Kenya Wildlife Conservancies Association

Living nature, Living people

Towards Achieving Gender Equity in Kenya

A Guide for Wildlife Conservancies



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Living nature, Living people

Produced and published in 2023 by
Kenya Wildlife Conservancies Association (KWCA)
P.O. Box 1038-00517
Uhuru Gardens, Nairobi, Kenya
The development and printing of this guide was made possible with financial support from USAID Kenya and The Nature Conservancy (TNC).

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Designer: Bison Media
Printer: Gloss & Matte

The views expressed in this publication are those of the consultant and contributors and do not represent officially adopted views of USAID and The Nature Conservancy

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Definitions

Gender is the socially given characteristics, attributes, roles, activities and responsibilities associated with being male or female. It is not the sameas sex, which is the biological characteristics that differentiate males and females.

Gender-based violence is violence that is directed at individuals based on their biological sex, gender identity, or perceived adherence to culturally-defined expectations of what it means to be a woman or man, girl or boy. GBV could be physical, sexual, emotional and economic.

Gender equality means that women and men, and girls and boys, are equally respected, haveequal status and equal enjoyment of human rights, socially valued goods, opportunities, and resources

Gender equity is the process of being fair to women and men, girls and boys. To ensure fairness, measures must be taken to address the historical and current disadvantages that prevent women and men, girls and boys from operatingon a level playing field.

Gender integration refers to the strategies applied in the design, budgeting, implementation, monitoring and evaluation of projects and programmes to address gender-based inequalities.

Gender mainstreaming is the process of considering gender in all organisational policies, strategies, budgets and functions, including the institutional culture. Gendermainstreaming should result in meaningful gender integration.

Gender budgeting is the process of assessing budgets to incorporate a gender perspective at all levels of the budgetary process, and restructuring revenues and expenditures to promote gender equity.

Gender norms are social norms relating to the expected behaviours of women and men.

Social norms are the unwritten rules in a culture or society that shape how people behaveand how they expect other people to behave.

Power and decision making relates to men's and women's ability to exercise control in their families, communities and countries. This includes decision-making patterns within personal relationships (including with spouses, children, and in the household) as well as within societal or governmental structures (for example ability to vote or hold public office).

Sex refers to the biological and physiological attributes that define a person as male or female

Sex- disaggregated data is data that is collected and presented separately in respect of men and women.

Access to resources and benefits this means that women, men, boys and girls are able to use and benefit fromspecific resources, including material, financial, human, social and political ones.

Affirmative Action is a deliberate policy or action (e.g. quotas) that targets a group that has hitherto been disadvantaged or neglected. In the context of gender, the aim is to bridge the gap that exists between the sexes. Such actions are a stopgap measure and should be implemented with other gender-responsive policies or actions to promote gender equality.

Empowerment involves women and men, boys and girls, taking control over their lives by setting their own agendas, gaining skills (or havingtheir own skills and knowledge recognized), increasing their self-confidence,solving problems and developing self-reliance

Gender relations Are the relations between men and women as demonstrated by their respective roles in power sharing, decision-making, the division of labour and returns on labour, both within the household and in society at large

About this Guide

KWCA is driven by the desire for men and women to contribute meaningfully and benefit equitably from wildlife conservancies in Kenya. When women are fully engaged in conservancy activities and decision making, with and alongside men, conservancies thrive.

These guidelines have been prepared for the staff, managers, and leaders of community conservancies and landscape conservancy associations, although its contents will be relevant more widely. While the focus is on community conservancies, the guidelines are relevant and applicable to all types of conservancies, landscape conservancy associations and any other conservation or natural resource base initiatives led by or working with communities.

The guidelines are written primarily with community conservancies in Kenya in mind. The guidelines are meant to be practical, adapted to diverse contexts and while specific, general enough to be used widely. The goal of these gender guidelines are to act as a pathway to increase and improve women's and men's participation in conservancies, ensuring decision making and benefit sharing is equitable.

KWCA recognises that addressing gender inequality within conservancies is a complex undertaking requiring multiple actions and varied actors. Whilst these guidelines do not cover the full range of possible actions and approaches to address gender issues within conservancies, it does contribute to a general approach for which conservancy specific actions can be designed. Conservancy stakeholders are encouraged to localise the guidelines in their own context.

Recommendations shared in this document should guide decision making, planning and implementing conservancy activities at all levels in a conservancy.

