



STUDY REPORT
BUSINESS CASE
FOR EMPLOYER
SUPPORTED
CHILDCARE IN EGYPT
CHILDCARE MODELS FOR SCALING UP

ACKNOWLEDGMENTS

This study is the result of a collaborative effort between the Ministry of Social Solidarity (MOSS), UNICEF Egypt Country Office and the International Labor Organization (ILO) to provide an evidence-based business case for the provision of worker childcare services in the Egyptian private sector. Co-funded by UNICEF and the ILO, and implemented with technical guidance from MOSS, the report highlights the critical linkages between workforce access to early childhood care and development services and benefits, and the participation of women in the Egyptian labour force.

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FOREWORD

The Study on Creating a Business Case for Employer Supported Childcare in Egypt is the result of a collaborative effort, led jointly by MOSS and the UNICEF Egypt Country Office, with the support of the International Labour Organization (ILO) and the Federation of Egyptian Industries (FEI) to provide an evidence-based business case and framework for the provision of worker childcare services in the Egyptian private sector.

Co-funded by UNICEF and the ILO, the report highlights the critical linkages between workforce access to early childhood care and development services and benefits, and the participation of women in the Egyptian labour force.

This report represents the culmination of a two-stage research activity. The first stage involved conducting a survey to map the status of childcare benefits provision in Egypt's business sector, and develop case studies that validate the positive impact childcare solutions can have on children and families, as well as providing assumptions regarding investments in childcare provision, and promoting further participation of fathers in childcare.

The second stage, represented by this report, built on the results of the survey and mapping to provide an analysis of the situation of workplace daycare services, in order to contribute to the facilitation national authorities, the business sector, and concerned UN organizations on possible strategic shifts and interventions that boost the access of women workers to business opportunities and improve their participation in economic activities.

The results of this study provide essential building blocks in the design of programming that promotes the establishment of nurseries and alternative childcare solutions in the workplace.

The research findings, case studies, and models provided through the study can also be leveraged by MOSS, UNICEF, the ILO, and the FEI, to advocate for the provision of childcare services and benefits in the workplace with key stakeholders, including public entities, the private sector, financial institutions, and civil society organizations (CSOs).

This study was implemented with support of the Swedish International Development Cooperation Agency (SIDA). Study findings can also be used to demonstrate the positive impact of childcare facilities on workers and businesses, and in advocating for the adoption and implementation of the recommended models not only by FEI business members, but among the Egypt's private sector as a whole.

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LIST OF ACRONYMS

CAPMAS	The Central Agency for Public Mobilization and Statistics
CAW	Childcare Allowance Model
CBE	Central Bank of Egypt
CSOs	Community Services Organizations
CSR	Corporate Social Responsibility
ECD	Early Childhood Development
EIF	Egyptian Investors Federation
FEI	The Federation of Egyptian Industries
FGDs	Focus Group Discussions
GO	Governmental Organization
GoE	Government of Egypt
HCM	Hybrid Childcare Model
HR	Human Resources
ILO	International Labour Organization
KII	Key Informant Interviews
KPIs	Key Performance Indicators
MoETE	Ministry of Education and Technical Education
MoMP	Ministry of Manpower
MoSS	Ministry of Social Solidarity
MTI	Ministry of Trade and Industry
NGOs	Non-governmental Organizations
OCS	Outsourced Childcare Service Model
RCM	Referral Childcare Service Model
RFP	Request for Proposal
ROI	Return on Investment
SCM	Shared Childcare Model
ToRs	Terms of Reference
WCM	Workplace Childcare Model

EXECUTIVE SUMMARY

This report presents the main findings, outcomes, and recommendations of two successive research studies. The first-phase was designed and carried out to inform the business sector and partner organizations about the vital impact and necessity of childcare benefits provision not only for working mothers but also for the business environment and the macro-economy. The study examined the current situation of childcare services in the business sector and assessed the degree of appropriateness and sector endorsement of different models of childcare services. The second-phase aimed to develop evidence-based Early Childhood Development (ECD) models to provide various options for childcare benefits provision, and provide a minimum of 5 childcare models. The partner organizations, the United Nation Children Fund (UNICEF), the International Labour Organization (ILO), and the Federation of Egyptian Industries (FEI) will use the identified models to advocate for childcare practices in the workplace.

Working families, especially mothers, face many challenges in managing their childcare needs, which means support from their employers is vital. The high cost of childcare services – representing between 20 to 30 percent of income (Sheta, 2020) – restricts women's ability to work outside the home, or forces them to opt for informal care arrangements, which offer varying levels of quality and are often dependent on relatively low-paid female workers. While women's average participation in the business sector is only 15.8 percent (compared to nearly 84 percent for men), their level of participation varies significantly according to industry and economic activity. For example, women's participation in the ready-made garments sector exceeds 34 percent, and is approximately 30 percent in the pharmaceutical sector; while only 7 percent are employed in the food industry, dropping to less than 0.7 percent in wood manufacturing.

Egypt's Labour Law guarantees maternity leave, with women employees covered by social insurance entitled to three months of paid maternity leave. The maternity leave shall not be entitled more than twice throughout the female worker's service period, provided they have contributed to the social insurance for the past 10 months. Maternity benefits are paid at 100 percent of her total wage. Moreover, women employed in establishments with more than 50 employees are entitled to up to two years of unpaid childbearing leave per child as stipulated in the Labour Law. Women are also entitled to two half-hour nursing breaks per day, or one combined hour-long break, for 24 months after the date of birth of each child. The Labour Law does not provide provisions for paternity leave.

Investment in childcare is critical for organizations, communities, and the economy, however, employers as profit-driven organizations, by their nature, need to assure a return on investment from any services they provide to their employees. In addition, they need to have different choices, models, and options to select the most beneficial, realistic and appropriate solution to

their conditions. The decision to invest in childcare services for employees will constantly be subjected to business considerations and cost-benefit analyses. There are many challenges that face business companies establishing a nursery benefit, including costs, paperwork, administrative issues, and bureaucracy. However, there are several benefits and advantages of childcare service, not only for employees but also for businesses.

The research and interviews conducted with key stakeholders, including business owners, managers, and employees, revealed a significant impact of the availability of childcare benefits on general business performance. Starting from the recruitment process (which is largely affected by childcare benefits) it was found that companies that offer these benefits are preferred by job candidates. The turnover rate in many cases decreased from over 60 percent to less than 10 percent. The research also confirmed a significant improvement in staff satisfaction, loyalty, productivity, and a remarkably positive impact on the work environment and staff dynamics. The presence of childcare benefits also had a significant impact on staff motivation, especially for women employees. Business owners and managers reported a significant positive change in women workers' attitudes and behaviour towards their colleagues, supervisors, and company management in general. This had a positive impact on the work environment and team dynamics, and reduced conflicts between the employees themselves, as well as between employees and their managers.

The research explored various modalities of workplace childcare, that few companies currently provide for their employees. The models changed according to the size, location, and nature of the business. For instance, in-house nurseries are prevalent in large organizations that hire hundreds of women. The main models of workplace childcare services are as follows:

1. **In-house Childcare Centres:** Businesses establish a nursery inside or near to factory locations to accommodate the children of their women employees. These services are usually free and, in many cases, are restricted to only two children per employee. Moreover, this model was favourable for most business owners and managers as a future plan, even for companies currently adopting other models. Despite the popularity of the in-house nursery model and the extended support given by business owners and managers to that model, it presents some drawbacks, such as a significant initial investment, registration and license procedures, risks and responsibilities associated with hosting children, and a burden of supervision.
2. **The Childcare Allowance:** This is a monthly allowance usually included in the salary for women employees who have children under school age. The amount is paid equally to all employees regardless of the job type or hierarchy. The main challenge of this model is how to guarantee that the children actually receive the service. Most owners and managers reported that many women workers entitled to the childcare allowance do not send their children to nurseries, but instead, leave them with relatives. Others would send their children to the cheapest nursery to save some money from the allowance. In either case, they felt the allowance does not achieve the goal or contribute to the development of children.

3. **The Outsourcing Childcare Service Model:** This model usually fits medium-sized organizations and those that do not have enough space or have fewer women employees. It involves the business contracting nearby nursery service providers to host employee's children. Most business owners and managers consider this model the optimum solution that satisfies all needs of all organizations of any size, specifically small and medium establishments. The model entails less administrative and management efforts.
4. **Extended Maternity Leave / Work from Home:** This model was very rare and only applicable in the case of white collar workers in specific jobs such as marketing, sales, PR, and customer services.

The establishment of childcare benefit provision requires various types and levels of support. The interviews with business owners and managers revealed disparate level of awareness, knowledge, and experience in childcare and early childhood development in general. While a few possessed some degree of experience in childcare benefit schemas, the majority of owners and managers reported no previous experience in childcare benefit provision or nursery management.

Most owners and managers reported the following types of needed support to help them establish childcare services for their women employees:

1. **Registration Procedures:** The registration procedures, documentation, requirements, etc., represent a real challenge for many businesses that plan to establish nurseries or even contract external nurseries and they reported needing help to register to be able to contract a legally certified entity.
2. **Establishment and Furnishing of Facilities:** Many owners and managers reported a critical or high need for support in the establishment and furnishing of the nursery.
3. **Equipment and Tools:** About half of informants reported a critical or high need to identify and select proper equipment and tools for the nursery.
4. **Technical Assistance and Support:** About 80 percent of informants reported a critical need in this domain, especially in selecting curricula, designing activities, and managing nursery workers.
5. **Compliance with Nursery Standards, Policies, and Regulations:** Most informants reported a critical need for support to understand and adopt the required policies and comply with the regulations of childcare facilities as per laws and policies.
6. **Staff Selection and Recruitment:** The majority reported a critical or high need for support to recruit highly skilled staff for running the childcare facility.
7. **Staff Training:** Almost all owners and managers reported a critical or high need to support training and capacity building of nursery staff. The training and capacity building reported includes technical training, soft skills, technology, psychology, classroom management, and primary health and personal hygiene.
8. **Selection of External Service Providers:** Almost all informants requested this support. Most business owners and managers find difficulty in identifying, assessing, and selecting a good service provider in their location.
9. **Development of Family-Friendly Policies:** These policies are significant for businesses' corporate social responsibility programs. Global partnerships necessitate specific standards and practices that comply with international Labour and work environment standards.
10. **Monitoring and Follow-up:** More than half of informants reported a critical or high need for ongoing support in monitoring and evaluating the childcare services provided by the company (on-site nursery) or external service providers.

In order to respond to some of these needs, the second-phase study designed models that built upon the feedback, recommendations and findings from the business owners and managers in the first-phase. The models were designed to fit certain criteria, including that they be feasible, workable, and more importantly, reasonable to the business sector. The main criteria included 1) financial feasibility; 2) applicability to a wide range of business organizations and various demographic characteristics; 3) flexibility and scalability; and 4) the capacity to provide quality childcare services. The models were also designed and developed to allow individual businesses to tailor them based on their specific conditions. Each model could be further elaborated to produce several sub-model, and specific elements of different models could be combined together to produce a "Hybrid Model". The following list provides the main models:

- **Workplace Childcare Model (WCM):** Workplace daycare is typically an on-site/off-site facility owned by the employer and managed by employer personnel or administration staff. In some cases, the employer hires a specialized management firm to manage the daycare centre. The main advantages of this model are its financial feasibility in the long-term, and the ability of the organization to have full control of the service quality. It is also one of the most favoured models by women employees. The main disadvantage is the level of liability and responsibility on the organization.
- **Shared Childcare Model (SCM):** Shared Childcare is typically an on-site/off-site facility owned by a group of employers located in one industrial zone or cluster. Shared childcare is usually managed by a specialized management firm to ensure better management and less conflict between partner employers. The main advantages of this model over the WCM is its lower financial costs and reduced liability. The main disadvantages remain the higher initial investments required, and child transportation arrangements.
- **Outsourced Childcare Service Model (OCS):** This model involves employers identifying and selecting nearby nursery centre(s) and directly contracting them to host employees' children. The main advantages are the minimal liability and almost no initial investment. The main disadvantages are the operating financial costs (monthly fees) and minimal control of service quality and children's attendance.

- **Referral Childcare Service Model (RCM):** With the RCM model, employers establish an arrangement and deal with one or more service providers. The employer does not support or subsidize the service, but uses their bargaining power to get the best offer for their employees. The main advantages of this model are its flexibility, no-cost, and no-liability. The main disadvantages are the lower level of staff satisfaction and absence of control on the service quality.
- **Childcare Allowance Model (CAM):** Childcare allowance is a fixed amount paid monthly (usually with the salary) to subsidize daycare fees. The main advantages are the lower level of liability and administrative burden. The main disadvantages are the financial burden (monthly allowance) and minimal control on service quality.
- **Hybrid Childcare Model (HCM):** This is a combination of different elements of childcare models to produce a more convenient model. For example, an employer could combine the outsourced childcare service model (OCS) with childcare allowance (CAM) to overcome the challenge of wide geographical distribution of women workers. In this case, women workers living in distant areas can receive the allowance and send their children to nearby nursery centres.

CHILDCARE SERVICES PRESENT EXCELLENT OPPORTUNITIES THAT CAN SUPPORT COMPANIES IN THE SHORT, MEDIUM, AND LONG TERM. CHILDCARE SERVICE PROVISION COMMUNICATES A CRITICAL MESSAGE TO EMPLOYEES THAT THEY ARE VALUED AND, IN TURN, HELPS BUSINESSES TO RETAIN HIGHLY SKILLED MEMBERS OF THE WORKFORCE WHILE CEMENTING THEIR REPUTATION. THE WIDE DIVERSITY BETWEEN BUSINESS ORGANIZATIONS IN TERMS OF SECTOR, ORGANIZATIONAL CAPACITY, SIZE, GEOGRAPHIC LOCATION, FINANCIAL RESOURCES, AND HUMAN RESOURCES, AMONG OTHERS, NECESSITATE DIVERSIFIED MODELS AND SOLUTIONS THAT APPROPRIATELY ADDRESS THESE DIFFERING CONDITIONS.

WHILE THERE IS NO PERFECT MODEL, THERE CAN BE AN OPTIMUM MODEL. TO ENSURE THE SUCCESSFUL IMPLEMENTATION OF CHILDCARE SERVICES, BUSINESSES MAY NEED TO ADOPT MORE THAN ONE MODEL. TWO OR MORE MODELS COULD BE COMPLEMENTED AND INTEGRATED TO PROVIDE THE OPTIMUM SERVICE WITH OPTIMUM COSTS TO ACHIEVE THE BEST RESULTS, EMPLOYEE SATISFACTION, AND QUALITY CHILDCARE.

1. INTRODUCTION

1.1. BACKGROUND AND CONTEXT

1.1.1. OVERVIEW

Childcare provision is indispensable for parents – particularly working mothers – to be able to continue to work and secure enough financial resources for their families. Unsurprisingly, the demand for childcare services is growing worldwide, as women are increasingly entering and staying in the workforce, both out of choice and out of necessity. However, millions of working women across the world do not have access to affordable childcare options that are aligned with their needs, values, income status, and working hours.

Global economies are losing USD 160 trillion in wealth because of differences in lifetime earnings between women and men¹. By enabling women to participate in economic activities and continue to work, childcare provision and other incentives and benefits can contribute to achieving both developmental and organizational goals and priorities. Achieving gender equality, eradicating poverty, improving educational opportunities, improving productivity, and expanding economic development through family-friendly workspaces are increasingly becoming global priorities. Increasing women's labour force participation can also enable organizations to access more diverse and qualified talent and compensate for the skills shortages in an increasingly competitive talent market. (Wodon, 2018)

Over the past few years, the cost of child care has more than doubled, while wages have not increased at the same pace and, in many cases, have remained stagnant. As a result, many parents – particularly mothers – find that childcare expenses consume most of their pay check, and some decide to exit the formal workforce and look for other income-generating alternatives. In addition, the high cost of childcare services, representing between 10 to 20 percent of income, may restrict women's ability to work outside the home, or force them to opt for informal care arrangements which often depend on relatively low-paid care providers. As a result, women, who are often the primary caregivers, cannot enter or are forced to exit formal employment in order to provide unpaid care at home.

According to the Central Agency of Public Mobilization and Statistics, working women represent 18.2 percent of the total workforce while working men represent 81.8 percent. Many of these women face the challenge of balancing their careers with extensive parenting and household responsibilities. In addition, women's participation in economic activities is 15.1 percent, while men's participation is 67.8 percent. While the unemployment rate for women is currently at a record high of 15.9 percent, the rate for men is 5.6 percent. Similarly, about 23 percent of working women are in the 20 to 29 year old age group. Most women get married and give birth

¹ Wodon, Q. T. and de la Brière, B. (2018) Unrealized Potential: The high cost of gender inequality in earnings. Washington, DC: World Bank.

within this age range, creating more challenges and pressures on them to achieve a work-life balance (CAPMAS, Bulletin 5, 2020).

Despite the noticeable economic growth and increased attention by the political leadership to issues related to women's empowerment, there are still several factors that negatively affect the full involvement of women in economic activities. These factors include:

1. Social Barriers:

- Childcare and household responsibilities: Some social norms oblige women to take on the most significant childcare and household responsibilities. These responsibilities prevent women, especially mothers, from active participation in political, social, and economic activities, including seizing better job opportunities.
- Some communities do not encourage women's employment. This behaviour is most common in rural areas. However, the same behaviour is not uncommon in big urban cities, but to a lesser extent. The supporters of this behaviour think that being a housewife is just as fulfilling as working for pay.

2. Economic Conditions:

- The decline in public-sector jobs and the limited growth of formal private-sector jobs to offset that decline make access to formal jobs even harder for women.
- There is a persistently high wage gap between women and men in the private sector.
- There is a lack of family-friendly working conditions that support women's advancement and provide the necessary measures for protection from all kinds of harassment, discrimination, and workplace hazards and risks.

The results of numerous international studies addressing the main barriers to women's participation in economic activities identify childcare responsibilities as the key issue that holds women back from entering the labour market or working at total capacity. In Egypt, research and interviews with women from different socio-economic levels in different governorates have shown that marriage and childbearing remain a crucial concern in the lives of working women, with many facing significant challenges to be able to continue working after having children. In addition, some cultural norms entail non-supportive behaviours such that men - whether working or not - rarely consider the issue of participating in childcare or in household responsibilities when worrying about their working lives. Accordingly, the enormous double burden of work and household responsibilities that working women bear necessitates support and action at both the policy and executive levels.

Women's workforce participation will never be fully resolved by childcare benefit provision alone - but will require a change in culture, labour laws, policies, and business strategies. This report's "Recommendations Section" highlights the most demanded actions based on the desk analysis and informant feedback and suggestions gained from the primary research.

1.1.2. POLICY FRAMEWORK AND WORKPLACE CHILDCARE BENEFIT PROVISION

The main laws regulating employment and labour relations in Egypt are listed below, and they are complemented by a number of ministerial decrees.

- Law No. 47/1978 governs civil servants
- Law No. 48/1978 and Law No. 203/1991 governs public sector employees
- Law No. 12/2003, known as Egypt's Labour Law, regulates relations between employers and employees in the private sector.

Regarding issues related to maternity leave, they are governed by Articles 91 and 94 of Egypt's Labour Law No. 12 of 2003. While the Labour Law does not provide provisions for paternity leave, all nursing mothers are guaranteed maternity leave and two daily break periods. Furthermore, women employees who are covered by social insurance are entitled to three months of paid maternity leave. The maternity leave shall not be entitled more than twice throughout a woman worker's service period, provided she has contributed to the social insurance for the previous 10 months. Maternity benefits are paid at 100 percent of her total wage. Moreover, the Labour Law stipulates that women employed in establishments with more than 50 employees are entitled to up to two years of unpaid childbearing leave per child as stipulated in the Labour Law. Women are also entitled to two half-hour nursing breaks per day, or one combined hour-long break, for 24 months after the date of birth of each child.

A woman preserves all her rights and benefits upon return to the workplace from maternity leave. For establishments employing 100 employees or more, the employer is obliged to provide for an in-house nursery or to take charge of placing employee's children (until the age of schooling is reached) in adequate nurseries. The provision of flexible working hours for employees with dependents to care for is not mandated by the law; however, it is often implemented upon agreement between employer and employee.

Article 95 of the Labour Law stipulates that employers with five or more women employees must develop and maintain a documented system for women's employment (a complete set of policies and procedures that administrate the female workers' rights, responsibilities, benefits, etc.). Article 96 also requires firms to provide a nursery provision if they have more than 100 female employees. In the case of establishments with less than 100 female workers in the same area, they should participate in implementing the nursery provision according to decrees by the concerned minister. Unfortunately, this part of the article remains inactive, and no decrees have been issued to organize such a provision.

1.1.3. WORKPLACE NURSERY AND CHILDCARE BENEFIT PROVISION

As stated earlier, Egypt's Labour Law guarantees maternity leave and two daily break periods for all nursing mothers. Firms also are required by law to provide a nursery if they have more than 100 female employees. However, studies show that a significant number of organizations subject to the Labour Law nursery requirement do not provide this service for their employees.

Although a high share of women workers have no nurseries at work, the legislation remains not fully enforced.

Moreover, the nursery requirement stipulated by law has had some unintended negative impacts. Studies have shown that many organizations are unwilling to hire more women to avoid nursery benefit provision requirements. In addition, as the law refers to full-time contracted women employees, organizations tend to hire women as casual workers or use third-party labour service providers instead. These actions significantly harm women and children's security and do not support the best practices of a stable economy. What is required is a revision of these stipulations within the law, after a detailed assessment, in order to mitigate these negative consequences and better address the needs and conditions of both women employees and private sector business owners.

From the contemporary business management perspective, employee personal lives, job satisfaction, and decent benefits have a direct effect on their organizational commitment, performance, and productivity and retention. Underdeveloped benefit schemes and the disruption of work-life balance can explain the low retention rates and high turnover in many business sectors. Recognizing the impact of these factors on the workforce, employers need to consider ways of addressing work-life balance in order to promote workplace productivity and give employees the proper incentives and encouragement to become more innovative, productive, and loyal to their workplace.

Convenience is another significant advantage provided for individual employees and employers through childcare benefits. When individuals have children, their priorities change, and the demands of their professional lives may no longer be the same. Childcare benefit provision adds motivation, so parents – primarily mothers – can continue advancing their careers and adhere to their work schedule and responsibilities without sacrificing their children's wellbeing. However, finding quality and affordable childcare can be reasonably challenging. Being given a workplace option offers parents a chance to meet their personal needs, check up on their children throughout the day, and be able to work with less separation anxiety. As such, the benefits and drawbacks of offering childcare provision in the workplace must be considered.

Investments in childcare are good for organizations, employees, and the economy. However, while childcare provision costs money, the cost of inaction is higher. Economists have shown that the potential return on investment in quality early childhood services can be up to USD 9 for every USD 1 invested. Furthermore, high-quality early childhood programs can increase the future earnings of participating children by 25 percent (UNICEF, 2017). In addition to gaining immediate benefits by helping their employees, employers who invest in childcare solutions contribute to the entire business community in the long term.

The decision to invest in childcare facilities or benefit provision for employees will constantly be subjected to multiple business considerations and a cost-benefit analysis. These considerations include securing management commitment and support, reviewing business goals and strategy,

understanding employee needs, and considering organizational capacity and resources. Furthermore, reviewing the company's goals and business objectives ensures that investment in childcare is aligned with the needs of both the business and the employees, and is embedded in broader diversity and inclusion efforts.

The following issues represent a sample of the challenges associated with establishing workplace childcare facilities:

- There are relatively high costs associated with establishing and maintaining a childcare facility in the workplace.
- Hiring a professional babysitter team can be very expensive.
- Providing appropriate facilities, equipment, furniture, etc., can increase costs. Particularly since most companies do not have designated spaces to accommodate such facilities.
- Company liability in case something happens to the children, such as abuse, neglect, or injury, can result in unfavourable consequences on the company and its business.
- Conflicts between working mothers and the childcare service providers can adversely impact the work environment.

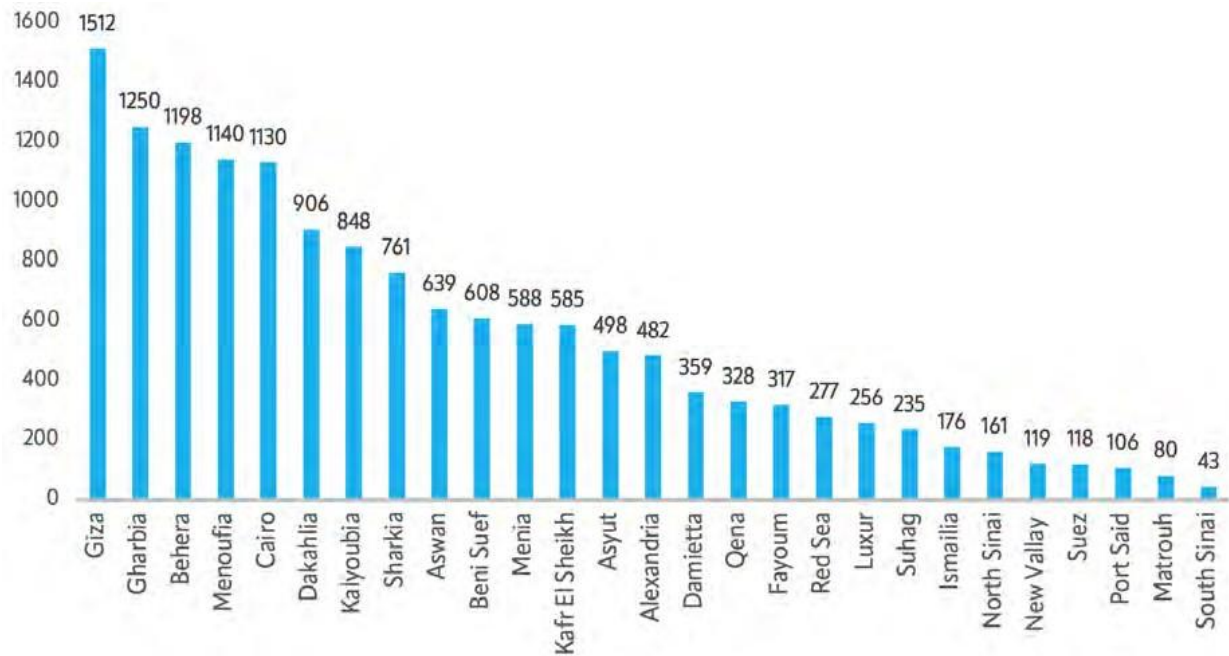
The challenges related to in-house childcare benefit provision have triggered business organizations to develop other childcare benefit options. The following list summarizes the main options and alternative solutions developed by the business sector to eliminate or reduce the negative impacts of in-house childcare facilities.

- **Childcare Allowance:** A fixed amount paid monthly to women employees with children to help them cover external childcare fees.
- **Childcare Service Provider Contract:** The company selects and contracts an external nursery that is usually within the geographical sphere of the company, and pays the associated costs for attendance of employee children to the nursery directly.
- **Extended Maternity Leave:** Some businesses permit women employees to extend their maternity leave.

1.1.4. STRUCTURE OF THE NURSERY SECTOR IN EGYPT

According to Child Law No. 12/1996, amended by Law No. 126/2008, the nursery is defined as "Any suitable place designated for the welfare of children under the age of four (4) years". In Egypt, it is estimated that there are approximately 15,000 registered nurseries and childcare service facilities, with almost the same number of unregistered nurseries. Graph 1, below, provides the geographical distribution of governorates nationwide.

Figure 1: Geographical Distribution of Nurseries by Governorate



Nurseries are subject to the supervision and control of the Ministry of Social Solidarity (MoSS), the ministry responsible for social affairs according to the provisions of this law. Every child referred to in the above paragraph shall have the right to enjoy nursery services. The State shall take all necessary measures to ensure this right. Nurseries usually offer daycare from 8 am to 6 pm for most of the year for infants and children from age zero to four, according to the official definition in Law 12.

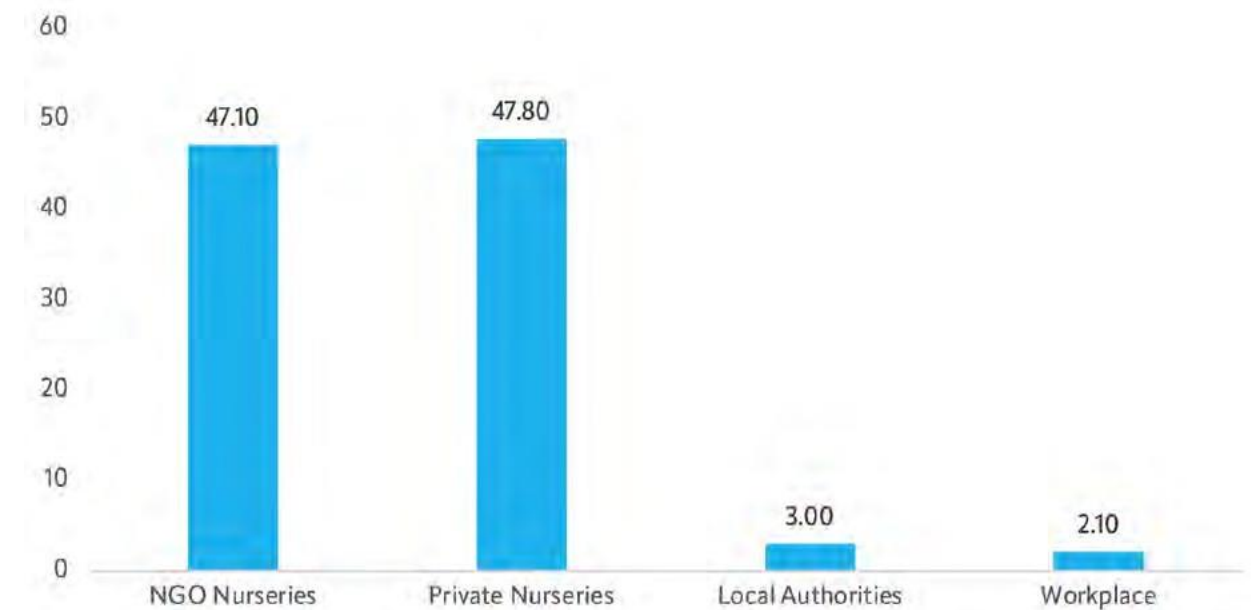
Most childcare facilities offer care for age groups ranging from infant to preschool, while others offer after-school or summer programs for older children. Additionally, these child care settings may offer various optional educational programs, such as phonics, arts, crafts, gymnastics, or other preschool and after-school programs.

