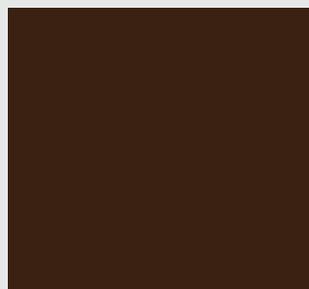
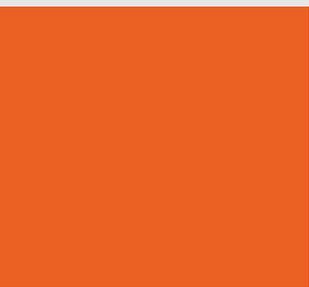
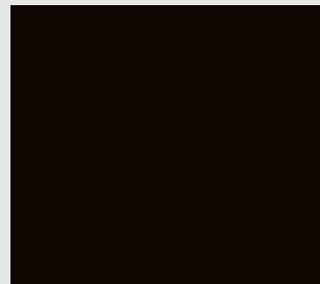




# Gender Strategy

Unlock optimal potential for men and women to engage meaningfully and benefit equitably from wildlife conservancies in Kenya





# Vision and Overview:

In many areas of sustainable development including land and natural resources governance and climate change, women are still largely excluded from decision making processes at the community, local and national levels.

The Convention on Biological Diversity recognizes the vital role women play in the conservation and sustainable use of biological diversity. It also affirms the need for the full participation of women at all levels of policy-making and implementation to achieve effective biological diversity conservation (WEDO, 2012b). The Sustainable Development Goals (SDGs) 5, 14 and 15 recognizes gender equity as key to conservation effectiveness and sustainability.

The Constitution of Kenya (2010) expanded the Bill of Rights and enshrined the principle of equality and non-discrimination as one of its core values. Articles 27, 232 and 100 provide for equality and freedom from discrimination by guaranteeing equal treatment between women and men, including the right to equal opportunities in political, economic, cultural and social spheres. Article 81, also provides that not more than two-thirds of the members of any elective and appointive bodies should be of the same gender. Further, several legal and policy frameworks recognize and protect women's rights.

However, even with these legal and policy gains in gender equality in Kenya, gender inequalities still persist where women's empowerment remains uneven. Patriarchy and extensive male network embedded in most communities further entrench persistent and pervasive gender inequalities perpetuated by myths, beliefs, attitudes and practices that hinder access to and control over resources, benefits, opportunities, representation and voice in leadership and decision-making at all levels.

KWCA is committed to institutionalizing gender mainstreaming in all KWCA's organizational arrangement, governance and operational processes. To this effect KWCA has developed this gender strategy designed in an incremental and phased manner cognizant of the cultural, conservation and biodiversity dynamics with the aim of unlocking the potential of women to engage meaningfully with and to benefit equitably from conservancies.

KWCA's goal in achieving gender equity and equality in conservancies is to unlock the optimal potential for both men and women to engage meaningfully with and benefit equitably from wildlife conservancies in Kenya.

To achieve this goal, this gender strategy will work to mainstream gender at the national, regional and conservancy level based on three mutually reinforcing and interconnected objectives that address the gender issues identified within conservancies. These are:

- To enhance KWCA's capacity for gender mainstreaming in its programs and activities
- To promote women's representation and participation in conservancy governance and management
- To enhance equitable access to conservation economic benefits (both assets and incomes).

## About KWCA



Kenya Wildlife Conservancies Association (KWCA) is a landowner led national membership organization that serves the interests and collective voice of community and private conservancies. There are 160 conservancies in Kenya; of which 119 are registered under KWCA. These comprise 54 Community conservancies; 45 Private Conservancies; 20 Group conservancies. Majority of the conservancies are found within biologically sensitive areas and are distributed within 28 Counties covering 11% percent of Kenya's land mass.

Established in 2013, KWCA's devolved structure include regional ecosystem based associations; the Western Wildlife Conservancies Association (North Rift and Western Kenya), Rift Lakes Conservancies Association (Nakuru and Baringo), Maasai Mara Conservancies Association (Narok County), TaitaTaveta Conservancies Association (Taita Taveta county), Athi Kapiti Conservancies Association (Kajiado North, Makueni and Machakos counties), Lamu Conservation Trust (Lamu), Northern Rangelands Trust Coast (Lamu and Kilifi County), Northern Rangelands Trust (Isiolo, Samburu, Laikipia North and Marsabit Counties) Amboseli Ecosystem Trust (Kajiado Central), Southern Rangelands Landowners Association (Kajiado West and Narok East), and Laikipia Wildlife Forum (Laikipia).