The specific actions should be prioritised and adapted according to the conservancy's specific context, resources available and stage of conservancy development. Whilst the emphasis is on promoting women's representation and active participation, many of the recommendations should be used to promote participation of other disadvantaged groups, including youth to encourage diversity and representation of all groups within the community.

> ***NOTE:*** *In using these guide, please note that women are not a homogenous group, Conservancy activities should take into account, differences among women with respect to their age, education, social and economic status, spatial location and marital status, minority ethnicity and such other factors that may affect their participation*

This guide has been developed as part of implementing KWCA's Gender Strategy. The strategy advances 3 interlinked objectives;

1. Enhance KWCA's capacity for gender mainstreaming in its programs and activities
2. Promote women representation and active participation in conservancy governance and management
3. Enhance equitable access to conservation economic benefits

KWCA's strategy recognizes that conservancy sustainability is dependent on the extent to which all stakeholders including women, men, youth, and People Living With Disabilities (PLWD) and men are empowered to exercise their role and to feel adequately represented. When a conservancy is perceived to be fair and the benefits sharing plans are in reality equitable, landowners and stakeholders support is guaranteed, costly conflicts are avoided and the path to success is clear.

"Ensure gender equality in the implementation of the framework through a gender-responsive approach where all women and girls have equal opportunity and capacity to contribute to the three objectives of the Convention, including by recognizing their equal rights and access to land and natural resources and their full, equitable, meaningful and informed participation and leadership at all levels of action, engagement, policy and decision-making related to biodiversity."

Target 23, Global Biodiversity Framework, Convention on Biological Diversity

Users of these guidelines are encouraged to refer to other KWCA tools on the links provided below;

1. Conservancy Establishment Guide
2. Conservancy Managers Handbook (2016),
3. The Standard Operating Procedures for Wildlife Scouts (2016)
4. Gender-Based Violence Guidance for Conservancies (2022)
5. Safeguarding Guidance for Conservancies (2022)
6. Conducting Effective Conservancy AGMs (2023),
7. Free, Prior and Informed Consent (FPIC) Guide for Conservancies

Feedback: *Your Feedback is valuable to us. Please send us an email if you have any suggestions, comments, recommendations and how your conservancy uses this guide to info@kwcakenya.com*

Note: *This guide aims to act as a resource to increase and improve women's and men's meaningful participation in conservancies, to promote equitable decision making and benefit sharing.*

CHAPTER 1

1.0 Introduction

"No community agenda, no national agenda, no global agenda can move forward without...the involvement of women."

Dr. Nkosazana Dlamini Zuma, Chairperson, African Union Commission (2014)

Globally, it has been demonstrated that groups, organisations, and governments perform better and achieve better results when decisions are made by men and women working together. Gender equity means that women and men are treated fairly and that efforts are made to address disadvantages that prevent women having the same status, recognition, respect, rights and opportunities as men.

The "Kunming-Montreal Global Biodiversity Framework" (GBF) adopted in 2022, during the 15th meeting of the Conference of Parties (COP15) of the UN Convention on Biological Diversity, state parties agreed on the critical role of women and girls in addressing the dangerous loss of biodiversity and restoring natural ecosystems. Targets 22 and 23 of the GBF aim to ensure that women and girls have equal opportunity and capacity to contribute to conservation, including recognizing their equal rights and access to land and natural resources, their full, equitable, meaningful and informed participation and leadership at all levels of action, engagement, policy and decision making related to biodiversity.

The involvement of women and the youth is considered a key pillar in the sustainability of a conservancy and yet conservancy decision making and management structures is predominately male dominated. KWCA acknowledges that integrating gender within conservancy decision making is a complex undertaking and a difficult goal to achieve especially in the contexts of highly unequal gender and power relations that characterizes communities within conservancies which makes it difficult for women to access, influence or benefit from conservancies.

KWCA is committed to institutionalising gender mainstreaming in all KWCA's organisational arrangement, programming, governance and operational processes. KWCA Strategic Plan (2019-2023) indicates the importance of conservancies in the achievement of the SDGs including goal 5 on gender equality and empowerment of women and girls.

To achieve gender equality, KWCA has developed a gender strategy that aims to unlock the optimal potential for men and women to engage meaningfully and benefit equitably from wildlife conservancies in Kenya and seeks to disseminate this guide to its member conservancies and landscape conservancy associations to enable them take the necessary step to close the gender gap.

