient social protection systems that largely exclude informal workers and care infrastructure intensify care burdens for women, reinforcing patriarchal gender norms because women take on a larger share of additional UCDW during crises; yet public policy solutions have not been taken forward, leaving these women facing economic insecurities and overwhelmed with care and domestic activities and social security concerns that should be the State's responsibility.

The year 2020, marking the twenty-fifth anniversary of the Beijing Platform for Action, was intended to be ground-breaking for gender equality. Instead, with the spread of the COVID-19 pandemic even the limited gains made in the past decades were at risk of being rolled back since the pandemic deepened pre-existing inequalities, exposed vulnerabilities in social, political and economic systems which are in turn amplified the impacts of the pandemic. Across every sphere, from health to the economy, security to social protection, the impacts of COVID-19 were exacerbated for women and girls simply by virtue of their sex:

- * Compounded **economic impacts** were felt especially by women and girls who are generally earn less, save less, and hold insecure jobs or live close to poverty.
- * While early reports revealed more men were dying as a result of COVID-19, the health of women generally was adversely **impacted** through the reallocation of resources and priorities, including sexual and reproductive health services.
- * **UCDW increased**, with children out-of-school, heightened care needs of older persons and overwhelmed health services.
- * As the COVID-19 pandemic deepened economic and social stress coupled with restricted movement and social isolation measures, gender-based violence increased exponentially as many women were forced to 'lockdown' at home with their abusers at the same time that services to support survivors were disrupted or made inaccessible.

All of the above impacts are further amplified in contexts of fragility, conflict, and emergencies where social cohesion is already undermined and institutional capacity and services are limited.

The COVID-19 global crisis has made starkly visible the fact that the world's formal economies and the maintenance of our daily lives are built on the invisible and unpaid labor of women and girls. With children out of school, intensified care needs of older persons and ill family members, and overwhelmed health services, demands for care work in a COVID19 world have intensified exponentially.

Rethinking macroeconomic policy for gender equality during crises

The recession shadowing the COVID19 pandemic has been frequently labelled a "shecession," implying disproportionately negative economic effects for women, relative to men. Gender gaps vary across countries, but, on average, cross-national OECD and global estimates indicate that women's hours worked and women's employment rates declined at a greater rate than men's in the early months of the pandemic. This stands in contrast to what have typically been larger job losses among men in recent recessions.

Embedding a gender lens in all aspects of the recovery from a crisis

Crises, such as the COVID-19 pandemic amplify and heighten all existing inequalities. These inequalities in turn shape who is affected, the severity of that impact, and all efforts at recovery.

As such, every response plan, and every recovery package and budget of resources needed to address the gender impacts of crises means: (1) including women and women's organizations at the heart of response plans; (2) transforming the inequities of UCDW work into a new, inclusive care economy that works for everyone; and (3) designing socio-economic plans with an intentional focus on the lives and futures of women and girls.

The above is crucial in ensuring that policies do not unintentionally hurt women by reinforcing existing gender stereotypes and inequalities. Short-term recommendations can include the collection and analysis of gender-disaggregated data to monitor the differential effects of crises on men and women as well as incorporating advice from experts in gender issues. In the long term, governments can aim to build policy that alleviates structural gender inequalities and to build gender-inclusive frameworks and plans – taking into consideration inequalities at home, in the economy, and in society at large.

Putting women and girls at the centre of economies will fundamentally drive better and more sustainable development outcomes for all, support a more rapid recovery, and place us back on a footing to achieve the Sustainable Development Goals.

The evidence presented above suggests that women are disproportionately burdened by the added UCDW obligations during crises even when men provide additional UCDW support. This inequality in UCDW, in turn, corresponds with women's negative employment outcomes, higher levels of stress, and worries.

Governments must therefore take a gender-sensitive approach and consider inequalities in UCDW when building their public policy response to crises such as COVID-19.

This policy approach should include greater public investments in good-quality childcare, education and out-of-school supports; increase the length of, and mandate the take-up of paternity leave which has implications for men's long-term caregiving role; and normalise the uptake of flexible (or remote) working arrangements that deviate from the traditional '9 to 5', for five days in the office across men and women, such that women are not penalised for using it.

Finally, policy makers must embed all of these strategies in a whole of-government economic recovery approach to gender mainstreaming.

Learning Objectives

- * Introduce participants to fiscal justice.
- * Explain to participants who bears the burden of taxation and why there is need to have tax justice and the strategies needed to promote it.
- * Help participants to appreciate the importance of having fair tax policies as a means of mobilizing domestic resources for national development and gender equality.

Time: 2 hours

Suggested training methods

- * Lecture
- * Question & answer
- * Brainstorming
- * Session notes

Activity 1

Step by step process: provide participants with activity cards (sticky notes) and let them answer the following questions:

- * What do you understand by the term fiscal justice?
- * What is the meaning of a tax burden & who is most likely to bear the heavier tax burden in your country?
- * What if you are elected a leader in your country, what role would you play to ensure tax and fiscal policies underpin the 4Rs of rebuilding the social organization of UCDW a public good?
- * Give the participants an opportunity to share their views with others in plenary by displaying their activity cards on the wall
- * Conclude using the notes below

Session Notes**Why fiscal justice**

For UWONET and Oxfam, fiscal justice is about people having the space, voice and agency to exercise their rights, and to use this to influence and monitor fiscal systems to mobilize greater revenue and increase spending for quality public services. It is a matter of equity, rights and fairness and as such fiscal justice is a critical lever to tackle extreme inequality and reduce poverty.

Fiscal justice is about more than technical tax or budget systems; it is about power, politics and supporting people to fight inequality. Fiscal Justice is about levelling the playing field, giving citizens an equal say in decision making, it is about changing power relations and tackling extreme inequality in a proactive and practical way.

As such, a country cannot attain social and economic development without taking a people-centred and rights-based approach to tax and budget work.

This is because tax systems, the budget cycle and public spending are the most visible and tangible expression of the social contract between citizens and state.

Women's rights & fiscal justice

While many progressive equality laws have been passed over the past 20 years at the national, regional and international level, lack of financial resources committed for implementation has been one of the main causes of slow progress.

U.N. Women's analysis of selected National Action Plans for gender equality has found financing gaps of up to 90%.⁴ Funds are necessary to realise all those things that are necessary to advance gender justice such as refuges for women fleeing domestic violence, maternal health care clinics, low carbon decentralised energy, vocational training etc.

This is where tax comes in. As countries graduate to middle-income status and levels of aid decrease, the question of how to raise adequate resources for the realisation of women's rights is shifting from a donor/recipient one to a structural one, which calls into question the national and global financial system and those who control them.

Even after the adoption of Agenda 2030, which calls for improving essential services, social protection measures and infrastructure, amongst other things, countries in both the Global North and South are pursuing austerity policies.

A recent International Labour Organization (ILO) review of government spending trends, based on data from the International Monetary Fund (IMF), highlights the negative consequences on human development of a range of policy measures adopted by the majority of governments in both the North and South, since 2011.

In particular, excessive fiscal contraction is projected to continue affecting 80 per cent of the world's population, with sub-Saharan Africa one of the most affected regions.

The link between tax systems, public spending & gender equality

"When public services are starved of funding, and when taxes aren't fairly collected and spent, it is women and girls who pay the highest price."

For quite some time, gender equality and taxation have been key topics in the development policy debate on public finance, financing for development and as well in the debate on the responsibility of the government towards its female citizens as articulated in Sustainable Development Goal (SDG) 5: achieve gender equality and empower all women and girls.

However, the two are rarely discussed together and potential and existing links have largely been ignored in development cooperation and yet taxes affect women in gender specific ways. This is because unlike men, women tend to rely more on public services, which are in most cases either depleted and/or underfunded.

How taxes affect women and men differently

From the standpoint of feminist economics, fiscal policy produces effects and impacts on the lives of women just as any other policy that is designed and implemented in contexts that are still heavily shaped by gender stereotypes. Traditional and preconceived ideas regarding the roles of men (as providers of household income) and women (as caretakers of the household and its members) in society are the basis for much fiscal policy. Either one of the two components of fiscal policy – taxation and spending – may further entrench gender relations in which women are subordinate to men, with negative consequences for women’s economic autonomy over the course of their lives and for the fight against gender inequality

Women are affected by tax in specific ways because of their employment patterns, including wages, their share of unpaid care work, consumption patterns and property and asset ownership.

Due to the disproportionate share of unpaid care that they are responsible for, women tend to enter and exit the labour market at different times of their lives.

When they work, they earn less than men – globally between 60 and 75 per cent of men’s wages – and tend to be clustered in low-pay precarious work, such as paid care work.

Social norms and legislation that favour men in owning and transmitting the ownership of property and assets often deprive women of a fair share of wealth.