KWCA's apex decision making organ is the Annual General Meeting (AGM) comprised of conservancy leader's representatives. KWCA's 11 regions are represented by elected representatives at the National Conservancies Council (NCC); while an Executive Committee (EC) comprising of 4 office bearers of the NCC and 3 independent expert members makes decisions on management, programme supervision and fundraising. A secretariat headed by a CEO has responsibility for the daily management of programs and affairs of the association.

# 1. Introduction:

## 1.1 Gender Issues in Kenya

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However, even with these legal and policy gains in gender equality in Kenya, gender inequalities still persist where women's empowerment remains uneven. Patriarchy and extensive male network embedded in most communities further entrench persistent and pervasive gender inequalities perpetuated by myths, beliefs, attitudes and practices that hinder access to and control over resources, benefits, opportunities, representation and voice in leadership and decision-making at all levels.

Women in Kenya are not only underrepresented in access to education and training, political decision-making and leadership but are also marginalized in access and control of the benefits from investment in natural resources in their communities. According to a study conducted by Federation of Women Lawyers in Kenya (FIDA), shows that despite the fact that 32% of households in Kenya are headed by women, they own only 1% of Kenya's land and 5-6% is held under joint names usually with a husband. Women lack information on land ownership, including the right to consent to the sale of land brought jointly with their husbands. The Matrimonial Property Act 2013, gave women new set of rights in relation to land ownership, including the right to consent to the sale of land bought jointly with their husbands. However, Lack of awareness by women stop many women from accessing their fair share of land and property especially in cases of inheritance.

Although there is almost near-gender parity in the primary education level, disparities persist in most arid and semi-arid regions, (where most conservancies occur) that still have low enrolment and high dropout rates for girls due to customary practices such as female genital mutilation, limited infrastructure and amenities especially water and sanitation, and the burden of household responsibilities. Girls also drop out of school on account of pregnancies, early marriages, household level poverty and gender violence within communities and school environments.

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Women lack information on land ownership, including the right to consent to the sale of land brought jointly with their husbands.

Some cultural and traditional practices still perpetuate pervasive gender stereotypes, biases and abuses against women across the country. Gender norms leave women with double work and time burden: in addition to their productive, mostly unpaid work, women are also responsible for reproductive and domestic work (such as cooking, collecting wood fuel, fetching water, cleaning and child rearing/caring) as well as community work (ceremonies, meetings).

Vision 2030 Kenya's development blue print, views gender imbalance as one of the key developmental challenges facing the country, and gender is prioritized in the social pillar. Vision 2030 aims to mainstream gender by making fundamental changes in four key areas, namely: opportunity; empowerment; capabilities; and vulnerabilities. It aims at increasing all round opportunities among women and increasing the participation of women in all economic, social and political decision making processes. The Medium-Term Plan III highlights the Gender Flagship Priorities and Programmes to include; strengthening accountability for gender mainstreaming across all sectors and at all levels.

## KWCA Gender Analysis

With support from USAID, KWCA and TNC conducted a gender analysis to identify gender related barriers and opportunities as well as recommendations for implementing gender programming amongst KWCA and its member conservancies. The following findings were noted: -

## 1.2 Gender Constraints In Conservancies

### 1.2.1 Conservancy Governance

**Women are still absent from the conservancy governance and decision-making processes at all levels.**

Conservancy membership is predominately male dominated with women making up less than 10 percent of landowners who constitute membership within conservancies. **This is because traditionally, women do not own land and further perpetuated by the gender insensitive land laws under the repealed Group Land (Representatives) Act and Trust Lands Act. This limits women participation in decision making on land, natural resource management and accessing benefits.**

Equal participation in community-based decision making remains a complex and difficult goal to achieve, especially in the contexts of highly unequal gender relations that characterizes communities within conservancies. Cultural norms and stereotypes prevalent within most conservancies maintain strong beliefs and values that community decisions are made by older men with little

consultation or participation of other community members. Decision-making authority and power hence remains vested in men, particularly older men.

Women are often excluded from decision making, negotiation and information process that governs the clans and leadership system that is the interface with the conservancies. Legal provisions in conservancy documents also discriminate against women. Widespread resistance to change for fear of losing power or changing the status quo makes it difficult for women to access, influence or benefit from these structures.

Community-level participation similarly can often leave women's voices and concerns unacknowledged. Even when women attend meetings or events, women may not sit with male elders, speak before male elders, and they may not be or feel free to voice their opinions and needs may not be taken seriously.

The Wildlife Conservation and Management Act of 2013 (WCMA) is supportive and gives formal recognition to the collective voice of conservancies at the landscape national levels. Yet significant gender disparities still exist in the conservancies' leadership (boards, committees and management) and within the staff (permanent and casual).