1.1 Gender and Conservation Linkages

Strong evidence exists that gender equality and environmental outcomes are interlinked. Infact, the correlation between gender and environment is direct. Women and men are both impacted by environmental degradation and disasters such as climate change and other pandemics. In many cases, women are disproportionately affected due to their roles as primary users of natural resources. In rural Africa the responsibility to fetch water, collect firewood, traditional construction materials, medicinal plants, food and pasture for livestock is largely assigned to women and girls. Women provide much of the labour for subsistence farming, household chores and taking care of children and livestock. When resources are depleted, women are more heavily impacted as more of their time, energy and effort is called upon to sustain the household's needs. Being caregivers and primary resource users, women are important keepers of indigenous environmental knowledge, have in-depth knowledge on trends and status of natural resources and have inherent interests that natural resources are conserved.

Historically, conservation efforts were driven through models that excluded the participation of local communities adjacent to parks and reserves. The exclusion of rural communities from conservation efforts partly explains why many conservation efforts have either failed or struggled to achieve positive outcomes. Global recognition of the role of indigenous people and local communities is growing, but women and their role in conservation remains a critical challenge to be addressed. Further, climate change, and other environmental disasters, amplify existing gender inequalities and often result in women experiencing increased levels of gender based violence targeted on women. Women's voices are often excluded in decision making, benefit sharing and in dealing with natural disasters.[1]

Conservation is more effective, and all community members benefit more, if women and men are equally involved in decision-making. A study conducted in 135 community forest associations found that committees with higher numbers of women, both in total and in decision making roles, had better results in conservation and community wellbeing. They were found to make more effective decisions and have less conflict, and were also more open to and trusted by community members, who were more likely to follow the rules set by the committees.[2]

In Kenya, wildlife conservancies are becoming a time tested means of both improving the environment conditions and creating livelihood diversification opportunities for rural based men and women. A conservancy is both an institution and land managed by a community, group of persons, individual or corporate entity with a goal of improving natural resources for the benefit of the community and the country.

KWCA, with its landscape associations and other partners works to create an enabling environment for conservancies to thrive. Gender inequality is one of the challenges identified as a barrier to attaining conservation and development outcomes. This Guide has been prepared to serve as a reference document for use by conservancy managers, leaders and stakeholders to promote gender equity. Conservancies that have made concerted efforts to enable women's participation have seen positive results.

Note: *Conservation is effective when women and men are equally involved in conservancy decision making and benefit sharing.*

1 https://www.unwomen.org/en/news-stories/explainer/2022/02/explainer-how-gender-inequality-and-climate-change-are-interconnected

2 Argawal, B (2010) Gender and Green Governance. OUP



SAA Champions training session in Kasigau Conservancy, Taita Taveta County. Photo credit: KWCA

CHAPTER 2

2.0 What is Gender?

Gender is the socially given characteristics, roles, activities and responsibilities associated with being male or female. The gender roles assigned to men and women differ and are dependent on factors such as culture, ideology, politics and economics, in most societies gender roles result in unequal power relations. Gender is different from sex, gender is assigned roles, sex is biologically determined. To understand gender, the table below describes what gender is and what is NOT.

What Gender is?	What Gender is NOT
• **Socially given characteristics: the** roles, activities and responsibilities associated with being male or female • About the **relations between men and women** and about how power is distributed between them • **What we are taught** on 'how to be' male or female, by our parents, schools, the media, and the community and wider society we live in • **The expectations** our family, community and society place upon us • **Different in different countries** and communities • **Dynamic and constantly evolving**. The roles and relations between men and women change over time	• About women only • The same as biological sex • What we are born with • The same everywhere • Static and unchanging.

Within one community there will be both similarities and differences between people of the same sex, such as their age, wealth, marital status, education, employment, and other factors including the opportunities and life experiences they have had. Some of these factors can combine to cause increased disadvantage. For example, a young woman from a poorer household who has not completed her education is likely to be more disadvantaged than an older woman from a wealthier household.

Whilst gender is not just about women, working on gender involves addressing the differences between women and men. On the whole, women are generally more disadvantaged than men which explains why when thinking about gender and gender equality (Box 1) there is often a focus on women. Just as culture, social norms and beliefs are constantly evolving, the roles and relations between men and women change over time. This means that gender is not static.

Box 1: Gender Equality and Gender Equity?

Gender equality means men and women and boys and girls are equal in terms of their rights, their voice and influence, their responsibilities, the resources allocated to them, and the opportunities available to them. It is the absence of discrimination on the basis of sex.

Gender equality is about both men and women. Men are also affected by gender norms, and certain expectations placed upon them by society, however, women are frequently more disadvantaged by harmful gender norms.