Those women at the bottom of the income scale may not pay taxes on their income but still pay indirect taxes such as VAT or sales tax, as well as being excluded by benefits afforded through the tax system.

For example, women might not work enough during their lifetime to be able to access contributory-based pension systems, which exposes them to poverty later in life.

Taxes are the most sustainable source of government revenues that pay for the vast majority of public services that societies rely on and governments now need to progressively raise and spend more resources on the work and services that their citizens need.

For countries that still have regimes with joint taxation for spouses or partners tend to disadvantage the lowest earners (in the case of heterosexual couples, usually the woman) and disincentivize women’s paid work, while reinforcing stereotypes about a woman’s income being secondary to that of the male breadwinner, and to her unpaid care work.

Within the context of the widespread gap between women’s and men’s wages and their employment rates, income tax provisions can further discourage women from taking up paid work when tax allowances for dependents favor a stereotypical male breadwinner model.

Tax systems can play a role in addressing or exacerbating economic inequalities between women and men. An identical tax may have a differential impact on women and men because of their differing social and economic roles. For example:

- A high rate of tax on part-time earners is likely to affect women more than men because women are more likely to work part time to accommodate UCDW responsibilities.
- A shift from direct taxes to indirect taxes such as VAT can produce greater gender inequalities if taxes are levied on essential goods that are consumed disproportionately by female-headed households majorly because of UCDW responsibilities.
- Men are more likely than women to benefit from corporate and income tax exemptions as they are more likely to own property and shares.

The amount of tax revenue that is raised overall also affects women in gender-specific ways. This is because women tend to rely more on public services, which struggle after years of regressive budgetary cuts.

Regressive taxation regimes with high rates of VAT or sales tax impact women's incomes particularly harshly, as they tend to be the ones buying food, clothes and other basic goods for the household.

In the majority of countries an essential item for women such as sanitary products carry high rates of VAT.

Meanwhile, wages are often taxed at a higher rate than wealth and the incomes of trans-national corporations and high-net worth individuals are allowed to escape overseas to secrecy jurisdictions, also known as tax havens. As white rich men are overwhelmingly more likely to accumulate wealth, own property, and be corporate CEOs and shareholders – it is women at the bottom of the economy that are paying for a broken system.

And while women running small businesses have no choice but to pay VAT and an array of other local taxes, transnational corporations enjoy generous tax breaks as governments compete to attract foreign direct investment.

Public financing: why it matters for women and girls

Both the Beijing Declaration and Platform for Action and Agenda 2030 clearly emphasize the relationship between gender inequalities in tax systems and public spending and the need for targeted use of government funds for gender equality and women's rights.³ Due to the biases mentioned above and other structural discriminations, women are in greater need of state support for the realization of their rights yet are less able to access it.

Tax is the key building block of most societies. It is one of the most powerful tools nations have to reduce the inequality gap between rich and poor – inside a country and between countries - and between men and women.

³ 7 GADN (2019). How social protection, public services and infrastructure impact on women's rights. Gender and Development Network. January 2019.

As indicated in the GADN briefing (2019) on the impact of public spending on women's rights: *spending on appropriately designed social protection, public services and infrastructure that is gender-transformative can be an efficient and effective way for governments to fulfil their commitments towards gender equality if they carefully target state resources in a way that meets women's, and especially marginalized women's, needs and priorities.*⁴ Any fiscal justice analysis of public spending should therefore be concerned with the deconstruction of this gendered nature in regard to whether gender inequalities are entrenched or reduced.

For instance, spending on accessible safe transport, lighting and infrastructure can help to increase women's mobility and safety, and hence their access to services, workplaces and markets. Sufficient spending on quality gender-responsive education and healthcare, in particular sexual and reproductive health services, has the ability to enhance women's and girls' health, wellbeing, and opportunities in life.

Unequally shared UCDW constitutes a specific challenge to gender equality and women's (economic) empowerment. The time that women and girls spend on unpaid care and domestic work can be reduced through spending on infrastructure, such as water provision to reduce the time spent collecting water, or spending on the provision of social services such as retirement homes, universal free child care, or professional child care tax credits, resulting in a redistribution of care and domestic work between households – usually women in the households – and public and private sector actors.

The different roles tax and public finance leaders can play a role in addressing public revenue & expenditure between women and men

We need to make financing a priority in women's rights spaces and make women's rights a priority in financing spaces.

The redistribution of UCDW from women and households to the State must be underpinned by progressive tax reform. Thus, state and non state actors working on economic and tax justice issues can take the following measures to achieve this:

- * Factor progress of human rights and SDGs, including unpaid care and domestic work, into national economic measurements and targets.
- * Provide (and/or advocate for the provision of) quality and accessible public services that can make a huge impact on the burdens of unpaid care and domestic work borne by women; thereby enabling them to access paid work (including in the public services themselves) and participate fully in their communities and wider society. Key sectors include education, health, water, social protection, and transport.

Embrace (and/or promote adoption of) engendered tax and budgeting processes that work for everyone (women men and, girls and boys) by ensuring gender-equitable distribution of resources and by contributing to equal opportunities for all.

It is critical for the women's rights community to cross organise with those working on tax and economic justice and to hold governments to account at the U.N. Commission on the Status of Women and in other spaces where global economic policy is discussed, such as the Spring Meetings of the International Monetary Fund and the World Bank

⁴ Ibid.

- * Evaluate and reform national tax policies on the basis of human rights principles such as equality and non-discrimination.
- * Ensure that large companies make a significant contribution towards financing the public services and social protection needed to redistribute women's unpaid care work by paying their fair share of tax in all countries where they operate.
- * Increase funding for capacity building and interactions between civil society groups and government bodies working on tax policy and those working on women's rights and unpaid care work.
- * Invest in more research on the gendered impacts of tax policies that is needed for policymakers.
- * Reduce (or advocate for a reduction of) unfair tax burdens on women and adopt progressive and gender equal taxation – including new forms of taxation of capital and wealth – combined with less reliance on consumption taxes that harm those living in poverty, a majority of whom are women.
- * Remove gender discrimination in tax policies, including through practising gender budgeting to ensure that tax revenues are raised and spent in ways that promote gender equality and increase the allocation of tax revenues for gender-transformative quality public services.
- * Ensure tax and fiscal policies underpin the 4Rs of rebuilding the social organization of UCDW, to recognize, reward, reduce, redistribute and reclaim UCDW as a public good and a human right.
- * Raise awareness among the general public about the importance of tax justice in terms of fulfilling women's rights and achieving racial and gender equality and mobilise tax justice activists to influence policymakers at all levels to adopt reforms in tax policies to promote racial and gender equality.

Learning Objectives

- * Create a common understanding of the meaning of gender and budgeting.
- * Introduce some basic gender concepts and gender analysis tools.
- * Familiarize participants with how to influence gender perspectives in budgetary processes.

Time: 3 hours

Suggested training methods

- * Lecture
- * Power Point Presentation
- * Group exercise

Session notes**Activity 1: Group exercise on practical and strategic gender needs**

Split the participants into groups of 3 consisting of female and male participants respectively, and ask them to:

- * Discuss and list 10 needs which they perceive as most important for the female (if you are a woman) or male (if you are a man) population in their country to be fulfilled in the short run (1 year) and in the long run (5 years), respectively.
- * Prioritize the needs by allocating the share of an assumed budget (= 100%) to each need in the short run and in the long run.
- * Present their findings to the plenary.
- * The facilitator concludes using the notes below

Session 1: Gender budgeting: concepts, principles and processes**Gender and budgets**

Budgets are the most important policy tools available to a government and reflect its political priorities. Although the numbers and figures compiled in the budget documents might seem gender-neutral, empirical findings show that expenditure patterns and the way that a government raises revenue have a different impact on women and girls as compared to men and boys, often to the detriment of the former. This is due to the socially determined roles that women and men play in society, the gendered division of labour, different responsibilities and capabilities, and the different constraints that women and men face, which normally leave women in an unequal position in relation to the men in their community, with less economic, social and political power.

Oxfam definition of a gender responsive budget

A gender-responsive budget is a budget that works for everyone (women and men, girls and boys) by ensuring gender-equitable distribution of resources and by contributing to equal opportunities for all.

Gender-responsive budgeting is essential both for gender justice and for fiscal justice. It involves analysing government budgets for their effect on genders and the norms and roles associated with them. It also involves transforming these budgets to ensure that gender equality commitments are realized.

These resources are designed to show how different actors can influence the budget cycle to promote gender-responsive budgeting at its different stages. It is intended to help groups developing strategies to think through the actions to take at each stage of the government budget process.