As tenure security and its instruments (freehold, leasehold, concession, group vs individual etc.) is a pre-condition for participation in conservancy governance; women's insecure land tenure limits their role in conservancy decision making and management structures.

Even though women's participation and roles in community conservancies is varied, it is usually as community members, while their roles in leadership (AGM, boards, committees) and management (managers, rangers, conservancy and camps/lodges staff) is below the one-third constitutional requirement (quota).

At the regional association level women participation is below the required threshold.

No. of women	MMWCA	AET	NRT	RCLA	SORALO	AKWCA	TTWCA	LWF	WWCA	Average
Regional Association Board	16%	25%	28%	1%	1%	-	10%	25%	2%	12%
Conservancy boards and committees	13%	4% <sup>1</sup>	21%	2%	-	-	1	0.1%	2%	5%
Conservancy landowners	0.1%	0.1% <sup>2</sup>	-	-	1%	2%	26%	22%	0.1%	5%
Conservancy managers	7%	41%	6%	1%	0%	2%	50%	-	0.1%	10%
Conservancy rangers	1%	4%	6%	1%	6%	0%	9%	-	-	3%
Regional Association Staff	30%	25%	22%	15%	33%	0%	0%	25%	-	17%

1 Most of the women hold the treasurer position

2 Women landowners in 6 out of 17 conservancies in Amboseli

At the national level, KWCA board (NCC 14%) is also below the threshold while the KWCA Secretariat is compliant at (44%) This low threshold limits women's visibility, influence and power in decision-making processes at all levels in the conservancies.

Less than 5% of landholding within conservancies are held by women; a marginal ownership indicating that tenure remains strongly a male domain in most pastoral communities, women and the youth are often unrepresented or entirely excluded. Lack of access to land deprives them of an important economic tool for improving livelihoods.

Currently, less than 10% of conservancy committee members are women. Only two women have been elected to chair two conservancies within the Northern Rangeland Trust.

## 1.2.2 Conservancy Management

Conservancy management is a male-dominated field often characterized by presence of dangerous animals, long hours on the job; where the location of the conservancy office, ranger's posts, limited sharing accommodation in hotels and lodges far removed from family set ups and homes and with fewer women who can provide peer moral support and mentorship.

Men outnumber women as conservancy camps and lodges employees by (60 percent with women representing only 20%). Of the 4,800 conservancy jobs, and 206 jobs with regional associations, women hold about 10% of conservancy management position. Women are largely excluded from casual work because of bias built into some hiring mechanisms such as maternity leave and considering that most casual jobs available in conservancies are physically demanding.

As staff, wildlife rangers play one of the largest roles in conservancy management yet this role remains largely male dominated. With a ranger network of 2,991, women rangers only account for 3%. There is still cultural resistance for them serving as rangers.

Less than

**5%**

of landholding within conservancies are held by women;





Maryanne Kasaine (second in line) is one of the few female rangers in SORALO regionA

Rangers are often exposed to and have to endure similar ordeals to soldiers in combat as they operate under harsh physical conditions, routinely face death, injury, or torture from poachers, and the wild animals they protect can kill them too.

Women and girls shoulder heightened danger to human wildlife conflict due to the gendered nature of roles and responsibilities including firewood, water collections, herding of small stock, travelling to markets, search for food and taking children to schools and hospitals at distances from home.

As women are expected to provide their households with daily supplies of wood fuel, water, food, medicinal plants, milking and feeding young livestock they spend many hours a day traveling further from safety. These chores make it difficult for women to set aside adequate time to engage in conservancy decision making.

In various parts of Kenya gripped by drought, people and animals increasingly come into conflict over water and grazing areas. Within these very expansive jurisdictions where most conservancies are located, women and girls often compete with wildlife and often have to face off against herders; livestock and wild animals as they compete for the dwindling resources especially water.

Similarly as women venture further into the bushes for water or fuel wood, it becomes more difficult to control where they walk, sometimes disturbing wildlife migratory corridors and coming face to face with wild animals that attack them. As conservancies become successful, wildlife numbers increase and so does threats to life and property caused by wildlife.

A rise in the number of compensation claims is witnessed especially during prolonged drought which forces wildlife further into human settlements. Within many arid and semi-arid areas, snake bites are common place and account for a significant count of death and limb compensation claims. An amendment to the WMCA (2013) to remove snake bites from the list of compensations is underway. A gender analysis on who loses, who bears the blunt in injuries, damages and death due to human-wildlife and who benefits from compensation would surface any inherent gender differentials that inform any such policy change.

### 1.2.3 CONSERVATION ENTERPRISES

Without control over land, weak and insecure tenure regimes women's ability to hold title deeds is limited and hence may not receive direct or proportionate benefits from any fees or revenues levied by conservancies. Similarly, women are also less likely to benefit equitably from conservancy enterprises and leasing agreements made by community leaders since they are not invited to negotiate over these transactions.