Therefore, Gender equity means focusing on actions that promote women's rights and address the different and unequal constraints that they face. It means treating women and men, girls and boys fairly. Sometimes this may mean treating them differently.

To promote Gender Equity, commitment from both women and men is crucial.



Peter Ndonga, Mgeno Conservancy Manager, Taita Taveta in a dialogue session with maasai Mara women forum members during a gender learning visit. Photo credit: KWCA

2.1 Gender Status in Conservancies

"Despite constitutional requirements for gender equality and women empowerment, gender inequality remains a key issue of concern in Kenya."

National Policy on Gender and Development 2019

Conservancies in Kenya are land based and are a means of land use planning, land management and create benefits to communities and land owners. Nationally, only 1% of registered land titles are owned by women, and only 5% are jointly owned by the husband and wife (2018)[3]. In Kenya only 25% of women own agricultural land and land based decisions and benefits from use of the land are gender biased. Land ownership often determines how benefits are shared. If women are to benefit from conservancies, their inclusion in conservancy membership must be considered and their participation in conservancy activities promoted.

Since the enactment of Community Land Act 2016, Majority of community conservancies occurred on the defunct Group Ranch lands or Trust lands, whose membership largely excluded women and youth. Coupled with cultural barriers, customary practices, patriarchal social order and exclusive policies and by-laws, women participation in conservancies remains inadequate.

Despite gender responsive land laws and policies, conservancy membership and governance remain predominantly male. In 2022, Among 184 conservancy members, only 2 conservancies had female chairpersons, less than 10% were female landowners and 8% comprised female managers. In the ranger's workforce, only 6% were female. In 2018, the proportion of women in conservancy committees was only 5% however this increased to 29% in 2022 as an indicator of progressive change due to governance training being undertaken. By 2022, the representation of women in the Landscape Conservancy Association boards was 22% and female staff comprised 16% while in KWCA female staff constituted 54%.



In 2018, the proportion of women in conservancy committees was **only 5% however this increased to 29%** in 2022 as an indicator of progressive change due to governance training being undertaken.



Pauline Lolngojine former Sera Community Conservancy Chairperson during KWCA's National Conservancies Leaders Conference in Nairobi. Photo credit: KWCA

3 https://kenyalandalliance.or.ke/login/publications/images/kla_women_landandproperty_brief.pdf

2.2 Overcoming Barriers to Gender Equity

There are several reasons why conservancies should address gender barriers.

Legal reasons; Kenya's constitution and laws prohibit discrimination on the basis of sex. Decisions made without including women and other marginalised persons may be challenged in a court of law. As community institutions, conservancies must abide by Kenya's Constitutional laws and ensure one- third of either men or women are represented in governance and management structures.

Practical reasons; women and men have different and complementing skills, knowledge, experiences and roles, shared decision making is likely to result in more holistic and community wide benefits and better conservation outcomes.

Ethical reasons; Reducing the gap between women and men is the right thing to do. Unless efforts are made to ensure the active and meaningful participation of both women and men in conservancies, existing inequalities may widen.

Global aspirations; The Convention on Biological Diversity (CBD) Global Biodiversity Framework (GBF) target 23 recognizes gender equality and a gender-responsive approach for biodiversity action where women and girls have equal opportunity and capacity to access land and natural resources, and their full, equitable, meaningful and informed participation and leadership at all levels of action, engagement, policy and decision making on biodiversity is considered. The Sustainable Development Goals (SDGs) aspire to a future where gender equality and women's empowerment is achieved towards a better and more sustainable future for all and to ensure that no one is left behind.

Natural resources management: Women play a vital role in managing natural resources, as primary users of these resources they have an inherent interest for sustainable use and are more likely to support decisions that are beneficial to to the community and environment.



Meshanani Women grass seed bank, a rangelands restoration project supported by Amboseli Ecosystem Trust (AET) and Just Diggit in Amboseli Landscape. Photo Credit: AET

2.3 Laws and Policies Promoting Gender Equity

Kenya has enacted several laws and policies that require adherence to principles of equality and non-discrimination based on gender. The policies outlined in the table below highlight the key provisions relevant to conservancies. Users of this guide are encouraged to further explore the laws to better ensure compliance.