Accommodating older children between 4 and 6 years of age provides direct access to the financial resources of many nurseries. Furthermore, according to a memorandum of understanding (335/2014) between MoSS and the Ministry of Education and Technical Education (MoETE), nurseries can obtain a license from the MoETE to provide academic services to children at the kindergarten level (KG-1 and KG-2). The MoETE is obliged to recruit and bear the expenses of professional preschool teachers and transfer them to teach children in these classes at nurseries in cooperation with facilitators of the nurseries. Children who graduate from licensed nurseries are eligible to join formal primary schools directly.

Data from the Central Agency for Public Mobilization and Statistics (CAPMAS) shows that the nurseries sector in Egypt is divided into four main categories as follows (see Figure 2):

- **Privately-owned:** Privately-owned childcare centres are usually for-profit and provide care for a set fee, usually based upon the level of service quality, number of hours, additional educational services, and other demographic factors. Individuals or educational business firms own this category. These nurseries represent 48 percent of overall registered nurseries in Egypt.
- **NGO-owned:** NGO-owned (non-profit) nurseries belong to the following: community organizations (religious institutions, unions, syndicates, etc.) and registered civil society organizations (associations, foundations and federations) and represent one of the social services provided by these entities. These nurseries represent 47 percent of overall registered nurseries in Egypt.
- **Operated by Local Authorities and Units:** These nurseries are established and managed by state authorities in local governmental authorities to serve women workers and their children.
- **Workplace-based:** These nurseries are owned and managed by business organizations, and have usually been established to comply with the Labour Law. This study focuses on this type of childcare, and assesses the extent to which the provision of this benefit impacts business performance and allows for better women’s participation in the economic activities and the labour market.

Figure 2: Distribution of Nurseries by Ownership Type



Regarding nursery size (accommodation capacity), recent MoSS statistics show that the majority of nurseries are classified as ‘Small’, ‘Medium’, or ‘Large’, with a capacity ranging from 20 to 500 children per nursery; and represent 97 percent of total nurseries. On the other hand, ‘Mega’ nurseries (with a capacity of more than 500 children) are very rare, and there are only six such nurseries, representing only 0.11 percent. The remaining nurseries are ‘Micro’ sized, with a capacity of fewer than 20 children. Nursery distribution and density broadly vary between different regions and governorates. For instance, in Cairo, the nursery density average is 36, while in some delta areas like Gharbia and Kafr El Sheikh, the average density exceeds 130 children per nursery.

The latest national count carried out by CAPMAS and MoSS in 2018/2019 shows that the total capacity of all nurseries in Egypt does not exceed 1.3 million children, while the population of the 0 to 4 age group that need childcare services reached 12.5 million, representing a huge gap between supply and demand. Accordingly, in April 2021, the Minister of Social Solidarity announced that the Government of Egypt (GoE) has decided on several actions to enhance the childcare service sector. These actions include; 1) the rehabilitation and licensing of 25,000 nurseries; 2) the establishment of new nurseries in different regions; and 3) the training of 1,000 nursery workers to improve service quality (Al-Masry Al-Youm, 29 April 2021).

Egyptian nurseries are administered under *Child Law 12* issued on 28 March 1996 (PART THREE: Social Welfare - Articles 31 to 45). Law 12 replaced and overruled the Nursery Houses Law No. 50/1977. Child Law No. 12 has defined the objectives and purposes of nurseries as institutions responsible for children’s early development and family wellbeing.

The overarching goal of nurseries is to provide a holistic development of a child’s social, emotional, cognitive, and physical needs to build a stable and broad foundation for lifelong learning and wellbeing. **The following objectives were emphasized by Child Law No. 12:**

- To ensure the social welfare for children and developing their talents and capacities;
- To prepare children physically, culturally, mentally, and morally, according to society’s objectives and religious values.
- To raise awareness of children’s families to provide them with a sound upbringing.
- To strengthen and develop social bonds between the nursery and the children’s families.
- To fulfil the needs of children for entertainment, games, and recreational and artistic activities suitable for their ages.

Law 12 and its executive regulations issued on 21 July 2010 (Prime Ministerial Decree 2075/2010) strictly defined a set of criteria and operational processes for registering, monitoring, and managing nurseries. The law and its Executive Regulations established the following criteria of registration:

Article 34: Licensing a nursery to natural or legal persons shall be in accordance with the provisions set forth in the By-laws. To acquire a nursery license, a natural person shall fulfil the following:

1. He shall be of Egyptian nationality and legally competent.
2. Never been sentenced for a felony or being penalized by restriction of freedom in a misdemeanour involving honour or dishonesty, or any of the crimes prescribed in Articles 283, 284, 285, 286, 287, 292, and 293 of the Penal Code, unless he has been rehabilitated.
3. He shall be of good conduct and enjoy a good social reputation.
4. He shall not undertake any activity contrary to social or educational activities.

The Child Law and its Executive Regulations underlined the accountability and responsibility of nurseries in order to assure the proper quality and safety levels for children inside these facilities. Article 39 identified the inspection process as follows: the concerned technical agencies at the ministry responsible for social affairs shall be in charge of the technical inspection and financial and administrative supervision over the nurseries to ensure the implementation of the provisions of this law and related decrees for its enforcement. The concerned Directorate for Social Affairs shall notify the nursery of the type of violation and shall issue a warning to the nursery to rectify the situation within a suitable period determined by the Directorate. If the nursery fails to remove the violations and correct the situation, the case shall be submitted to the Committee for Nursery Affairs at the Governorate to take the appropriate measures in this regard in accordance with the provisions of Article 40 of this law.

The Child Law and its Executive Regulations also authorized nurseries to receive donations as one of the fund-raising mechanisms that help nurseries to weather economic crises. Article 38 of the Child Law defined the procedures and approvals processes to receive funds either from Egyptian entities or non-Egyptian entities. The nursery may accept donations, grants, subsidies, and legacies offered thereto by Egyptian individuals or organizations. However, those offered by foreign or international individuals or organizations may not be accepted unless approved by the ministry responsible for social affairs. These donations shall be allocated to support nurseries, a percentage of the profits of the central social services companies; this percentage shall be added to the resources of the sub-funds in the governorates to support the associations and institutions thereof. The By-laws shall indicate the method and regulations whereby these subsidies resulting from the proceeds of this percentage shall be distributed to nurseries in the governorates.

The nursery sector faces several challenges and difficulties. For instance, there are a remarkable shortage of professional childcare workers. Due to the fast expansion and building of new schools and classes, the MoETE was unable to supply teachers to nurseries. Furthermore, the MoETE has withdrawn some of the “transferred teachers,” which led to a lack of workers for these nurseries. Other critical challenges that some practitioners have reported are the financial resources and paperwork required for nursery establishment. The financial costs, administrative burden, liabilities, logistics, infrastructure, trained workers, and other resources required for establishing effective nursery provision hinder a broad segment of individuals and even NGOs from doing so. Running costs represent another burden, especially with high annual inflation rates and constant increases in the costs of utilities (electricity, water, gas, etc.), supplies, rent,

wages, transportation, maintenance, and state fees. In addition to these financial issues, most nurseries do not have easy access to financial institutions to obtain loans or credit.

Almost all financial institutions require collateral that not all nurseries can provide. The high interest rate also presents another obstacle that inhibits a wide range of nurseries from benefiting from financial services. These challenges and other obstacles eventually led to the appearance of informal nurseries. According to some official estimates, about 15,000 nurseries (mostly individual) operate without licensing or registration. On the other hand, the estimated number of workers in the nursery industry at all levels (managers, supervisors, workers, etc.) exceeds half a million individuals, primarily female workers. Thus, the nurseries business is not only crucial for the nurseries workforce but also serves a vital function to the economy and essential service to enable other keyworkers to continue working.

1.1.5. FEDERATION OF EGYPTIAN INDUSTRIES (FEI) AND INDUSTRIAL SECTORS IN EGYPT

The Federation of Egyptian Industries (FEI) is one of the country's largest employers' associations, with 19 active industrial chambers as members, representing over 102,000 industrial enterprises out of which more than 90 percent belong to the private sector; accounting for more than 2 million workers and 18 percent of the national economy. Since its early inception as a "Trade and Industry Committee" in 1915, the FEI has been carrying out its responsibilities towards defending and supporting Egyptian industries. FEI firmly believes in industry as the pillar of the country's sustainable development and a tool to alleviate poverty and attain prosperity. Therefore, FEI effectively advocates the common interests of its members and defends their positions towards governmental and legislative bodies and other local and international associations. FEI structure represents a central unit comprised of several chambers. The following chambers represent the major industrial sectors in Egypt as follows:

Table 1: List of FEI Chambers

Food Industries	Wood & Furniture	Pharmaceuticals	Petroleum & Mining	Printing
Information Technology	Leather Tanning	Cinema	Healthcare	Chemicals
Metallurgical	Engineering	Textile	Ready-made Garments	Leather
Cereals	Building Materials		Real Estate	Handicrafts

FEI VISION

To create a strong and stable industrial society that is globally competitive being the main catalyst for development and prosperity in Egypt.

FEI MISSION

As the 'Voice of Industry in Egypt', FEI strives to drive industrial economic growth domestically, regionally and globally by employing an independent proactive, sustainable and integrated approach to competitiveness and integrity while maintaining the needs and interests of all stakeholders. FEI will continue to develop value programs, quality services and persistent advocacy efforts aiming at uplifting the performance of the industrial sector, and proactively tackle its problems in order to develop and promote the economic well-being of its members. The improved competitiveness of members' enterprises, their welfare, success and well-protected rights would lead to significant economic progress of the nation. (FEI, 2021)



The classification of the business sector can take several forms, based on ownership type, legal form, and size, among others. Ownership types (public and private) are identified below; as well as a listing of the most common legal structure types for private companies.

1. Ownership Type:

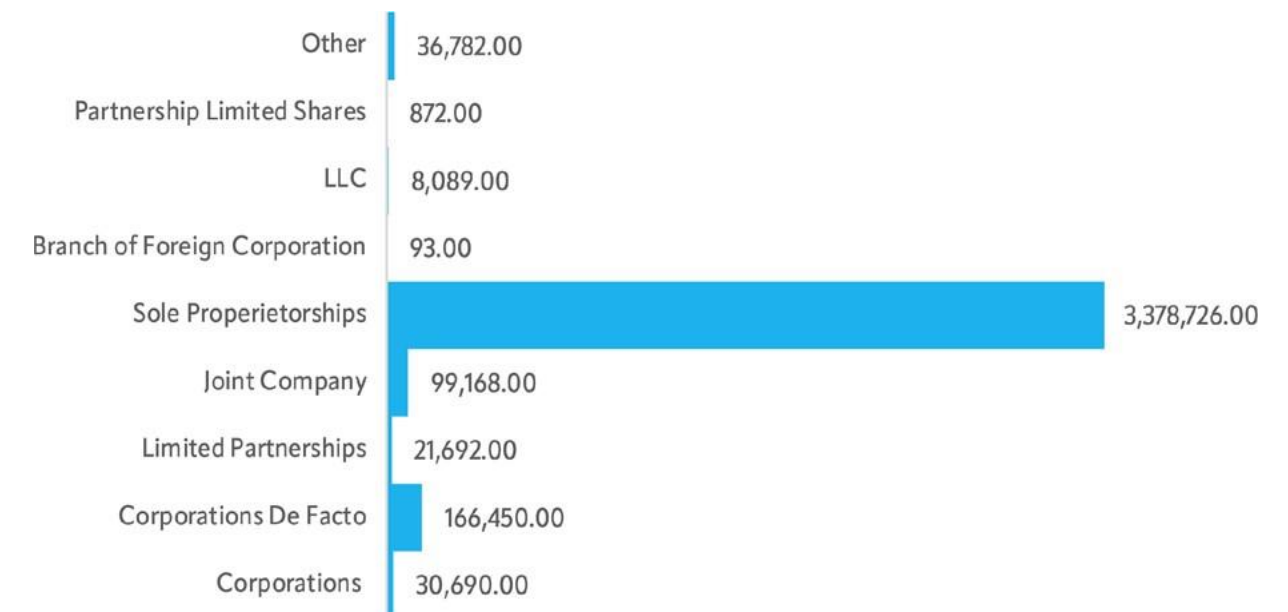
- a. **Public and Public Business:** The public entities are entirely owned by the government, while the public business entities are owned by both the government and other partners including individual investors and the private sector. The number of these entities does not exceed 1,600 companies which represent 0.04 percent of the business sector.
- b. **Private Sector:** Individuals entirely own companies of this type. The structure of private companies would take several legal forms (identified below).

2. Legal Structure (the most common legal structures for private companies):

- a. **Sole Proprietorship:** A sole proprietorship (also known as individual entrepreneurship, sole trader, or proprietorship) is an unincorporated entity owned by one individual only. It is the simplest legal form of a business entity.
- b. **Partnership:** A partnership is when two or more people combine to share in the profits or losses of a business. Similar to a sole proprietorship, money made or lost is reported personally by the partners on their individual income tax returns. Generally, the steps to forming a partnership are similar to those for sole proprietorships.
- c. **Corporation:** A corporation, or C corporation, is an independent entity for both legal and tax purposes, separate from the people who own it or run it. A corporation can raise money by selling stock, and a corporation will continue indefinitely, even if one of the shareholders dies or sells his or her shares. Owners of a corporation are not personally responsible for the corporation's financial obligations, nor are they personally liable in case of lawsuits.
- d. **Limited Liability Company (LLC):** In many ways, this type of structure offers the benefits of both a corporation and a partnership. The owners are protected from having personal liability, as they would in a corporation, but an LLC follows the more streamlined structure of a partnership. In an LLC, the owners are known as "members." Members can be people, partnerships, corporations, or even other LLCs. The profits and losses are passed through LLCs to their members, who report them on their individual returns, just as in a partnership. (CAPMAS, Economic Census, 2018)

Figure 3, reveals that the sole proprietorship legal structure represents more than 90 percent of entities in the business sector. In addition, the simplicity of a sole proprietorship makes this form of business structure extremely popular among small businesses, freelancers, and other self-employed individuals. Sole proprietorships adhere to a few *regulatory requirements*. Unlike corporations, the entities do not need to spend time and resources on various government requirements such as *financial information reporting* to the general public.

Figure 3: Distribution of business entities by legal structure



(Source: CAPMAS Economic Census 2018)

Despite its simplicity, a sole proprietorship presents some disadvantages. Since a sole proprietorship does not create a separate legal entity, the business owner faces unlimited personal liability for all debts, fraud, legal disputes, etc., incurred by the entity. In other words, the owner is fully responsible for the entirety of business activities and personnel. For instance, if a business cannot meet its financial or legal obligations, creditors can seek repayment from the entity's owner, who must use their personal assets to repay outstanding debts or other financial obligations. Also, if any conflict arises between employees and the company, the owner will be directly involved in this conflict. These issues explain some of the findings during the field research and provide some reasons behind the hesitation of some business owners to establish benefits schemes or adopt childcare provision as it entails a direct responsibility of the owner in case of any incidents in workplace nurseries.

Table 2, provides a detailed distribution of different business sectors and sub-sectors. Unfortunately, the classification of FEI for its chambers and sectors does not precisely match the classification of sectors adopted by CAPMAS. This inconsistency in the classification of chambers would explain the mismatching of some sectors between FEI and CAPMAS. The distribution shows that the manufacturing of furniture and wood industries represent the most significant percentage (5.4 percent) of all sectors, followed by food industries with 2.4 percent, and textile and ready-made garments with 2.3 percent. According to the latest economic census conducted by CAPMAS in 2018, the total number of business establishments representing all sectors (including petroleum, agricultural, fishing, manufacturing, among others.) is 3,326,250. Most of these establishments are small-sized companies. The registered companies represent 47 percent, while the unregistered (informal sector) represent 53 percent.

Table 2: Distribution of Business Sector by Legal Form (Source: CAPMAS Economic Census 2018)

Activity code	Economic Activity	Sector				Total No. of Establishments	
		Private		Public Business		%	Number
		%	Number	%	Number		
Total		100	3,741,026	100	1,536	100	
A	Agriculture, forestry and fishing	3.59	133,296	2.45	39	3.59	134,335
1	Crop and animals' production, activities	3.57	133,476	2.09	32	3.57	133,507
2	Forestry and logging	0.01	247	0	0	0.01	247
3	Fishing and aquaculture	0.02	574	0.46	7	0.02	581
B	Mining and quarrying	0.03	975	1.82	28	0.03	1,003
5	Mining of coal and lignite	0.0	0	0	0	0	0
6	Crude petroleum and natural gas	0	38	0.33	5	0	43
7	Mining of metal ores	0	7	0.39	6	0	13
8	Other mining and quarrying	0.02	864	1.11	17	0.02	881
9	Mining support service activities	0	67	0	0	0	67
C	Manufacturing	13.97	522,761	19.34	297	13.98	523,058
10	Manufacture of food products	2.41	90,242	9.9	152	2.42	90,394
11	Manufacture of beverages	0	147	0.07	1	0	148
12	Manufacture of tobacco products	0.01	194	0.46	7	0.01	201
13	Manufacture of textiles	0.51	19,222	1.95	30	0.51	19,252
14	Manufacture of wearing apparel	1.76	65,769	0.07	1	1.76	65,770
15	Manufacture of leather products	0.22	8,073	0.07	1	0.22	8,074
16	Manufacture of wood and cork	1.77	66,330	0.13	2	1.77	66,332
17	Manufacture of paper	0.08	2,842	0.2	3	0.08	2,845
18	Printing	0.21	7,753	0	0	0.21	7,753
19	C	0	136	0.52	8	0	144
20	Chemicals and chemical products	0.07	2,593	1.04	16	0.07	2,609
21	Pharmaceuticals and botanical products	0.01	338	0.78	12	0.01	350
22	Rubber and plastic products	0.21	7,962	0.39	6	0.21	7,968
23	Other non-metallic mineral products	0.48	17,797	0.59	9	0.48	17,806
24	Manufacture of basic metal	0.03	1,037	0.72	11	0.03	1,048
25	Manufacture of fabricated metal products	2.04	76,257	0.65	10	2,04	76,267
26	Manufacture of computer, electronic and	0.01	316	0.13	2	0.01	318
27	Manufacture of electrical equipment	0.05	1,781	0.33	5	0.05	1,786
28	Manufacture of machinery and equipment	0.04	1,594	0.39	6	0.04	1,600
29	Manufacture of motor vehicles, trailers and	0.01	453	0.2	3	0.01	456
30	Manufacture of other transport equipment	0.01	227	0.65	10	0.01	287
31	Manufacture of furniture	3.65	136,430	0.07	1	3.65	136,431

The figures show the distribution of business sectors according to the paid capital, workforce size, and registration status. Figure 4 shows that the majority of businesses are unregistered (53 percent), and 47 percent are registered. (CAPMAS, Economic Census, 2018). Figure 5 provides the distribution of business sectors by paid in capital. As shown in the figure, the vast majority (approximately 89 percent) of business sectors have a paid in capital of less than EGP 100,000; with 9.5 percent having a paid in capital of between EGP 100,000 to EGP 499,000; and only 0.1 percent with a paid in capital of between EGP 5 million to EGP 10 million, increasing imperceptibly to 0.2 percent with over EGP 10 million.

Figure 4: Distribution of business sectors by registration status

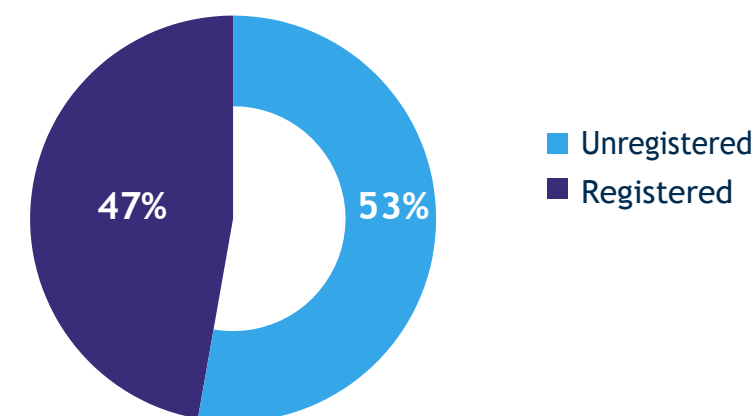
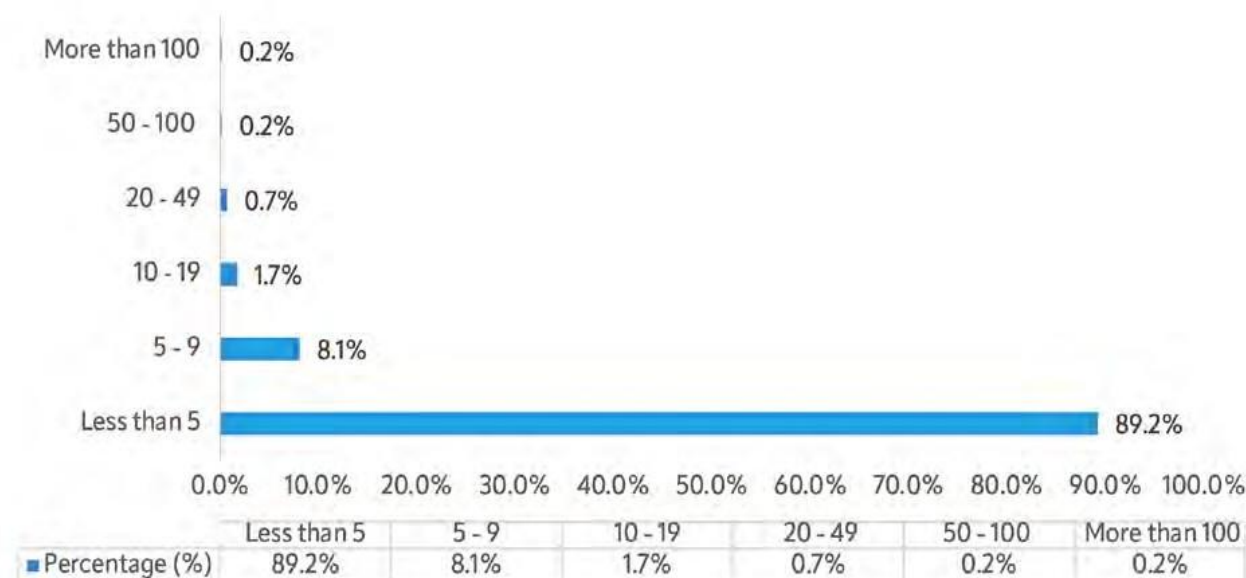


Figure 5: Distribution of Business Sectors by Paid Capital



Figure 6, below, highlights that the vast majority are micro-sized, having between 1 to 5 employees (89.2 percent); with the second highest value found for business sectors with from 5 to 9 employees.

Figure 6: Distribution of Business Sectors by Size of Workforce



In summary, companies with a paid in capital of less than EGP 100K and between 1 to 5 employees represent almost 90 percent of the business sector. About 95 percent of the workforce is permanent, and 5 percent represents temporary (seasonal) workers. (CAPMAS, Economic Census, 2018).

With regards to women's average participation in the business sector, it is estimated at only 15.8 percent, while the percentage of men's participation is nearly 84 percent. However, these percentages are remarkably varied between different sectors (see Table 3, for worker distribution by gender). For instance, in the ready-garments sector, the percentage of female employees exceeds 34 percent, and in pharmaceuticals is about 30 percent. On the other hand, the level of female employees in the food industry is low as only 7 percent, and in wood manufacturing, the percentage excessively dropped to less than 0.7 percent.

34%

of women work in
READY GARMENTS

30%

of women work in
PHARMACEUTICALS

7%

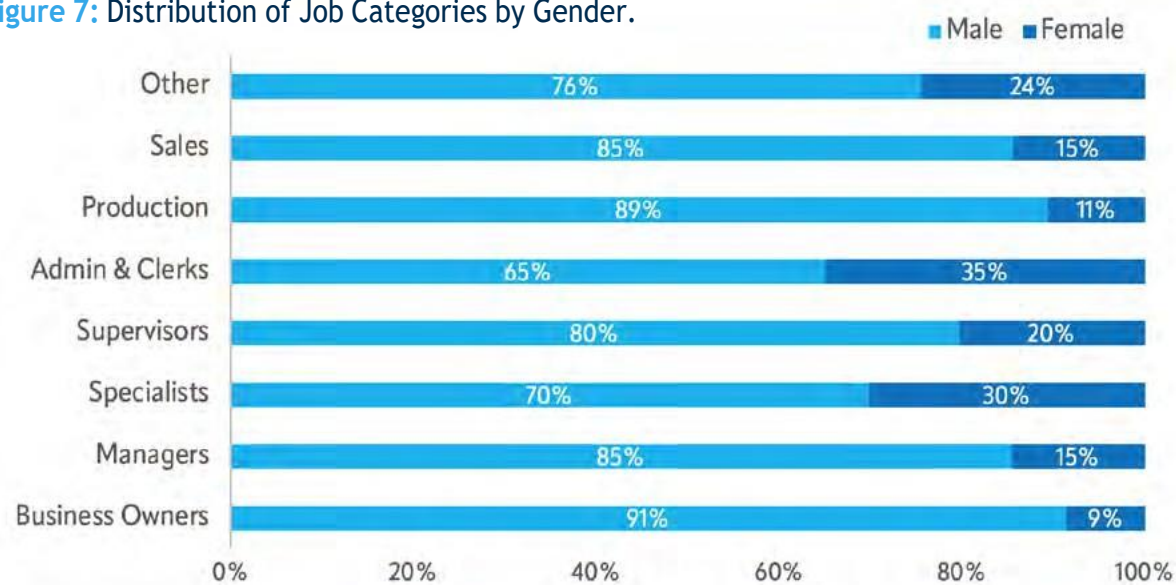
of women work in the
FOOD INDUSTRY

Table 3: Worker Distribution by Gender (Source: CAPMAS Economic Census 2018)

Activity code	Economic Activity	Total Employees			Temporarily		
		Total		Female	Male	Total	
		%	Number			%	Number
	Total	100	13,465,365	2,131,994	11,333,372	5	690,086
C	Manufacturing	100	3,257,771	324,164	2,933,372	5	145,214
10	Manufacture of food product	100	757,252	58,815	698,437	5	37,418
11	Manufacture of beverage	100	20,680	1,725	18,956	1	267
12	Manufacture of tobacco products	100	17,639	2,264	15,375	3	529
13	Manufacture of textiles	100	225,543	34,572	190,970	2	5,126
14	Manufacture of wearing apparel	100	376,510	129,283	247,227	4	14,251
15	Manufacture of leather and related products	100	42,409	2,699	39,711	2	690
16	Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting materials	100	164,035	1,226	162,810	1.95	3,198
17	Manufacture of paper and paper products	100	57,650	3,717	53,932	2	1,196
18	Printing and reproduction of recorded media	100	59,792	4,605	55,187	1.68	1,004
21	Manufacture of pharmaceuticals, medicinal chemical and botanical products	100	84,622	25,934	58,688	2	1,730
22	Manufacture of rubber and plastics products	100	127,069	7,295	119,774	3	3,823
23	Manufacture of other non-metallic mineral products	100	215,358	7,527	207,830	11	24,362
24	Manufacture of basic metals	100	68,770	1,268	67,502	3	1,857
25	Manufacture of fabricated metal products, except machinery and equipment	100	306,123	6,197	299,926	9	26,251
26	Manufacture of computer, electronic and optical products	100	14,775	2,037	12,738	1.29	190
27	Manufacture of electrical equipment	100	103,609	11,516	92,093	1.43	1,478
28	Manufacture of machinery and equipment n.e.c	100	37,261	1,845	35,416	14	5,209
29	Manufacture of motor vehicles, trailers and semi-trailers	100	25,703	892	24,811	4	944
30	Manufacture of other transport equipment	100	7,358	269	7,090	13	976
31	Manufacture of furniture	100	352,390	2,787	349,603	3	10,211
32	Other manufacturing	100	23,606	4,204	19,402	4	829
33	Repair and installation of machinery and equipment	100	37,809	826	36,983	2.86	1,083

As shown in Figure 7, below, the qualitative distribution of women in different job categories is relatively varied according to the job type and job duties. For example, production (or blue collar) jobs have the lowest percentage of women's participation, while administration, clerical, and specialized (white collar) jobs have the highest percentage. In addition, the level of women's ownership of business is the lowest and represents only 9 percent of the business ownership base. The following graph presents the distribution of job categories by gender.

Figure 7: Distribution of Job Categories by Gender.



The desk research and preliminary interviews during the inception phase revealed several reasons behind the remarkable variation of the level of women's participation in different industrial sectors as follows:

1. Many business owners and managers are reluctant to hire female workers. This reluctance is mainly due to issues related to maternity leave, absenteeism, and cultural norms (for example, women working in close proximity to men is not acceptable for some communities); but most importantly, due to the perceived relative ease and flexibility of moving male workers between different departments and heavy works.
2. Work shifts represent another challenge. According to the laws and policies governing employment, women cannot be forced to work in shifts and should not be working after 7:00 pm. This limitation in flexibility always hinders women's hiring decisions, specifically in companies that work in shifts (3 shifts).
3. The industries that heavily rely on modern tools and machinery usually have more propensity to employ male workers. These types of jobs do not require intensive delicate work, focus and diligence that female workers are usually perceived as mastering better than male workers. This tendency explains the high percentage of women in the ready-garments and pharmaceuticals sectors. These sectors require intensive handwork and skilled workers to perform sewing, finishing, packaging, labelling, and so forth. Managers always consider these perceived benefits of women workers and the lower turnover rate of women rather than men workers in making hiring decisions regarding women.