Women are rarely involved in the negotiations for use and sharing of conservancy benefits yet contribute immensely as household managers, local entrepreneurs who make and trade intricate beadwork, attendees to community meetings, and custodians of traditions and knowledge systems who pass down to their children cultural and environmental messages.

Artifacts, jewelry-making and intricate beadwork embody rich cultural heritage, convey particular messages and symbolize communal values. In some conservancies women have been involved in honey production from a subsistence level to a business that benefits women and families. Today, hundreds of women, men and households can earn an income through multiple types of artifacts, which diversifies incomes while providing communities within conservancies with direct financial benefits. \*Women reinvest 90% of their income in their families and communities, compared to men who reinvest only 30% to 40% of their income. (Groundbreakers: Ernst & Young 2009)

A strong gender bias however exists in the marketing of conservancy tourism products such as safaris where the imagery and narratives are often based on gender stereotypes. Most tourism marketing products use male models and faces. Kenya's cultural tourism experience while widely marketed, disproportionately favors female-led tourism products, beyond artisan handicrafts often missing out on their indigenous knowledge and expertise of master artisans, rich folklore embedded in storytelling traditional food and dance.

Women reinvest

**90%**

of their income in their families and communities, compared to men who reinvest only 30% to 40% of their income.



## 2. KWCA's Gender Strategy

KWCA's commitment to gender integration is designed in an incremental and phased manner cognizant of the cultural, conservation and biodiversity dynamics. As such it is outlined work towards institutionalizing gender mainstreaming in all KWCA's organizational arrangement, governance and operational processes.

This gender strategy articulates and institutionalizes gender mainstreaming within KWCA and its affiliate membership.



### National Women Conservancies Forum

NWCF was established by KWCA as a platform for empowering women effectively to participate in conservancy leadership and to influence conservation and development outcomes across KWCA regional associations and conservancies.

### Goal

To unlock the optimal potential for both men and women to engage meaningfully with and benefit equitably from wildlife conservancies in Kenya

### Objectives

To achieve this goal, this gender strategy is anchored on three mutually reinforcing and interconnected objectives that address the gender issues identified within conservancies. These are:

- To enhance KWCA's capacity for gender mainstreaming in its programs and activities
- To promote women's representation and participation in conservancy governance and management
- To enhance equitable access to conservation economic benefits (both assets and incomes).

To implement these three mutually reinforcing strategic objectives, the following summary strategic interventions will be implemented:

Strategic Issue	Strategic Objectives	Outcomes (Key Results)	Strategic Interventions
1. Limited Institutional and Human Resource Capacities for gender mainstreaming	Enhance KWCA's capacity for gender mainstreaming and programming	1.1 Increased number of KWCA governance and secretariat members skilled in gender mainstreaming capacity  1.2 Increased number of KWCA programs, activities and policies mainstreaming gender	<ul style="list-style-type: none"> <li>• Formalize commitment for gender mainstreaming</li> <li>• Allocate resources for gender mainstreaming</li> <li>• Integrate gender indicators in KWCA M&amp;E system</li> </ul>
2. Low women participation in conservancy governance and management at all levels	Promote women's ability to participate in and influence conservation governance and management	1.1 Increased number of women in conservancy governance and management  1.2 Increased women's capacities through training in conservancy governance and management	<ul style="list-style-type: none"> <li>• Encourage and implement one third quota representation for women in all decision-making organs within RAs and conservancies.</li> <li>• Encourage adoption by conservancies of flexible and innovative practices that facilitate women's participation.</li> </ul>
3. Inequitable sharing of conservancies benefits	Increase equitable access to conservation economic and social benefits	1.1 Reduced gaps between men and women in conservancies' benefits sharing.	<ul style="list-style-type: none"> <li>• Ensure that women's voices are heard and that women benefit from the revenue generated from conservation projects</li> <li>• Sensitize RAs and conservancies to Integrate guidelines that Incorporate gender considerations in conservancy documents (e.g. business plans, lease agreements) to ensure equitable sharing of conservancy benefits</li> </ul>

# Strategy Objective 1: To enhance KWCA's capacity for gender mainstreaming

## Strategic Interventions

1.1 Formalize the commitment to mainstream gender within KWCA by:

- Through an integrated gender analysis, review and align all KWCA policies, administration regulations and guidance tools to ensure they are gender responsive
- Develop and implement a gender strategy for KWCA
- Develop operating principles for conservancies on how men, women, households can equitably participate in conservancy governance, management and enterprises.
- Develop, review and adopt gender mainstreaming guidelines and policies within KWCA and affiliate membership.
- Include gender specific clauses and language in all Scopes of Work, service provider's contracts etc.
- Allocate resources ( financial, human resources, time) for gender mainstreaming
- Strengthen KWCA staff and NCC commitment and capacity to undertake gender mainstreaming and gender integration in all operations at all levels.
- Include gender indicators and collect relevant gender information in KWCA M&E system to track and report progress against this gender strategy.