Table: Gender relevant provisions in Kenya's laws and global policies

Policies	Relevant Articles
Constitution of Kenya 2010	**Article 27** • Women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres. • The State shall take legislative and other measures to implement the principle that not more than two-thirds of the members of elective or appointive bodies shall be of the same gender. **Article 53** • Every child has the right, o to free and compulsory basic education; o to be protected from abuse, neglect, harmful cultural practices, all forms of violence, inhuman treatment and punishment, and hazardous or exploitative labour **Article 56** • The State shall put in place affirmative action programs designed to ensure that minorities and marginalised groups participate and are represented in governance and other spheres of life; **Article 60** • Principles of land policy include elimination of gender discrimination in law, customs and practices related to land and property in land **Article 81** • Not more than two-thirds of the members of elective public bodies shall be of the same gender **Article 91** • Every political party shall respect and promote human rights and fundamental freedoms, and gender equality and equity; **Article 197** • Not more than two-thirds of the members of any county assembly or county executive committee shall be of the same gender.

Policies	Relevant Articles
Community Land Act 2016	**Section 14** • Customary rights of occupancy shall have regard to equality of all persons including equal treatment of applications for women and men; **Section 30** • Women, men, youth, minority, persons with disabilities and marginalised groups have the right to equal treatment in all dealings in community land. **Section 30** • Every man or woman, married to a member of the community, shall gain automatic membership of the community, and such membership shall subsist until the spouses legally divorce and the woman remarries; or the woman remarries after the death of a spouse.
The Community Land Regulations, 2017	**First Schedule,** • The assembly shall elect between 7 and 15 members into the management committee taking into account the two third gender rule.
Land Act	**Section 4** • Guiding values and principles of land include elimination of gender discrimination in law, customs and practices related to land and property in land
Law of Succession (Amendment Act) 2021	• Any female person, whether married or unmarried, has the same capacity to make a will as a male person. • Female children have the right to inherit their parents' property upon death, whether they are married or not.
Sexual Offences Act 2006	• Provides for prevention and protection of all persons from harm from unlawful sexual acts • Outlaws all sexual offences and prescribe punishment for offenders involved in unlawful sexual acts. • Creates a number of new sexual offences including sexual assaultand sexual harassment.
Employment Act 2007	**Section 5** • It shall be the duty of the Minister, labour officers and the Industrial Court to promote equality of opportunity in employment in order to eliminate discrimination in employment; • An employer shall promote equal opportunity in employment and strive to eliminate discrimination in any employment policy or practice; • An employer shall pay his employees equal remuneration for work of equal value. • It is not discrimination to take affirmative action measures consistent with the promotion of equality or the elimination of discrimination in the workplace

Policies	Relevant Articles
	Section 6 • Defines sexually harassed in the workplace as, where the employer or a co-worker—directly or indirectly requests the employee for sexual intercourse, sexual contact or any other form of sexual activity that contains an implied or express— o promise of preferential treatment in employment; o threat of detrimental treatment in employment; or o threat about the present or future employment status of the employee; o uses language whether written or spoken of a sexual nature; o uses visual material of a sexual nature; or o shows physical behaviour of a sexual nature which directly or indirectly subjects the employee to behaviour that is unwelcome or offensive to that employee and that by its nature has a detrimental effect on that employee's employment, job performance, or job satisfaction. • An employer who employs twenty (20) or more employees shall, after consulting with the employees, issue a policy statement on sexual harassment. The policy statement shall contain— o the definition of sexual harassment as specified in the Act; a statement that every employee is entitled to employment that is free of sexual harassment; o the employer shall take steps to ensure that no employee is subjected to sexual harassment; o the employer shall take such disciplinary measures against any person under the employer's direction, who subjects any employee to sexual harassment; o explaining how complaints of sexual harassment may be brought to the attention of the employer; and that o the employer will not disclose the name of a complainant or the circumstances related to the complaint to any person except where disclosure is necessary for the purpose of investigating the complaint or taking disciplinary measures in relation thereto.
Marriage Act, 2014	**Section 3** • Parties to a marriage (Husband and wife) have equal rights and obligations at the time of the marriage, during the marriage and at the dissolution of the marriage. **Section 4** • A person shall not marry unless that person has attained the age of eighteen years.