1.2. STUDY RATIONALE

Recognition of the importance of childcare benefit provision because of its impact on employees, households, individual businesses and the overall economy has become one of the central issues of the business community. However, many organizations still struggle to establish metrics and collect the relevant data to measure the return on investment (ROI), financially and organizationally, as a result of building childcare benefit provision. Even organizations who recognize the business case often find it challenging to access reliable information, identify partners, and implement solutions. Thus, there is a serious need for analytical study and market research to determine the contributing factors, reasons, situations, opportunities, challenges, and viable solutions that best fit both organizational needs and resources, and the welfare and security of women, children and families.

The resources required for the provision of well-established child care services (including establishment costs, infrastructure, wages, and availability of a trained workforce) as well as issues such as the administrative burden, liabilities, and logistics should be examined along with the benefits, return on investment, organizational performance, and competitiveness gained as a result of this service from the business perspective. Business rationale and market concerns, in addition to the needs, situation, expectations, and socio-economic conditions of employees, should be taken into consideration when designing and developing solutions for nurseries in workplaces. The models and solutions should be tested and validated under various business and social circumstances and environments to ensure validity and effectiveness. These measures will ensure the sustainability and efficacy of these solutions and solidify their impact on both organizations and families.

1.3. STUDY GOALS AND OBJECTIVES

The main objective of this assignment is to provide a comprehensive and informed mapping and analysis of the current situation of childcare service in business organizations; and to develop at least five applicable childcare service provision models. These models can guide and inform the design of childcare business modelling and programming that promotes childcare provision in workplaces through on-site nurseries or alternative models for the workplace.

1.3.1. SPECIFIC OBJECTIVES

1. **Evidence: Data Collection:** Generate evidence on how the improvement/introduction of childcare services and allocations to the workforce positively impacts overall business performance, including employers and employees. The evidence could be observed from companies that have recently established childcare facilities. The data collected will help reach a comparative analysis of the impact on business performance before and after the establishment of child care facilities on both employers and employees. In addition, a sample of companies without childcare services will be selected and studied to identify the factors that contributed to this situation and assess the needs of these businesses to adopt childcare service provision.

2. **Evidence: Case Studies:** Based on the evidence generated through Objective 1, develop case studies that identify elements of success, providing a foundation for childcare models to be based on.
3. **Childcare Models:** Based on the evidence so generated through Objectives 1 and 2, develop up to 5 models that offer solutions for the implementation of childcare provision for Egyptian enterprises. This would include childcare facilities at work but also childcare allocations, more flexible working hours, and other innovative solutions.

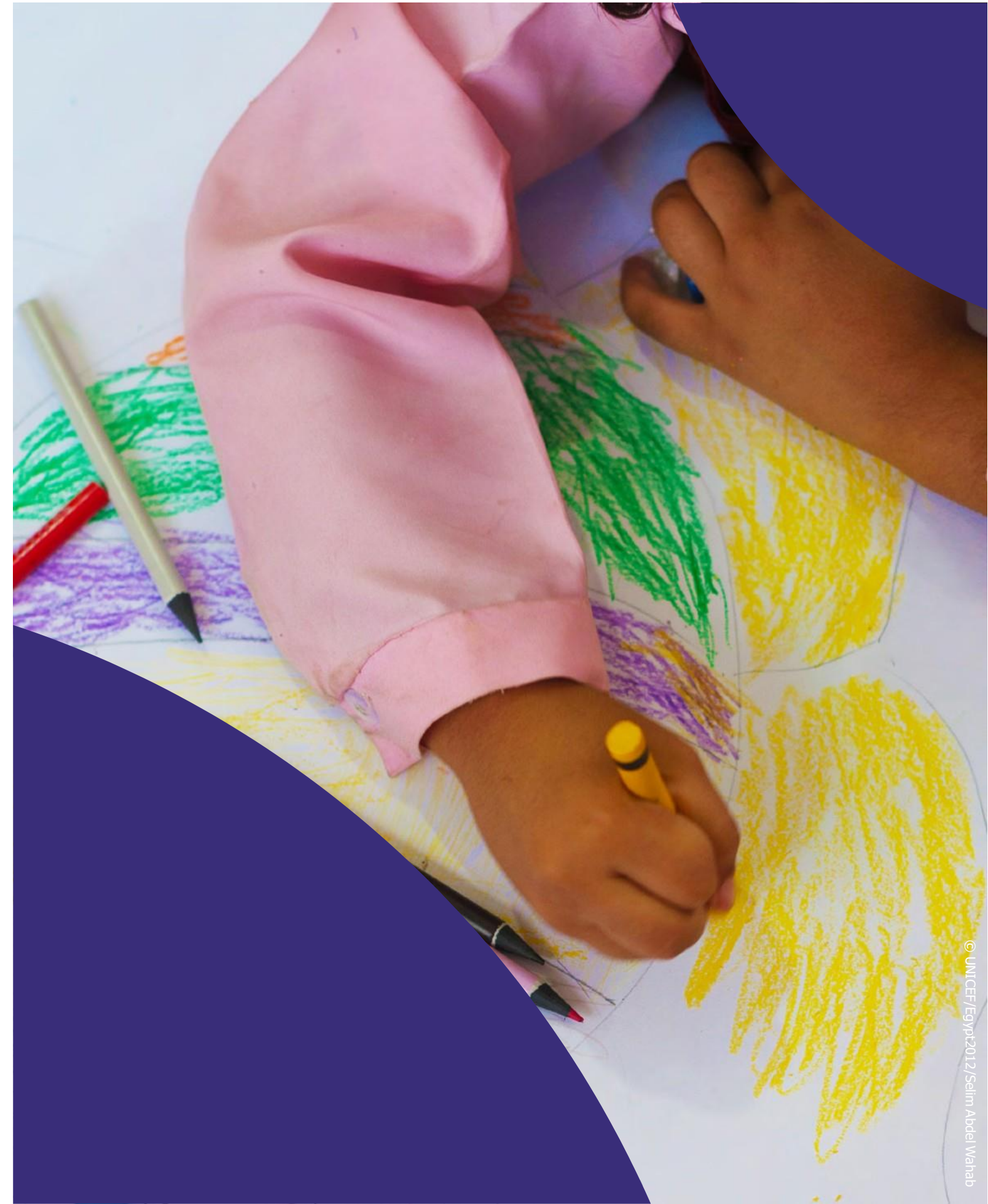
1.3.2 STUDY PURPOSE AND USE

The study will be used by the FEI, UNICEF, and the ILO to gain insights into the different facets of the issue of childcare provision in the private sector. UNICEF will use the childcare models as a part of the Early Childhood Development (ECD) program to promote the establishment of nurseries/alternative childcare solutions in the workplace. In collaboration with FEI, ILO will use the study findings (survey and case studies) to validate the positive impact establishing childcare facilities can have on families and promote the further participation of fathers in childcare. Moreover, UNICEF, ILO, and FEI will advocate for implementing the recommended childcare models with numerous actors, including public entities, the private sector, financial institutions, and civil society organizations.

The 'Childcare Models' part of the study (Study Part-2) aims to develop evidence-based ECD models to provide various options for childcare benefit provision. The study is to provide a minimum of 5 childcare models or more as identified, and as stated above, UNICEF, ILO, and FEI will use these models to advocate for childcare practices in the workplace. These models are intended to be implemented by those private sector companies that are already engaged in providing childcare services/solutions or want to begin implementing alternative childcare solutions within their organizations. In addition, it offers an opportunity to community workers with expertise in child, gender, equality, business and cooperative development, facilitators, and leaders who want to support private sector companies to provide affordable, quality childcare solutions.

1.3.3 STUDY SCOPE

1. **Federation of Egyptian Industries (FEI) Member Organizations:** As per the RFP, this should represent the main population of the study. A sample was taken from the lists of companies that agreed to participate in the study. The sample quotas covered different business segments and types, including; business sizes, geographical locations, and business sub-sectors (e.g., Food, Engineering, Leather, Chemicals, etc.).
2. **Governmental Organizations (GO):** A sample of GO, such as ministries, local administrative units, etc., were to be selected in agreement with UNICEF and ILO.
3. **Civil Society Organizations (CSOs):** A sample of CSOs, including Non-Governmental Organizations (NGOs) were to be selected in agreement with UNICEF and ILO.



2. METHODOLOGY

2.1. GENERAL

This section describes the research methodologies, techniques, and approaches used to collect, aggregate, and analyse the various data to examine the situation of childcare facilities in workplaces and the most appropriate approaches to develop models and solutions for childcare services that best-fit business and employee needs, expectations, and conditions. The research also aimed to generate findings that would inform UNICEF, ILO, FEI, and other stakeholders of the potential areas of collaboration and possibility of integration either vertically or horizontally among business organizations.

The primary focus of the research was geared towards the collection, sorting, and analysis of all relevant data and information about existing childcare facilities at workplaces, business organizations, governmental organizations, and civil society organizations; including data related to their organizational structure, capacity, and personnel; and to identify their needs and the resources that could enable them to provide childcare benefits for their employees. To better understand the situation of companies that do not adopt childcare benefit provision, the research also assessed and analysed the main reasons and challenges faced by these companies. Finally, the research also aimed to identify the support required for these companies to be able to start providing childcare services.

In order to inform the design and development of models and solutions that better satisfy both organization needs and employee expectations, the data had to provide in-depth information about these entities and their organizational, benefits schemas, and personnel information. The research would also need to examine the current models and solutions developed and provided by organizations to employees and the extent to which these solutions are effective, applicable, and viable. The data collected could then inform the assessment of the return on investment, as well as impact on profit, retention rate, turnover rate, employee satisfaction, and other business KPIs. The research also addressed implementation experiences; identified success factors, challenges and lessons learned; and determined if improvements to the current strategies and practices are needed to make the proposed models and solutions more efficient and sustained.

It should be noted that research, especially of this type, usually encounters some challenges because of the dynamic nature and widely diversified inputs, outputs, stakeholder needs, and operational strategies. The study partners (UNICEF, ILO, and FEI) recognized that to generate a valid and comprehensive assessment of the childcare benefit experience, a wide range of stakeholder perspectives would need to be assessed, including those of the business sector, the non-governmental and governmental sectors, workers, other external stakeholders, and expert views, ranging from the local, to regional to national levels. The consultant, in collaboration with study partners, therefore, used both qualitative and quantitative research methods to ensure that the research achieved the desired quality of results. The following set of research methods were implemented:

(1) a desktop review of existing information; (2) consultations with business managers; (3) a survey with workers/employees; (4) interviews with governmental agencies; and (5) international studies.

This mix of different methods was essential to generate accurate and useful data and information, while also accommodating the variations of businesses' experiences, for example, in rural vs. urban areas and between different sectors and business sizes. The consultant and partners sought to utilize all available sources of information to avoid 'reinventing research wheels' and wasting scarce resources. Lastly, the research methodology was explicitly designed to promote learning and, ultimately, action on the part of target groups and potential audiences. In developing the data collection plans and research tools, the research team used a multiple-method approach for data collection. Data were harvested from document reviews; national statistics reviews; group and individual interviews; and field visit observations. In addition, the research team checked its findings against supporting evidence and validated its data by consulting multiple information sources.

The outcomes and results of Study Part-1 were also underpinned by a desktop review and analysis of national statistics on labour markets, women's employment, childcare, and the overarching legislative, regulatory and policy context for childcare and working women's rights. In addition, supplementary interviews were held with some business cases mentioned in the Study Part-1 report, as well as other cases identified during the desktop study, to understand the broader business context, conditions, resources, the nature of the workforce, and primary financial aspects associated with childcare models. Furthermore, the study identified success factors, challenges and lessons learned and determined if improvements to the current strategies and practices are needed to make the proposed models and solutions more efficient and sustainable.

The study provides UNICEF, ILO, FEI, and other stakeholders with integrated business models built upon current practices. It addresses most of the gaps and shortcomings of current models based on an in-depth analysis of experiences and best practices at different levels and aspects of business management, employee best interest, and regulatory frameworks.

The study was conducted in close collaboration and consultation with the concerned staff of study partners. A team comprising a Team Leader and three senior consultants with expertise in specific areas of early childhood development (EDC), childcare facility operations, and business management conducted the research. The research team carried out its preliminary work in the fourth quarter of 2020 and the bulk of its fact-finding work from March through May 2021.

2.2. RESEARCH PHASES

2.2.1. THE INCEPTION PHASE

The purpose of the inception phase was for the research team to refine the scope of work and the detailed planning for the data collection and analysis phases. This phase also focused on discussions and information sharing with UNICEF, ILO, and FEI program staff members. The

team refined the study goals and objectives into a set of specific questions covering the principal dimensions and issues related to the childcare practice areas and business sector management perspectives (these questions are provided in Chapter 3). The research team conducted an exhaustive document review, including laws and policy frameworks, national reports, national statistics, business and financial reports, and other relevant information.

At the beginning of the research, the research team conducted a stakeholder mapping exercise to identify business sectors, business structures, industrial zones, and related regulatory bodies in Egypt and persons to be interviewed. The team interviewed a broad cross-section of government officials, business owners and managers, partner agency staff, and sample workers (women and men). In addition, members of the research team conducted several field visits and community-level focus group discussions (FGDs). The main activities of the inception phase are listed here in the sequence of their implementation:

1. Desk Study / Literature Review:

The field data collection process was preceded by a literature review (desk study). The research team began with a review of qualitative and quantitative data from the many existing studies and sources on business sectors, the nurseries sector, legal frameworks for labour, nursery regulations, ministerial decrees, and various related subjects.

The sources included but were not limited to:

- Central Agency for Public Mobilization and Statistics (CAPMAS)
- Central Bank of Egypt (CBE)
- Federation of Egyptian Industries (FEI)
- Ministry of Social Solidarity (MoSS)
- Ministry of Manpower (MoMP)
- Egyptian Investors Federation (EIF)

This information was synthesized and used to design the sample framework and research tools; identify the relevant targeted groups; and develop the field visits plan.

2. Key Informant Interviews (KII):

Individual and group interviews with key stakeholders, including study partner staff, MoSS officials, business owners, and NGOs managing nurseries, were conducted before collecting data from the field. These Key Informant Interviews (KIIs) aimed to identify critical issues related to the impact of childcare benefit provision on both business performance and the level of women's participation in business activities. The KII also provided in-depth insights into current practices, challenges, needs, and expectations of all related parties (including employers, employees, and regulatory bodies). This stage of the research informed the development of the data collection tools and instruments by allowing the research team to develop a clear understanding of the rationale and strategies of different parties. It also augmented the overall process with first-hand information about the business sector's perspectives, directions, and logical decision-making processes related to staff benefits in general, and childcare benefit provision in particular.

2.2. THE DATA COLLECTION PHASE

The research team used a two-phased approach to conduct the data collection. First, to collect information and data from business decision-makers on past and current experience. This first 'top-down' phase began with a survey of business owners and managers at the executive and top management levels. Field visits to 108 organizations were conducted. Personal interviews were held with 418 business owners, senior executives, and department managers who are directly related to decision-making regarding employee benefits schemes and human resources affairs in general (including recruitment, promotion, and appraisals). The research team also focused on particular geographical areas representing urban, rural, and industrial zones (Cairo, Alexandria, Giza, Sharkia, Port Said, Fayoum, and Beni Suef) and specific business sectors known for their intensive employment of women, such as ready-made garments, foods, and pharmaceuticals. Data was then collected from workers at different job levels and types. Finally, the research team conducted personal interviews with the following employee categories (focusing on women employees as the primary target group):

- **White Collar Workers:** This category included employees (men and women) in different specialized jobs such as administration, accounting, engineering, sales, and IT. This category also included employees from governmental agencies, NGOs, and schools.
- **Blue Collar Workers:** This category included production workers, technicians, cleaning and general services, and support service staff.

The first round of data collection was conducted through a series of personal interviews with employers and employees at different levels to assess their attitudes and experiences with reference to childcare benefit provision, using a structured questionnaire for each group. At the completion of this first phase and after identifying issues for special attention, data was aggregated, verified, and analysed. The second round of data collection focused on collecting recommendations and suggestions from all stakeholders based on specific concerns and experiences observed in the first phase of the assessment.

2.3. SAMPLING FRAMEWORK

The following table and graph present the sampling framework and sample size of each group (the research team used a purposive, non-statistical sampling methodology based on consultation with study partners and difficulties in obtaining the FEI membership database).

2.3.1. DISTRIBUTION OF SAMPLE ORGANIZATIONS BY SECTOR AND LOCATION

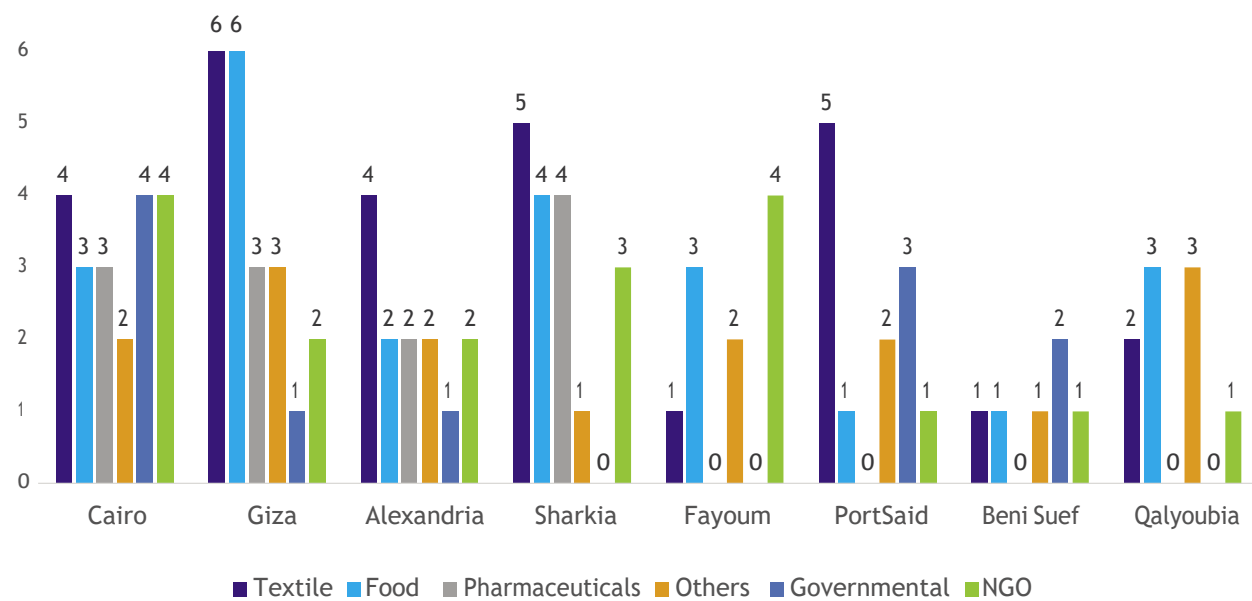
The sample framework focused on the industrial sectors with a high-intensive level of women workers. Based on the desk research and preliminary interviews with FEI officials and business owners and managers, the team identified the following sectors: Ready-Made Garments, Food, Pharmaceuticals, Others, Governmental, and Non-Governmental. Table 4 and Figure 8, below, provide the distribution of the sample by business sector, and location.

Table 4: Distribution of Sample by Business Sector and Location

Business Sector	Cairo	Giza + October City	Alexandria and Borg Al-Arab	Sharkia + 10 th Ramadan	Fayoum	Port Said	Beni Suef	Qalyubia	Total
Ready-made Garments	4	6	4	5	1	5	1	2	28
Food	3	6	2	4	3	1	1	3	23
Pharmaceuticals	3	3	2	4	0	0	0	0	12
Others	2	3	2	1	2	2	1	3	16
Governmental	4	1	1	0	0	3	2	0	11
NGO + Other	4	2	2	3	4	1	1	1	18
Total	20	21	13	17	10	12	6	9	108

Locations were also selected based on various demographic characteristics (such as urban area, rural area, and industrial zone). The urban areas included Cairo, Alexandria, Port Said. The rural areas included Fayoum, Sharkia, Beni Suef, and Qalyubia. The industrial zones included the 10th of Ramadan City, October City, and Borg Al-Arab.

Figure 8: Distribution of Sample by Business Sector and Location



2.3.2 DISTRIBUTION OF SAMPLE INFORMANTS BY GENDER AND JOB TYPE

The informant group included samples from different job types and levels. Table 5, provides the distribution of sample informants by gender and job type. The table shows that business owners and managers represented 23 percent; specialists and professionals (white collar) represented 25 percent; and production workers (blue collar) represented 40 percent. Governmental officials represented 3 percent, while the Others group (e.g. teachers, clerks, NGOs program staff, represented 9 percent. The varieties of sample informants aimed to provide different perspectives, experiences, directions, and expectations.

Table 5: Distribution of Sample Informants by Gender and Job Type

Organization Sector	Gender	Business Owners and Managers	Specialists & Professionals	Production Workers	Senior Officials	Others
Textile	Male	24	8	14	0	5
	Female	4	12	54	0	4
Food	Male	18	6	12	0	3
	Female	5	12	48	0	8
Pharmaceuticals	Male	12	3	4	0	2
	Female	0	6	16	0	5
Others	Male	9	6	3	0	0
	Female	7	15	18	0	0
Governmental	Male	0	3	0	4	1
	Female	0	6	0	9	3
NGO	Male	4	8	0	0	1
	Female	14	18	0	0	4
Total		97	103	169	13	36
Total Sample Size: 418						

2.4. RESEARCH TOOLS

A number of research tools were developed in order to ensure assessment consistency and effectiveness throughout process. The tools included structured and semi-structured questionnaires for business owners and employees. The data was collected, stored, and analysed electronically using tablets for data collection and Excel combined with an SQL-Based Database for data storing and analysis. Structured research tools were developed to systematically collect feedback from target groups on the current situation and experiences of childcare benefit provision and various adopted models of workplace childcare.

A Focus Group Discussion (FGD) facilitation tool was developed to explore collective opinions of business owners (Annex 6). Furthermore, individual questionnaires using a 5-point scale for self-evaluation were developed to collect data and facilitate group discussions. Two individual questionnaires were developed for each group of participants: business owners and managers (provided in Annex 7), and employees (provided in Annex 8). The lead consultant was supported by a group of data enumerators working on teams of two, one male and one female, for interviews and field visits.

2.5. LIMITATIONS

This study's limitations include the constraints imposed by the COVID-19 lockdown, and the hesitation of some target groups to participate in the interviews. The COVID-19 pandemic and the preventive measures adopted to limit its spread restricted the research team movements and limited the opportunity to carry out extensive field data collection activities such as personal and group interviews, focus group discussions, and field observations.

While the vast majority of data collection activities were carried out physically through site visits and personal interviews, site visit planning was complicated, and most appointments were changed at the last minute. In addition, the subject of the study was relatively new to the business community, and many business owners expressed hesitation regarding information disclosure and worries about having the research team meet with their staff members.

REGARDING THE LACK OF ACCESS TO THE ENTIRE FEI DATABASE, WHILE IT IS UNDERSTOOD IN LIGHT OF THE FEI'S COMMITMENT TO ITS MEMBERS' PRIVACY AND DATA SECURITY, THE SITUATION LIMITED THE ABILITY OF THE RESEARCH TEAM TO EFFECTIVELY APPLY THE SELECTION CRITERIA AND USE A STATISTICAL SAMPLING TECHNIQUE. AS A RESULT, CAUTION MUST BE EXERCISED IN ANY GENERALIZATION OF THE DATA ANALYSIS FINDINGS AS ANYTHING OTHER THAN INDICATIVE.

FEI partners played a vital role in supporting the research team in outreach activities and opening doors for site visits in different governorates, especially in industrial zones. In addition, a representative from FEI was always on-hand in all field visits and interviews, to introduce the research team members, and provide support in interviews when needed.



3. KEY FINDINGS

3.1. GENERAL

The following sections provide detailed information about the main findings from the desk review and field research outcomes. The findings are categorized per thematic area of concern (main pillars). The main research questions proposed in the Terms of Reference (ToRs) and proposed questions by research teams can be organized under the following categories to better comprehend and address the issue under study. Table 6, below, lists some examples of these primary data parameters and questions.

Table 6: Main Information and Research Questions

S	Target Groups	Organizational Information and Research Questions
1	Organizations	<ul style="list-style-type: none"> • Sector and sub-sector • Size, age, legal form, location(s) and branches • Human Resources Policies and Procedures • Operations Structure and Working Hours • Disaggregated numbers of employees (gender, age, job, marital status, children, residential locations, salary ranges, etc.) • Annual employee turnover rates • Nature of different jobs with relation to gender • Outcomes of any employee satisfaction surveys or needs assessments • Existing type of childcare provision (if any) • Structure and business model of the childcare • Number and types of employees benefiting from childcare provision • Level of satisfaction of employees with childcare service provision • Business impacts of childcare service provision (financials, operations, productivity, human resources, stock market, etc.) • Main challenges and drawbacks of childcare service provision
2	Employees	<ul style="list-style-type: none"> • Professional and key personal information (age, education, job, marital status, children, etc.) • Level of job satisfaction and main job challenges and critical needs. • Challenges related to children's care and their impact on his/her career progress • The extent to which childcare issues and challenges affect career and personal life • The extent to which childcare challenges would force an employee to leave his/her job • The extent to which the existence of childcare provision in the workplace enhances the morale and effectiveness of employees • What types of services are expected to be delivered in childcare services • To what extent the existence of childcare affects job acceptance decisions

In responding to the needs of their employees, some businesses initiated various childcare service models to make childcare services more available, affordable, and accessible. As a result, several workplace childcare options have developed, such as in-house nurseries, childcare allowance, referrals, and sub-contracting service providers. The following section presents and analyses the business owner and manager assessments of and preferences towards different suggested childcare benefits models.

Almost all business owners and managers expressed their full support and understanding of the importance of childcare benefit provision and its impacts on their business performance, staff satisfaction, productivity, turnover, and loyalty. The following section highlights the significant impacts of childcare benefit services on some business facets. However, as the number of companies that adopt childcare services was very few (only 16), the impacts will be presented in more qualitative rather than numerical and statistical terms. In addition, **these conclusions and informant feedback cannot be generalized nor considered representative of the business sector. Therefore, the following analysis should be considered as indicative only.**

3.2.1. EXISTING CHILDCARE BENEFIT PROVISION

Unfortunately, there are no updated, reliable data or statistics about the number of companies that provide childcare services. For example, the latest survey of 2018/2019 conducted by MoSS in the seven governorates of Cairo, Alexandria, Giza, Qalyubia, Ismailia, Aswan and the Red Sea showed the total number of workplaces nurseries as 52, which represents almost nothing in terms of the over 2 million business establishments in these governorates.

The field research revealed very few companies that provide childcare benefits for employees; only 16 companies out of 108 reported childcare benefit provision. Furthermore, the majority reported no childcare services, and a few 19 reported a future plan and willingness to offer childcare benefits for employees. Thus, the majority of the sample (72) reported no childcare benefits and no plans to adopt one in the future. The following sections will explain the main reasons and challenges reported by business owners and managers that prevent them from establishing childcare services for employees. **Existing childcare benefit provisions, as reported by business owners and managers, use different modalities according to several factors, as follows:**

1. **In-house Nursery Model:** In this model, the company usually builds a nursery facility inside or nearby affiliated operation units. The company also is responsible for all management and administrative works related to the nursery services. This model requires a significant initial investment and lots of paperwork. However, the in-house nursery model is economically feasible in the long term. Moreover, this model was favourable for most business owners and managers as a future plan, even for companies currently adopting other models. This model was common in large establishments with a workforce that is primarily women. About

3.2. CHILDCARE BENEFIT PROVISION: THE BUSINESS PERSPECTIVE

half of the companies that provide childcare benefits adopt this model; they were large and mega organizations (such as Asfour Crystal and Swiss Garments 10th Ramadan).

Despite the popularity of the in-house nursery model and the extended support given by business owners and managers to that model, there are some drawbacks, such as:

- Significant investment at establishment (buildings, equipment, furniture, etc.)
- Registration and licensing procedures
- Selection, hiring, and management of nursery staff
- Risks and responsibilities associated with hosting children
- Management and follow up on nursery operations
- Periodic inspection by MoSS and long, complicated procedures

In addition, safety issues related to children and their accommodation and hosting can be very risky and challenging, especially within such an industrial environment and lack of solid experience in childcare management. This model requires extensive technical support and professional training of the company team responsible for managing and supervision of the nursery facility in order to effectively and safely run the childcare operation.