1.2 Institute comprehensive gender training through:

- Training all gender focal point staff at KWCA on planning, implementation and monitoring on gender mainstreaming
- Integrating gender awareness into KWCA networking activities such as the Conservancy leaders, managers and rangers at the national and ecosystem level.
- Partner with KWS to include comprehensive gender training in conservancy ranger training modules offered by KWS and other certified players.

1.3 Incorporate gender considerations, gender inclusive language, gender balanced and non-stereotypical illustrations and images, into all KWCA publications and tools

1.4 Advocate with other relevant actors for the incorporation of gender equality in policies, laws and regulations including the Wildlife Act 2013, Community Land Act 2016, and other related conservancy policies and guidelines.

- Align conservancies gender targets and monitoring with national and county gender-equitable targets and National Gender and Equality Act.

## Strategy Objective 2: To build women's ability and promote their participation in conservancy governance and management

- 2.1 Hold KWCA and its members accountable for on supporting and engaging women meaningfully within conservancy governance and management
- 2.2 Encourage one-third quota in governance and employment by regional associations
- 2.3 Encourage conservancy members to implement a one third quota to ensure equitable women representation in conservancy governance and management teams (management committees; boards, AGM; secretariats; rangers etc).
- 2.4 Establish and recognize women caucuses or forums within KWCA, regional associations and conservancies to develop; groom and expose women to the dynamics within committees, boards, NCC, AGM and other levels
  - Incorporate considerations of women's needs and issues especially time/work burden that limit women's meaningful engagement and participation when planning, organizing and conducting stakeholder's consultations, community forums, meetings, trainings etc.
  - Challenge through KWCA's communication explicit and implicit formal and informal rules as well as negative stereotypes that limit women's land tenure security
  - Encourage Regional associations and conservancy members to ensure that conservancies' matters relating to communal land governance especially in regard to land demarcation, adjudication, registrations and meetings to land within conservancies have been simplified and related information is accessible to women.
  - Require that regional association and conservancy members identify, facilitate fora and reports during relevant meetings opportunities how women views, concerns and feedback on matters regarding land governance are addressed.
  - To encourage conservancy members to incorporate gender sensitive considerations in their rules, regulations and decisions
  - Incorporate measures (e.g. broaden meaning of land owners) to promote and safeguard women's land tenure security.
  - Recognize and address barriers that limit women's voices in community meetings –e.g. organize separate forums, venues, timings for men and women; use simple and inclusive language
  - Promote opportunities to grow women's leadership and management within conservancies through mentorship, internship, peer to peer learning, exchange visits etc.
- 2.5 Encourage conservancies to develop and implement flexible and innovative workplace practices (e.g. adapting work schedules; training women in typically male-dominated jobs) and accommodate and ease constraints faced by female employees.

- 2.6 Advocate for and promote equitable employment for both male and female employees in conservancies.
- 2.7 Continuous sensitization of men on the importance of involving women as active participants in conservancy matters.
- 2.8 Recognize and provide for men and women body differences in the procurement of protective equipment and organizational (rangers) clothing.
- 2.9 Encourage women's inclusion and participation in conflict resolutions
- 2.10 Encourage women's inclusion and participation and contract negotiations in conservancies

### **The role of women in peace building in conservancies**

NRT Peace Coordinator Josephine has been involved in peace and conflict resolution among 3 warring communities in Northern Kenya. She was involved in the formation of Nakuprat-Gotu conservancy, in which she became the chairperson involved in peace discussions and negotiations. She has become the most trusted source intelligence gathering and

Thanks to her leadership, Josephine started the women's peace march which saw over 100 women from different community's march from Isiolo to Samburu County to raise awareness, seek support in promoting peace, and inspire other women to get involved.

## Strategy Objective 3: To increase equitable access to, conservation socio-economic benefits (both assets and incomes).