This means thinking about impacts on people, including women and men, girls and boys, of:

- * How money is raised (for example through direct or indirect taxes, fees, fines and levies on imports) and how revenues are lost (for example through tax havens, tax dodging and unproductive incentives);
- * How money is spent (including spending on public services, social welfare programmes or infrastructure such as roads);
- * Whether spending is sufficient to meet the practical and strategic needs of men, women, girls and boys, while at the same time contributing to closing the gender gap;
- * How decisions on raising and spending money affect unpaid care work and subsistence work, and the distribution of these between genders; and
- * Whether spending in practice matches budget plans.⁵

Why is gender-responsive budgeting important?

Women, men, girls and boys often have very different practical and strategic needs and priorities. Women remain under-represented in public life, which means that government policy, including economic policy may not take their needs and priorities into account. These differences mean that policies which appear neutral on the surface may have unintended consequences, including increasing gender inequality.

For example, entitlements to state benefits and pensions are often tied to full-time paid employment over a lifetime. Women who work in the informal economy, or who do not work full-time all their lives because they are caring for children, parents or other family members may not qualify for these benefits.

At the same time, most governments base their budgets on those sections of the economy on which data are gathered – the formal, paid labour market and those areas which contribute to GDP.

When policy makers come to make policy, they look at these figures and may ignore other relevant factors because the data are missing. However, estimates of the unpaid economy show that it is worth at least as much if not more as the paid economy. But unpaid caring, cleaning, child rearing and domestic food production are all unmeasured and may therefore not be considered when policy is made.

⁵ <https://oxfamlibrary.openrepository.com/bitstream/handle/10546/620429/gt-guide-gender-responsive-budgeting-280218-en.pdf;jsessionid=F259CAF2A804E9D7B0FE40B4A34A19D9?sequence=13>

What does gender-responsive budgeting involve?

The budget is government's most important policy tool as without adequate funding, no other policy will be effective. Hence, gender responsive budgeting is a tool to monitor if policy commitments related to women's empowerment and gender equality are reflected in adequate budget allocations.

Gender responsive budgeting aims at mainstreaming gender into public finance. The process of gender responsive budgeting eventually results in gender responsive budgets. Gender responsive budgets are not separate budgets for women, but instead, general budgets that are planned, approved, executed, monitored and audited in a gender-sensitive way.

At first glance, the figures and numbers compiled in a budget might seem to be genderneutral. However, empirical studies have shown that expenditure patterns and the way that a government raises its revenues have a different impact on women and girls as compared to men and boys, often to the detriment of the former.

This is due to the socially determined roles women and men play in society. The gendered division of labour, different responsibilities and capabilities, and the different constraints that women and men face generally leave women in an unequal position in relation to the men in their community, with less economic, social and political power. Therefore, budgets that at face value may appear gender-neutral may in fact be gender-blind.

Key message

Gender responsive budgeting:

- is an approach designed to mainstream the gender dimension into all stages of the budget cycle;
- is the analysis of the impact of any form of public expenditure or method of raising revenues on women and girls as compared to men and boys;
- can take into account other categories of inequality such as age, religious or ethnic affiliation, or the place of residence (urban/rural, different provinces), which can then be incorporated into gender responsive analyses;
- is not about whether an equal amount is spent on women and men, but whether the spending is adequate to women's and men's needs;
- comprises the drawing up of proposals designed to reprioritise expenditures and revenues, taking into account the different needs and priorities of women and men;
- results eventually in gender responsive budgets, but NOT in a separate budget for women.

Learning Objectives

- * Introduce participants to the concept of care economy
- * Enable them to understand what happens to families, communities and economies when care is not provided.
- * Come up with strategies to ensure the care economy is visible and accounted for.

Time: 3 hours

Suggested training methods

- * Lecture
- * Power Point Presentation
- * Group exercise

Session notes**Activity 1: Group exercise on practical and strategic gender needs**

Split the participants into groups of 3 consisting of female and male participants respectively, and ask them to:

- Discuss and list 10 needs which they perceive as most important for the female (if you are a woman) or male (if you are a man) population in their country to be fulfilled in the short run (1 year) and in the long run (5 years), respectively.
- Prioritize the needs by allocating the share of an assumed budget (= 100%) to each need in the short run and in the long run.
- Present their findings to the plenary.

- * The facilitator concludes using the notes below

What is the care economy & why should we care?

The care economy consists of the paid and unpaid labor and services that support caregiving in all its forms. Hence, it can be defined broadly as work and relationships that are necessary for the health, welfare, maintenance and protection of all people – young and old, able bodied, disabled, sick and frail. This definition may seem broad, but care, at its core is a very basic human need and a necessity.

Whether we know it or now, we all participate in providing care work – paid or unpaid, and in receiving care every day.

Unlike other sectors, the care economy is responsible for the provision of care and services that contribute to the nurturing and reproduction of current and future populations. More specifically, it involves child care, elder care, education, healthcare, and personal social and domestic services that are provided in both paid and unpaid forms and within formal and informal sectors.

Care work is important because it sustains life. It is also important now in particular because it is one of the fastest expanding economic sectors and a major driver of employment growth and economic development around the world.

For example, across Organisation for Economic Co-operation and Development (OCED) countries, the care economy now accounts for over 70 percent of total employment and Gross Domestic Product (GDP). In lower- and middle-income countries, it is estimated to comprise nearly 60 percent of the GDP.

The International Labour Organization (ILO) estimates that the global employment in care jobs is expected to grow from 206 million to 358 million by 2030 simply based on sociodemographic changes. The figure will be even more dramatic to 475 million if governments invest resources to meet the UN SGD targets on education, health, long-term care and gender equality.

Unfortunately, much of the care work continues to be performed for no pay, by families and friends, at home and in communities. It is not also included by many States in the national GDP because GDP only takes into account work that is done for pay in the formal market.

The care economy therefore remains invisible and unaccounted for in our current economic sytem, yet in reality it is of utmost importance for the functioning of the market economy and for the maintenance of the social framework of a society.

How to make the care economy clearer and more visible

Gender responsive budgeting explicitly takes into account the UCDW which all over the world is undertaken primarily by women, but not usually covered by the System of National Accounts (SNA) which provides the rules for computing gross domestic product (GDP) and thus the statistics for macroeconomic policy decisions.

The COVID19 crisis and its cascade of consequences has shown what really matters: it has all been about care and education, and the people performing these duties, whether paid or unpaid. It has laid bare the critical role of care, not only healthcare, but also UCDW that is carried out on a daily basis within families. Unpaid care work is at the heart of people's wellbeing.

Hence, different dimensions need to be considered when looking at budgets from a 'gender' and 'care' perspective:

In most countries a large part of public expenditure is spent on public employment i.e., paid care work. Are women employed as civil servants to the same extent as men and at the same grades, thus benefiting equally from public expenditure?

Women as majority users of publicly funded services may have different needs and priorities to men due to their different social roles and responsibilities. Are their special needs taken into consideration equally?

Governments transfer money to private households in the form of pensions, social security payments, relief payments after natural disasters, etc. Do women have the same entitlements to these payments as men?

Women and men have different time-use patterns as it is a well established fact that women spend more hours than men doing unpaid work, while men conversely spend more hours doing paid work. In total, women work longer hours per week than men. Budget allocations may increase or decrease the workload of either sex.

Women's priorities will only be taken into account if they are sufficiently represented in budget decision-making positions.

To reduce gender inequalities that leave women in a less favourable situation, targeted women-specific policies have to be implemented in addition to general gender mainstreaming, until a level playing-field has been established. These policies must be conducive to empowering women and to overcoming gender stereotypes, and sufficient funds should be allocated to them.

Understanding stakeholders & steps in care economy reforms

Households and families, markets, the state and civil society are all involved in the design, funding and delivery of care. These institutions interact in different ways in different countries, and although it is important to support context-specific solutions and take budgetary constraints into account the state does have an important role to play. The state decides who has access to quality care and who bears the cost of such provision, and although it may not be able to fund care services it can support care solutions through tax alleviation, by regulating care provision and controlling the basic quality of services. Other measures to facilitate redistribution of care work are policies and laws enabling the reconciliation of work and family obligations, supporting parental leave, ending discriminatory legislation and creating programmes that challenge the tradition of women taking primary responsibility for care work and expand women's opportunities and choices.

Different stakeholders can be involved in the care economy reform, by playing different roles and carrying out different activities.