2. **Outsourcing Childcare Service Model:** This model entails less administrative and management efforts. At the initial stage, the human resources department surveys the nearby nurseries (service providers) and selects the most appropriate nursery house in terms of cost, quality, location, educational services, medical services, etc; and the company enters into a contract with the nursery/service provider, based on the agreed cost per child. Some companies reported that they added other conditions related to the level of services, inspection by company staff to ensure a certain quality level, working hours of the nursery to match company working hours, etc. These conditions provide the company team, specifically Human Resources, with more control of and accessibility to the nursery's facilities and staff. This model usually fits medium-sized organizations and organizations that do not have enough land space or fewer women employees. However, most business owners and managers consider this model the optimum solution that satisfies all needs of all organizations of any size, specifically small and medium establishments. **About one-third of the sampled organizations that provide childcare services adopt this model.**

This model provides many advantages for business owners and managers: it does not entail any initial investments; requires minimum administrative work; places minimum responsibility on the company; and provides reasonable control on service quality. On the other hand, the model also raises some challenges, as reported by business owners and managers, including the following:

- The model is relatively expensive in the long term. The minimum cost per child is between (EGP 200 and EGP 350), which can represent a cost of millions each year. For instance, if the company employs 600 women and only 50 percent have children (1 to 2 children), the total number of children to be accommodated would 225 children, representing an average annual cost of EGP 1,350,000.
- The sustainability and stability of the services present other concerns. Many business owners and managers revealed their negative experiences with the sustainability issue. Sustain-

ability and stability could be affected due to many reasons and factors, including; stability of service quality, continuity of the nursery in business, and the high turnover between nursery staff, among others

- Business owners reported difficulty in finding good registered service providers in nearby neighbourhoods. Many owners and managers reported that the time consumed to find a nursery with acceptable quality sometimes exceeded a year. In addition, the registration process of the nursery is too long, so many nursery owners preferred to work unofficially.
 - Recording childcare benefits as taxable expenses requires the nursery service provider's commercial registration and tax file. MoSS data revealed that only 50 percent or fewer nurseries are registered (with 30 percent of them not having a valid license and needing to renew their registration), while the rest are unregistered. The absence of registration and legal documents presents additional challenges to business owners to adopt childcare provisions for their staff.
3. **Childcare Allowance Model:** This model usually suits small-sized organizations, and involves the company providing an allowance to women staff with their salary to be used to pay for nursery services. However, most business owners and managers consider this model just to fulfil the legal requirements of providing childcare benefits in conformity with the Labour Law. Therefore, most owners and managers do not consider this model to be as effective as the other two models (in-house and outsourced)—only (2) of the sample organizations which provide childcare services use this model. The two companies use it as a temporary solution until they develop and adopt more effective and sustained options. The main challenge of this model is how to guarantee that children have actually received the service. Most owners and managers reported that many women workers entitled to the childcare allowance do not send their children to nurseries, opting to leave them with their relatives instead. Others would send their children to the cheapest nursery to save some money from the allowance. In both cases, owners and managers did not feel that the allowance achieves its goal or contributes to the development of children.

In addition to the existing models above (in-house, allowance, and outsourced), other unconventional models were discussed with business owners and managers as follows:

4. **Flexible Hours / Remote Working:** Most owners and managers agreed that this option could be feasible for certain types of jobs, specifically administrative, sales, and marketing. This option has many advantages, including requiring no initial investment; placing almost no responsibility on the company; and not entailing running costs. On the other hand, some informants raised issues related to the control and management approach and techniques to ensure proper planning and accomplishment of employee's responsibilities and objectives.
5. **Extended Maternity Leave:** Almost all owners and managers confirmed a high degree of flexibility regarding this model. Most owners and managers reported current cases that enjoy extended maternity leave up to six months. However, the challenge of childcare service availability still exists, as it is expected that these mothers will eventually return to work, meaning their children will need childcare services. This option has only postponed the is-

sue without entirely solving it. It may also save space for more urgent and immediate cases of mothers who cannot afford longer leave, or their jobs do not entitle them to extended maternity leaves.

Several meetings and discussions concluded that different models could provide different solutions for different cases. There is no perfect model, but instead there can be an optimum model. To ensure a successful implementation of childcare services, businesses may need to adopt/adapt more than one model. Two or more models could be complemented and integrated to provide the optimum service with optimum costs to achieve the best results for the company and for employee satisfaction.

3.2.2 THE IMPACT OF CHILDCARE BENEFITS ON BUSINESS PERFORMANCE

Increasing globalization presents organizations with multiple challenges, including the dynamic nature of the business environment, increased competition, evolving employee needs due to social and economic shifts, and the necessity to remain competitive and achieve success. In order to ensure the efficiency, effectiveness, productivity, and retention of employees, businesses must satisfy employee needs, including by providing good working conditions. One of the prominent outcomes of this research was the notable feedback and affirmation of almost all business owners, managers, and employees on the critical importance and need for workplace childcare services provision.

The business owners and managers surveyed who currently adopt a childcare benefit reported that its provision significantly reduced employee absences and turn-over rates (in some companies, the reduction exceeded 50 percent). Thus, an average business with 100 female employees can save up to EGP 500,000 per year in lost work time by subsidizing care for employee children.

Surprisingly, many companies that do not have childcare services also expressed their understanding of the critical need for such services for female workers. They affirmed their readiness to establish childcare service provision as soon as they receive the necessary technical support to establish and manage such services. For instance, El-Rashedy Al-Mizan (a Saudi-owned) is one of the leading food manufacturers in the Egyptian market that employs more than 1,500 workers, 30 percent of whom are women. The company management affirmed their willingness and readiness to establish childcare benefits. They reported needing technical and administrative support to be able start this service, including with registration, staffing, curriculum, equipment, tools, and teacher training.

This section highlights the impacts of childcare service provision on business and employee performance and its contribution to improving some key performance indicators (KPIs).

Generally, and as reported by most owners and managers, overall business performance and practices were improved and became more effective. Some weak areas also improved and demonstrated some positive progress, such as recruitment, turnover, and absenteeism.

DUE TO THE NATURE OF THE SAMPLING METHODOLOGY (NON-STATISTICAL SAMPLE), THE FOLLOWING ANALYSIS AND CONCLUSIONS SHOULD NOT BE GENERALIZED AND MAY BE USED FOR INDICATIVE AND DEMONSTRATIVE PURPOSES ONLY.

WORKPLACE CHILDCARE

Workplace childcare benefits can improve employee morale and reduce absenteeism and turnover. According to an article in Bloomberg Businessweek, few employees need to take time off to look after their children. This leads to lower company costs. The same article cites a study in the book “Kids at Work: The Value of Employer-Sponsored On-Site Child Care Centres” in which two large companies saved USD 150,000 and USD 250,000 in wages through providing on-site daycare. Other significant savings are realized in bringing new mothers back to work sooner, allowing companies to save in hiring and training replacements.

Recruitment and retention of key personnel have become drivers of implementing work-family balance policies. Balancing work and family issues have become increasingly important for both employees and employers and are a universal worldwide phenomenon. Work-life balance is one of the most challenging issues facing families in the twenty-first century (Elizabeth W., Calvin W., & Jance, 2005). A study conducted by Cornell University (Child Care & Parent Productivity: Making the Business Case, December 2004) found that the availability of high-quality child care decreased employee absences by 20-30% and reduced turnover by 37-60%. (Johnson, 2009)

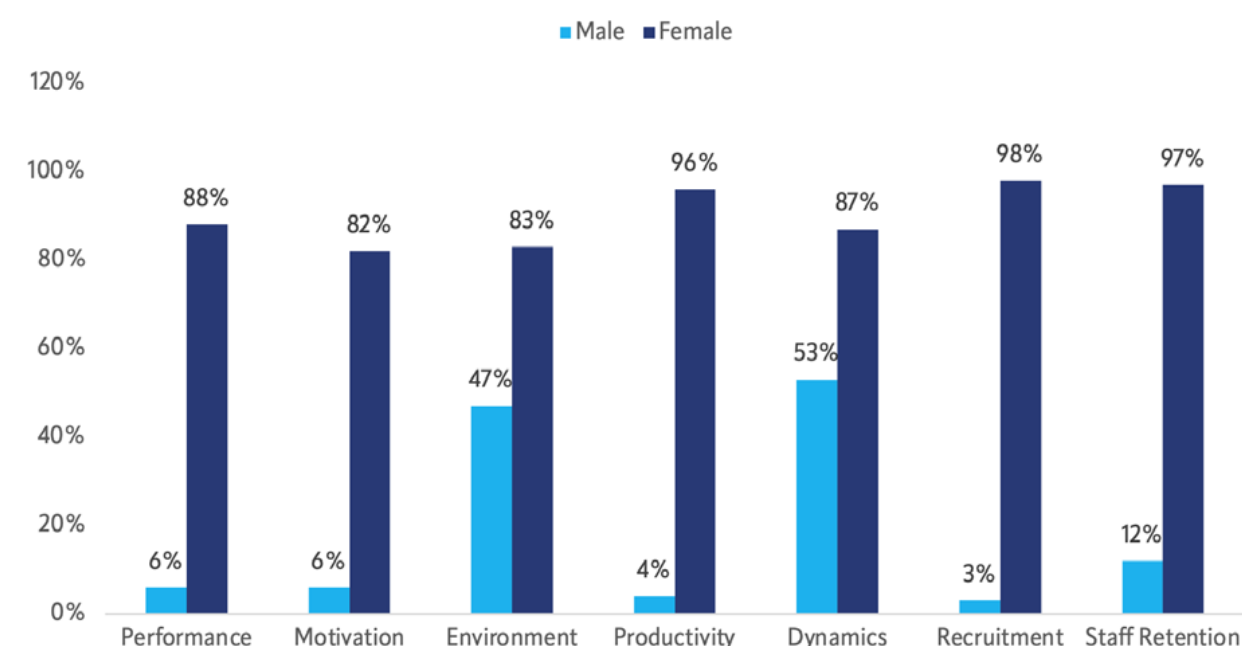


The following list presents the most common effects of childcare benefits on overall business performance (according to business owners and managers)

- The quality of services performed by women employees, and their products have improved. In addition, the level of concentration and precision of work has been significantly improved. The rate of returned/rejected goods and level of re-work has been considerably decreased due to improvement in the average quality level.
- The cost of quality has been lowered by between 10 to 15 percent, according to some financial managers, after the deployment of childcare benefits. This reduction of costs is reflected in the overall annual revenue and net profits. It has also enhanced the image of the company and strengthened its competitiveness and market positioning.
- The reduced turnover rate saved a lot of money and time associated with recruitment, hiring, induction, training, etc. For example, the cost of newly hired technicians (recruitment, induction, training, etc.) is almost equivalent to the salary of that new employee in 6 months. This cost does not include the time and efforts of the human resources team, who need to travel around neighbouring areas to identify and select suitable calibres to be hired by the company. According to some managers, the turnover rates were significantly decreased from 60 percent to less than 10 percent in some cases.
- The harsh nature of the industrial sector does not make it attractive for a broad base of people, especially women. This makes the finding, selection, and recruitment process more challenging for HR specialists. Companies usually create incentive schemes and offer extra benefits to attract talents and skilled workers. Most owners and managers reported that childcare services represent one of the most attractive incentives and benefits for women workers. Accordingly, offering childcare services improved the recruitment and hiring of new workers, especially women. The improvement was reflected in the recruitment cycle, which became faster and smoother.
- The absenteeism rate or leaving work in mid-shift witnessed a remarkable decrease among women workers. Some managers reported a 20 to 30 percent decrease in absenteeism that often occurred due to children’s illness or need for care.

Some business owners and managers also reported many direct impacts on employee performance. Figure 9, provides a visual representation of the feedback and responses of business owners and managers on the survey questions related to the impact on employee practices as a result of securing childcare services provision for women employees.

Figure 9: Impact of Childcare Services on Employees: Share of "Very High" Responses among Business Owners' Managers



The responses were disaggregated by gender; the mentioned percentages represent the ratio of business owners and managers who reported significant changes. For instance, most owners and managers (88 percent) reported ‘very high’ improvement in the performance of women employees, while only 6 percent reported ‘very high’ improvement in men’s performance. The remaining values (12 percent for women and 94 percent for men) are distributed on the other scale (above average, average, below average, and very low). For greater convenience and considering the non-statistical nature of the sample, the highest scale ‘very high’ was only considered to represent the trend of responses and mentioned in the analysis context as ‘significant’ impact or change.

Initially, there are some notable gaps between the level of impact on men and women employees. However, although women workers only benefited from this service and most of the impacts were reported for them – such as significant improvements in their performance and motivation – other areas like the work environment and staff dynamics were improved for both men and women, as explained in the following sections.

For example, owners and managers reported a significant positive change in women workers' attitudes and behaviour towards their colleagues, supervisors, and in general, the company management. This improvement in behaviour positively affected the work environment and team dynamics, and reduced conflicts between employees themselves and between them and their superiors. Almost two-thirds of owners and managers found that providing childcare services has significantly increased employee satisfaction. In addition, almost all owners and managers reported that childcare services helped boost women employees' productivity; this impact was much less for their male colleagues. The childcare benefit affected staff motivation, especially that of women employees, to a great extent.

88% OF BUSINESS OWNERS AND MANAGERS reported ‘very high’ improvement in the performance of women employees

These two outcomes, work environment and team dynamics, are among the most notable findings. The positive impact on the work environment and staff dynamics was reported not only for women but also for men employees. According to some HR managers, the childcare benefits and their impact on the absence rate of female workers reduced the pressure on male workers responsible for carrying out the jobs of absent female workers. In addition, the noticeable improvement of women workers' morale has been reflected in their attitude and level of cooperation with their men colleagues. These factors are indirectly reflected on the level of satisfaction and staff dynamics of all staff members, including men workers.

3.2.3. MAIN CHALLENGES OF DEVELOPING CHILDCARE BENEFIT PROVISION MODELS

An assessment of the main challenges that hinder businesses from developing and adopting childcare benefit provision reveals the following:

68%



of business owners and managers consider the financial costs associated with childcare benefits as the most challenging factor.

85%



considered the availability of land space to establish an on-site nursery a big challenge as most of them do not possess extra space for that purpose. In addition, all industrial zones do not provide support or subsidies for businesses to buy new land in these zones. Therefore, the exceptionally high costs and availability of free space in these areas are significantly challenging at the current time.

58%



were hesitant because of the administrative paperwork and requirements needed to either license an on-site nursery or contract external service providers.

93%



reported a lack of experience and knowledge in nursery management.

3.2.4. SUPPORT NEEDED BY BUSINESSES TO ADOPT CHILDCARE BENEFIT PROVISION

The kind of support needed by businesses to adopt childcare benefit provision was identified through several interviews and FGDs conducted with business owners and managers during the inception phase. The interviews with business owners and managers revealed an underdeveloped awareness, knowledge, and experience in childcare and ECD in general. For example, most owners and managers reported no previous experience in childcare benefit provision or nursery management.

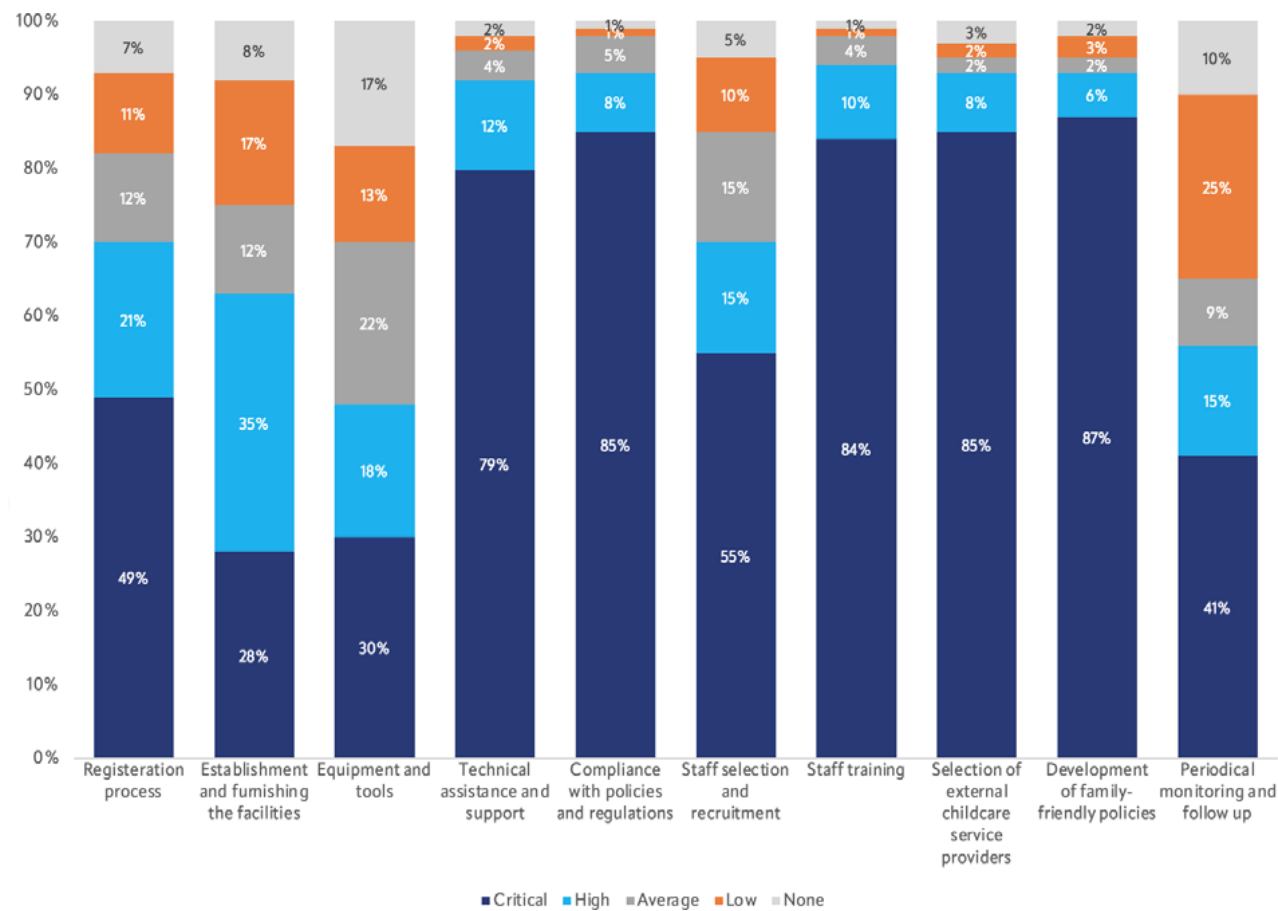
Table 7 and Figure 10, summarize the level of additional support identified by business owners and managers to establish childcare benefit provision. The research team consolidated these needs under the mentioned ten categories. The assessment of the needs levels under this section excluded the companies which already have active childcare service provision. However, the collective needs of this category will be mentioned in a separate section.

Table 7: Level of Support Needed by Business Sector in Childcare Provision (%)

	Reported Needs	Critical (%)	High (%)	Average (%)	Low (%)	None (%)
1	Registration Process	59	21	12	6	2
2	Establishment and Furnishing Facilities	28	35	12	17	8
3	Equipment and Tools	30	18	22	13	17
4	Technical Assistance and Support	89	5	4	1	1
5	Compliance with Policies and Regulations	85	8	5	1	1
6	Staff Selection and Recruitment	55	15	15	10	5
7	Staff Training	84	10	4	1	1
8	Selection of Childcare Service Providers	95	5	0	0	0
9	Development of Family-Friendly Policies	92	6	2	0	0
10	Periodic Monitoring and Follow Up	41	15	9	25	10



Figure 10: Level of Support Required by Businesses for Childcare Provision



The following section highlights the priority needs that were identified by business owners and managers in relation to childcare and nursery management, and to what extent the support in these areas would help them decide which model to adopt or whether and how to upgrade their childcare benefit provision, if existing.

- Registration:** About half of respondents reported critical needs in this track. The registration procedures, documentation, requirements, etc., represent a real challenge for many businesses that plan to establish their nurseries or even contract external nurseries and want to help them register to be able to contract a legally certified entity. They expressed a need for a step-by-step guide and support for all stages of the registration process.
- Establishment and furnishing of facilities:** Many owners and managers reported a critical or high need for support in the establishment and furnishing of the nursery. The support is not just financial but mainly technical to know how to establish it, including the correct facility design, and the most appropriate types of furniture and finishing (e.g., walls, floors, playgrounds, bathrooms, kitchens, etc.).
- Equipment and tools:** About half of respondents reported a critical or high need to identify and select proper equipment and tools for the nursery.

- Technical assistance and support:** This is one of the major needs identified, as most businesses do not have previous experience in managing nursery facilities. About 80 percent reported a critical need in this domain, starting from selecting the curriculum and designing the activities, up to managing nursery workers.
- Compliance with nursery standards, policies, and regulations:** This domain represents a real challenge for most business owners and managers. Most informants reported a critical need for support to understand and adopt the required policies and comply with regulations of childcare facilities as per laws and policies.
- Staff selection and recruitment:** The majority reported a critical or high need for support to recruit highly skilled staff for running the childcare facility. Most businesses are not involved in this market, and accordingly lack experience in sourcing, assessing, and selecting the best team for their on-site nurseries; or the skills to assess the team of external service providers.
- Staff training:** Almost all owners and managers reported a critical or high need to support training and capacity building of nursery staff. They aim to provide childcare services of high quality. The continuous training of nursery staff will contribute to the overall effectiveness of their childcare benefit and service. The training and capacity building reported included technical training, soft skills, technology, psychology, classroom management, and primary health and personal hygiene.
- Selection of external service providers:** Almost all informants requested this support. Most business owners and managers find difficulty in identifying, assessing, and selecting a good service provider in their location. They need direct support to identify who provides childcare services within their neighbourhood, the fair cost of this service, level of quality, registration status, and type of services.
- Development of family-friendly policies:** This domain was also highly needed by nearly all informants. These policies are significant for their corporate social responsibility (CSR) programs, and their adoption would enhance internal communications and strengthen the mutual trust between employers and employees. In addition, many businesses are now working with global partners, and these partnerships necessitate specific standards and practices to comply with international labour and work environment standards.
- Periodic monitoring and follow-up:** More than half of informants reported a critical or high need for ongoing support in monitoring and evaluating the childcare services provided by the company (on-site nursery) or external service providers. They revealed that they do not have enough experience conducting professional monitoring and identifying the gaps that should be treated.

Meetings with business owners and managers revealed other needs, including awareness and guidance concerning the importance of general employee benefits, specifically childcare benefits, but also work-life balance, work environment, personal development, and gender equality. They also reported the need for HR staff awareness and training on childcare management and ECD in general.

The needs of companies that already adopt and offer childcare benefit services were concentrated around the following main aspects:

- Reviewing and updating family-friendly policies to comply with international standards and trade conventions. In addition, they want to leverage the economic benefits of the investments in childcare benefits and use them to support their scores in CSR and other international auditing and assessments. Most of these companies are engaged in commercial agreements with global corporations that mandate a certain level of quality and adequacy of work environment and labour rights.
- Training and capacity building of nursery staff and workers to ensure a high level of service quality and a safer environment for children. This training should minimize the risks of accidents and injuries among children and reduce the liability and responsibility of the company.
- Development of curricular and extra-curricular activities that match modern approaches and techniques in the nursery sector. Many of these childcare centres provide regular educational services that provide minimal benefits for the children.

3.3. CHILDCARE BENEFIT PROVISION: THE EMPLOYEE PERSPECTIVE

While workforce demographics are steadily changing to include more women workers, the majority of childcare duties continue to be the responsibility of women, who may be particularly concerned with childcare arrangements during working hours. Overall, women generally shoulder a disproportionate share of the responsibility for childcare, independent of the age of the child (Googins and Burden, 1987). In addition, many working women face the challenge of balancing their careers with extensive parenting and household responsibilities. For example, research has shown that compared to fathers, mothers are more likely to stay home with a sick child and are therefore absent from work more often. This responsibility for family and childcare is not always easy to balance with the responsibilities of a job. It can create role conflict that may negatively affect one's family, work, or both. Studies have shown that this type of conflict is more prevalent for women rather than men employees (Jick and Mitz, 1985; Lewis and Cooper, 1988).

Several international studies have found that women who worked for the most accommodating companies were more satisfied with their jobs, were sick less often, took fewer sick days, worked more on their own time, worked later into their pregnancies, and were more likely to return to work than women in less accommodating workplaces (Bond, 1987). About 78 percent of women in 'highly accommodating workplaces returned to their original workplace, compared with 52 percent of women in unaccommodating workplaces (Piotrkowski, C. S. et al 1993).

The kind of care and education a child receives in his/her earliest years can impact his/her entire life. Extensive evidence from longitudinal studies, including the Perry Preschool, Abecedarian Project, and Chicago Child-Parent Centre studies, indicates that the cognitive, social, and emotional skills developed during a child's early years play critical roles in the attainment of key adult competencies and positive life outcomes.

3.3.1. DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE OF WOMEN WORKERS

The survey of more than 100 organizations and about 400 persons (primarily women) showed the following general characteristics of women workers:

- There are two broad categories of women workers: white collar and blue collar. White collar workers are usually more educated and carry out administrative, managerial, technical, or professional jobs. On the other hand, blue collar workers have average or no education, and perform more physical labour such as production, cleaning, packaging, etc. Interviews with a sample from both categories showed that the effects of childcare benefit provision are different and more influential in the case of blue collar women workers. However, the needs and expectations of accommodating childcare services in the workplace were at the same level for both categories.
- Women's average working age ranged between 15 to 35 years of age for blue collar workers; and 23 to 60 years of age for white collar workers.
- The marital status was almost the same between categories, and 45 percent of women workers were married. The average number of children for both categories was between two to four children.
- The cost of childcare as a percentage of total income represented 10 - 15 percent of blue collars and increased in the case of white collars mothers to reach 15 - 25 percent.

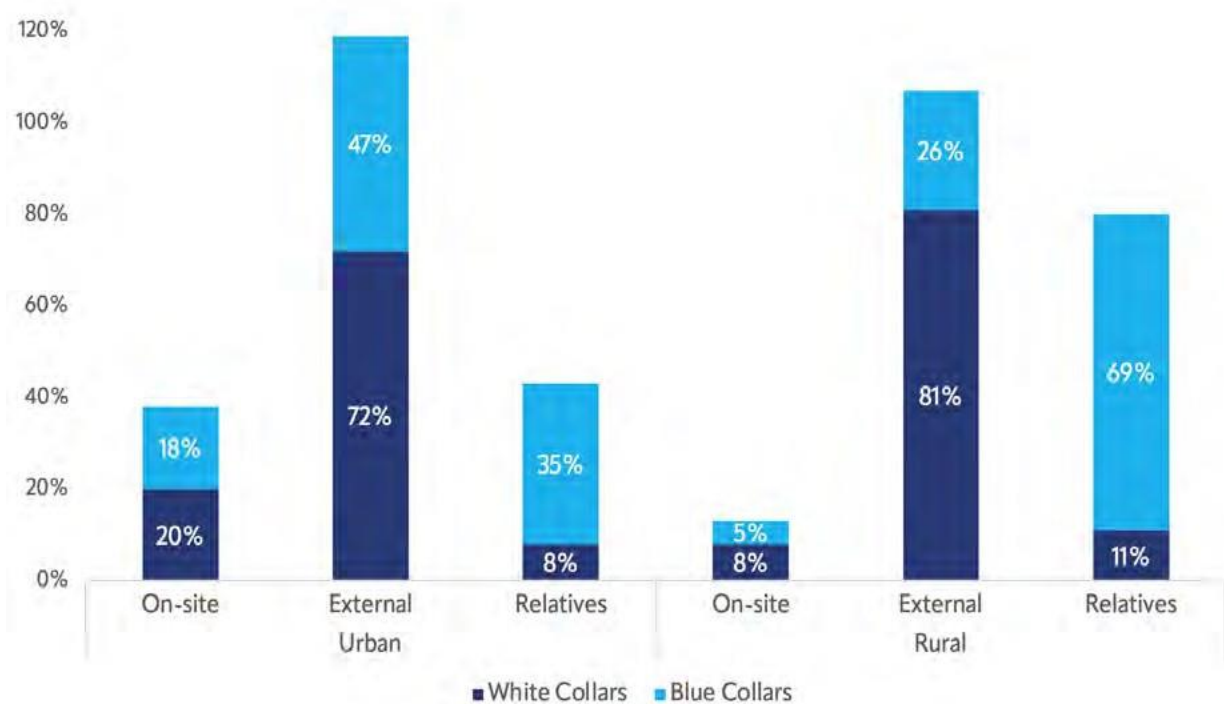
3.3.2. CHILDCARE SERVICE ACCESSIBILITY AND QUALITY

Field visits and interviews with female workers in companies that do not adopt childcare service provision revealed considerable differences in the percentage of female workers whose children attend daycare. The demographic, job type, work location, and the number of children play a significant role in the ability and willingness of female workers to send their children to daycare services (nursery). Figure 11, presents the distribution of daycare attendance disaggregated by demographic and job type.

THIS SECTION CONSIDERS WORKERS FROM COMPANIES THAT DO NOT OFFER CHILDCARE SERVICES, IN ORDER TO ASSESS THE ACCESSIBILITY AND QUALITY OF EXTERNAL NURSERIES.

THE FEI PREFERRED TO NOT ASSESS THE QUALITY OF WORKPLACE CHILDCARE BENEFITS TO AVOID ANY CONFLICTS BETWEEN WORKERS AND EMPLOYERS.

Figure 11: Distribution of Accessibility to Daycare by Location, Type of Job and Type of Daycare



The graph shows that accessibility to daycare in urban areas is higher than in rural areas, with much less availability of on-site daycare in rural areas. Only between 5 to 8 percent of mothers can access this service in companies located in rural areas, while between 18 to 20 percent of mothers have accessibility to daycare in companies in urban areas. Also, white collar mothers have greater access to daycare than their blue collar counterparts.

In many rural areas, families tend to live in neighbourhoods close to each other, so many working mothers are able to leave their children with other family members (grandmothers, sisters, etc.) to help take care of their children while they are at work. This point explains, to some extent, in addition to lacking daycare facilities in rural areas, the low percentage of accessibility of working mothers to daycare services, either provided by employers (on-site or contracted service providers) or external service providers (selected and contracted by mothers).

Some working mothers who have access to on-site daycare services or external nurseries reported a number of challenges and issues that could be improved to make the whole experience more successful. Table 8, summarizes these challenges:

Table 8: Daycare Service Challenges Facing Mothers

On-site Daycare / Contracted Services	External Daycare
<ul style="list-style-type: none"> For mothers living far away from their work location, traveling long distances with children to put them in the on-site daycare is a challenge. Only two children were allowed for each employee. The daycare does not work on weekends and holidays. The daycare does not accept school-age children during summer. 	<ul style="list-style-type: none"> The relatively high cost (mainly if the employer does not subsidize the service) The difficulty of finding decent daycare centres in nearby neighbourhoods. Poor-quality services, as most low-cost nurseries do not provide educational activities but just watch the children. Working hours usually do not match with daycare opening hours.