### 3.1 Strategic Interventions

- Conduct integrated gender analyses within stakeholder analysis; socioeconomic analyses to collect and use sex-disaggregated data, as part of the design and development of conservancies' management, governance and enterprise interventions, as well as during monitoring and evaluation.
- Conduct a gender analysis to inform policy dialogue and or changes to relevant legislations on the gender dimensions.
- Develop and share guidelines for conservancy members on equitable sharing of benefits arising from conservancy incomes and revenues.
- Partner with like-minded organizations to support both men and women to secure their intellectual property rights and options for obtaining benefits from any commercial or beneficial use of their knowledge with the relevant national authorities and respective county governments.
- Promote for equitable incentives to both male and female landowners to be involved and benefit from conservation enterprises.
- Encourage regional associations to identify, recognize and account for both male and women's roles in pasture and livestock management plans within conservancies.
- Encourage gender specific provisions, clauses within conservancy management plans and contracts
- Encourage conservancies to institute measures to address inheritance and succession barriers that women face to safeguard their / household rights and benefits.
- Profile, recognize and or reward conservancies with or where women are working in traditional male roles for instance as safari drivers, guides, rangers, managers, board members.
- Promote products and services that directly benefit women in conservancies marketing initiatives.
- Work with national and county governments to help women artisans register and establish themselves in cooperatives to explore and exploit new local and international markets.
- Advocate and encourage hotels and lodges within conservancies to source merchandise from products directly produced by women artisans or women groups.

- Encourage conservancies to establish water harvesting technologies, alternative and clean energy options within conservancies.
- Support and promote women to prepare, market and benefit from alternative and clean energy products (including carbon credits, briquettes,) under both domestic and commercial use
- Document benefits including total earnings that accrue directly to women from the whole range of conservancies revenues and incomes

# ANNEXES

## Annex I: Glossary

**Access to resources and benefits:** Access to resources and benefits implies that women, men boys and girls are able to use and benefit from specific resources, including material, financial, human, social and political ones.

**Affirmative Action** Affirmative action describes a deliberate policy or action (e.g. quotas) that targets one gender (women or men) that has hitherto been disadvantaged or neglected. The aim is to bridge the gaps that exist between the genders and uplift the disadvantaged or neglected gender. Such action is a stopgap measure and should be implemented with other gender-responsive policies or actions to promote gender equality.

**Control of resources and benefits:** Control over resources implies that women and men can obtain access to a resource and can also make decisions about the use of that resource. For example, control over land means that women can access land (use it), can own land (can be the legal title-holders) and can make decisions about whether to sell or rent the land.

**Empowerment:** Empowerment implies people –women and men, boys and girls – taking control over their lives by setting their own agendas, gaining skills (or having their own skills and knowledge recognized), increasing their self confidence, solving problems and developing self-reliance. It is both a process and an outcome. While empowerment often comes from within, and individuals empower themselves, cultures, societies, and institutions create conditions that facilitate or undermine the possibilities for empowerment.

Add Agency may be??

**Gender:** Gender refers to socially constructed roles, behavior, activities and attributes that a particular society considers appropriate and

ascribes to men and women. Gender refers to both women and men and the relations between them. Gender roles are learned or acquired during socialization of individuals as members of a given community. Because these attributes are learned behavior, they can and do change over time and vary across cultures and contexts. Gender is not interchangeable with nor the same as women.

**Gender analysis** Gender analysis is the collection and analysis of sex disaggregated data and information about men, women, boys and girls. Gender analysis allows one to identify, understand, and explain gaps between men and women in households, communities, and countries. Gender analysis identified gaps that could be targeted and addressed in policies, programmes and projects to promote gender equality.

**Gender-blind** An approach, strategy, framework or programme where the gender dimension (i.e., how it takes care of women and men's concerns and needs) is not considered although the opportunity of doing so is there and it is a good practice to do so.

**Gender equality:** The state or condition that affords women and men equal enjoyment of human rights, socially valued goods, opportunities and resources. Genuine equality means more than parity in numbers or laws on the books; it means expanded freedoms and improved overall quality of life for all people.

**Gender equity:** means fairness of treatment (justice) to women and men, boys and girls. To ensure fairness, measures must be taken to compensate for cumulative economic, social, and political disadvantages that prevent women and men, boys and girls from operating on a level playing field

**Gender integration:** identifying, and then addressing, gender inequalities during strategy, project and activity design, implementation, and monitoring and evaluation.

**Gender mainstreaming:** This is the process of incorporating a gender perspective into organizational policies, strategies, and administrative functions, as well as into the institutional culture of an organization. This process at the organizational level ideally results in meaningful gender integration and is about making women's as well as men's concerns, needs and experiences an integral part of policies, programs and projects so that women and men can benefit equally.

**Gender-sensitive indicators:** Point out to what extent and in what ways development programs and projects achieved results related to gender equality and whether/how reducing gaps between males/females and empowering women leads to better project/development outcomes.

**Sex:** defines the condition of being male or female on the basis of biological, chromosomal and hormonal characteristics.

**Sex-disaggregated data:** data that are collected and presented separately in respect of men and women.

**Gender relations:** the relationship between men and women as demonstrated by their respective roles in power sharing, decision-making,

the division of labor and returns on labor, both within the household and in society at large.