Policies	Relevant Articles
Matrimonial Property Act, 2013	**Section 4 Matrimonial Property Act, 2013** • A married woman has the same rights as a married man: o to acquire, administer, hold, control, use and dispose of property whether movable or immovable; o to enter into a contract; and o to sue and be sued in her own name. • Parties to a marriage shall share equally any— liability incurred during the subsistence of the marriage for the benefit of the marriage; or reasonable and justifiable expense incurred for the benefit of the marriage.
National Policy on Gender and Development 2021	• The policy framework is geared towards ensuring gender equality and women empowerment in the social, economic, political and cultural spheres as envisaged in the Constitution. • The framework will endeavour to establish and strengthen affirmative Action efforts aimed at reducing gender inequalities and geographical disparities in the distribution of natural resources and access to productive resources such as land, labour, finances, information and technology.
Prohibition of Female Genital Mutilation Act, 2011	• Prohibits (criminalizes) the practice of female genital mutilation, to safeguard against violation of a person's mental or physical integrity through the practice of female genital mutilation and for connected purposes
National Policy on the Eradication of Female Genital Mutilation 2019	• Envisages a society that is free from harmful cultural practices, by eliminating female genital mutilation. • Provides for a coordinated approach in addressing GBV, effective programming, enhanced enforcement of laws and policies towards GBV prevention and response, • Increase in access to quality and comprehensive support services across sectors, and improved sustainability of GBV prevention and response interventions
Protection Against Domestic Violence Act 2015	• Provide for the protection and relief of victims of domestic violence and to provide for the protection of a spouse and any children or other dependent persons. **Section 3 Protection Against Domestic Violence Act 2015** • Defines domestic violence to mean abuse that includes— o child marriage; o female genital mutilation; o forced marriage; o forced wife inheritance; o sexual violence within marriage

Policies	Relevant Articles
	○ defilement; ○ economic abuse; ○ emotional or psychological abuse; ○ harassment; ○ intimidation ○ physical abuse; ○ sexual abuse; ○ stalking;
National Policy for Prevention and Response to Gender Based Violence, 2014	• Provides a framework for effective prevention and response to gender-based violence. • Calls for accelerated implementation of legislation, policies and programmes for prevention and response to GBV by state and non–state actors • Promotes the realisation of a society where men, women, boys and girls are free from all forms of violence.
Convention on Biological Diversity (CBD) Global Biodiversity Framework	• Targets 22 and 23 of the CBD's Global Biodiversity Framework refer explicitly to gender equality and the equitable participation of women and girls in biodiversity conservation. • Advocates for fair and equitable sharing of genetic resource benefits.
United Nations Declaration on the Rights of Indigenous Peoples, 2007	• Article 21, states that States shall take effective measures and, where appropriate, special measures to ensure continuing improvement of their economic and social conditions. • Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities in the implementation of the Declaration. • States shall take measures, in conjunction with indigenous peoples, to ensure that indigenous women and children enjoy the full protection and guarantees against all forms of violence and discrimination.
Chitwan Declaration, 2019	**Article 5** Recognizes the significant gender gap that currently exists in the Ranger profession, and commits to ensuring; • policies are put in place to ensure equal opportunities in hiring and promotion practices and that equal wages are received. • appropriate on-site measures are taken to ensure female Rangers feel safe and appropriately supported in their place of work (e.g. separate facilities).
Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)	• Adopted by the UN General Assembly in 1979, CEDAW is often described as an international bill of rights for women. It outlines principles of achieving gender equality and prohibits discrimination against women in various areas, including politics, education and employment

Policies	Relevant Articles
Sustainable Development Goals(SDGs)	**Goal 5** • aims to achieve gender equality and empower women and girls. The targets under the goal addresses various aspects of gender inequality, such as ending violence against women, ensuring women full and effective participation in decision making processes, and achieving equal access to education and economic opportunities.



Gladys Warigia, KWCA policy Coordinator presenting on Human Rights, Free Prior and Informed Consent (FPIC) and other social safeguards in conservancies during the National Conservancies Managers Conference. Photo credit: KWCA

CHAPTER 3

3.0 Practical Actions to Promote Gender Equity in Conservancies

This section outlines recommended actions that conservancies and landscape associations can take to promote the effective and meaningful participation of women in conservancy decision making structures and activities. These can and should be adapted to the conservancy context and the specific issues faced by women.

To be sustainable in the long term all conservancy activities should be developed and delivered with the active participation of a diverse range of men, women, youth, people with disabilities and all others who may be positively or negatively affected by the conservancy programs. If this is not done, a conservancy may unintentionally contribute to gender inequality. It is important that a conservancy avoid increasing gender inequality through the way conservancy activities are managed and implemented.

> ***Note:*** *Your conservancy will achieve more if women and men are able to participate in, and benefit from, its activities on an equitable basis.*

Working towards gender equity does not necessarily mean women participate in equal numbers or in exactly the same activities as men. Rather it is about a process that is fair to both women and men so that they can equally enjoy conservancy opportunities, resources and benefits. This means putting measures in place to address women's historical, social and cultural disadvantages. It also means being intentional in understanding the different ways in which conservancy activities are or may impact women and men.