Most working mothers (57 percent) reported that external daycare centers had very low-quality services; and approximately 30 percent reported having to change the nursery every few months to find a better one. In addition, they reported that their children's attendance does not reflect on their cognitive, physical, or social skills. The following section presents summary findings of the working mothers' assessment of different aspects of daycare services and facilities:

1. Space and Room for Children and Distancing

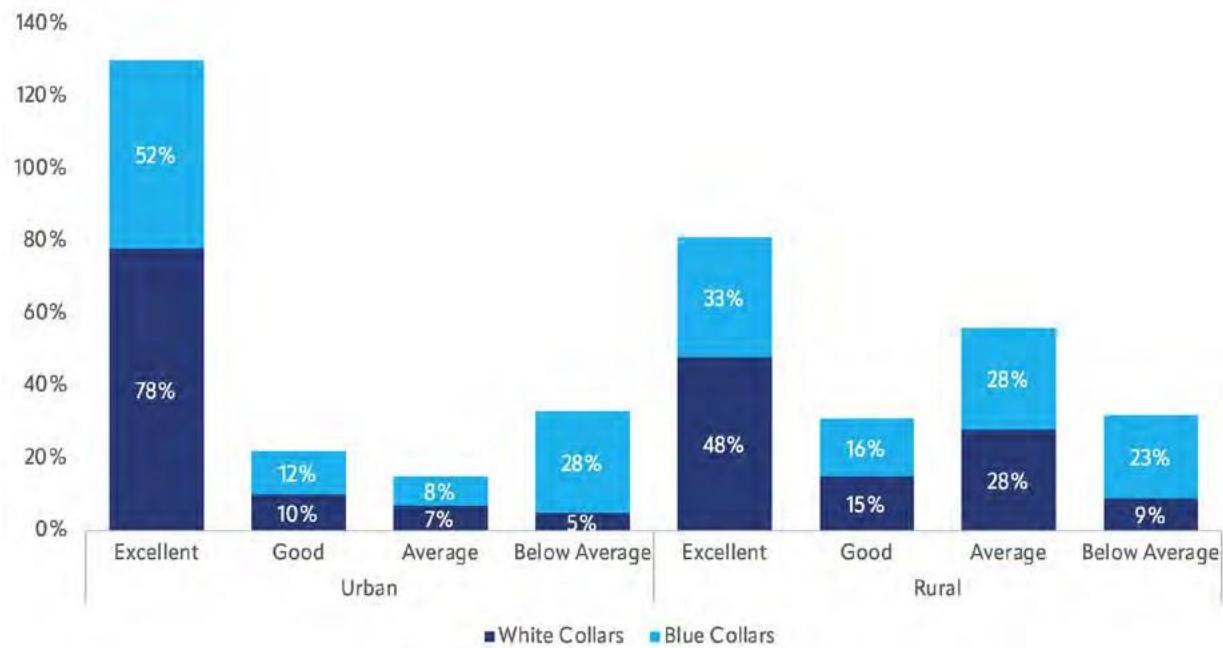
The differences between urban and rural, and white and blue collar workers are well-noted. First, urban daycare centres are relatively better in offering enough space for playing, classrooms, food, activities, and so forth. While in rural daycare, this space is limited to some extent. In rural areas, most of the daycare centres were initially part of a bigger house. Sometimes, a family member decides to open a project and use some available spaces in his/her family house. Also, daycare fees in rural areas are much less than in urban areas, which does not help daycare owners to rent larger facilities.

Limited space also has a number of negative impacts, it restricts children's movement and hinders them from finding enough space to play and interact more safely with their cohorts; it encourages the spread of infections and other diseases; and it hampers teachers and nursery workers from providing complete edutainment activities. Figure 12, provides the assessment of nurseries' space and room for children, by location and mother's job type.



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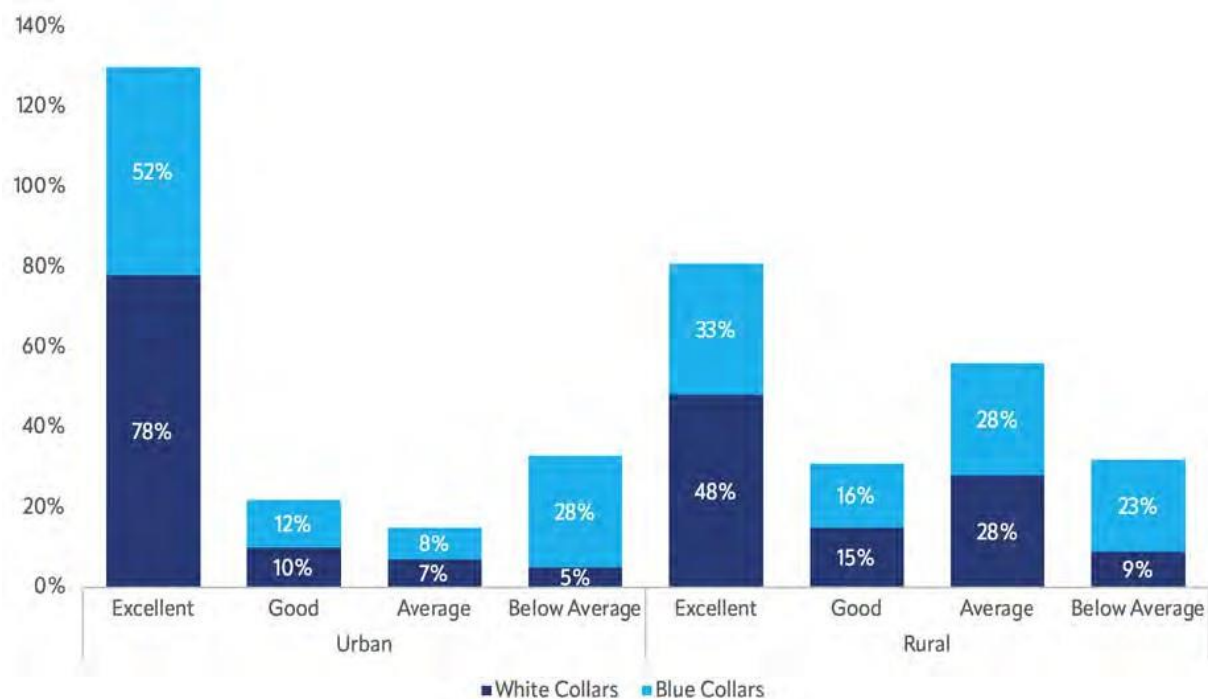
Figure 12: Mothers' Assessment of Daycare Facility Space, by Type of Job and Location.



2. Facility Furnishing and Maintenance

Most of the white-collar mothers in urban areas reported high-quality daycare facilities. However, the same group in rural areas report a slightly lower quality level (see Figure 13, below). This variation in the mothers' assessment is mainly due to the standard of living conditions in some rural areas, mainly villages and marginalized areas.

Figure 13: Assessment of Maintenance and Furnishing of Daycare Facilities

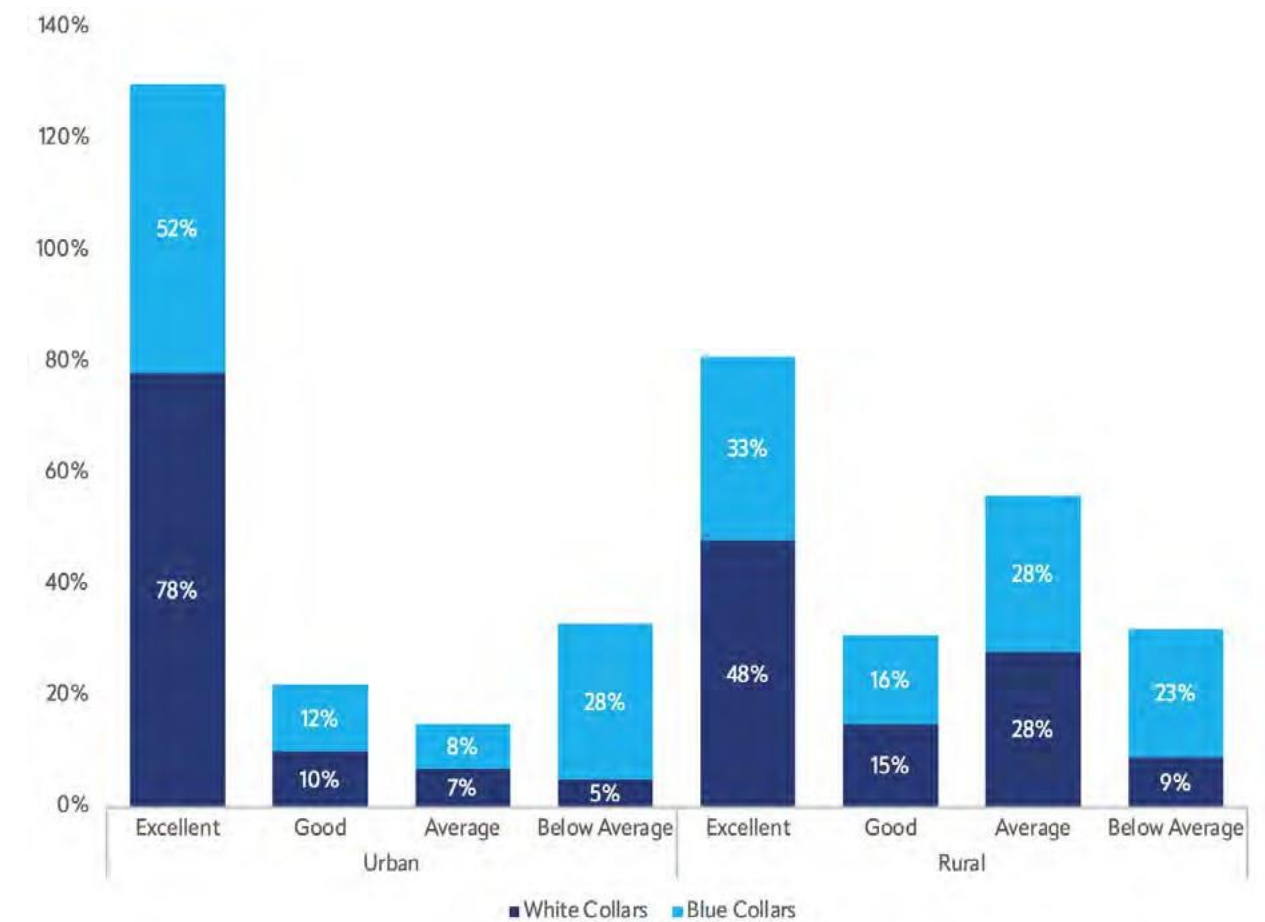


In general, the level of furnishing and maintenance for daycare centres with relatively reasonable fees is acceptable and reported as excellent in many other cases. On the other hand, the cheaper daycare facilities usually are less maintained and do not use high-quality furnishing materials. Yet, the level of quality is matching the fees paid by families to a great extent. For instance, daycare fees would vary in value from EGP 150 to EGP 15,000.

3. Facility Ventilation and Air Conditioning

Many daycare facilities are now equipped with adequate ventilation and air conditioning systems that keep indoor facilities under conditions that are suitable for children's activities. However, this type of daycare centre represents a minor percentage of the overall centres. Usually, daycare centres use regular air conditioners, fans, or even rely entirely on natural air circulation from windows. For blue collar mothers, almost 40 percent reported below-average ventilation and air conditioning systems (see Figure 14, below). This poor ventilation has adverse effects in both summer and winter. In summertime and with high ambient temperatures, classrooms and other facilities become too hot for children. In winter, windows are closed most of the time, preventing air circulation and creating unhealthy condition.

Figure 14: Assessment of Ventilation Systems

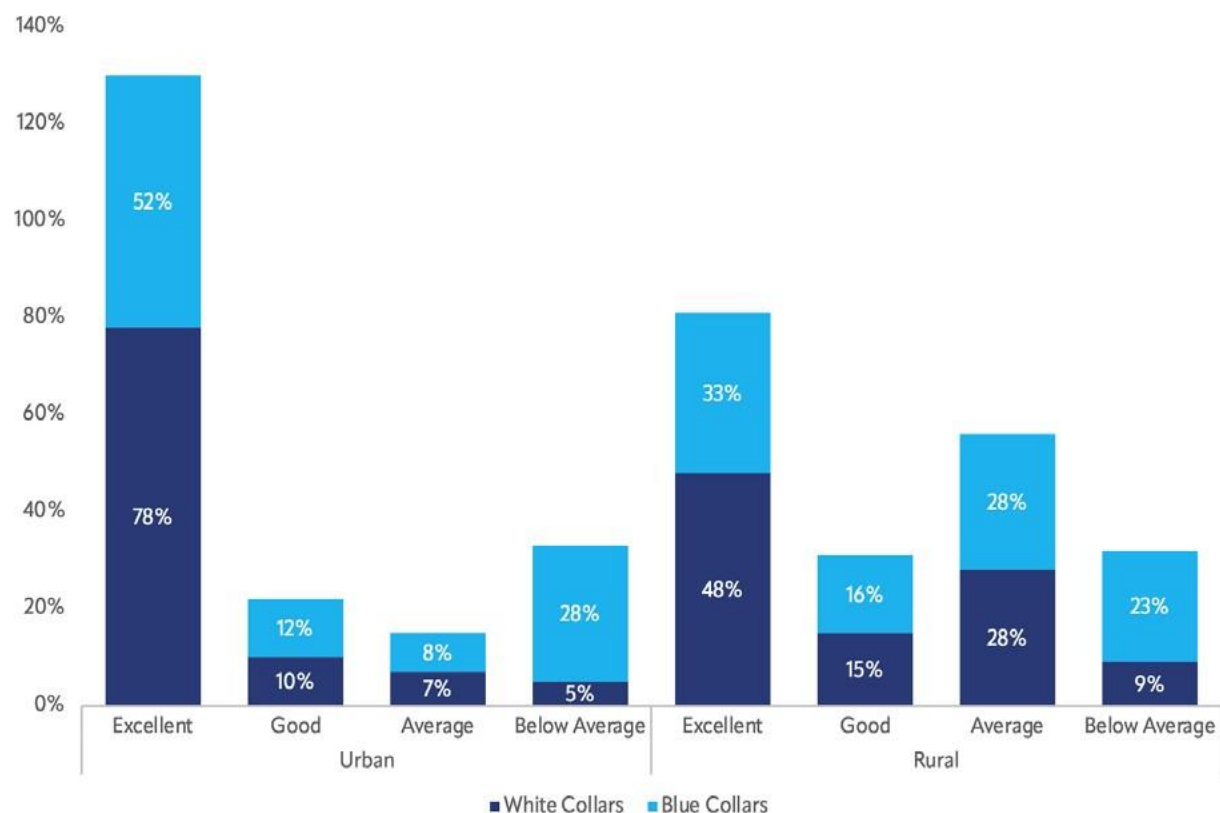


4. Daycare Teacher Qualifications

The qualifications and training of daycare workers and teachers are essential for mothers and children. However, mothers reported the quality level of teacher qualifications in urban areas as ‘average’, while the assessment of daycare teacher qualifications in rural areas was ‘below average’, in general (see Figure 15, below). The most common issues raised by 90 percent of mothers were:

- Lack of transparency regarding the education and training of daycare workers. Many mothers mentioned that they asked daycare managers several times for information on the qualifications and experience of their children’s teachers, but received no response. This lack of transparency increases mothers’ doubts about the teachers and staff who are supposed to help raise their children and contribute to building their personalities.
- Lack of training and capacity building for teachers and workers. Many mothers reported that they asked teachers about personal and career development in the daycare centres, and therefore knew that most of the teachers and workers were not receiving proper training or capacity building.
- Poor performance of many teachers in daycare centres. The children’s progress is too slow, and mothers have to do more work with their children to enhance their skills and capabilities to compensate for the shortage in daycare work.

Figure 15: Assessment of Daycare Teacher Qualifications



3.3.3. PREFERABLE ACTIVITIES NEEDED FOR CHILDCARE

Interviews with mothers in workplaces revealed several needs that they would like to have provided by daycare centres. The assessment of the importance of each need will be ranked according to the following scale (Extremely Important; Important; Average; and Not needed).

THIS SECTION CONSIDERS WORKERS IN COMPANIES THAT DO NOT HAVE CHILDCARE SERVICE TO ASSESS THEIR DESIRES AND EXPECTATIONS OF CHILDCARE SERVICES. FEI PREFERRED TO NOT RAISE THIS ISSUE IN COMPANIES WITH CHILDCARE SERVICES TO AVOID OVER-EXPECTATIONS OR MISUNDERSTANDING OF WORKERS THAT WOULD LEAD TO ANY CONFLICTS.

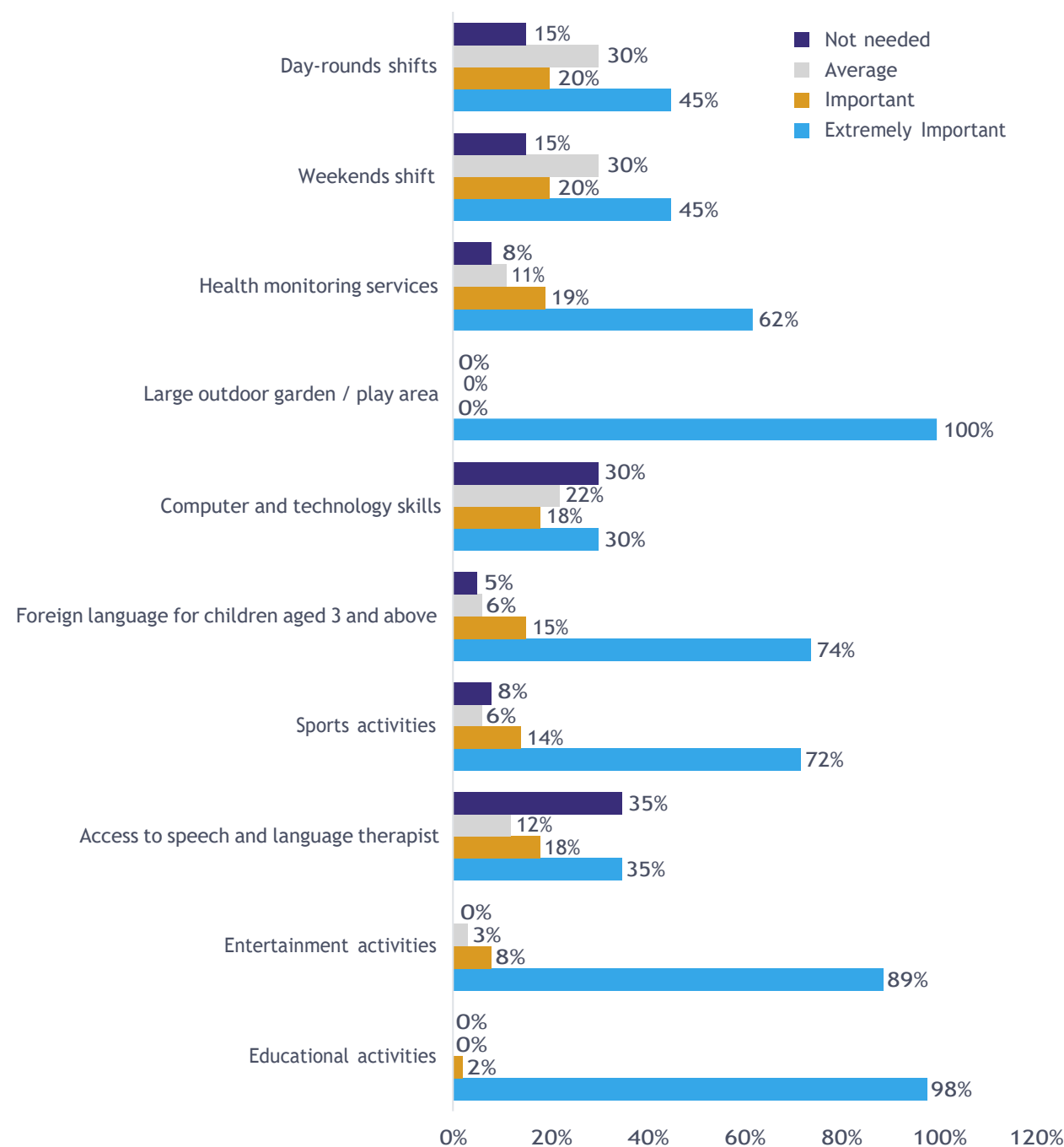
Table 9 and Figure 16, summarize the importance of each activity or facility, as reported by mothers. A large outdoor garden/play area was reported as ‘Extremely Important’. This is a vital facility that supports other activities like sports and entertainment. The second most important need was identified as educational activities. Mothers look for better skills and preparedness for school. Therefore, a nursery is expected to provide educational activities and equip children at this early age with essential knowledge and skills.

Table 9: Assessment of Needs of Different Daycare Activities (%)

Proposed Activities	Extremely Important(%)	Important (%)	Average (%)	Not Needed (%)
Educational Activities	98	2	0	0
Entertainment Activities	89	8	3	0
Access to a Speech and Language Therapist	35	18	12	35
Sports Activities	72	14	6	8
Foreign Language for Children Aged 3 and Above	74	15	6	5
Computer and Technology Skills	30	18	22	30
Large Outdoor Garden / Play Area	100	0	0	0
Health Monitoring Services	62	19	11	8
Weekend Shift	45	20	30	15
Day-Round Shifts	45	20	30	15

Entertainment activities were also reported by most mothers (89 percent) as ‘Extremely Important’. These activities profoundly contribute to building the personality and help discover the talents and potential capabilities of children. Other activities and services got relatively lower scores, despite still being critical, such as the health services that help in the early detection of health problems. Learning a foreign language also is fundamental, especially for this age.

Figure 16: Needs Assessment for Different Daycare Activities



3.3.4. THE IMPACT OF CHILDCARE BENEFIT PROVISION ON WOMEN’S CAREERS

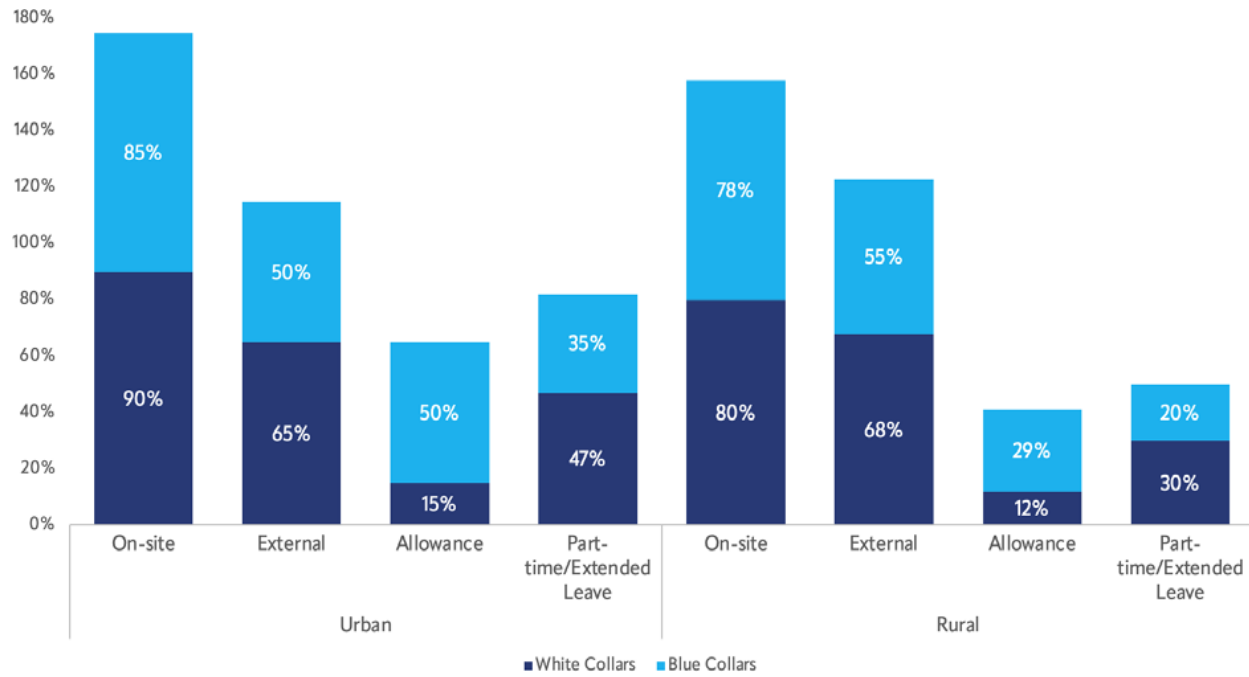
Many white collars female employees (64 percent) reported career breakdowns at some point because of pregnancy and childbearing responsibilities. Fewer informant’s mothers (28 percent) reported complete work breakdown for 1-3 years to take care of children. Most of these mothers did not have childcare benefits at their workplaces. The percentage is much lesser in the case of employers who offer childcare benefits. For instance, almost all mothers (95 percent) working for companies that provide childcare benefits only take 90 days of maternity leave and return to work immediately afterward. This percentage is much higher in the case of blue-collar mothers. Almost 85 percent of mothers reported complete breakdown for 2-5 years. Regarding career development, the impact of childcare benefits was significant for both white and blue collars. On average, female workers’ chance of receiving a promotion was 58 percent higher than female workers with no childcare benefits. In addition, the existence of a childcare service extends the average age range of female workers, specifically blue collars. For instance, the age range of blue collars with childcare benefits was 26-50 years, while the average age range of female blue collars but without childcare benefits was 33-50 years. The significant gap between starting ranges (26 and 33) primarily back to childcare service availability, which enables women to start their careers at an earlier age. On the other hand, women without childcare services did not have an equal opportunity as they had to stay home and take care of their children until they reached school age and then started their careers.

3.3.5. PREFERRED CHILDCARE MODELS

On-site daycare centres were the first choice for white and blue collar workers in urban and rural areas (see Figure 17). About 90 percent rank this option as the first, most comfortable and practical solution. The main reason is the guaranteed quality, sustainability, and accessibility. External daycare (contracted service providers) received less preference, with 65 percent and 50 percent of white and blue collar workers, respectively, ranking it first. Allowances did not have strong support, while flexible working hours and extended leave ranked first for almost 50 percent of white collar workers, while blue collar workers did not support it as a solution.

A LARGE OUTDOOR GARDEN/PLAY AREA WAS REPORTED AS ‘EXTREMELY IMPORTANT’. THIS IS A VITAL FACILITY THAT SUPPORTS OTHER ACTIVITIES LIKE SPORTS AND ENTERTAINMENT. THE SECOND MOST IMPORTANT NEED WAS IDENTIFIED AS EDUCATIONAL ACTIVITIES. MOTHERS LOOK FOR BETTER SKILLS AND PREPAREDNESS FOR SCHOOL.

Figure 17: Ranking of Preferred Childcare Models



64% of white collar female employees reported a breakdown in their careers at some point to focus on childcare.

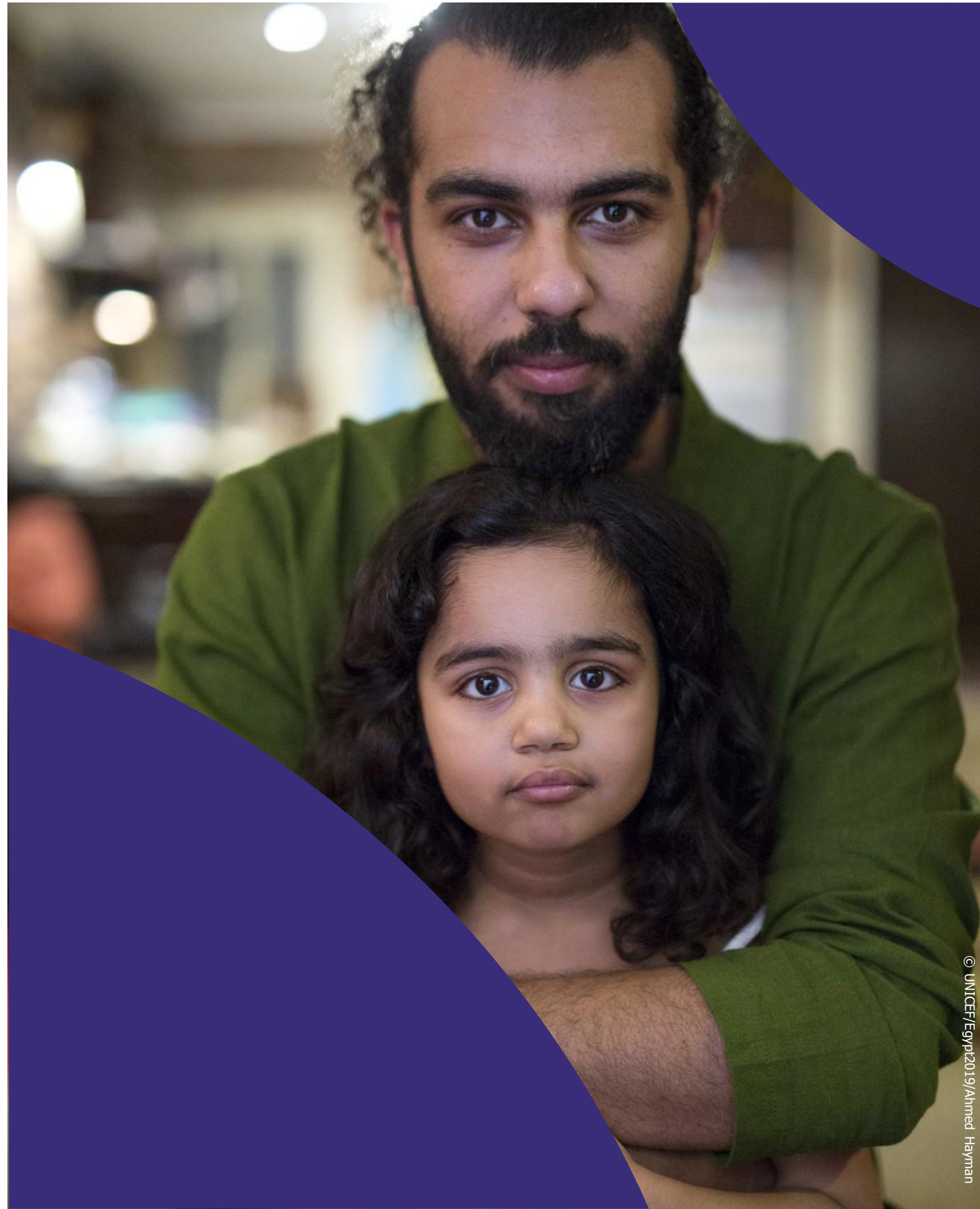
28% of white collar female employees

& 85% of blue collar female employees reported having to break from work for several years for the same reason.