For instance, since the **Ministry of Finance, Planning and Economic Development** plays a central and crucial role by:

- * Increasing space for genuine participation of women's rights organisations in government budget process at sub national and national level and promote recognition of women's unpaid care workload as a legitimate consideration in budget discussions.
- * Considering the impact of unpaid care work on women's time when deciding how to allocate financial resources between different types of public infrastructure and services and include UCDW as a specific area for development in annual investment plans.
- * Increasing budget allocations for care-supporting services such as childcare, eldercare, health care and education, and care-supporting infrastructure such as water, electricity, roads and public transport, which are necessary to reduce the heaviest and time-consuming care work tasks for women and girls

Ministry of Gender, Labor & Social Development

- * Liaise with the Ministry of Finance to find out the possibility of including unpaid care work in the national budget, especially the National System of Accounts
- * Establish child and youth friendly learning spaces that can help to monitor the rights and well-being of every child and/or youth in beneficial communities. Access will be based on tenants of gender equality and equity.
- * Spearhead the formation of a government and CSO working committee on unpaid care work advocacy, and;
- * In partnership with Uganda Bureau of Statistics (UBOS), undertake a study on the Care Economy. Specifically, the research should seek to concretely establish the time use dynamics i.e. the time both women and men spend on care and productive work. Study findings should then inform government programs, policies and plans aimed at addressing the issue.
- * Since the **Ministry of Gender, Labour and Social Development** is mandated to lobby for mainstreaming of gender in all policies, projects and programmes of the government; it can work with sectoral ministries and lead the streamlining of clear indicators for tracking SDG 5, target 5.4, in government structures to show how key sectors can contribute to reducing and redistributing care work. It should also be in position to monitor the process of the implementation of gender and care responsive budgeting.

Ministry of Science, Education & Sports

- * Provide education on the principle of equality, where boys and girls as well as men and women have equal measure of access and opportunity in education, especially Science, Technology, Engineering and Mathematics (STEM) education.
- * Conduct continuous education/training of tutors using the engendered Teacher Instructor Training Curriculum as a means of ensuring that they are cognizant of unpaid care work and the care economy.
- * Ensure equity in skilling of both men and women and challenge the models of career stereotyping in different curriculum and/or teaching modules. It is anticipated that this will enable both sexes compete favourably in the labour market, and;
- * Ensure effective implementation of the different specific sector policies that address the issue of unpaid care work such as the National Integrated Early Childhood Development (EDC) Policy which mandates the Education Sector to increase access to equitable, quality, integrated, inclusive and developmentally appropriate early learning and stimulation opportunities and programs for all children below eight years in Uganda. It also supports the establishment of Nursery Schools/Early Childhood Centres; and the National Strategic Plan on elimination of Violence against Children in Schools (2015-2020) considers child labour as a form of violence.

Ministry of Water and the Environment:

- * Conduct a study to identify how water and sanitation services can be turned into income generating activities. Water user committees that can manage such centres are already in place. The Ministry can also put in place a software working group which entails all the sector working ministries charged with the responsibility of coming up with policy recommendations on how best to promote /address the 3Rs in the care work economy.

The Uganda Bureau of Statistics

- * Adopt the international classification for time use surveys, with technical support from the United Nations Statistics Division. It is anticipated to help the Bureau improve on their measurements of time spent unpaid care work by men and women, as well as girls and boys.

Ministry of Land, Housing and Urban Development

- * Conduct continuous community mobilisation and sensitisation on women's land and property rights
- * In communities where land is owned communally, the Ministry should issue out customary certificates of ownership that stipulate that the land is owned by all community members, including women.
- * Promote the establishment of Communal Land Associations at District Level that will be charged with the responsibility of ensure equal ownership and management of land. Areas with high propensity of land grabbing issues such as the Karamoja region will be given priority.
- * Ensure the deliberate involvement of women in land use and physical planning processes in all their programming, including decision making process at local level, and;
- * Develop and implement a gender sensitive national land acquisition, resettlement and reapplication policy.

The private sector can on the other hand collaborate with other companies, industry associations, as well as government and civil society organizations to marshal evidence and resources for policy-level change on UCDW recognition in the economy.

As for the legislature (Parliament of the Republic of Uganda), they can ensure:

- * Positioning of UCDW as an economic and human rights issue critical to national development while assessing budgets and bills brought before them
- * Ensure that there is sufficient resource allocation for gender and UCDW work related infrastructure.

District Local Governments can support the development of UCDW sensitive policies and provide meaningful resources (budget allocations) that recognise, reduce and redistribute UCDW. This will enable women and girls participate in development programmes, thereby increasing their ability to contribute to the development of their families and communities.

Economic and Tax Justice Actors

The failure to provide early childcare and universal free public education means women spend hours caring for children. Inadequate access to health services means women are expected to care for the sick, elderly and incapacitated at home. The absence of clean water near to home means women spend hours collecting water.

The redistribution of unpaid care work from women and households to the State and recognition of the care economy must be underpinned by progressive tax reform. Thus, state and non state actors working on economic and tax justice issues can take the following policy influencing measures to achieve this:

- * Factor progress of human rights and SDGs, including unpaid care and domestic work, into national economic measurements and targets.

- * Provide (and/or advocate for the provision of) quality and accessible public services that can make a huge impact on the burdens of unpaid care and domestic work borne by women; thereby enabling them to access paid work (including in the public services themselves) and participate fully in their communities and wider society. Key sectors include education, health, water, social protection, and transport.
- * Embrace (and/or promote adoption of) engendered tax and budgeting processes that work for everyone (women men and, girls and boys) by ensuring gender-equitable distribution of resources and by contributing to equal opportunities for all.
- * Evaluate and reform national tax policies on the basis of human rights principles such as equality and non-discrimination.
- * Ensure that large companies make a significant contribution towards financing the public services and social protection needed to redistribute women's unpaid care work by paying their fair share of tax in all countries where they operate.
- * Increase funding for capacity building and interactions between civil society groups and government bodies working on tax policy and those working on women's rights and unpaid care work.
- * Invest in more research on the gendered impacts of tax policies that is needed for policymakers.

Development Partners, including donors, International Finance Institutions and UN agencies can also influence gender perspectives in budgetary processes by:

- * Promoting inclusion of unpaid care in global and national policy agendas. Through their existing relationships and influence with national and regional governments, as well as their influence in determining global economic and development policy trends, promote the importance of: (a) investing in care-supporting infrastructure and services as a key economic and social policy priority; (b) ensuring gender-sensitive design and governance of these infrastructure/services; and (c) facilitating effective participation of Women Rights Organisations in national and local government budget processes.
- * Providing or facilitating technical support to Southern governments for strengthening care-supporting infrastructure and services. Through existing technical assistance, advisory services and policy advice more broadly, encourage and support Southern governments to adopt and implement gender budgeting and gender-sensitive design and governance of care-supporting infrastructure and services.
- * Supporting local WROs to advocate effectively on UCDW. Through existing civil society funding and technical assistance mechanisms, earmark a proportion of funds/resources to support local WROs to advocate effectively on unpaid care. Relevant technical assistance to WROs could include:
 - Building capacity of WROs to influence and engage in government budgeting processes, and to promote and implement gender budgeting
 - Building capacity of WROs to spot and seize “windows of opportunity” for influencing on unpaid care.
- * Providing financial support to Southern governments for strengthening of the care economy. Mainstream support for care-supporting infrastructure and services within existing public infrastructure programmes, as well as directly fund government projects/programmes specifically designed to provide care-supporting infrastructure and services.

Lastly, **civil society organisations (CSOs)** can advocacy about the care economy through the use of verified statistics as proof to trigger change and influence leaders and decision makers towards care work recognition, reduction and redistribution. Experience has shown that care responsive budgeting initiatives are more successful in countries where groups outside the government are involved as a strong pressure group.

Statisticians are crucial as good gender budget analyses and gender-sensitive planning and budgeting are dependent on the availability of reliable sex disaggregated data and other gender-relevant statistics. In some cases, the reformulation of existing questionnaires would be necessary to collect these data. In other cases the design of new surveys would be needed, for example time use surveys for the collection of time use data.

Further Readings:

Budlender, D.; Elson, D.; Hewitt, G.; Mukhopadhyay, T.: Gender Budgets Make Cents. Understanding Gender Responsive Budgets, Commonwealth Secretariat, London, 2002. http://www.idrc.ca/fr/ev-66711-201-1-DO_TOPIC.html Budlender, D.;

Hewitt, G.: Engendering Budgets, Commonwealth Secretariat, London, 2003. <http://www.eldis.org/static/DOC16637.htm>

International and regional efforts towards recognizing and valuing unpaid care and domestic work (UCDW) in policy and global targets have been ongoing for several years including through the Beijing Platform for Action (UN Fourth World Conference on Women, 1995). The issue has been reemphasized in the Global Agenda 2030 SDG 5 to ‘achieve gender equality and empower all women and girls’; target 5.4 specifically calls for countries to:

‘recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate’ (UN, 2015)’.