**Transformative Gender Programming:** Policies and programs that seek to transform gender relations to promote equality and achieve program objectives. This approach attempts to promote gender equality by: 1) fostering critical examination of inequalities and gender roles, norms and dynamics, 2) recognizing and strengthening positive norms that support equality and an enabling environment, 3) promoting the relative position of women, girls and marginalized groups, and transforming the underlying social structures, policies and broadly held social norms that perpetuate gender inequalities.

**Power and decision-making:** Men's and women's ability to exercise control in their families, communities and countries. Looks at all decision-making patterns within personal relationships (spouses, children, household) as well as within societal or governmental structures (ability to vote, hold public office).

**Women's (girls') empowerment** A process that aims to improve the situation, participation and access of women (girls) in respect of resources, decision-making and development.

**Men's (boys') empowerment** A process that aims to improve the situation, participation and access of men (boys) in respect of resources, decision-making and development.

# Action Plan

Strategic Objectives	Interventions	Timelines	Indicator	Responsibility
<b>KWCA's capacity for gender mainstreaming in its programs and activities</b>	Design, print and disseminate gender strategy	March 2019	<ul style="list-style-type: none"> <li>strategy Completed, Adopted &amp; launched at KWCA AGM</li> <li>Strategy disseminated to RAs &amp; conservancies</li> </ul>	<ul style="list-style-type: none"> <li>KWCA</li> </ul>
	Implementation of gender strategy RAs and conservancies	Dec 2019	<ul style="list-style-type: none"> <li>gender integration implemented by Regional Associations and conservancies</li> </ul>	<ul style="list-style-type: none"> <li>Conservancy managers</li> <li>Conservancy chairpersons</li> </ul>
	Review, adopt and align all KWCA policies, administration regulations and guidance tools to ensure they are gender responsive	Dec 2018	<ul style="list-style-type: none"> <li>gender integrated in KWCA's policies and tools.</li> </ul>	<ul style="list-style-type: none"> <li>KWCA</li> </ul>
	Develop operating principles for conservancies on how men, women, households can equitably participate in conservancy governance, management and enterprises	May 2019	<ul style="list-style-type: none"> <li>Principles on conservancy governance, management and benefit sharing developed, designed, printed and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>KWCA</li> </ul>
	Integrate gender indicators and collect relevant gender information in KWCA M&E system to track and report progress against this gender strategy.	May 2019	<ul style="list-style-type: none"> <li>gender data reported consistently in KWCA field, progress and annual reports</li> </ul>	<ul style="list-style-type: none"> <li>KWCA</li> </ul>
	Increase gender capacity of KWCA by recruiting a gender officer	Sep 2020	<ul style="list-style-type: none"> <li>gender officer recruited</li> </ul>	<ul style="list-style-type: none"> <li>KWCA</li> </ul>
	Integrating gender awareness into KWCA networking activities such as the Conservancy leaders, managers and rangers at the national and ecosystem level.	March-Dec 2019	<ul style="list-style-type: none"> <li>No. of women participating in KWCA's networking activities</li> </ul>	<ul style="list-style-type: none"> <li>KWCA M&amp;E</li> <li>Gender Officer</li> </ul>
	Partner with KWS to include comprehensive gender training in conservancy ranger training modules offered by KWS and other certified players.	Sep 2020	<ul style="list-style-type: none"> <li>gender tools integrated in KWS training manuals</li> </ul>	<ul style="list-style-type: none"> <li>KWCA</li> </ul>
	Advocate with other relevant actors for the incorporation of gender equality in policies, laws and regulations including the Wildlife Act 2013, Community Land Act 2016, and other related conservancy policies and guidelines.	Sep 2020	<ul style="list-style-type: none"> <li>No of articles, policies on gender incorporated in policies and guidelines related to conservancies</li> </ul>	<ul style="list-style-type: none"> <li>KWCA</li> <li>RAs</li> </ul>
	Align conservancies gender targets and monitoring with national and county gender-equitable targets and National Gender and Equality Act.	Sep 2020	<ul style="list-style-type: none"> <li>No. of gender targets in conservancies aligned to national gender</li> </ul>	<ul style="list-style-type: none"> <li>KWCA</li> </ul>