On the other hand,

95%

who reported having access to childcare benefits were able to return to work immediately after 90 days of maternity leave.



4 . CHILDCARE MODELLING

4.1. MODELLING APPROACH AND METHODOLOGY

4.1.1. MODELLING DETERMINANTS

The model design and development process considers several factors and determinants to build sound models that suit different business settings, needs, and strategies.

- Financially and operationally feasible and able to respond to different situations and needs while covering the gaps between business priorities, staff needs, and available resources. The financial, operational, administrative, and accountability issues will be simplified and explained, including, financial planning, administration work, model management, necessary official procedures and forms, and regulatory obligations according to both the Labour Law and Child Law.
- Applicable to a wide range of business situations and providing high flexibility, upgradability, and scalability to allow different business organizations to effectively tailor, adjust and expand the model based on their changing needs and capacity.
- Mindful of the variations in demographics, socio-economic conditions, and social norms of different employer and employee groups. Furthermore, workplace location, level of accessibility, transportation means and costs, and geographical distribution of the workforce (especially women workers) will be fairly considered in the design.
- Compatible with current labour legislation, policies, and regulations.
- The developed models have a common ground and foundation that allows business organizations to move from one model to another with minimum changes and allocations (exchangeable - transformable - compatible: "ETC" models).
- Respects and integrates basic childcare service quality standards and values of equality, dignity, gender, and early childhood development.
- Promotes cooperation between the business sector, government, and NGOs by opening collaboration channels and sharing resources.
- Leverages the resources of local communities to bridge the gaps between business organizations and communities, and strengthens the best business sector CSR practices.
- Provides methodologies, techniques, and procedures to assess the effectiveness of childcare models and facilitate continuous improvements.
- Provides simple algorithms and computational methodology to estimate the return-on-investment (ROI) of establishing childcare benefit provision. This ROI calculation should encourage the business sector to widely adopt, modify and improve childcare models and exchange experience between different organizations regarding best practices, resources, challenges, regulations, and service providers, among others.

4.1.2 THE MODELLING FRAMEWORK

Each model will be identified and designed based on several attributes describing the model and its elements. Figure 18, below, provides a simple matrix that contains all the attributes that together construct the model. Each model would possess multiple versions based on the combination of attributes that suit specific business situations.

Figure 18: Attributes of Model Structure

Model Type	Model	General	Main Features			
			Ownership	Management	Location	Subsidize
Primary	On-site	<ul style="list-style-type: none"> • Single Ownership • Direct Initial Investment • Direct Liability • Full or Partial Management Responsibilities • Running Costs 	EMP	EMP	Workplace	Full
				SP	Proximate	Partial
	Shared-site	<ul style="list-style-type: none"> • Shared Ownership • Shared Initial Investment • Shared Liability • Full, Partial, or No Management Responsibilities • Shared Running Costs 	EMP	EMP	Workplace	Full
			SHARED	SHARED	Central	Partial
			Public	SP	Proximate	
	Service Provider (SP)	<ul style="list-style-type: none"> • Direct Contractual Responsibility • Direct/Indirect Supervisory • None /Indirect Initial Investment • Indirect Liabilities • No Running Costs • Annual Budget 	SP	SP	Single	Full
Multiple					Partial	
Allowance	<ul style="list-style-type: none"> • No Initial Investment • No Running Costs • Assessment of SP (Optional) • Monitoring of SP (Optional) • Annual Allowances Budget 	SP	SP	Multiple	Full	
					Partial	
Secondary	Referral	<ul style="list-style-type: none"> • No Initial Investment • No Running Costs 	N/A	SP	N/A	N/A
	Flexible hours	<ul style="list-style-type: none"> • Assessment of SP (Optional) • Monitoring of SP (Optional) 	N/A	EMP	N/A	Full
	Extended Leave	<ul style="list-style-type: none"> • Discount/Service Agreement • No Annual Budget 	N/A	EMP	N/A	
	Remote Work	<ul style="list-style-type: none"> • Revised HR Policies • Family-friendly Policies 	N/A	EMP	N/A	Partial

HYBRID MODEL

*EMP: Employer SP: Service Provider N/A: Not applicable

The classification of the model according to multiple attributes is meant to provide a high degree of flexibility and diversification to encourage a larger number of employers to adopt one. All models are scalable and convertible, and the ultimate goal of this study is to promote the idea and convince the business community to take the first step.

Model structure is classified as 'Primary' or 'Secondary' based on the following criteria:

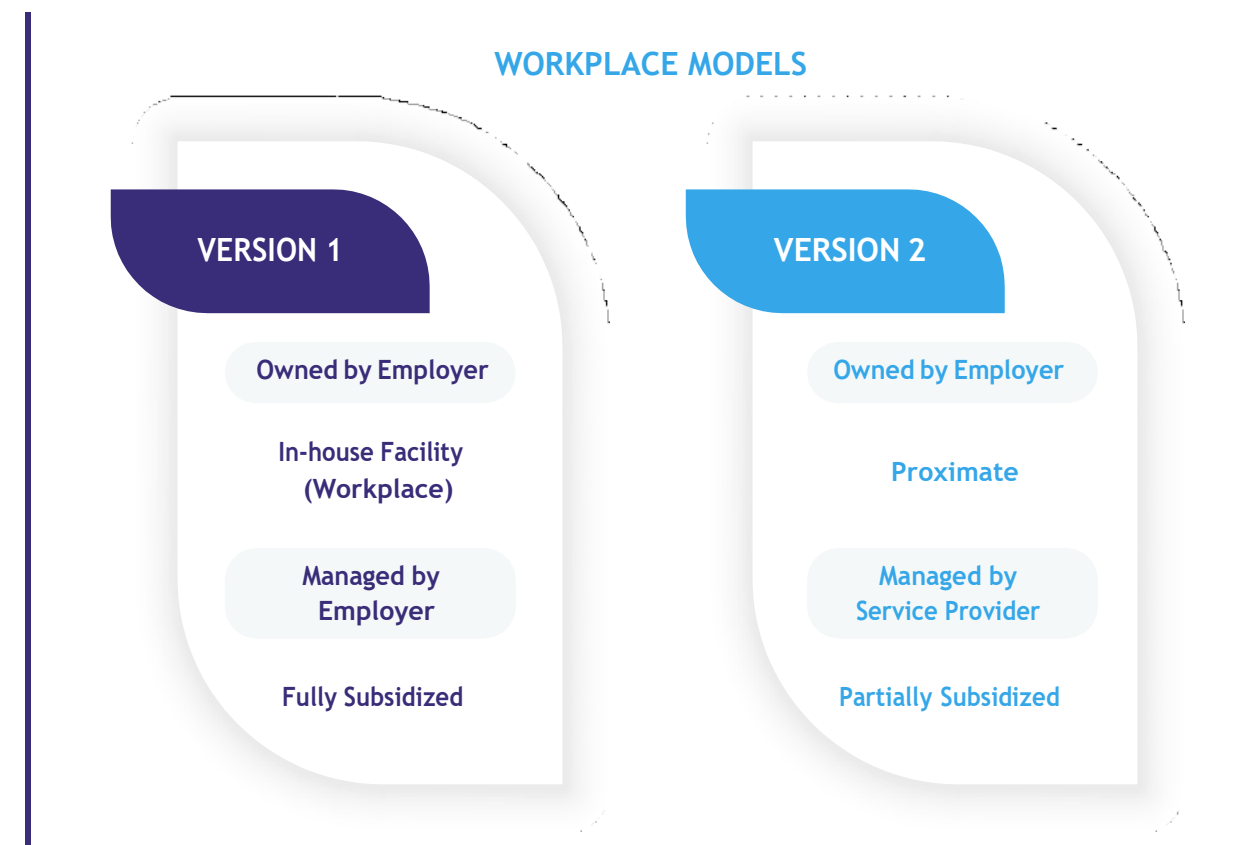
- **Direct Financial Investment:** The employer will dedicate financial resources to establish, manage, or maintain the services for employees.
- **Direct or Indirect Liabilities:** Primary childcare provision necessitates employer involvement and responsibility. Responsibilities could be direct management and supervision of the childcare centre or assessment and monitoring of the childcare service provider. Secondary childcare models do not entail this level of involvement.

For example, the referral model only requires some research on available service providers and establishing a memorandum of understanding to get discounted prices for staff. However, the model can 'optionally' call for the employer to conduct some preliminary assessments and monitoring of service providers, in order to evaluate the levels of service quality and staff satisfaction.

Models also varied according to other factors and attributes, including the following:

- **Ownership:** The childcare centre might be owned by an employer. However, in some areas like industrial zones, a group of employers can share ownership of a childcare centre (shared ownership). Some models do not entail any ownership, and childcare services are outsourced to service providers.
- **Management:** The entity responsible for childcare centre management and whether the employer performs this task or hires an external professional service provider.
- **Location:** The models provide high flexibility for locations. It could be a single location (in-house childcare centre or one service provider). In some situations, employers hire women from different governorates and faraway locations. The single childcare centre (usually inside or near the workplace) represents a tough challenge for mothers from distant locations. The idea to establish multiple locations (collecting points) would simplify the issue for working mothers.
- **Financial Support:** Financial subsidies could cover full or partial fees for childcare services. Financial coverage flexibility helps and encourages a broader base of employers to consider the childcare benefits provided for employees.

Multiple versions of any model are possible, based on the selected attributes. For instance, the On-site model could have the following versions:



4.1.3. SUGGESTED MODELS

Drawing on the outcomes of Study Part-1 and the findings related to the most favourable and acceptable models to both employers and employees, the following models will be considered for the purpose of this study.

- Workplace Childcare Model (WCM)
- Shared Childcare Model (SCM)
- Outsourced Childcare Service Model (OCS)
- Childcare Allowance Model (CAM)
- Childcare Referral Model (CRM)
- Hybrid Childcare Model (HCM)

4.1.4. MODEL STRUCTURE

The following section provides the general layout and structure of the suggested models. The model structure and layout are both flexible and scalable. Therefore, business organizations could use, adjust, upgrade, or scale up any of these models according to their specific needs.

The models feature several sections and elements and offer many alternatives for each element. An employer should study the different options under each model and select the alternatives that best fit their business needs. There are many possibilities to combine different options of different models in one new best fit model. The concept behind the hybrid model is to extend the umbrella of childcare service benefits to include a broader base of women workers who might find the provided service not very suitable to their conditions. The modelling example in this report will guide interested users to tailor their preferred hybrid model.

The main structural elements of the suggested models are provided below.

- Model Name and Version
- Model Description
- Demographic Compatibility
- Hosting Ratio (percentage of staff members who benefit from the services according to certain conditions)
- Age Ranges
- Services and Activities
- Fees and Subsidy Structure
- Business Activity Compatibility
- Business Size Compatibility
- Employee Compatibility
- Advantages and Disadvantages
- Financial Costing & Administrative Modelling
- Necessary documentation, contracting agreements, and official forms

Sample Childcare Model Structure (may vary from one model to another)

Model Name and Version				
Model Description				
Demographic Compatibility				
<input type="checkbox"/> Urban	<input type="checkbox"/> Rural	<input type="checkbox"/> Industrial Zones	<input type="checkbox"/> Industrial Clusters	
Hosting Ratio				
<input type="checkbox"/> 100%	<input type="checkbox"/> 75%	<input type="checkbox"/> 50%	<input type="checkbox"/> 25%	
Age Ranges				
<input type="checkbox"/> Infants	<input type="checkbox"/> Toddlers	<input type="checkbox"/> Pre-School	<input type="checkbox"/> School	
Services and Activities				
<input type="checkbox"/> Daycare	<input type="checkbox"/> Education	<input type="checkbox"/> Entertainment	<input type="checkbox"/> Medical	<input type="checkbox"/> Food
Fees and Subsidy Structure				
<input type="checkbox"/> Free (100%)	<input type="checkbox"/> Partial (75%)	<input type="checkbox"/> Fractional (50%)	<input type="checkbox"/> Limited (25%)	
Demographic Compatibility				
<input type="checkbox"/> Urban	<input type="checkbox"/> Rural	<input type="checkbox"/> Industrial Zones	<input type="checkbox"/> Industrial Clusters	
Business Activity Compatibility				
<input type="checkbox"/> Low Risk	<input type="checkbox"/> Medium Risk	<input type="checkbox"/> High Risk	<input type="checkbox"/> Services	
Workforce Size				
<input type="checkbox"/> Small	<input type="checkbox"/> Medium	<input type="checkbox"/> Large	<input type="checkbox"/> Mega	
Employee Compatibility				
<input type="checkbox"/> Small	<input type="checkbox"/> Medium	<input type="checkbox"/> Large	<input type="checkbox"/> Mega	



Financial Costing				
Total Workforce				
Total Women				
Total Mothers				
Eligible Mothers				
Total Children				
Accepted Children				
0-6 months				
6-12 months				
12-24 months				
24-36 month				
36-60 months				
Above 60 months				
Activities and Services				
Day Care Service				
Night Care services				
After School Care				
Basic Education				
Age-Appropriate Curriculum				
Entertainment				
Sports				
Languages				
Medical				
Food				
Special Needs				
Night Care				
Facilities				
Civil Work				
AC / Ventilation				
Playground				
Kitchen				
Dining Room				
Fire Alarming and Fighting				
PC				
Sound System				
Tables and Chairs				
Boards and Educational Aids				

Personnel				
Manager				
Supervisors				
Facilitators				
Nannies and Workers				
Maintenance				
Support and Admin Staff				
Work Hours				
Day Care				
Description	Unit	# Unit	Unit Cost	Total Cost (EGP)
Capital Investment				
Direct Costs				
Indirect Costs				
Advantages and Disadvantages				
Advantages		Disadvantages		
Documentation and Forms				



4.2. MODELS

4.2.1. THE WORKPLACE DAYCARE MODEL

Model Name and Version			
Workplace Daycare Model	Version 1.0.1		
Model Description			
<p>Workplace daycare is typically an on-site/off-site facility owned by the employer and managed by company personnel or administration staff. In some cases, the employer can hire a specialized management firm to manage the daycare centre. In addition, the workplace daycare centre usually provides childcare services for employee children. The facility could be a separate building inside factory premises or part of the general buildings of the factory. In all cases, the daycare facility must be located at a safe distance from any health and safety risks to children, including production areas, boilers, smoke-stacks, maintenance utilities, etc.</p> <p>The employer may prefer to establish the daycare facility in an external location, either in the same neighbourhood as the business premises, or in a city or village where most of the working mothers live, in order to mitigate any transportation inconveniences for mothers from distant areas. The facility will have enough space and rooms for children's comfort and safety. The space, number of rooms, equipment, tools, resources, staff, etc., will be determined based on factors including; the number of eligible mothers, the number of children at different ages, and the planned services, among others.</p> <p>Services are usually available at a fee that is subsidized by the employer, while others may opt to offer this benefit for free. As with regular daycare providers, these facilities must be licensed, insured, staffed with trained teachers and assistants, and provide a safe environment for groups of children. The employer is responsible for facility registration with MoSS according to the procedures and instructions issued by the ministry (explained in the following sections with related forms). The employer is also responsible for staff recruitment, assessment, appraisals, and monitoring.</p>			
Liabilities and Responsibilities			
<input checked="" type="checkbox"/> Critical	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
Demographic Compatibility			
<input checked="" type="checkbox"/> Urban	<input checked="" type="checkbox"/> Rural	<input checked="" type="checkbox"/> Industrial Zones	<input checked="" type="checkbox"/> Industrial Clusters
Business Activity Compatibility			
<input checked="" type="checkbox"/> Low Risk	<input type="checkbox"/> Medium Risk	<input type="checkbox"/> High Risk	<input checked="" type="checkbox"/> Services
Workforce Size Compatibility			
<input type="checkbox"/> Small	<input type="checkbox"/> Medium	<input checked="" type="checkbox"/> Large	<input checked="" type="checkbox"/> Mega
Female Employee Preference			
<input checked="" type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Average	<input type="checkbox"/> None
Employers Preference			
<input checked="" type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Average	<input type="checkbox"/> None
Daycare Centre Location			
<input checked="" type="checkbox"/> On-site	<input checked="" type="checkbox"/> Off-site	<input type="checkbox"/> Central	<input type="checkbox"/> Distributed

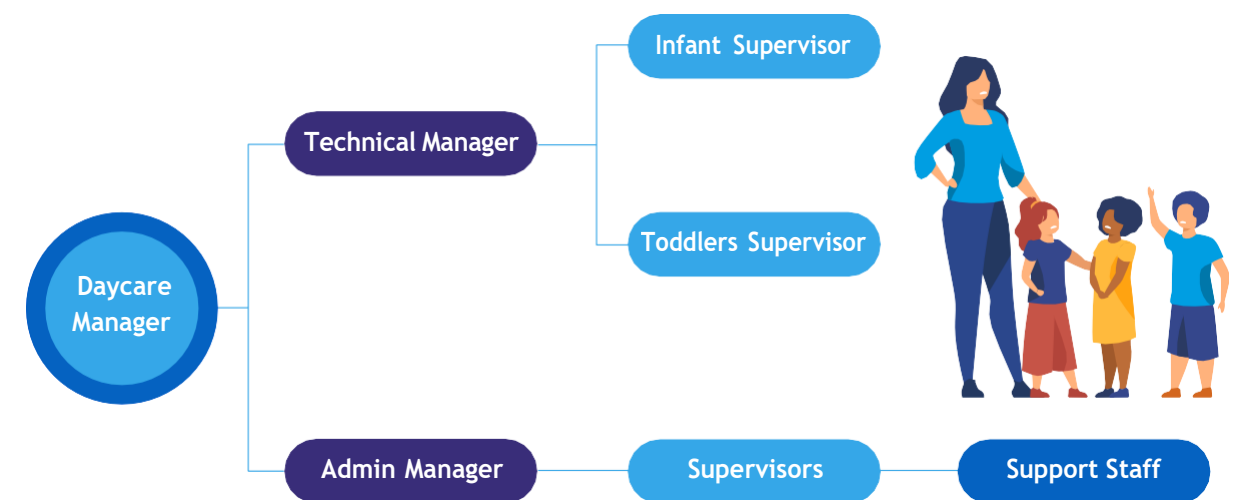
Daycare Centre Management			
<input checked="" type="checkbox"/> Employer	<input checked="" type="checkbox"/> Service Provider	<input checked="" type="checkbox"/> Shared	<input type="checkbox"/> Other

Staffing			
<input checked="" type="checkbox"/> Full-time	<input checked="" type="checkbox"/> Service Provider	<input checked="" type="checkbox"/> Shared	<input type="checkbox"/> Other

Key Partners			
<input checked="" type="checkbox"/> Local NGOs	<input checked="" type="checkbox"/> Service Providers	<input checked="" type="checkbox"/> MoSS Unit	<input type="checkbox"/> Other

Sustainability			
<p>The sustainability of this model is significantly dependent on the direct financial and administrative support of the employer and the extent to which the employer believes in the positive impact of this service on their business, employees, and competitiveness. This confidence in the importance of daycare and the necessity to continue support will be primarily affected by the degree to which the daycare service benefits impact business performance and contribute to a better work environment, higher employee satisfaction, and enhanced HR KPIs such as; turnover rate, absenteeism rate, retention rate, employee productivity, etc. The following additional actions could also contribute to enhanced sustainability:</p> <ul style="list-style-type: none"> Establish an active mechanism to monitor KPIs and measure ROI. This should provide updated and documented evidence of daycare importance to management and ensure their continuous support to this initiative. Institute a partial contribution from employees to maintain the service and assure its sustainability. The contribution could be just a fraction of the costs (from 5 to 50 percent), which will still make it much cheaper than other external daycare centres. The government, FEI, and business associations to provide assistance and support models (financial, administrative, tax exemption, custom exemption, etc.) to businesses adopting this model to ensure its success and replication in other businesses. 			

Management Structure			
<p>The workplace daycare centre requires a complete organizational structure, internal policies and procedures, staffing, licensing, financial systems, etc. The workplace daycare should be treated as a separate business unit (small project). An example of a simplified workplace daycare organizational chart is provided below.</p>			



Model Design

The numbers and calculations in this model are provided solely for demonstration purposes. Users must input their own numbers and perform their own calculations. Values have been estimated based on consultations with cost engineers from the General Authority of Education Buildings.

Location				
On Workplace Premises (On-Site)				
Management				
Employer (Personnel Department)				
Hosting Ratio (H)				
<input checked="" type="checkbox"/> 100%	<input type="checkbox"/> 75%	<input type="checkbox"/> 50%	<input type="checkbox"/> 25%	
Age Ranges				
<input checked="" type="checkbox"/> Infants	<input checked="" type="checkbox"/> Toddlers	<input type="checkbox"/> Pre-School	<input type="checkbox"/> School	
Services and Activities				
<input checked="" type="checkbox"/> Day care	<input checked="" type="checkbox"/> Education	<input checked="" type="checkbox"/> Entertainment	<input checked="" type="checkbox"/> Medical	<input checked="" type="checkbox"/> Food
Fees and Subsidize Structure (F)				
<input checked="" type="checkbox"/> Free (100%)	<input type="checkbox"/> Partial (75%)	<input type="checkbox"/> Fractional (50%)	<input type="checkbox"/> Limited (25%)	

Capacity and Utility Estimation			
Description	Symbol	Value	Calculation Method
Total Employees	TE	1,000	
Women Percent	WP	35%	
Eligible Women Percent	EWP	50%	
Average No. of Children per Woman	ACW	2	
Total Expected Children	TEC	350	TE x WP x EWP x ACW
Infant Percent	Inf	20%	
Toddlers Percent	Tod	80%	
Total Space (sq. m)	TS	2,100	TEC x 6
No. of Classrooms	CLS	14	$\frac{TEC \times Tod}{20}$
No. of Sleeping Rooms	SLR	5	$\frac{TEC \times Inf}{15}$
No. of Facilitators	FAC	19	$\frac{TEC \times Tod}{15}$
No. of Nannies	NAN	7	$\frac{TEC \times Inf}{10}$
No. of Support Staff	SS	7	TEC x 2%
No. of Bathrooms	BATH	19	$\frac{TEC + FAC + NAN}{20}$



Financial Plan

Description	Unit	# Unit	Unit Cost	Total Cost (EGP)
Capital Investment				
The land cost is based on the recent prices of industrial lands announced by the General Authority for New Communities. The cost of civil works is based on an estimation by the cost engineers of General Authority of Education Buildings. Other engineering offices were consulted and advised with comparable values.				
Land	m ²	2,100	1,000	2,100,000
Civil Work	Unit	Lumpsum	-	2,000,000
Furnishing	Unit	Lumpsum	-	1,000,000
Total				5,100,000
Annual Costs				
<ul style="list-style-type: none"> The average salary was calculated based on figures from the MoSS study on the nurseries sector in Egypt. Supplies values were calculated based on the number of children multiplied by EGP 2,000 (nurseries survey) Maintenance costs were calculated based on space size multiplied by EGP 500. The miscellaneous value is based on experts' estimations. 				
Annual Salaries	Person	33	2,500	990,000
Maintenance	Unit	Lumpsum	-	100,000
Supplies	Unit	Lumpsum	-	700,000
Miscellaneous	Unit	Lumpsum	-	350,000
Total				2,140,000
Advantages and Disadvantages				
Advantages		Disadvantages		
<ul style="list-style-type: none"> Fully controlled environment and ensured service quality Financially feasible, specifically in the long term. Very high satisfaction level of mothers as they need to ensure that their child is taken care of and the model gives them easy access to visit and check on their children. 		<ul style="list-style-type: none"> Financial burden, especially initial investments. High liability and responsibility for all incidents or problems with children. Less difference between professional and personal life as some workers tend to stay longer with their kids. In addition, some conflicts may arise between mothers and nursery staff, but this is rare. 		
Documentation and Forms				
Procedures for licensing childcare in Egypt: A set of essential documents required to obtain a childcare license must be prepared, as follows:				
<ul style="list-style-type: none"> A copy of the daycare facility lease contract or the lease contract of the place in which the nursery was opened, and the contract must be signed by the owner of the original headquarters, and the lease period must not be less than five years. A scanned copy of the national identity card of the project owner, or any official proof of identity. A document from the civil defence proving that the project in which there is a nursery does not have any dispute or legal problems. A written statement from the owner confirming that they are responsible for meeting all the needs of the nursery. A report is brought from the Local Authority responsible for the neighbourhood where the nursery is located, and this report indicates that this place conforms to the specifications and that there are no technical or engineering faults in the building. 				
The official forms, fees, and instructions should be provided by MoSS soon. The consultant will add this info to the report as soon as received.				

4.2.2. THE SHARED CHILDCARE MODEL

Model Name and Version			
Shared Childcare Model (SCM)	Version 1.0.1		
Model Description			
<p>Shared Childcare is typically an on-site/off-site facility owned by a group of employers located in one industrial zone or cluster. Shared childcare is usually managed by a specialized management firm to ensure more efficient management and less conflict between partner employers. The external management firm must be neutral and provide equal treatment to the children of all partners. The partners collectively or by delegation should take all strategic decisions together. However, they have to elect a smaller committee (team) to supervise and monitor childcare centre operations and take necessary actions. In addition, the shared childcare model usually provides childcare services for employees' children.</p> <p>The facility could be a separate building using one of the public facilities in the area or inside the factory grounds of one of the partner employers. The costs of establishment, furnishing, and operation might be equally or proportionally divided between partners per their agreement and based on each partner's conditions and capacity. For instance, the division could be based on the number of children to be hosted by each employer (quota).</p> <p>In all cases, the daycare facility must be located at a safe distance from any potential health or safety hazards or risks to the children, including production areas, boilers, smokestacks, maintenance utilities, among others. In addition, the facility will have enough space and rooms for children's comfort and safety. The space, number of rooms, equipment, tools, resources, and staff will be determined based on several factors including the number of eligible mothers, the number of children of different ages, planned services, etc.</p> <p>Services are usually available at a fee that is subsidized by the employer(s), while some companies may offer this benefit for free. As with regular daycare providers, these facilities must be licensed, insured, staffed with trained teachers and assistants, and provide a safe environment for groups of children. The employers are responsible for facility registration at the MoSS according to the procedures and instructions issued by the ministry (explained in the following sections with related forms). The employers are also responsible for staff recruitment, assessment, appraisals, and monitoring.</p>			
Liabilities and Responsibilities			
<input type="checkbox"/> Critical	<input type="checkbox"/> High	<input checked="" type="checkbox"/> Medium	<input type="checkbox"/> Low
Demographic Compatibility			
<input type="checkbox"/> Urban	<input type="checkbox"/> Rural	<input checked="" type="checkbox"/> Industrial Zones	<input checked="" type="checkbox"/> Industrial Clusters
Business Activity Compatibility			
<input checked="" type="checkbox"/> Low Risk	<input checked="" type="checkbox"/> Medium Risk	<input checked="" type="checkbox"/> High Risk	<input checked="" type="checkbox"/> Services
Workforce Size Compatibility			
<input checked="" type="checkbox"/> Small	<input checked="" type="checkbox"/> Medium	<input checked="" type="checkbox"/> Large	<input checked="" type="checkbox"/> Mega
Female Employee Preference			
<input checked="" type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Average	<input type="checkbox"/> None
Employers Preference			
<input checked="" type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Average	<input type="checkbox"/> None
Daycare Centre Location			
<input type="checkbox"/> On-site	<input type="checkbox"/> Off-site	<input checked="" type="checkbox"/> Central	<input type="checkbox"/> Distributed

Daycare Centre Management

Employer Service Provider Shared Other

Staffing

Full-time Service Provider Shared Other

Key Partners

Local NGOs Service Providers MoSS Unit Other

• Employers in the same region;
• Investors Associations;
• Local authorities (utilities, etc.)