Target 5.4 goes further than previous targets to state ways in which the redistribution of UCDW can be achieved – i.e. through provision of public services, infrastructure and social protection policies. Furthermore, to monitor target 5.4.1 (‘percentage of time spent on unpaid care and domestic work, by sex, age group and location’) requires an expansion in the coverage, complexity and regularity of time-use surveys.

SDG 5 calls on governments to undertake all appropriate measures to recognize, reduce and redistribute unpaid care work by prioritizing social protection policies, including accessible and affordable quality social services, and care services for children, persons with disabilities, older persons, persons living with HIV and AIDS, and all others in need of care, and to promote the equal sharing of responsibilities between women and men.

At regional level, the ‘Africa Agenda 2063’ commits to the global agenda by fostering the development of joint programmes that promote debates on unpaid care and domestic work (AU, 2014). While the African Charter on Human and Peoples’ Rights (1981) seeks to ensure protection of the rights of women, it is quiet on the specifics on addressing unpaid care and domestic work – particularly on reducing the care workload or ensuring that unpaid care and domestic work is equitably shared within the home (African Charter, Art.18, Sec. 3).

National Legal and Policy Framework

Policies specifically designed to addressing unpaid care and domestic work issues are inadequate in Uganda. While the Constitution of Uganda (1995) attempts to ensure that women have the right to equal treatment with men in political, economic and social activities, it provides little detail on how unpaid care and domestic work will be reduced, questioning whether this issue is a priority.

However, there are a number of sector policies which address some aspects of UCDW. For instance, the National Development Plan II 2015/16 – 2019/20 recognizes women as key providers of UCDW.

The National Gender Policy (2007) addresses gender inequalities by integrating gender in reform policies and programmes; while the National Social Protection Policy (2015) offers policy direction in decentralizing service delivery, especially in education, water and health (through heavy investment in infrastructure), which could potentially reduce unpaid care workloads.

However, challenges remain, especially in terms of the implementation, quality and quantity of services provided; in the meantime, women and girls bear the negative consequences of inadequate care services and infrastructure (AfDB, 2015).

And while women's participation in political and community spaces has improved, gender gaps persist in women and girls' access to and control over critical assets in economic, human and social spheres (UNDP, 2015).

For instance, evidence shows that women tend to undertake the most demanding care roles (child rearing/care of family members) as well as taking on additional family responsibility, such as food production on land they do not own (GoU-NPA, 2017). This hinders their full participation in and ability to benefit from ongoing growth and development-focused programmes.

Other policies in Uganda that directly play a role in care include the Education Act (2002), National Health Policy (2010) (which recognizes women as carers of HIV patients at home) and the Early Childhood Development (ECD) policy (2016).

However, provision of ECD facilities (ECD centres, nursery schools, kindergartens and daycare centres) is an area in which government has not adequately invested, and such services continue to be largely provided by the private sector and civil society organizations (CSOs).

As a result, there is limited coverage of ECD centres in rural areas (where they are less profitable for private actors), suggesting that childcare is likely to be more problematic for rural households (though there are counter arguments that the childcare burden can be even worse in low-income families in urban areas).

The patriarchal society – in which women continue to be viewed by themselves and others as caregivers, and men as protectors – has continued to undermine and perpetuate inequalities in the provision of unpaid care work. Evidence shows that women tend to undertake the heavy care roles (child rearing/care of family members) as well as taking on additional family responsibility, such as food production on land they do not own (GoU-NPA, 2017).

The persistent unbalanced division of UCDW in the Ugandan context needs to be further analysed with more empirical evidence. A strong evidence base for decision making and programme implementation by policy makers, development partners, CSOs and NGOs is vital for creating transformative change. Such change has the potential to ease women's heavy and unequal care workload – ensuring that care work is not viewed as a 'women's issue', but as a matter for all of society.

It is the hope of UWONET and OXFAM that transformative change will attach value to unpaid care and domestic work – ensuring that care work is not viewed as a 'women's issue', but as a matter for all of society

All WE-Care's efforts to address UCDW have taken a rights-based approach. Women's heavy workloads and unequal responsibility for unpaid care undermine their rights under the Universal Declaration of Human Rights – particularly the rights to education, health, free time, political participation and a livelihood.

The Declaration and other international conventions, such as the Convention on the Elimination of all forms of Discrimination against Women (CEDAW), provide a basis in international law on which to challenge women's unequal and heavy responsibility for unpaid care work. They also give international institutions, governments, local authorities and others the responsibility to meet obligations on unpaid care by providing appropriate services, infrastructure and policies.

The UN's Sustainable Development Goal (SDG) on Gender (Goal 5 target 4) recognizes the need to address unpaid care to achieve goals on gender equality, and puts an obligation on governments and others to do so: *'Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.'*

WE-Care therefore uses the 'Four Rs' to frame care as a public policy issue. The Four Rs call on policy makers to:

The 4R Framework

1. Recognise that unpaid care work is mainly done by women, acknowledge it as work – a type of production that creates real value – and recognise it as such in relevant policies.
2. Reduce the total number of hours that need to be spent on unpaid care by improving access to affordable time-saving devices and care-of unpaid care work, freeing up supporting infrastructure such as water, electricity and public transport.
3. Redistribute unpaid care work within the household so that the total amount of unpaid care work is more fairly shared among family members, and shift some of the cost, responsibility and opportunity associated with unpaid care work to the state and the private sector (for example, through state and/or employer-sponsored childcare services and paid parental leave).
4. Represent caregivers effectively in design and decision-making so they can voice their concerns and shape policies, budgets and plans that reflect their needs and interests.

The 4R framework is based on the work of Diane Elson as presented in D. Elson (2008) 'The Three R's of Unpaid Work: Recognition, Reduction and Redistribution'. The concept of the 4th R was developed by Oxfam and Action Aid.

This approach is useful in raising awareness that heavy and unequal care work is not an inevitable fact of life for women and that unpaid care is not their sole responsibility. It also

illustrates the responsibilities of others (state, private sector, etc.) around unpaid care and is a useful framework around which to develop influencing ‘asks’.

What do we mean by lobbying and advocacy?

Lobbying and advocacy mean different things in different contexts.

But for purposes of this training manual, we take them to mean engaging with, and influencing decision makers to achieve the structural changes in policy, legislation, services or infrastructure which will address women’s heavy and unequal care work.

It is also taken to mean influencing attitudes and behaviours at individual, household or community level – aimed at changing social norms and patterns of care work.

In what contexts and situations does lobbying and advocacy happen?

The type of lobbying and advocacy you undertake will depend on your context.

WE-Care has worked on influencing in the following ways:

- * As an element of community programming on unpaid care.
- * As an element of community programming on a care-related issue, such as health, women’s leadership or livelihoods.
- * As an element of engagement with private sector companies or donor institutions.
- * As part of national or international campaigning on unpaid care.
- * As a strand in national or international influencing on poverty, inequality, public services or gender

Developing a lobbying & advocacy strategy

“Influencing change is a long-term process that stretches beyond normal project timeframes. Success requires sustained, well-targeted efforts. Carrying out power analysis helps ensure your lobbying and advocacy strategy is effective and relevant.”

Before you start lobbying and advocating on unpaid care you will need to identify what changes you seek (your asks), who can make these happen (your influencing targets), how you can persuade them to make change (your activities/what you will do) and who can help you (your partners/allies).

This is essentially an advocacy strategy, which will guide your activities and ensure you are working towards your objectives.

An effective lobbying and advocacy strategy will normally cover the steps outlined below:

- * Context analysis – what is going on around you? What are the social, economic and political factors that will affect your efforts?
- * Power analysis and mapping – who has power to make the changes you seek? Who might block them, or encourage them to do so?
- * Identifying broad asks – what do you want to change?

- * Refining the asks – what is realistic in the circumstances?
- * Building the evidence – what is the evidence on unpaid care?
- * Identifying partners – which new and existing partners will you work with?
- * Planning influencing activities – what will you do to engage with your targets?
- * Learning and evaluation – how will you monitor and learn from your influencing as you go along?

Context analysis

Change happens differently in each context –but one thing stands for sure: effective advocacy is based on a good understanding of the local context and the issue you are working on. The history and the social, political, cultural, economic and environmental conditions of a region or a community shape:

- * The likelihood of change taking place
- * The positions, ideas and values of the organizations and individuals with an interest in change
- * The effectiveness and potential impact of different activities or tactics.

In the case of lobbying and advocating for care therefore, a context analysis will build on your knowledge about unpaid care in families and communities, and help you to identify opportunities and entry points for influencing, as well as potential risks and challenges.

A context analysis should go beyond the evidence on unpaid care to examine the wider social, economic and political factors which may affect advocacy. Your analysis may include: social norms and expectations around care roles; current patterns of care provision; religious and cultural factors influencing care; women's and men's livelihood opportunities; budgetary, financial and economic considerations; and analysis of the political context at local, regional and national levels, as appropriate.