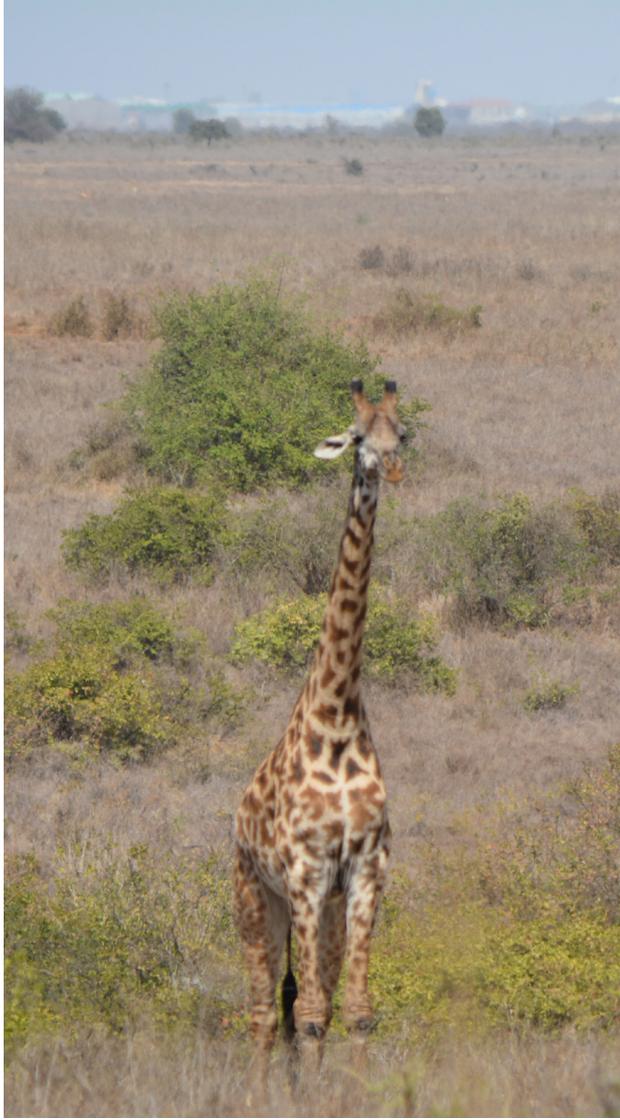
<p><b>Promote women representation and participation in conservancy governance</b></p>	<p>Establish and recognize women caucuses or forums within KWCA, regional associations and conservancies to develop; groom and expose women to the dynamics within committees, boards, NCC, AGM and other levels</p>	<p>Dec 2018</p>	<ul style="list-style-type: none"> <li>• National conservancies women’s Forum established and implemented.</li> <li>• No. of women in leadership increased.</li> </ul>	<ul style="list-style-type: none"> <li>• KWCA</li> <li>• RAs</li> <li>• Conservancies</li> </ul>
	<p>Incorporate considerations of women’s needs and issues especially time/work burden that limit women’s meaningful engagement and participation when planning, organizing and conducting stakeholder’s consultations, community forums, meetings, trainings etc.</p>	<p>Dec 2018</p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• KWCA</li> <li>• RAs</li> <li>• Individual Conservancies</li> </ul>
	<p>Promote opportunities to grow women’s leadership and management within conservancies through mentorship, peer to peer learning, exchange visits etc.</p>	<p>2018-2020</p>	<ul style="list-style-type: none"> <li>• Increased number of women’s participation</li> <li>• Increased women representation in leadership</li> <li>• Behavior change in cultural</li> </ul>	<ul style="list-style-type: none"> <li>• KWCA</li> <li>• Women forum</li> <li>• RAs</li> <li>• Conservancies</li> </ul>
<p><b>Increase equitable access to conservation economic benefits</b></p>	<p>Conduct integrated gender analyses within stakeholder analysis; socioeconomic analyses to collect and use sex-disaggregated data, as part of the design and development of conservancies’ management, governance and enterprise interventions, as well as during monitoring and evaluation.</p>	<p>May 2020</p>	<ul style="list-style-type: none"> <li>• Social economic gender analysis findings disseminated and implemented in conservation activities</li> </ul>	<ul style="list-style-type: none"> <li>• KWCA</li> <li>• RAs</li> <li>• Conservancies</li> </ul>
	<p>Develop and share guidelines for conservancy members on equitable sharing of benefits arising from conservancy incomes and revenues.</p>	<p>Dec 2019</p>	<ul style="list-style-type: none"> <li>• Guidelines developed and disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>• KWCA</li> </ul>
	<p>Profile, recognize and/or reward conservancies with or where women are working in traditional male roles for instance as safari drivers, guides, rangers, managers, board members.</p>	<p>2019</p>	<ul style="list-style-type: none"> <li>• No. of women profiles developed.</li> </ul>	<ul style="list-style-type: none"> <li>• KWCA</li> <li>• RAs</li> </ul>

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## Annex II: References

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# Gender Strategy

Unlock optimal potential for men and women to engage meaningfully and benefit equitably from wildlife conservancies in Kenya



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