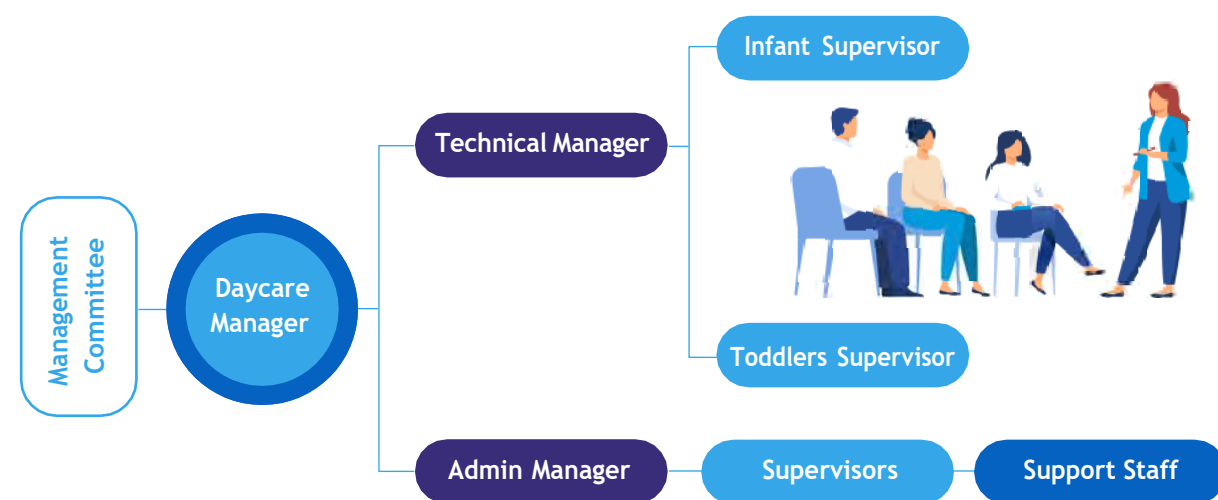
Sustainability

The sustainability of this model is significantly dependent on the direct financial and administrative support of the employers and the extent to which they believe in the positive impact of this service on their business and competitiveness. This confidence in the importance of daycare and the necessity to continue supporting it will be primarily affected by the degree to which the daycare service benefits impact business performance and contribute to a better work environment, higher employee satisfaction, and enhanced HR KPIs such as turnover rate, absenteeism rate, retention rate, employee productivity, and so forth. In addition, other actions could be taken to contribute to better sustainability, including the following:

- Establish an active mechanism to monitor KPIs and measure ROI. This should provide updated and documented evidence of daycare importance to management and ensure their continuous support to this initiative.
- Institute a partial contribution from employees to maintain the service and assure its sustainability. The contribution could be just a fraction of the costs (from 5 to 50 percent), which will still make it much cheaper than other external daycare centres.
- The government, FEI, and business associations to provide assistance and support models (financial, administrative, tax exemption, custom exemption, etc.) to businesses adopting this model to ensure its success and replication in other businesses.

Management Structure

The shared workplace daycare centre requires a complete organizational structure, internal policies and procedures, staffing, license, financial system, etc. The shared workplace daycare centre should be treated as a separate business unit (small project). This is a simple example of a shared daycare organizational chart.



Model Design

The numbers and calculations in this model are provided solely for demonstration purposes. Users must input their own numbers and perform their own calculations. Values have been estimated based on consultations with cost engineers from the General Authority of Education Buildings.

Location

Central

Management

Service Provider

Hosting Ratio (H)

100% 75% 50% 25%

Age Ranges

Infants Toddlers Pre-School School

Services and Activities

Day care Education Entertainment Medical Food

Fees and Subsidize Structure (F)

Free (100%) Partial (75%) Fractional (50%) Limited (25%)

Capacity and Utility Estimation			
Description	Symbol	Value	Calculation Method
Total Employees	TE	5000	
Women Percent	WP	35%	
Eligible Women Percent	EWP	50%	
Average No. of Children per Woman	ACW	2	
Total Expected Children	TEC	1,750	TE x WP x EWP x ACW
Infant Percent	Inf	20%	
Toddlers Percent	Tod	80%	
Total Space (sq. m)	TS	10,500	TEC x 6
No. of Classrooms	CLS	70	$\frac{TEC \times Tod}{20}$
No. of Sleeping Rooms	SLR	25	$\frac{TEC \times Inf}{15}$
No. of Facilitators	FAC	95	$\frac{TEC \times Tod}{15}$
No. of Nannies	NAN	35	$\frac{TEC \times Inf}{10}$
No. of Support Staff	SS	35	TEC x 2%
No. of Bathrooms	BATH	95	$\frac{TEC + FAC + NAN}{20}$

Financial Plan

Description	Unit	# Unit	Unit Cost	Total Cost (EGP)
Capital Investment (alternatively, a facility could be rented to save capital investment)				
The land cost is based on the recent prices of industrial lands announced by the General Authority for New Communities. The cost of civil works is based on an estimation by the cost engineers of General Authority of Education Buildings. Other engineering offices were consulted and advised with comparable values.				
Land	m ²	10,500	1,000	10,500,000
Civil work	Unit	Lumpsum	-	10,000,000
Furnishing	Unit	Lumpsum	-	5,000,000
Total				25,500,000

Annual Costs				
<ul style="list-style-type: none"> The average salary was calculated based on figures from the MoSS study on the nurseries sector in Egypt. Supplies values were calculated based on the number of children multiplied by EGP 2,000 (nurseries survey). Maintenance costs were calculated based on space size multiplied by EGP 500. The miscellaneous value is based on experts' estimations. 				
Annual Salaries	Person	165	2,500	4,950,000
Maintenance	Unit	Lumpsum	-	500,000
Supplies	Unit	Lumpsum	-	3,500,000
Miscellaneous	Unit	Lumpsum	-	1,750,000
Total				10,700,000

Advantages and Disadvantages	
Advantages	Disadvantages
<ul style="list-style-type: none"> Fully controlled environment and ensured service quality Financially feasible, specifically in the long term. Very high satisfaction level of mothers as they need to ensure that their child is taken care of and it gives them easy access to visit and see their children. 	<ul style="list-style-type: none"> Financial burden, specifically the initial investments (except if they rent a facility instead of building and furnishing). Medium liability and responsibility for all incidents of problems with any children. Transportation arrangements to send and receive children as the daycare will be out of premises. Possibility of minor or major conflicts between partners.

Documentation and Forms
<p>Procedures for licensing childcare in Egypt: A set of essential documents required to obtain a childcare license must be prepared, as follows:</p> <ul style="list-style-type: none"> A copy of the daycare facility lease contract or the lease contract of the place in which the nursery was opened, and the contract must be signed by the owner of the original headquarters, and the lease period must not be less than five years. A scanned copy of the national identity card of the project owner, or any official proof of identity. A document from the civil defence proving that the project in which there is a nursery does not have any dispute or legal problems. A written statement from the owner confirming that they are responsible for meeting all the needs of the nursery. A report is brought from the Local Authority responsible for the neighbourhood where the nursery is located, and this report indicates that this place conforms to the specifications and that there are no technical or engineering faults in the building. <p>The official forms, fees, and instructions should be provided by MoSS soon. The consultant will add this info to the report as soon as received.</p>

4.2.3. THE OUTSOURCED CHILDCARE SERVICE MODEL

Model Name and Version			
Outsourced Childcare Service Model (OCS)	Version 1.0.1		
Model Description			
<p>In many cases, employers do not have enough resources or hire enough women for the workplace daycare model to be economically feasible. Instead, employers can outsource childcare services through professional service providers (usually external daycare centres). Employer's scan, identify, compare, and select the best daycare centre in terms of services, quality level, cost, work hours, etc. Then, the employer usually signs an agreement with this daycare centre that involves a discounted price of employees. Contracting usually is a long-term agreement.</p> <p>In some cases, employers may find that the daycare centre needs some rehabilitation to enhance service quality. Employers can support rehabilitation work(s) and deduct that contribution from the monthly fees paid to the centre.</p> <p>Although the service provider should perform the whole responsibility of management and service, the employer still has the responsibility to monitor and assess services and measure employee satisfaction with the daycare.</p>			
Liabilities and Responsibilities			
<input type="checkbox"/> Critical	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input checked="" type="checkbox"/> Low
Demographic Compatibility			
<input checked="" type="checkbox"/> Urban	<input checked="" type="checkbox"/> Rural	<input checked="" type="checkbox"/> Industrial Zones	<input checked="" type="checkbox"/> Industrial Clusters
Business Activity Compatibility			
<input checked="" type="checkbox"/> Low Risk	<input checked="" type="checkbox"/> Medium Risk	<input checked="" type="checkbox"/> High Risk	<input checked="" type="checkbox"/> Services
Workforce Size Compatibility			
<input checked="" type="checkbox"/> Small	<input checked="" type="checkbox"/> Medium	<input type="checkbox"/> Large	<input type="checkbox"/> Mega
Female Employee Preference			
<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input checked="" type="checkbox"/> Average	<input type="checkbox"/> None
Employers Preference			
<input type="checkbox"/> Excellent	<input checked="" type="checkbox"/> Good	<input type="checkbox"/> Average	<input type="checkbox"/> None
Daycare Centre Location			
<input type="checkbox"/> On-site	<input checked="" type="checkbox"/> Off-site	<input type="checkbox"/> Central	<input checked="" type="checkbox"/> Distributed
Daycare Centre Management			
<input type="checkbox"/> Employer	<input checked="" type="checkbox"/> Service Provider	<input type="checkbox"/> Shared	<input type="checkbox"/> Other
Staffing			
<input type="checkbox"/> Full-time	<input checked="" type="checkbox"/> Service Provider	<input type="checkbox"/> Shared	<input type="checkbox"/> Other
Key Partners			
<input checked="" type="checkbox"/> Local NGOs	<input checked="" type="checkbox"/> Service Providers	<input type="checkbox"/> MOSS Unit	<input type="checkbox"/> Other

Sustainability

The sustainability of this model is significantly dependent on the direct financial and administrative support of the employer and the extent to which the employer believes in the positive impact of this service on their business, employees, and competitiveness. This confidence in the importance of daycare and the necessity to continue support will be primarily affected by the degree to which the daycare service benefits impact business performance and contribute to a better work environment, higher employee satisfaction, and enhanced HR KPIs such as; turnover rate, absenteeism rate, retention rate, employee productivity, etc. The following additional actions could also contribute to enhanced sustainability:

- Establish an active mechanism to monitor KPIs and measure ROI. This should provide updated and documented evidence of daycare importance to management and ensure their continuous support to this initiative.
- Institute a partial contribution from employees to maintain the service and assure its sustainability. The contribution could be just a fraction of the costs (from 5 to 50 percent), which will still make it much cheaper than other external daycare centres.
- Continuously monitor and support the service provider to ensure their success and continuity in business. Investment of time, money, and efforts with the service provider will ensure long-term stability of staff members and their comfort with the services.

Management Structure

N/A

Model Design

The numbers and calculations in this model are provided solely for demonstration purposes. Users must input their own numbers and perform their own calculations. Values have been estimated based on consultations with cost engineers from the General Authority of Education Buildings.

Location
Offsite, Distributed

Management
Service Provider

Hosting Ratio (H)
 100% 75% 50% 25%

Age Ranges
 Infants Toddlers Pre-School School

Services and Activities
 Day care Education Entertainment Medical Food

Fees and Subsidize Structure (F)
 Free (100%) Partial (75%) Fractional (50%) Limited (25%)

Capacity and Utility Estimation				
Description	Symbol	Value	Calculation Method	
Total Employees	TE	1,000		
Women Percent	WP	35%		
Eligible Women Percent	EWP	50%		
Average No. of Children per Woman	ACW	2		
Total Expected Children	TEC	350	TE x WP x EWP x ACW	
Infant Percent	Inf	20%		
Toddlers Percent	Tod	80%		
Total Space (sq. m)	TS	2,100	TEC x 6	
No. of Classrooms	CLS	14	<u>TEC x Tod</u> 20	
No. of Sleeping Rooms	SLR	5	<u>TEC x Inf</u> 15	
No. of Facilitators	FAC	19	<u>TEC x Tod</u> 15	
No. of Nannies	NAN	7	<u>TEC x Inf</u> 10	
No. of Support Staff	SS	7	TEC x 2%	
No. of Bathrooms	BATH	19	<u>TEC + FAC + NAN</u> 20	



Financial Plan

Description	Unit	# Unit	Unit Cost	Total Cost (EGP)
Capital Investment				
The land cost is based on the recent prices of industrial lands announced by the General Authority for New Communities. The cost of civil works is based on an estimation by the cost engineers of General Authority of Education Buildings. Other engineering offices were consulted and advised with comparable values.				
Land	m ²	2,100	1,000	2,100,000
Civil work	Unit	Lumpsum	-	2,000,000
Furnishing	Unit	Lumpsum	-	1,000,000
			Total	5,100,000
Annual Costs				
<ul style="list-style-type: none"> The average salary was calculated based on figures from the MoSS study on the nurseries sector in Egypt. Supplies values were calculated based on the number of children multiplied by EGP 2,000 (nurseries survey). Maintenance costs were calculated based on space size multiplied by EGP 500. The miscellaneous value is based on experts' estimations. 				
Annual Fees	Children	350	3,600	1,260,000
Maintenance	Unit	Lumpsum	-	
Supplies	Unit	Lumpsum	-	
Miscellaneous	Unit	Lumpsum	-	
			Total	1,260,000
Advantages and Disadvantages				
Advantages		Disadvantages		
<ul style="list-style-type: none"> Much less responsibility on the company management. No administrative burden High employee satisfaction. 		<ul style="list-style-type: none"> Financial burden Lower control on the attendance of the employees. Frequent absence due to nurseries' operations. 		
Documentation and Forms				
<ul style="list-style-type: none"> Nurseries Survey Service Contract Detailed Services List 				

4.2.4. THE REFERRAL CHILDCARE SERVICE MODEL

Model Name and Version			
Referral Childcare Service Model (RCSM)		Version 1.0.1	
Model Description			
<p>In some cases, the employer's salary scale is larger than the industry average, or they cannot afford the extra costs associated with childcare benefits. In this situation, the employer could use their bargaining power to establish an agreement with one or more daycare canters at a reasonable price for their employees.</p> <p>The employer scans, identifies, compares, and selects the best daycare centre in terms of services, quality level, cost, work hours, etc. Then, the employer usually signs an agreement with this daycare centre and gets discounted price. Contracting usually is a long-term agreement.</p> <p>In some cases, the employer may find that this daycare centre needs some rehabilitation to enhance service quality. The employers can support this rehabilitation work and in return deduct the value of that contribution from the monthly payments to the centre.</p> <p>Although the service provider should shoulder the whole responsibility of management and service, the employer still has the responsibility to monitor the services and measure employee satisfaction with the daycare. In addition, the company can offer free transportation for mothers and children to and from the daycare.</p>			
Liabilities and Responsibilities			
<input type="checkbox"/> Critical	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input checked="" type="checkbox"/> Low
Demographic Compatibility			
<input checked="" type="checkbox"/> Urban	<input checked="" type="checkbox"/> Rural	<input checked="" type="checkbox"/> Industrial Zones	<input checked="" type="checkbox"/> Industrial Clusters
Business Activity Compatibility			
<input checked="" type="checkbox"/> Low Risk	<input checked="" type="checkbox"/> Medium Risk	<input checked="" type="checkbox"/> High Risk	<input checked="" type="checkbox"/> Services
Workforce Size Compatibility			
<input checked="" type="checkbox"/> Small	<input checked="" type="checkbox"/> Medium	<input type="checkbox"/> Large	<input type="checkbox"/> Mega
Female Employee Preference			
<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input checked="" type="checkbox"/> Average	<input type="checkbox"/> None
Employers Preference			
<input type="checkbox"/> Excellent	<input checked="" type="checkbox"/> Good	<input type="checkbox"/> Average	<input type="checkbox"/> None
Daycare Centre Location			
<input type="checkbox"/> On-site	<input checked="" type="checkbox"/> Off-site	<input type="checkbox"/> Central	<input checked="" type="checkbox"/> Distributed
Daycare Centre Management			
<input type="checkbox"/> Employer	<input checked="" type="checkbox"/> Service Provider	<input type="checkbox"/> Shared	<input type="checkbox"/> Other
Staffing			
<input type="checkbox"/> Full-time	<input checked="" type="checkbox"/> Service Provider	<input type="checkbox"/> Shared	<input type="checkbox"/> Other

Key Partners			
<input checked="" type="checkbox"/> Local NGOs	<input checked="" type="checkbox"/> Service Providers	<input type="checkbox"/> MOSS Unit	<input type="checkbox"/> Other

Sustainability
The sustainability of this model is significantly independent from the direct financial support of the employer but largely dependent on the capacity of the employer's HR and administration staff to establish good references and connections with childcare service providers. The following additional actions could also contribute to enhanced sustainability:
<ul style="list-style-type: none"> Establish an active mechanism to monitor KPIs and measure ROI. This should provide updated and documented evidence of daycare importance to management and ensure their continuous support to this initiative. Continuously monitor and support the service provider to ensure their success and continuity in business. Investment of time, money, and efforts with the service provider will ensure long-term stability of staff members and their comfort with the services.

Management Structure
N/A

Model Design

The numbers and calculations in this model are provided solely for demonstration purposes. Users must input their own numbers and perform their own calculations. Values have been estimated based on consultations with cost engineers from the General Authority of Education Buildings.

Location			
Offsite, Distributed			

Management			
Service Provider			

Hosting Ratio (H)			
<input checked="" type="checkbox"/> 0%	<input type="checkbox"/> 0%	<input type="checkbox"/> 0%	<input type="checkbox"/> 0%

Age Ranges			
<input checked="" type="checkbox"/> Infants	<input checked="" type="checkbox"/> Toddlers	<input type="checkbox"/> Pre-School	<input type="checkbox"/> School

Services and Activities				
<input checked="" type="checkbox"/> Day care	<input checked="" type="checkbox"/> Education	<input checked="" type="checkbox"/> Entertainment	<input checked="" type="checkbox"/> Medical	<input checked="" type="checkbox"/> Food

Fees and Subsidize Structure (F)			
<input type="checkbox"/> Free (100%)	<input type="checkbox"/> Partial (75%)	<input type="checkbox"/> Fractional (50%)	<input checked="" type="checkbox"/> None (0%)

Capacity and Utility Estimation			
Description	Symbol	Value	Calculation Method
Total Employees	TE	N/A	
Women Percent	WP	N/A	
Eligible Women Percent	EWP	N/A	
Average No. of Children per Woman	ACW	N/A	
Total Expected Children	TEC	N/A	TE x WP x EWP x ACW
Infant Percent	Inf	N/A	

Toddler Percent	Tod	N/A	
Total Space (sq. m)	TS	N/A	TEC x 6
No. of Classrooms	CLS	N/A	$\frac{TEC \times Tod}{20}$
No. of Sleeping Rooms	SLR	N/A	$\frac{TEC \times Inf}{15}$
No. of Facilitators	FAC	N/A	$\frac{TEC \times Tod}{15}$
No. of Nannies	NAN	N/A	$\frac{TEC \times Inf}{10}$
No. of Support Staff	SS	N/A	TEC x 2%
No. of Bathrooms	BATH	N/A	$\frac{TEC + FAC + NAN}{20}$

Financial Plan

Description	Unit	# Unit	Unit Cost	Total Cost (EGP)
Capital Investment				
The land cost is based on the recent prices of industrial lands announced by the General Authority for New Communities. The cost of civil works is based on an estimation by the cost engineers of General Authority of Education Buildings. Other engineering offices were consulted and advised with comparable values.				
Land	m ²	N/A	-	
Civil works	Unit	Lumpsum	-	
Furnishing	Unit	Lumpsum	-	
			Total	N/A
Annual Costs				
<ul style="list-style-type: none"> The average salary was calculated based on figures from the MoSS study on the nurseries sector in Egypt. Supplies values were calculated based on the number of children multiplied by EGP 2,000 (nurseries survey). Maintenance costs were calculated based on space size multiplied by EGP 500. The miscellaneous value is based on experts' estimations. 				
Annual Fees	Children	350	-	-
Maintenance	Unit	Lumpsum	-	-
Supplies	Unit	Lumpsum	-	-
Transportation	Unit	Lumpsum	-	-
			Total	-
Advantages and Disadvantages				
Advantages		Disadvantages		
<ul style="list-style-type: none"> No financial or administrative burdens on the company. Safer environment for children. Lower cost for employees Unlimited number of children per employee. Secured and supervised transportation to and from the nursery house. 		<ul style="list-style-type: none"> Lower satisfaction level as employees feel that they pay for the benefit. The fees compelled some female workers with a large number of children to leave them at home. 		
Documentation and Forms				
<ul style="list-style-type: none"> Nurseries Survey Service Agreement 				

4.2.5. THE CHILDCARE ALLOWANCE MODEL

Model Name and Version			
Childcare Allowance Model		Version 1.0.1	
Model Description			
<p>Childcare allowance is a fixed amount paid monthly (usually with the salary) to subsidize daycare fees. The allowance amount can be estimated through a survey of daycare centre costs. This option is convenient for many employers, especially those who have never previously established childcare benefit provision.</p> <p>The allowance is usually provided equally to all eligible employees, regardless of job level or salary. Some employers offer an allowance for up to two children per employee. However, a smaller number of employers have no limit on the number of children, considering it as an indirect benefit for their staff, especially low-level working mothers.</p>			
Liabilities and Responsibilities			
<input type="checkbox"/> Critical	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input checked="" type="checkbox"/> Low
Demographic Compatibility			
<input checked="" type="checkbox"/> Urban	<input checked="" type="checkbox"/> Rural	<input type="checkbox"/> Industrial Zones	<input type="checkbox"/> Industrial Clusters
Business Activity Compatibility			
<input checked="" type="checkbox"/> Low Risk	<input checked="" type="checkbox"/> Medium Risk	<input checked="" type="checkbox"/> High Risk	<input checked="" type="checkbox"/> Services
Workforce Size Compatibility			
<input checked="" type="checkbox"/> Small	<input checked="" type="checkbox"/> Medium	<input type="checkbox"/> Large	<input type="checkbox"/> Mega
Female Employee Preference			
<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input checked="" type="checkbox"/> Average	<input type="checkbox"/> None
Employers Preference			
<input checked="" type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Average	<input type="checkbox"/> None
Daycare Centre Location			
<input type="checkbox"/> On-site	<input type="checkbox"/> Off-site	<input type="checkbox"/> Central	<input checked="" type="checkbox"/> Distributed
Daycare Centre Management			
<input type="checkbox"/> Employer	<input checked="" type="checkbox"/> Service Provider	<input type="checkbox"/> Shared	<input type="checkbox"/> Other
Staffing			
<input type="checkbox"/> Full-time	<input checked="" type="checkbox"/> Service Provider	<input type="checkbox"/> Shared	<input type="checkbox"/> Other
Key Partners			
<input type="checkbox"/> Local NGOs	<input type="checkbox"/> Service Providers	<input type="checkbox"/> MOSS Unit	<input type="checkbox"/> Other

Sustainability

The sustainability of this model is significantly dependent on the direct financial and administrative support of the employer and the extent to which the employer believes in the positive impact of this service on their business, employees, and competitiveness. This confidence in the importance of daycare and the necessity to continue support will be primarily affected by the degree to which the daycare service benefits impact business performance and contribute to a better work environment, higher employee satisfaction, and enhanced HR KPIs such as; turnover rate, absenteeism rate, retention rate, employee productivity, etc. The following additional actions could also contribute to enhanced sustainability:

- Establish an active mechanism to monitor KPIs and measure ROI. This should provide updated and documented evidence of daycare importance to management and ensure their continuous support to this initiative.
- Institute a partial contribution from employees to maintain the service and assure its sustainability. The contribution could be just a fraction of the costs (from 5 to 50 percent), which will still make it much cheaper than other external daycare centres.

Management Structure

Model Design

The numbers and calculations in this model are provided solely for demonstration purposes. Users must input their own numbers and perform their own calculations. Values have been estimated based on consultations with cost engineers from the General Authority of Education Buildings.

Location				
Distributed				
Management				
Service Provider				
Hosting Ratio (H)				
<input checked="" type="checkbox"/> 100%	<input type="checkbox"/> 75%	<input type="checkbox"/> 50%	<input type="checkbox"/> 25%	
Age Ranges				
<input checked="" type="checkbox"/> Infants	<input checked="" type="checkbox"/> Toddlers	<input type="checkbox"/> Pre-School	<input type="checkbox"/> School	
Services and Activities				
<input checked="" type="checkbox"/> Day care	<input type="checkbox"/> Education	<input type="checkbox"/> Entertainment	<input type="checkbox"/> Medical	<input type="checkbox"/> Food
Fees and Subsidize Structure (F)				
<input type="checkbox"/> Free (100%)	<input checked="" type="checkbox"/> Partial (75%)	<input type="checkbox"/> Fractional (50%)	<input type="checkbox"/> Limited (25%)	

Capacity and Utility Estimation

Description	Symbol	Value	Calculation Method
Total Employees	TE	1,000	
Women Percent	WP	35%	
Eligible Women Percent	EWP	50%	
Average No. of Children per Woman	ACW	2	
Total Expected Children	TEC	350	TE x WP x EWP x ACW

Infant Percent	Inf	20%	
Toddlers Percent	Tod	80%	
Total Space (sq. m)	TS	2,100	TEC x 6
No. of Classrooms	CLS	14	$\frac{TEC \times Tod}{20}$
No. of Sleeping Rooms	SLR	5	$\frac{TEC \times Inf}{15}$
No. of Facilitators	FAC	19	$\frac{TEC \times Tod}{15}$
No. of Nannies	NAN	7	$\frac{TEC \times Inf}{10}$
No. of Support Staff	SS	7	TEC x 2%
No. of Bathrooms	BATH	19	$\frac{TEC + FAC + NAN}{20}$

Financial Plan

Description	Unit	# Unit	Unit Cost	Total Cost (EGP)
Capital Investment				
Land	m ²	2,100	-	-
Civil work	Unit	Lumpsum	-	-
Furnishing	Unit	Lumpsum	-	-
Total				-
Annual Costs				
The average allowance was calculated based on EGP 200 per month as the average fee.				
Annual Allowance	Person	350	2,400	840,000
Maintenance	Unit	Lumpsum	-	-
Supplies	Unit	Lumpsum	-	-
Miscellaneous	Unit	Lumpsum	-	-
Total				840,000
Advantages and Disadvantages				
Advantages		Disadvantages		
<ul style="list-style-type: none"> • Much less responsibility on the company management. • No administrative burden • High employee satisfaction. 		<ul style="list-style-type: none"> • Financial burden • Lower control on the attendance of the employees. • Frequent absence due to nurseries' operations. 		
Documentation and Forms				
Proof of payment (receipt to ensure/verify that children attended the nursery)				



5 . RECOMMENDATIONS

5.1. POLICY AND STRATEGIC RECOMMENDATIONS

1. The legal requirement for establishments with 100 or more female workers to provide childcare benefits should be reassessed, as the vast majority of businesses (93 percent) employ less than 100 employees in total. Accordingly, the limit should be reduced, or to consider 100 head of household and this includes men and women who have children, to accommodate a wider variety of business sectors and beneficiaries' base. In addition, the authorities may consider an incentive package to encourage and support smaller businesses to adopt childcare benefit provision.
2. To improve overall childhood development efforts, and to support men's greater participation in childcare, the governmental benefits scheme should be expanded to include men, through the provision of paternity leave and similar benefits for fathers.
3. MoSS provides, through the inter-ministerial committee at the governorate level, necessary support to business organizations to facilitate the registration and licensing process. This support needs to be announced to all business sectors willing to establish nurseries
4. Strengthening and promoting Corporate Social Responsibility (CSR): One of the most critical consequences of globalization has been the emergence of new areas in which the business sector can provide models and lead in actions beyond political frameworks and legal requirements. As a result, there is a need for more robust self-governance initiatives. This notion of voluntarily assuming responsibility is central to the idea of Corporate Social Responsibility (CSR). The European Commission (EC) defines Corporate Social Responsibility (CSR) as "the responsibility of enterprises for their impacts on society." And to be socially responsible, enterprises "should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders." Thus, the objective of CSR is to make positive impacts on the environment, consumers, employees, communities, and all stakeholders.

Current laws and regulations, however, are not the only issues that require innovative reform solutions. In addition, there are diverse social, economic, and environmental challenges that necessitate direct and effective business sector involvement. These efforts could exceed legislative requirements and regulatory frameworks by developing the policies and processes to self-regulate, monitoring activities to control where they respect the spirit of the law, ethical standards, and international norms.

Under this conceptual framework, companies need to adopt a childcare model at the workplace as part of their CSR initiatives and be oriented to the family as a stakeholder category. This means stressing the business advantages that accrue from effective policies concerning work-family balance, linked to greater satisfaction of people both in their work and in their

private lives. The demand for such policies is increasing, especially for flexible hours, part-time work, understanding and trust, flexibility in emergencies, and paid or unpaid leaves of absences.

Corporate Social Incentive programs can target employees and/or external stakeholders based on CSR and sustainability management. They are stimuli that target the advancement of individual measures within a company. These can include experience programs to enhance career development or personal goals and can be used as a reward for outstanding performance. Corporate Social Incentives are also understood as Shared Value Incentives, as business and society recognize their value and use in mutual relationships. Synergies between core business activities and social objectives should be identified. Partnerships with local NGOs can help with the implementation of such programs.

5.2. OPERATIONAL RECOMMENDATIONS

1. Business associations and investor federations should be involved in awareness and training activities to raise the awareness of business owners, managers, and employees of the importance of early childhood development and the impact of day care on business performance and employee satisfaction.
2. Develop a mechanism for measurement and benchmarking to calculate the ROI of childcare benefits provision and other employee benefits in general. There is a need for a set of indicators, evaluation protocols and methodologies to monitor and assess the impacts of childcare service provision on women's participation in economic activities and its contribution to women's career advancement in cooperation with the ministry of social solidarity.
3. Establish an electronic platform to provide instant access to relevant and up-to-date information, manuals, resources, and models on childcare provision. This platform should support business owners and managers to identify, design, and develop the most appropriate childcare services for their employees and at the same time help them calculate the costs, identify needs, hire day care workers, and exchange knowledge and experience between business communities.
4. International organizations like UNICEF, ILO, and UN Women, in cooperation with MOSS, develop a complete package of materials and guidelines to help business organizations to better understand and effectively implement successful childcare models. They would also help in monitoring and follow up and provide technical support as needed.