It is also useful to look at a wide range of sources to gather information, including official and government data, the knowledge and expertise of partners, intelligence and information from a wide range of civil society allies, and the views and experience of communities.

Power analysis and mapping

Power analysis tools are used to identify the key decision-makers and others who have power over a specific issue as well as people and organizations who can influence those people.

For unpaid care lobbying and advocacy, power analysis and mapping will allow you to build a shared understanding of how power works around your advocacy issues. It will also help you make the right decisions on a range of strategic issues, such as:

- * Identifying the key decision-makers (individuals, organizations and institutions) on your issue - both those who have “official” decision making powers, and those that have “actual” powers.
- * Prioritizing the people and groups who could be your allies.
- * Assessing which uncommitted stakeholders and adversaries are worth lobbying and influencing.
- * Choosing the appropriate influencing methods and approaches to achieve change.

WE-Care targets and allies have included: parliamentarians, government officials, women's rights organizations, religious, cultural and traditional leaders, youth groups, private sector companies, media outlets, civil society organizations and many more.

In the context of the unpaid care, power analysis can seek answers to:

- * Who has the power to change policies and practices and ensure care work recognition?
- * Who, within and beyond the women's movement, can influence these decision makers?
- * Who will support and who will oppose you?
- * What strategies, plans and actions are needed to achieve your objectives?

Influencing your targets

Having identified your targets and influentials, you need to decide how to influence them. Their beliefs, attitudes and interests may be similar to yours, in which case influencing them will be easier.

However, their attitudes may be very different from or even opposed to yours, and then it will be much harder to influence them. It is therefore very important to get as much information on your targets' interests and attitudes as possible.

This will help you identify whether they are supportive of the change you are trying to achieve and could be potential 'champions', or whether they oppose it and could potentially act as 'blockers'. They may not have a set opinion at all, in which case they are 'swingers' and could potentially become a champion or a blocker.

To influence your target, you need to answer the key question 'What is most likely to change their mind and to make them act?' because different targets may respond differently to different tactics and to different messages. There is no 'one size fits all' and your messages and tactics will have to be tailored to the different targets, based on knowledge of your targets.

Identifying and refining your asks

After you have decided on how to influence your target audience, you need to identify your broad asks, and refine them further where necessary.

A good "ask" or advocacy message captures the core of what you are trying to say because how you choose to frame an issue will influence how people see that issue; and sharing certain kinds of information will shape their perspective.

When crafting an effective ask for unpaid care advocacy, you may therefore want to:

- * **Be clear and concise:** You should be able to clearly describe, in simple language, the issue at hand and how it can be addressed. Be sure to avoid any jargon (even the terms "civil society" or "UNSCR 1325" will not be familiar to all audiences) and make sure your "asks" are easily understandable to your audience.
- * **Be targeted:** Determine what will motivate your chosen audience(s) to take action. For example, if using facts and figures on the impact of the heavy care workload on women's health is what will be most compelling, use your research and knowledge to identify the most compelling facts and examples that can help bring those statistics to life.

- * **Convey urgency.** Your “asks” should convince your target audience that the unpaid care policy issue is important and requires a timely response. For example, if a reduction of women’s unpaid care work by two hours per day may generate a 10% increase in women’s labour-force participation; use these effects to craft a strong message.
- * Include a “human element”: Anecdotes can be very powerful tools for conveying your message. Consider what images or stories by the care givers themselves might help illustrate the problem you seek to address.
- * **Problem, solution, action.** The structure of “problem, solution, and action” is a great way to think about when framing your “asks”. It can be helpful to remember the “20/80 rule”—20% of the time on problems, 80% on solutions and actions. Most advocates make the mistake of doing the reverse. The problem is critically important, but if we don’t offer new solutions, we won’t get anywhere. The problem and solution will get the audience to listen and become invested. It will make them feel a sense of urgency and realize that the problem must be addressed.
 - Problem: What is the main issue you are trying to address? Is it unpaid care and domestic work recognition, reduction or redistribution? Use your identified effects of the problem to convey urgency. Your description of the problem and its potential negative effects needs to be illustrative.
 - Solution: Introduce your proposed solutions—these are the influencing objectives you identified in your recommendations.
 - Action: This is where you describe how the audience can help you reach your objectives. Give specific, targeted asks—what specific action can this person/institution take to support UCDW recognition, redistribution and reduction?

Identifying partners

Successful advocacy often result from hard work by groups of people and organisations who share a common goal. Such initiatives are generally led by a small partnership of core members – dedicated individuals, technical experts, and representatives of important organizations - who agree to join forces for a common cause.

For your unpaid care lobbying and advocacy work, consider working with those people/organisations with whom you have a strong relationship and have worked effectively with before, and who have complementary assets that can enhance your interventions.

And whereas you may want to work with already established partners and allies, you may also need to seek out new partners with a particular remit (such as women’s rights or economic empowerment), expertise (such as finance or economics) or contacts (e.g. well connected to media, grassroots communities, or men’s organizations).

Women’s rights organizations will no doubt be critical partners in influencing. Power mapping can help you to identify other potential allies and their relative power and influence.

Planning your lobby & advocacy activities

Having refined your asks and identified your allies, you now need to plan how to practically achieve your lobbying and advocacy objectives in order to mediate and negotiate the discussion to the point where your target audiences own the problem(s) you are seeking to address, and are ready to act on them. This will be achieved through the purposeful development of a range of strategic influencing activities.

Plan for multiple activities over time to move your target audiences to the point of ownership, ready to act upon your recommendations.

The activities should build on and reinforce each other, and may include supporting communication tools, presentations and consultation meetings, public events and campaigning actions, and advocacy meetings with individual targets.

Framing and Communicating Messages

When developing messages and communications for lobbying and advocacy, you will need to think about:

- * **Framing your messages.** What you are asking the decision maker to do on unpaid care, how will you frame this, and what information/arguments can you use to motivate them?
- * **Communicating your messages.** What communications materials and channels will you use to disseminate messages to your selected audiences?

Framing your messages

Advocacy requires clear, consistent and effective messages. To achieve this, any communication should not only seek to inform, persuade and move people to take action but also describe the action the audience is being encouraged to take.

It is what framing is all about: thinking about what you want to say, and how you should say it.

For example, a message that considers the needs and desires of its intended audience may generate a more positive response than a message that's demanding and insistent.

Such a message may be framed with emotion, logic, and ethics or may focus on the core motivations of a person or group. Victor Yocco, a Philadelphia based researcher, author, and speaker in his book *Design for the Mind*, provides us with this:

- Framing is how you say something, using a “frame of communication.”
- Frames are story lines that make an issue relevant to a particular audience.
- Framing is not lying. It is putting a particular spin (a frame) on factual details.
- Framing effects occur when a message frame alters someone’s opinion on an issue.

Consider this message framing example:

Instead of “30% of men in Uganda believe that unpaid care is solely a woman’s responsibility,” it can be reframed as “70% of men in Uganda believe that it is unacceptable for women to provide care work alone.”

Tailor messages to your audience

WE-Care has also found that decision makers respond to different entry points to care. It is therefore important to select and present information which was most relevant to their interests, responsibilities and motivations. For example:

- * Messages to an international donor with a women's rights mandate might be most effective if they show that reducing care work would help women claim their rights.
- * Messages to a Member of Parliament might illustrate that provision of infrastructure or services to reduce UCDW will help them fulfil their legislative responsibilities (e.g. on labour-force participation or productivity) or meet commitments to their constituents.
- * Messages to a local government official might focus on how ensuring that services better meet the needs of women would allow them to fulfil responsibilities on gender equality or quality service provision.
- * Messages to a local employer might argue that the provision of care-related infrastructure or services would reduce employee turnover and enable workers to be more productive.
- * Messages to a community or religious leader might demonstrate the benefit of shared care in terms of harmonious families, reduced violence against women, and increased household and community wellbeing.

THE MOST IMPORTANT THING IS TO ENSURE THAT YOUR MESSAGE PRESENTS KEY FACTS/EVIDENCE ON THE RELEVANT ASPECT OF UNPAID CARE, WHAT IMPACT THIS HAS ON THE GROUP/COMMUNITY/COUNTRY IN QUESTION, WHAT YOU ARE ASKING POLICY MAKERS TO DO (YOUR RECOMMENDATIONS) AND HOW THIS WILL MAKE A DIFFERENCE.

Making the economic argument

UWONET and Oxfam's desk research has clearly demonstrated the economic benefits of addressing UCDW within public policy, as well as the importance of this for women's rights.