Promoting women's leadership

Building the capacity of women to develop their leadership skills and confidence to participate in decision-making processes is important. This both enables women already in leadership positions to carry out their roles and promote gender issues more effectively, and facilitates the entry of more, better-equipped women into leadership positions. It also contributes to building credibility and legitimacy for women in governance.

Promoting women's leadership is essential, but it is important to realise that promoting women's leadership alone does not lead to gender equality because:

- Women are not one homogenous group and one woman does not necessarily represent or understand the experiences of other women.
- Women who are better off and well connected will find it easier to attain leadership positions, and may not appreciate the needs and constraints of poorer women.
- Women leaders are operating in a wider context where gender inequality is the norm and they still have to navigate the barriers and challenges presented by this context.

Note: *Increasing women's presence in leadership is just one part of a long-term process to increase women's participation in conservancies and promote gender equality and equity.*

There are many reasons why women are less able or willing to attend conservancy meetings and other events. Women generally face many more barriers than men in terms of their participation in conservancy activities. Even though some of these barriers are deep-rooted because of culture and gender norms, conservancy managers and staff should take action to increase and improve women's participation.



Malika Dotta, manager Ndera Community Conservancy in Tana River County during a group discussion at the National Conservancy Managers Conference in Nairobi. Photo credit: KWCA

Here are a few suggestions and key points to remember to make your conservancy more equitable and more effective.

- **Hold regular basic gender training** for staff particularly those that engage directly with communities to raise awareness on unconscious gender stereotypes and bias to build your conservancy commitment in promoting gender equality
- Ensure conservancy staff, management committee and board members are **aware of national laws and policies and global best practices** that require gender equity and women's rights to be considered.
- **Use gender inclusive language** in all conservancy documents e.g. the constitution, by laws, agreements, policies and reports.
- Recognise that **gender is not about women only , it is both men and women**. It requires working with both men and women on all initiatives including those that promote gender equality.
- Seek to understand the ways in which both men and women perceive the costs and benefits of conservancies, from their own perspectives, so that you can **develop actions that aim to reduce the costs and increase the benefits** particularly for those groups that tend to 'pay' more or benefit less.
- Ensure conservancy investment plans prioritise women's income generating activities. **Support projects that specifically benefit women**, such as nature based enterprises e.g. honey production, bead work, basket weaving and savings and loans schemes among others
- Recognise that encouraging women's participation requires extra effort in terms of time, human resources and funds so ensure **conservancy budgets allocate gender activities**
- Consult women and men to **understand the specific context** in particular the barriers women face (including any differences based on age, marital status, ethnicity etc) that prevent them from meaningfully participating in conservancy matters to ensure their needs and concerns are addressed.
- Hold brainstorming sessions with staff to **identify actions to address** the identified barriers women face and ensure that they are workable and locally acceptable.
- On some occasions, **hold separate meetings and consultations with men and women** to ensure that women have the opportunity to share their knowledge and opinions and their is sufficient feedback on certain conservancy issues
- Appreciate that not all women or men have the same needs, knowledge or perspectives. Actions must be specifically tailored to different groups.
- **Appoint a focal person or committee member** to monitor progress on gender equity and promote accountability for gender implementation
- Seek support from gender experts, government, KWCA, landscape associations or any relevant organisations promoting gender equity in your region and **learn best practices from other conservancies**.
- Use the ideas in this document for inspiration, but be prepared to adapt them and to innovate, and **develop local ways to increase women's meaningful participation** in your conservancy.

NOTE: *Appreciate that promoting gender equity and any social change takes time, but demonstrate leadership commitment for others to follow.*

3.1 Gender Equity in Conservancies

This section outlines key recommendations to be considered in gender mainstreaming and women empowerment in a conservancy context.

Gender Equity in conservancies can be attained in three interdependent levels;

1. Governance
2. Management
3. Benefit sharing.

In the following sections, specific actions that may be considered to improve gender equality are outlined under the three levels.

3.1.1 Gender Equity in Conservancy Governance

"Kenya's gender inequality stems from our traditional norms and past land laws which locked out women from fully exploiting their potential. As KWCA, we are doing all we can to resolve exclusion, not because it's good for our reports but because it's the right thing to do."