5. The research has suggested that the adoption of formal family-responsive policies may not have the desired effects if there is no supportive organizational culture (Kossek & Nichol, 1992). Therefore, if a lack of supervisor and organizational support is shown, then companies considering family responsive policies should take steps to promote a corporate culture that values or at least accepts the necessity and potential long-term benefits of these policies within individual business organization. Organizational culture is often cited as the key facilitator or barrier to work-life policies.
6. Based on the outcomes of the two studies (Collecting Evidence and ECD Models), it would be beneficial for study partners and the business sector to operationalize and document the suggested models. It is highly recommended to build upon the results of the two studies and leverage the return on investments, financial investments, and the know-how, experience, networking, and outreach capacities that were achieved during the field research, meetings, and interviews. For instance, several companies expressed their serious intentions to start childcare service provision and need direct technical and administrative support. A pilot intervention could be designed and implemented in several locations and sectors to showcase concepts, approaches, methodologies; build an effective platform; and provide a body of knowledge for other businesses to replicate.
7. There is a need for a solid and effective partnership between key parties to promote and maintain good practices and achieve tangible results regarding workplace childcare services. A task force to be informed including UN organizations (e.g., UNICEF, ILO, and UNIDO), FEI, Business Associations, and the Government of Egypt, represented by the MoSS, and MoMP and the National Council for Childhood and Motherhood). The main objectives of this task force are to support the business sector and provide necessary resources (technical, financial, policymaking, etc.) that create an enabling environment and encourage key business organizations and associations to promote, maintain and sustain workplace childcare services. **For example, the task force could perform the following main activities:**
 - a. Establish a framework and develop guidelines for workplace childcare services that comply with the National Standards of Nurseries.
 - b. Promote and raise awareness of the importance of workplace childcare services and their impact on micro-and macroeconomic situations.
 - c. Provide direct technical support and know-how to companies planning to adopt childcare benefit provisions.
 - d. Organize periodic events and workshops to review and assess the current experiences of workplace childcare centres and identify lessons learned, success stories, challenges, etc. These events will enhance the general awareness and knowledge of the business sector.
 - e. Maintain and periodically update the electronic platform to facilitate access to all related information and resources for a broader base of business organizations in different geographic regions.



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7. ANNEXES

Annex 1: Informed Consent Form - Owners and Managers

TITLE OF STUDY

CONSULTANCY FOR STUDY ON CREATING A BUSINESS CASE FOR NURSERIES

Introduction

Good morning / Good afternoon,

First, let me introduce myself and what are we doing. My name is (researcher name) and my contacts are (mobile: researcher contacts). I work with FEI on a research study to carry out a CONSULTANCY FOR STUDY ON CREATING A BUSINESS CASE FOR NURSERIES. The main objective of this assignment is to provide a comprehensive and informed analysis and scanning of the current situation of childcare service provision in business organizations to guide and inform the design of a childcare business modelling and programming to promote the childcare provision in workplaces through onsite nurseries or alternative childcare models for the workplace. We got your contacts from FEI, who nominated your company to participate in this survey.

In order to make an informed decision and design several business models of childcare provision in workplace. We would very much appreciate your participation in this interview. Participation involves an interview with you about your business experiences and childcare services for employees and its impact on business performance as well as employee's satisfaction. The interview with you will take about 30 - 45 minutes to complete.

- The information you provide will be strictly confidential and never connected to you. Other people will not know if you are in this study or what you have said. We will put information we learn from you together with information we learn from other people we interview. No one will be able to tell what information came from you. When we tell other people about this research, we will never use your name, and no one will ever know what answers you gave. Only a few researchers will have access to this information, and all information will be stored safely under the care of the lead researcher.
- Any information about your business, financial data, legal status, conflicts with local authorities or any business-related information will not be collected or shared with any other parties under any circumstances.
- Your participation in this study will not benefit you directly, but it may benefit others in the future, as your responses may improve the business and childcare sector in general. Your participation in this study is voluntary. This will be the only time that we will ask you questions as part of this study. If you don't want to be in the study, it is OK. If you want to be in the study now and change your mind later, that's OK too. You can stop at any time. If you agree to participate, you can decide not to answer any question and can stop participating at any time.

- Your decision about whether to participate in this study or to answer any specific questions will in no way affect any services that you receive. If you do choose to participate, please answer the questions honestly and openly, so that we can understand your experience and find out what you really think and have experienced. Before you say yes or no to being in this study, we will answer any questions you have.
 - ✓ Do you have any questions now? Do you understand everything I have explained?
 - ✓ Do you agree to participate in this interview/focus group discussion?
 - ✓ Do you feel comfortable doing this interview by phone in the room you are currently in? If you can't be alone while you answer these questions, would you like us to call back at another time? (if yes, note agreed date and time)

Certificate of Consent

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions I have been asked have been answered to my satisfaction. I consent voluntarily to be a participant in this study

Signature or Verbal Approval of Participant _____ Date _____

Annex 2: Informed Consent Form - Employees

TITLE OF STUDY

CONSULTANCY FOR STUDY ON CREATING A BUSINESS CASE FOR NURSERIES

Introduction

Good morning / Good afternoon,

First, let me introduce myself and what are we doing. My name is (researcher name) and my contacts are (mobile: researcher contacts). I work with FEI on a research study to carry out a CONSULTANCY FOR STUDY ON CREATING A BUSINESS CASE FOR NURSERIES. We got your contacts from your company (-----) Mr./Ms. (-----) who nominated you to participate in this survey. In order to make an informed decision and design several business models of childcare provision in workplace. The main objective of this assignment is to provide a comprehensive and informed analysis and scanning of the current situation of childcare service provision in business organizations to guide and inform the design of a childcare business modelling and programming to promote the childcare provision in workplaces through onsite nurseries or alternative childcare models for the workplace.

We would very much appreciate your participation in this interview. Participation involves an interview with you about your business experiences and childcare services for employees and its impact on business performance as well as employee's satisfaction. The interview with you will take about 30 - 45 minutes to complete.

- The information you provide will be strictly confidential and never connected to you. Other people will not know if you are in this study or what you have said. We will put information we learn from you together with information we learn from other people we interview. No one will be able to tell what information came from you. When we tell other people about this research, we will never use your name, and no one will ever know what answers you gave. Only a few researchers will have access to this information, and all information will be stored safely under the care of the lead researcher.
- Any information about your job, salary or any business-related information will not be collected or shared with any other parties under any circumstances.
- Your participation in this study will not benefit you directly, but it may benefit others in the future, as your responses may improve the business and childcare sector in general. Your participation in this study is voluntary. This will be the only time that we will ask you questions as part of this study. If you don't want to be in the study, it is OK. If you want to be in the study now and change your mind later, that's OK too. You can stop at any time. If you agree to participate, you can decide not to answer any question and can stop participating at any time.

- Your decision about whether to participate in this study or to answer any specific questions will in no way affect any services that you receive. If you do choose to participate, please answer the questions honestly and openly, so that we can understand your experience and find out what you really think and have experienced. Before you say yes or no to being in this study, we will answer any questions you have.
 - ✓ Do you have any questions now? Do you understand everything I have explained?
 - ✓ Do you agree to participate in this interview/focus group discussion?
 - ✓ Do you feel comfortable doing this interview by phone in the room you are currently in? If you can't be alone while you answer these questions, would you like us to call back at another time? (if yes, note agreed date and time)

Certificate of Consent

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions I have been asked have been answered to my satisfaction. I consent voluntarily to be a participant in this study

Signature or Verbal Approval of Participant _____

Annex 3: Protocol to Ensure Subject Safety

The data collection and analysis process of this assessment study has been designed to meet the standards of the UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis (UNICEF, 2015).

In designing the data collection process, the lead consultant, under supervision and guidance from UNICEF Egypt staff, has used all available information to identify potential risks to participants, means of minimizing those risks and to continually monitor the process to address any adverse events experienced by participants.

As the interviews (virtual and physical) will focus on detailed operational information, potential risks to participation include legal, employment and interpersonal professional dynamics, should participants communicate issues with colleagues, focal points or other concerned persons. These risks will be mitigated by ensuring confidentiality of participants and responses, as outlined in Annex (6).

Should further risks develop beyond what can be mitigated, data collection will stop to ensure the safety of participants.

The data collection process is designed to align with the UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis, including the fulfilment of the following nine functions:

- a. the risks of the research are minimized: as stated above;
- b. the risks to subjects, as described above, are reasonable in relation to anticipated benefits: of improved program design and delivery;
- c. The selection of subjects is fair: In all groups, recruitment will aim to have gender-balanced representation.
- d. Participation will be subject to availability of subjects and their decision to participate after going through the informed consent process. For special groups, participants will be selected purposively based on weights and geographical distribution of nurseries.
- e. A purposive sample of key MOSS and MOHP staff involved in the nurseries business will be invited to participate in a personal interview (physical).
- f. Each participant gives voluntary and informed consent: Participants in data collection will undergo UNICEF informed consent process including discussing the purpose of the data collection and program assessment, informed consent definition, voluntary nature of their participation, understanding of the potential risks and benefits to participation and finally, signing the UNICEF provided informed consent form. Two signed copies of the form will be made, one to be left with the participant and the other to be kept by UNICEF. The signed forms will be available in English and in Arabic.

- g. Where appropriate, the research plan makes adequate provisions for monitoring the data collected to ensure the safety of subjects (as described in the attached document, (Annex (5), Protocol for the protection of data);
- h. There are adequate provisions to protect privacy of subjects and to maintain confidentiality of data (as described in the attached documents, Annex (4) Protocol for the protection of subjects' identities and Annex 4 Protocol for the protection of data);
- i. Conflicts of interest are transparent and appropriately managed: The engagement of a consultant to conduct the program documentation serves to enhance objectivity and mitigate potential bias in the program documentation outcomes.
- j. Intensive training in human subjects and best research practices is provided to all researchers, analysts and enumerators. The lead consultant and research team, who will collect data, are trained in research and data collection methods, including the protection of human subjects' safety, protection of human subjects' identities, the protection of research data, and informed consent

Annex 4: Protocol for the Protection of Data

The data collection and analysis process of this assessment study has been designed to meet the standards of the UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis (UNICEF, 2015).

Collected data will be protected from tampering, loss, theft or physical damage by limiting access to data, and keeping any data stored on paper in a safe, secure location away from public access in a locked drawer at UNICEF office in Cairo.

After being inputted electronically, soft copies will be kept on a password-protected database system with personal authentication system. The database system will be hosted and maintained in a secured web server with automatic backup system.

Electronic data will be protected by taking precautions outlined in the 'UNICEF Guidance Document for the Protection of Research Data', as part of the UNICEF Procedure for Ethical Standards in Research, Evaluation, data Collection, and Analysis (UNICEF, 2015), and stored for the recommended three years after collection. After completing the data collection, analysis and reporting, the data files will be transferred to a UNICEF laptop connected to the UNICEF Egypt office system.

As such, the data will be protected through the full suite of official UNICEF office data protection protocols including: the use of unique user IDs and passwords, which will be changed regularly; after collection, only the designated UNICEF personnel will have access to the data, both hard and soft copy; providing access to data files through a centralized process of section-specific shared drive folders with limited access; ensuring that outside wireless devices cannot access the system's network; keeping updating anti-virus protection on every computer in the system; maintaining up-to-date versions of all software and media storage devices; using a firewall and intrusion software to monitor access for internet connected storage; regularly backing up electronic data files onsite and offsite (daily, weekly, monthly protocols); creating protected copies; and ensuring all data are properly destroyed after the three year storage period

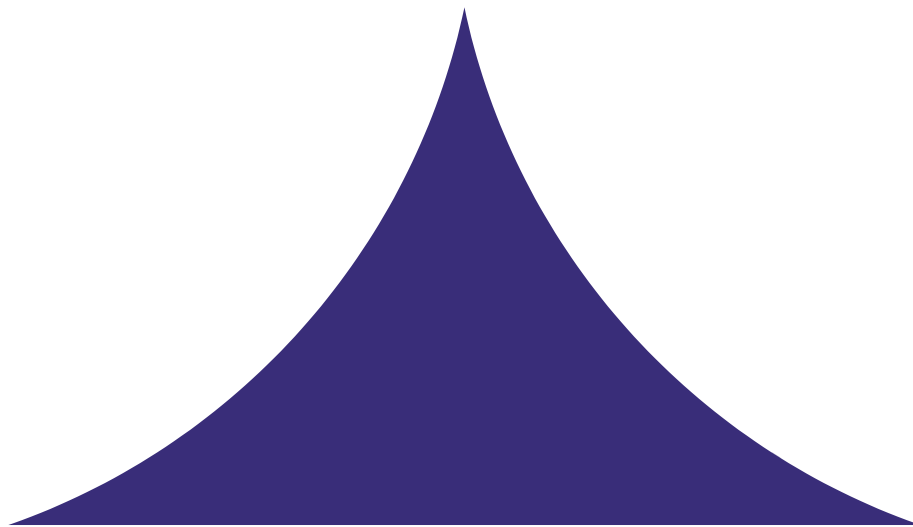
Annex 5: Protocol for the Protection of Subject Identity

The data collection and analysis process of this assessment study was designed to meet the standards of the UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis (UNICEF, 2015).

Confidentiality will be ensured for all participants. For the interviews (virtual and physical), no names will be collected or written on any data collection forms or documents (except informed consents). Codes will be used to collect information such as gender (1,2), age groups (1,2,3,4, etc.), locations (gov code, city code and district code).

This level of confidentiality will also be ensured through the implementation methodology: the lead consultant will analyse all data collected, and as such will be the only individual to be able to link responses to individual subjects.

The protocols for protecting data outlined in a separate supporting document will further ensure the protection of human subjects' identities. All data will be properly destroyed after the three-year storage period.



Annex 6: Focus Group Discussion Tool - Company's Owners and Executives

- In your opinion, to what extent the childcare provision would be important to both business and employees?
- In your opinion, to what extent the childcare provision affects employee's performance, satisfaction and commitment?
- To design and develop a childcare provision, what would be the main challenges for business organizations?
 - Design
 - Funding
 - Establishment
 - Licensing
 - Operations
 - Maintenance
 - Liabilities
 - Others
- In your opinion, what would be the most viable models, structure, approach, etc. that effectively satisfy business situation and expectations as well as employees needs and conditions?
 - On-site facilities
 - Outsourcing
 - Allowances
 - Attendance arrangements (part-time, remote working, flexible schedule, etc.)
- In your opinion, what would be the most critical and immediate needs and support that business needs to start a childcare provision?
 - Administrative
 - Technical
 - Financial
 - Personnel
 - Others
- THIS QUESTION FOR BUSINESS GROUP WHICH HAVE CHILDCARE PROVISION
Would you elaborate on your experiences with your current childcare service provision?
 - Model / structure
 - Provided services
 - Impact of employees' performance
 - Impact on business performance
 - Challenges and difficulties and how you manage such circumstances?
 - Future changes and/or modifications of the current model / structure?
 - To what extent you may share your experience and knowledge with other business organizations

Annex 7: Company Owner Questionnaire

unicef Nursery Business Models - Company Questionnaire

Informant Name (optional) Gender M F Other Mobile (optional) Interview Date Interview Method / Location Personal Phone Email

Informant Position Level Owner / CEO

Basic Business Information

Company name (optional)	<input type="text"/>	Establishment date	<input type="text"/>	Legal form	<input type="text"/>
Number of branches	<input type="text"/>	Number of male workers	<input type="text"/>	Number of female workers	<input type="text"/>
Number of full-time workers	<input type="text"/>	Number of part-time workers	<input type="text"/>	Number of casual workers	<input type="text"/>
Annual sales	<input type="text"/>	Business Sector	<input type="text"/>	Sub-sector	<input type="text"/>
Governorate	<input type="text"/>	City	<input type="text"/>	Demography	<input type="text"/>

Do you have a childcare benefits provision? Yes No Under development

Are you considering or planning for a childcare benefit provision for your staff? Yes for sure To some extent Not for now Never

Do you have previous experience in establishing childcare benefits? Excellent Good Average Poor Very Poor

Do you have previous experience in childcare facility management? Excellent Good Average Poor Very Poor

Are you aware of the laws and policies of childcare and nurseries sector? Excellent Good Average Poor Very Poor

Are you aware of the standards and best practices of childcare and nurseries management? Excellent Good Average Poor Very Poor

Do you have previous experience in registration procedures of childcare and nurseries? Excellent Good Average Poor Very Poor

If you have childcare benefit provision please select from the following modalities the form that best describe your system of this provision (you may select multiple items)

Onsite childcare facility	<input type="checkbox"/>	External Childcare (contracted)	<input type="checkbox"/>	Childcare vouchers	<input type="checkbox"/>
Childcare subsidies	<input type="checkbox"/>	Part-time option	<input type="checkbox"/>	Work from home	<input type="checkbox"/>
Flexitime option	<input type="checkbox"/>	Extended maternity policy	<input type="checkbox"/>	Extended maternity policy	<input type="checkbox"/>

If you have childcare benefit provision please assess the level of impact on you business						
Level of impact on overall business performance	<input type="radio"/> Very high	<input type="radio"/> Above Average	<input type="radio"/> Average	<input type="radio"/> Below average	<input type="radio"/> Very low	
Level of impact on staff productivity	<input type="radio"/> Very high	<input type="radio"/> Above Average	<input type="radio"/> Average	<input type="radio"/> Below average	<input type="radio"/> Very low	
Level of impact on absenteeism rates	<input type="radio"/> Very high	<input type="radio"/> Above Average	<input type="radio"/> Average	<input type="radio"/> Below average	<input type="radio"/> Very low	
Level of impact in staff turn-over rates	<input type="radio"/> Very high	<input type="radio"/> Above Average	<input type="radio"/> Average	<input type="radio"/> Below average	<input type="radio"/> Very low	
Level of impact on staff loyalty	<input type="radio"/> Very high	<input type="radio"/> Above Average	<input type="radio"/> Average	<input type="radio"/> Below average	<input type="radio"/> Very low	
Level of impact on staff commitment	<input type="radio"/> Very high	<input type="radio"/> Above Average	<input type="radio"/> Average	<input type="radio"/> Below average	<input type="radio"/> Very low	
Level of impact on staff dynamics	<input type="radio"/> Very high	<input type="radio"/> Above Average	<input type="radio"/> Average	<input type="radio"/> Below average	<input type="radio"/> Very low	
Level of impact on business environment	<input type="radio"/> Very high	<input type="radio"/> Above Average	<input type="radio"/> Average	<input type="radio"/> Below average	<input type="radio"/> Very low	
If you have childcare benefit provision or planning to have one please explain your reasons or motives to do so?						
Increasing demand for this benefits	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Strengthening competitiveness	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Minimize the turn-over rates	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Increasing recruitment and head hunting processes	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Increasing the staff productivity	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Decreasing the absenteeism rates	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Increasing staff motivation	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Attracting more qualified female workers	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Enhance CSR scores	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Covering new expansions	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
Conditions to offer childcare benefits to staff	<input type="checkbox"/> No conditions	<input type="checkbox"/> Length of service	<input type="checkbox"/> Gender	<input type="checkbox"/> Performance	<input type="checkbox"/> Living location	<input type="checkbox"/> Other
To what extent the following modality of childcare provision would match your business situation and needs						
Onsite Childcare	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		
External Childcare	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All		





Part-time option	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Work from home	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Flextime option	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Extended paternatity policies	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Extended maternatity policies	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Childcare vouchers	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Childcare subsidies	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All

To what extent you may need the following assistance in improving or establishing childcare benefit provision?				
Registration process	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Establishment and furnishing the facilities	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Equipment and tools	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Technical assistance and support	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Compliance with policies and regulations	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Staff selection and recruitment	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Staff training	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Selection of external childcare service providers	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Development of family-friendly policies	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Periodical monitoring and follow up	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All

If you do not have childcare benefit provision or not planning to have one please explain your reasons and whether it is because...				
Lack of financial resources	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Liability and responsibility	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Operations burdens	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Negative impact on workplace	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Fear of admin burdens	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Lack of previous experience	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All

Lack of necessary spaces to establish onsite childcare	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Complexity of policies and procedures related to childcare management	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Complexity and costs of childcare registration	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Burden of inspections by governmental authorities	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
Lack of trained personnel	<input type="radio"/> To a Great Extent	<input type="radio"/> Somewhat	<input type="radio"/> Very Little	<input type="radio"/> Not at All
recommendations				
Recommendations				
General Comments				

Annex 8: Company Staff Questionnaire

Nursery Business Models - Employees Questionnaire

Personal Information

Name (optional) _____

Gender Female Male

Age Range < 20 20 - 30 31 - 40 41 - 50 > 50

Education Level No education Basic Education Secondary/Technical University Master/Doctorate

Marital Status Single Married Divorced Widowed Other

How many dependent children do you have? None 1 2 3 4 More than 4 N/A

How many dependent children at nursery age (0 - 4 yrs.) do you have? None 1 2 3 4 More than 4 N/A

How many dependent children at the age (5 - 12 yrs.) do you have? None 1 2 3 4 More than 4 N/A

Do you have children who attend childcare? Yes No

How many of your children currently attending childcare? None 1 2 3 4 More than 4 N/A

How many days do they attend the nursery? All week Some days

What percentage of your income spent on childcare services? Less than 5% 5 - 10 % 11 - 15% 16 - 20% More than 20 %

To what extent are you satisfied with the overall settings of this childcare (location, cost, service, etc.)

Very satisfied Somewhat satisfied Neutral Somewhat Unsatisfied Very Unsatisfied

Work Information

How long have you been employed at your present company? < 1 yr. 1 2 3 4 5 6 7 8 9 10 > 10 yr.

About how many years have you been in your current position? < 1 yr. 1 2 3 4 5 6 7 8 9 10 > 10 yr.

Which of the following best describes your current role? Administrative Accounting Sales Production Logistics Engineering R&D QA Other

Which of the following best describes your current position level? Entry Intermediate First-Level Middle-Level Senior-Level Executive-Level

Why did you first decide or attract you to work here?	<input type="checkbox"/> Salary <input type="checkbox"/> Childcare Benefits <input type="checkbox"/> Career Development	<input type="checkbox"/> Job <input type="checkbox"/> Transportation	<input type="checkbox"/> Company <input type="checkbox"/> Training	<input type="checkbox"/> Location <input type="checkbox"/> Traveling
How often do you work overtime or outside normal work hours to meet work demands?	<input type="radio"/> Always <input type="radio"/> Very Often <input type="radio"/> Sometimes <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Very Often <input type="radio"/> Sometimes <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Rarely <input type="radio"/> Rarely <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Never <input type="radio"/> Never <input type="radio"/> Never <input type="radio"/> Never
To what extent your work schedule allows to spend time with your family and children?	<input type="radio"/> Always <input type="radio"/> Very Often <input type="radio"/> Sometimes <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Very Often <input type="radio"/> Sometimes <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Rarely <input type="radio"/> Rarely <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Never <input type="radio"/> Never <input type="radio"/> Never <input type="radio"/> Never
How satisfied are you with your current work-life balance?	<input type="radio"/> Very satisfied <input type="radio"/> Somewhat satisfied <input type="radio"/> Neutral <input type="radio"/> Somewhat Unsatisfied <input type="radio"/> Very Unsatisfied	<input type="radio"/> Somewhat satisfied <input type="radio"/> Neutral <input type="radio"/> Neutral <input type="radio"/> Somewhat Unsatisfied <input type="radio"/> Very Unsatisfied	<input type="radio"/> Neutral <input type="radio"/> Neutral <input type="radio"/> Somewhat Unsatisfied <input type="radio"/> Somewhat Unsatisfied	<input type="radio"/> Somewhat Unsatisfied <input type="radio"/> Very Unsatisfied <input type="radio"/> Very Unsatisfied <input type="radio"/> Very Unsatisfied
How happy or unhappy are you with your opportunities for advancement at your company?	<input type="radio"/> Very satisfied <input type="radio"/> Somewhat satisfied <input type="radio"/> Neutral <input type="radio"/> Somewhat Unsatisfied <input type="radio"/> Very Unsatisfied	<input type="radio"/> Somewhat satisfied <input type="radio"/> Neutral <input type="radio"/> Neutral <input type="radio"/> Somewhat Unsatisfied <input type="radio"/> Very Unsatisfied	<input type="radio"/> Neutral <input type="radio"/> Neutral <input type="radio"/> Somewhat Unsatisfied <input type="radio"/> Somewhat Unsatisfied	<input type="radio"/> Somewhat Unsatisfied <input type="radio"/> Very Unsatisfied <input type="radio"/> Very Unsatisfied <input type="radio"/> Very Unsatisfied
Have you ever felt that your gender has played a role in your missing out on a raise, promotion, key assignment, or chance to get ahead?	<input type="radio"/> Always <input type="radio"/> Very Often <input type="radio"/> Sometimes <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Very Often <input type="radio"/> Sometimes <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Rarely <input type="radio"/> Rarely <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Never <input type="radio"/> Never <input type="radio"/> Never <input type="radio"/> Never
Childcare Benefits				
Does your company provide any childcare benefits?	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> No <input type="radio"/> No	<input type="radio"/> I am not sure <input type="radio"/> I am not sure	<input type="radio"/> No <input type="radio"/> No
How many children allowed for each employee?	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> All	<input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> All	<input type="radio"/> 4 <input type="radio"/> 4 <input type="radio"/> 4 <input type="radio"/> All	<input type="radio"/> All <input type="radio"/> All <input type="radio"/> All <input type="radio"/> All
How many of your children attending/benefiting from work childcare provision?	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> All	<input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> All	<input type="radio"/> 4 <input type="radio"/> 4 <input type="radio"/> 4 <input type="radio"/> All	<input type="radio"/> All <input type="radio"/> All <input type="radio"/> All <input type="radio"/> All
What is the modality of this childcare?	<input type="checkbox"/> Onsite Childcare <input type="checkbox"/> Extended maternity policies <input type="checkbox"/> Flexitime option	<input type="checkbox"/> Outsourced Childcare <input type="checkbox"/> Extended paternity policies <input type="checkbox"/> Work from home	<input type="checkbox"/> Childcare Vouchers <input type="checkbox"/> Part-time schedule <input type="checkbox"/> Reduced schedules	<input type="checkbox"/> Childcare subsidies <input type="checkbox"/> Reduced schedules
Do you share any costs of childcare?	<input type="radio"/> Less than 5% <input type="radio"/> 5 - 10 % <input type="radio"/> 11 - 15% <input type="radio"/> 16 - 20% <input type="radio"/> More than 20 %	<input type="radio"/> 5 - 10 % <input type="radio"/> 11 - 15% <input type="radio"/> 16 - 20% <input type="radio"/> More than 20 %	<input type="radio"/> 16 - 20% <input type="radio"/> More than 20 %	<input type="radio"/> More than 20 %
Is there any conditions to benefit from this childcare service provision?	<input type="checkbox"/> No condition <input type="checkbox"/> Length of service	<input type="checkbox"/> Full time staff <input type="checkbox"/> Age of children	<input type="checkbox"/> Position level <input type="checkbox"/> Other	<input type="checkbox"/> Education level
Does the childcare allow school-age children to attend during holidays and school's off-time?	<input type="radio"/> Always <input type="radio"/> Very Often <input type="radio"/> Sometimes <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Very Often <input type="radio"/> Sometimes <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Rarely <input type="radio"/> Rarely <input type="radio"/> Rarely <input type="radio"/> Never	<input type="radio"/> Never <input type="radio"/> Never <input type="radio"/> Never <input type="radio"/> Never
What are the main activities they offer to your children in this childcare services?	<input type="checkbox"/> Education <input type="checkbox"/> Speech and language therapist	<input type="checkbox"/> Entertainment <input type="checkbox"/> Language Teaching	<input type="checkbox"/> Sports <input type="checkbox"/> Medical	<input type="checkbox"/> Music <input type="checkbox"/> Other
Overall quality of this service?	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very high	<input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very high	<input type="radio"/> Acceptable <input type="radio"/> Poor <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very poor <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
To what extent these activities contribute to your children's physical development?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
To what extent these activities contribute to your children's cognitive development?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
To what extent these activities contribute to your children's socio-emotional development?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
To what extent childcare benefits is critical for you?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
To what extent childcare benefits is essential to your career advancement?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
To what extent childcare is essential to continue in your company?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
To what extent childcare would direct you to accept job in other company?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
To what extent childcare is essential to keep my life-work balance?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
What Do you suggest to enhance the childcare service modality?				

Please assess the current childcare facilities (if exists)

Enough spaces and rooms for child moving and proper distancing?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Facilities well-furnished and maintained?	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Childcare areas are well-ventilated and Conditioned	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Proper furnitures and tools	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Well-trained teachers and supervisors	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
High Level of Cleanliness and Organization	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low

Please rank the following childcare services and activities according to your preference

Educational activities	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Age-appropriate curriculum and settings	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Entertainment activities	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Access to speech and language therapist	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Sports activities	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Foreign language teaching for children aged 3 and above	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Computer and technology skills	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low
Large outdoor garden / play area	<input type="radio"/> Very high <input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Above Average <input type="radio"/> Average <input type="radio"/> Average <input type="radio"/> Below Average <input type="radio"/> Very low	<input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Below average <input type="radio"/> Very low	<input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low <input type="radio"/> Very low

Health monitoring services	Very high	Above Average	Average	Below average	Very low
Weekends shift	Very high	Above Average	Average	Below average	Very low
Day-rounds shifts	Very high	Above Average	Average	Below average	Very low
Separate Transportation System	Very high	Above Average	Average	Below average	Very low
Fresh hot meals and beverages	Very high	Above Average	Average	Below average	Very low
Primary health care services	Very high	Above Average	Average	Below average	Very low
Which of the following elements of childcare modality represents high priority					
On-site childcare center	Very high	Above Average	Average	Below average	Very low
A facility in the community which is linked to the workplace (through arrangements such as negotiated discounts, reserved places, subsidized places)	Very high	Above Average	Average	Below average	Very low
Some form of financial support (childcare vouchers, funds or subsidies)	Very high	Above Average	Average	Below average	Very low
The possibility of temporary switch to part-time or reduced hours	Very high	Above Average	Average	Below average	Very low
Working from home	Very high	Above Average	Average	Below average	Very low
Flexitime options which give some choice on arrival and departure times	Very high	Above Average	Average	Below average	Very low
Compressed working week	Very high	Above Average	Average	Below average	Very low
To what extent you are ready to pay a cost share in your company childcare services?	Less than 5%	5 - 10 %	11 - 15%	16 - 20%	More than 20 %
Recommendations and General Comments					
Recommendations					
General Comments					





International
Labour
Organization



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Ministry of Social Solidarity