An economic approach may therefore be useful in framing your media message for economic policy makers.

A well written news article, summarizing key facts, impact of the current situation, what you want decision makers to do and what difference this will make, will probably be more effective.

Below are examples of wording that can be emulated while making the economic argument:

- * A study comparing trends across numerous countries showed that a reduction of women's unpaid care work by two hours per day may generate a 10% increase in women's labour-force participation.
- * Several studies demonstrate that for most countries, closing the gender gap in formal, paid labour-force participation could boost GDP by 5-20%.
- * Recent research in seven industrialized countries showed that investing 2% of GDP in strengthening care services could generate between 2-6% growth in overall employment.
- * Addressing girls' unpaid care responsibilities is widely recognized as central to increasing girls' participation and attainment in secondary education.

For more on making the economic arguments for addressing unpaid care, see Unpaid Care: Why and How to Invest, Man-Kwun Chan, Oxfam (January 2018). <https://policy-practice.oxfam.org.uk/publications/unpaid-care-why-and-how-to-invest-policy-briefing-for-national-governments-620406>

Using research (evidence based advocacy)

Robust, context-specific evidence is essential for influencing, although it is only part of what will create change. Evidence will reveal disparities in time use, current norms and patterns of care, help you identify influencing asks, and provide the facts to help you put your case to decision makers.

WE-Care has developed a number of tools to gather evidence about unpaid care (see below), which can be useful for your media influencing. You may also want to look at data from other sources (e.g. universities, research institutions, international agencies, etc.) to get more information about the national/international level.

Communicating your messages

Having chosen your target audiences, messages, and set of influencing activities, what you next need to choose the set of communication tools you will use to deliver these messages and support the chosen activities.

Choose communication tools that will support your activities and suit the types of audiences you are targeting: experts, informed non experts, or the general public.

As with all aspects of the message and activities development process, your target audiences will guide the choice of communication tools. You need to select types of communication tools that are:

- * Recognizable,
- * Commonly used,
- * Designed to give the level and type information that suits the capacity and expectations of target audiences,
- * Easily accessible to target audiences.

If you do choose the right tools for your audiences, you will have a better chance of engaging them and also of building the credibility of your messages and advocacy campaign.

For instance, it is important to avoid the classic mistake of sending your 120-page technical policy paper on unpaid care influencing to the non-expert decision maker, who not only does not have time to read it, but actually does not have the capacity to engage with the evidence or arguments. Such an approach will usually mean that the decision maker will probably not read the report and those sending it are highly unlikely to get a response, apart from the negative impression they have made.

WE-Care has developed (and therefore recommends) an extensive range of communications materials to take messages to decision makers. These include: policy briefings, fact sheets, posters, billboards, T-shirts with slogans, videos and documentaries, social media messages, TV and radio features, newspaper articles, community drama and song, PowerPoints and oral presentations.

WE-Care also uses simple, visual communications which could be displayed in public spaces to disseminate messages on care. Posters and billboards can be useful to raise awareness and help change behaviour at community level. Equally, billboard advertising in urban spaces can disseminate messages to the public and reinforce messages to decision makers who may receive more detailed information through other channels. Research shows that people are more likely to be influenced by and respond to messages when they receive them through more than one source.

Additionally, WE-Care has used role-plays, community drama and song to communicate messages on unpaid care, where appropriate. Social media is also a useful way of presenting short messages (through text messages, Twitter, Facebook or Whatsapp groups). In Zimbabwe, WE-Care worked with a women's drama group in Matabeleland to share songs and poetry about unpaid care.

Developing influencing messages in collaboration with communities and allies will help ensure that the information reflects your local or national context and that your partners and allies 'buy in' to the messaging. Testing materials with those whom you aim to influence is also useful to ensure you have the most effective illustration, strapline and background information etc. to achieve impact. Revise messages in response to feedback.

The most important thing is to think about how your chosen audience likes to receive information, any constraints they may have (e.g. literacy, access to the internet, access to printed materials. etc.) and what communications materials will have the most impact on them.

CASE STUDY INFLUENCING THE UGANDA BUREAU OF STATISTICS

In Uganda, WE-Care successfully influenced the Uganda Bureau of Statistics (UBOS) to improve data collection on UCDW. Initial context analysis showed the need for more robust evidence on care to inform government policy, and the team decided to engage with UBOS to explore how to achieve this. Although WE-Care did not have an existing relationship with the Bureau, Oxfam staff and partners were able to identify appropriate contacts and set up an initial meeting. The gender department at UBOS quickly understood how unpaid care contributes to GDP and should be quantified, and agreed to look at this in their upcoming health and demographic survey.

With support from Oxford-based advisers, WE-Care drafted several new questions on care and suggested that men and women were interviewed separately (rather than questions being addressed to the head of household on behalf of all members) to provide gender-disaggregated data. After the 2017 survey was completed, the full report and analysis were published in April 2018.

WE-Care partners, the Uganda Women's Network, are using the evidence to call for better services and infrastructure.

In this case, influencing was successful because WE-Care identified the right people to talk to at UBOS and, once the issue was raised, the Bureau quickly became enthusiastic. The fact that Oxfam and the Uganda Women's Network were both credible, well-connected organizations that were able to offer appropriate technical support and bring in additional expertise, was also useful.

Monitoring, learning and evaluation

Evaluation is about assessing the quality and impact of your lobbying and advocacy activities.

It asks why some actions went well and others did not, and why some activities had the desired impact while others did not - and requires that you adapt your plans accordingly.

Both process evaluation (how you worked) and impact evaluation (what changed) need to be considered when you are influencing for unpaid care.

There are numerous ways of monitoring and evaluating your work. These can include:

- * Qualitative (e.g. case studies, stories, opinions, survey questionnaires);
- * Quantitative (e.g. statistics or trends that indicate a change over time).

Monitoring methods that can be used to evaluate the impact of your work may include:

- * Keeping records of meetings, correspondence or conversations with target audiences and the responses elicited;

- * Tracking when your key messages or briefing notes are used by government officials, other key influencers or the media;
- * Carrying out surveys and interviews to determine the impact your actions have had and the recognition they have received;
- * Monitoring, and keeping track of coverage of unpaid care in the media.

Achieving positive impact may seem difficult, particularly when the changes you seek are long-term, or you are working with others and cannot easily identify your contribution to change. Holding regular review meetings will provide an opportunity for reflection and learning, and the space to step back and adapt plans if necessary.

Work-life balance, often referred to as work-family balance or life-work balance, refers to an employee's ability to minimize stress by having an adequate balance between the responsibilities of work as well as home and community work, in this case UCDW.

Hence, since the success of any organization depends on the stability and productivity of its workforce, it is important to understand how UCDW friendly policies impact employee stability and productivity and also create benefits for the employer.

Employer benefits for addressing unpaid care and domestic work

There is growing evidence that organisational leaders and managers understand that the unequal and heavy share of unpaid care and domestic work done by women and girls is an issue which matters for the effective (ongoing) operations of their entities; as many studies have found that well-implemented UCDW friendly workplace programs help reduce employee absenteeism and “presenteeism” (when employees are physically present at work, but mentally distracted), increase employee commitment and loyalty to the employer, and help improve recruitment and retention of high-performing employees.

As such, some employers have already taken practical steps to address the issue by supporting employees along their value chain, for example with workplace policies that enable care responsibilities to be met, and by innovating with products and services that meet evolving consumer family and household care needs, thereby simultaneously creating business value.

In this Module, we describe five distinct benefits to employers from addressing unpaid care:

1. Talent acquisition and retention
2. Productivity and employee engagement
3. Supply chain resilience and diversity
4. Revenue and business growth, and;
5. Customer acquisition and loyalty.

Talent acquisition and retention

Businesses with policies that support unpaid family and household care, like paid parental leave and flexible work arrangements, find it easier to attract and retain workers. These policies help bring women into the workforce and keep them there longer, ensuring that businesses do not miss out on the employment potential, talent and skills of half the population. Flexible workplace policies can reduce employee turnover, which translates into cost savings in hiring and retraining workers.

- * A review of 30 case studies in research papers on the costs of employee turnover found that it cost organisations about one-fifth of a worker's salary to replace that worker.
- * Globally, 60.7% of employed adults have family responsibilities or live with people who depend on their care.
- * In Africa, 85% of employed women say they have care responsibilities.
- * 77% of workers say that paid family leave could sway their choice of employer.
- * Following management training and the introduction of more flexible working practices, the number of women returning to employment at the Bank of Tokyo-Mitsubishi UFJ Ltd after maternity leave increased more than fourfold.

Productivity and employee engagement

Employers that take a holistic view of workers' lives, including their caregiving and household responsibilities, and that help address aspects that cause employee distraction, fatigue and absenteeism, can improve workforce performance and engagement.

- * 80% of employees with care responsibilities report that they are less productive as a result, and 33% report that caregiving prevents them from doing their best work at all times.
- * In a study of more than 1,500 employers, 70% of those offering improved leave policies reported an increase in worker productivity.

“If the child is happy, the mum is happy, and this makes her a better worker.” Dirk Lategan, General Farm Manager at River Fresh Farm, Afrifresh, South Africa.

Supply chain resilience and diversity

Businesses that encourage employers in their supply chain to address unpaid care work issues can help build stable and diverse sources of supply, contributing to their ability to mitigate risk and serve customer needs. This is because just as unpaid care work impacts a business's own employees, it can affect the workforces of its suppliers – by reducing productivity and quality, increasing the cost of hiring and training new workers, contributing to labour shortages and limiting workforce diversity.

Within one year of opening childcare facilities at Red Lands Roses, a floriculture business in Kenya that serves clients in Japan and China, unplanned leave declined by 25% and productivity improved.

Martur, a car component manufacturer in Turkey, reduced staff turnover by 15% by offering childcare-related benefits.

“The biggest lesson for us? We could have saved ourselves a lot of time and money if we had thought of childcare right from the start when we built the plant. Not doing so cost us four years of high employee turnover and lower productivity.” Zeyit Damar, Human Resources Manager, Martur Kütahya plant, Turkey.

Revenue and business growth

Businesses have an opportunity to increase their revenues and differentiate their brands by developing new products and services that address the causes and consequences of unequal unpaid care work. Innovation in time- and labour-saving devices and products, for example, can reduce the amount of time and effort caregivers spend on household tasks such as cleaning, washing and cooking.

Unilever's Comfort One Rinse fabric conditioner in Vietnam, which halves the amount of water needed per wash – and therefore the time and effort required to collect it – saw an increase in sales of 9.7% in 2017 following an advertising campaign.

In India, HDFC Standard Life's Smart Women insurance product helps female policy owners cope with disruptions in income that women commonly experience as a result of care responsibilities – for example, following the birth of a child. The product sold 4,000 policies in its first month and was later named 'Product of the Year' in Nielsen's consumer survey.

Customer acquisition and loyalty

Businesses that sell consumer goods and services can differentiate their brands, win new customers and cement customer loyalty by challenging the dynamics that underpin unequal unpaid care work, such as gender stereotypes in advertising. Research shows that some advertisers are behind the times in their portrayal of gender roles at home, and that more progressive representation of women and girls, men and boys in marketing and advertising can have a positive impact.

39% of consumers said they believe that advertising does not accurately represent all genders

30% felt that brands misrepresent them and their gender.

Unilever reports that progressive advertising (for example, showing men doing tasks stereotypically associated with women, and women doing tasks stereotypically associated with men) is 25% more impactful with consumers, drives purchase intent by 18% and improves credibility by 21%.

What employers can do to address unpaid care and domestic work

The current pattern of unpaid care and domestic work, where it falls disproportionately on women and girls, is a source of business cost and risk – affecting employee turnover, productivity, quality and security of supply. If addressed thoughtfully and proactively, it can be transformed into a source of organisational benefits and competitive advantage – with positive impacts on employee recruitment, retention and engagement, brand differentiation, consumer loyalty and sales.

Organisation action is therefore essential to reducing and redistributing unpaid care work, and there are many ways for employers to act within their own entities as well as to influence others. Now is the time for senior executives to take a closer look at the issue and how it affects their organisations, make their plans and begin to act.

Building on the learning from a multi-year partnership on the ground in Asia and Africa and observations from research into corporate action, Oxfam and Unilever suggest that there are three core elements to an effective business approach:

Commit	Act	Advocate
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Commit: strengthen your existing corporate commitments to gender equality, women's empowerment and the Sustainable Development Goals with an explicit ambition to help reduce and redistribute the responsibility for unpaid care and domestic work.

A clear and specific commitment to address UCDW as it affects women and men throughout the organisational value chain – ideally with senior executive buy-in – helps create legitimacy and direction for action in relevant parts of the organisation, and sends an important signal of intent both internally and externally.

“Unpaid care work continues to be an issue impacting many people in both our business and the communities where we operate, disproportionately impacting women. A multifaceted approach which focuses on both policies, programmes and cultural change is required to address this, and we're committed to playing our part.” Kate Gibson, Director - Diageo in Society

Target action on unpaid care and domestic work where it can have the biggest impact for women and girls, and for your business: prioritising action based on potential impact makes the most effective use of corporate resources and sets the stage for demonstration effects both within the company and in the business community at large. Which are the highest-impact opportunities will depend on the size and gender mix of the employee base, for example, and whether products and marketing are connected to unpaid care work.

“In the absence of hard data, few employers understand just how profound an effect caregiving has on the organization's costs and performance in tangible and intangible ways.” From ‘The Caring Company’, Harvard Business School

Advocate by collaborating with other organisations/companies, industry associations, government and civil society to marshal evidence and resources for policy-level change: While individual companies can have meaningful impacts on their own, there may be beneficial shifts to be made in public policies that govern worker rights and conditions across industries, that shape the provision of childcare and elder care facilities, or that influence investment decisions in the provision of basic services like water, sanitation and energy. Advocating for public policy change and targeted public investment requires a multi-stakeholder approach to better understand and articulate the case from community and industry points of view.

“Women's economic empowerment is about creating gender equality and removing barriers to entry into the workforce for women. (...) Empowerment comes from creating onramps for women to be able to work if they want to. It's what happens when we address barriers like unpaid care work, or a lack of access to property and financial assets, which are just some of the reasons why women's labour participation is lower.” Tina Fordham, Chief Global Political Analyst

WORKPLACE ACTIONS

- * Recognise and support employees with care responsibilities by shouldering some of the costs involved (for example subsidizing childcare costs, providing paid parental leave) and supporting working patterns that are compatible with care responsibilities – such as flexible working hours, no mandatory overtime – and providing spaces for breastfeeding or pumping.
- * Create a supportive culture in which men feel empowered alongside women to take advantage of available policies and practices.
- * Include workers with care responsibilities in the formulation of workplace policy and in the design and evaluation of programmes.
- * Collaborate with like minded organisations providing care services – in elder care or childcare, for example – to offer employees access at affordable rates.

SUPPLY CHAIN ACTIONS

- * Engage your suppliers on the cost and risk that unequal unpaid care work may be creating for their employees, their businesses, their communities and societies.
- * Drive action by making your expectations clear in your procurement requirements and supplier codes of conduct.
- * Collaborate with suppliers as they identify opportunities for action in their own workplaces, supply chains and marketplaces.
- * Don't perpetuate outdated stereotypes around UCDW in your marketing and advertising – for example, by depicting women and girls doing all the household chores. Instead, use images and messages that show men and boys, women and girls sharing these tasks.
- * In the home care and personal care Fast-moving consumer goods (FMCG) sectors, invest in the design, production and distribution of low-energy time- and labour-saving products which are affordable and accessible – for example timesaving dish washing, house cleaning, and laundry devices, quick rinse detergent, fuel efficient cookstoves and food processing equipment.
- * Organisations that provide care services like elder care and childcare can offer products and services to employers to help them support the unpaid care work responsibilities of their employees, while ensuring adherence to decent pay and work conditions for paid care workers.

ACTIONS IN SOCIETY

- * In the communities where you operate, collaborate with local governments, nonprofit organisations and neighbourhood groups to support the installation, operation and management of water, sanitation and energy infrastructure, with the representation and involvement of women and men in the areas impacted.
- * Ensure that community investment and economic development programmes that receive social responsibility support are not unintentionally reinforcing binary gender norms at the household level.
- * Support the work of women's rights and other civil society organisations as they call on governments to adopt policies to address unpaid care work and invest in adequate care-related infrastructure and services.

GETTING STARTED in addressing unpaid care and domestic work in your organisation

There are many areas along the organisation value chain where unpaid care and domestic work may be creating unnecessary cost and risk for an organisation, and where changes to workplace practices might enable workers to more effectively fulfil family care and household responsibilities and workplace responsibilities.

Considering how unpaid care work impacts an organisation's employees and how that affects the entity itself is a logical place to start to make a difference, before progressing to a more comprehensive multi sectoral approach.

1. Explore the impact of unpaid care work on your own employees.
2. Assess the extent to which your policies enable your employees to manage their unpaid care work responsibilities.
3. Quantify negative impacts of unpaid care and domestic work.
4. Identify opportunities for new policies and practices in priority areas.
5. Ensure employees have a voice in designing policies and initiatives related to unpaid care work.
6. Partner with others that can support your employees and those who live in the communities where you source, manufacture or serve.



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