Dickson Kaelo, CEO, Kenya Wildlife Conservancies association

Governance is distinct from management, although the two are closely linked. Governance is more focused on the ***'what'*** whilst management is more focused on the ***'how'.*** For example, the board who represents governance, may decide on the objectives of a conservancy, how resources are allocated and what rules and processes should be in place, while management represented by employees, may decide how best to implement these decisions. It is important that both men and women are represented and meaningfully participate in both the governance and management of conservancies. The ultimate goal of a conservancy is to ensure benefits are accrued for the local community and the landowners, equity in benefit sharing is a key determinant of whether the community supports the conservancy's vision.

Governance is about *who* has the power to make decisions, *how* decisions are made and how the decisions are implemented. In a conservancy context, the decision making process is defined in the constitution or articles of associations that legally established the conservancy institution. This in turn is influenced by the land tenure type and the legal framework chosen by the conservancy members to register their legal entity. Conservancy decision making takes various types; Conservancy board, Board of trustees, Management committee, or the landowners committee.

KWCA's Governance Handbook (2020) recognizes that diversity in representation at the decision making organs enables better and more effective decision making. Conservancies must endeavour to intentionally ensure their decision making organs are diverse. An effective decision making body has,

- Legitimacy and voice (participation of all members),
- Accountability (to all members and stakeholders),
- Transparency, and equity (fairness).

A key component in attaining this is the equitable inclusion of and participation by women. According to UN Women (2013), Gender inequality is a governance failure.

Why women's participation in Governance matter

1. Women's interest, needs, concerns and capacities are different from men and therefore their issues should be taken into account during decision making. Women are best placed to articulate their interests and concerns.
2. Decisions made can impact women and men differently. These impacts can be positive or negative, including both men and women in decision making ensures that such impacts are best assessed.
3. The exclusion of women from conservancy decision making results in inequality in the outcomes of those decisions, with women being more likely to 'lose' from the decisions being made.
4. Women participating in decision making have more access to women members and are best at communicating decisions and reasons to other women and the youth

NOTE: *Governance cannot be truly legitimate, accountable, transparent and equitable if women are not effectively represented and actively involved in decision making.*

"Culturally, women have been entrusted with financial resources because of their traditional knowledge, accountability, and extraordinary economic skills. Conservancies that empower both men and women to take up leadership positions benefit the community at large."

Saadia Mohammed-Chairperson, Nasuulu Conservancy and Vice Chair National Conservancies Council



Saadia Mohammed, Chairperson, Nasuulu Conservancy and Vice Chair National Conservancies Council during the National Conservancies Women Forum in Nairobi. Photo credit: KWCA

KWCA recognizes that **diversity in representation** at the decision making organs enables better and more effective decision making through equitable inclusion of and participation by women.

3.1.2 Actions to take to include women in decision-making

Due to ongoing gender equality programs, majority of conservancies now have a growing number of women in the boards or committees. While this is a step in the right direction, it is not adequate. Women's voices and interests are yet to be effectively considered in arriving at conservancy decisions.

The following are specific actions to guide a conservancy in ensuring women are not only represented but are contributing in decisions of the conservancy board, its committees or other organs for decision making.

1. **Comply with Kenya's Constitutional 'two thirds' gender requirement**

Management committees and Board members must not exceed two thirds of one gender. The conservancy constitution must demand that a minimum of 30% are women or men, in fact a fairer balance than two thirds is a 50/50 ratio. If your existing conservancy constitution does not include this, we encourage you to amend it to comply with the law.

This balance can be attained through electing women or by co-option. Attempts must be made to ensure women get elected by creating awareness among the members but when this is not achieved, and taking care not to inflate numbers in the board, women may be be co-opted and assigned equal powers with those elected. Co-option will help 'normalise' women participation and with time, it will become accepted (see Box 2).

It is important to note that women co-opted into boards report experiencing intimidation from elected male board members who ignore their contribution, show no respect and occasionally remind them that they are co-opted not elected. The chair of the board must ensure women, whether elected or co-opted, are allowed to speak without being interrupted and may aid to ensure their points are well understood and considered.

Box 2: The experience from a co-opted woman

Mary was first co-opted as a conservancy board member, with the experience she learned from serving as a board member, she was later elected to the land management committee and again elected as chair of a women's group. She then served as a member of the County Wildlife Conservation and Compensation Committee (CWCCC) and a Community Forest Association (CFA) committee. Her experiences and lessons learnt a as an initial co-opted member propelled her into key leadership positions in her community.

Her advice to conservancy boards is ensure co-opted members have an opportunity to speak up, their voices are heard, respect guaranteed and they must be treated as among equals fo for them to exercise their skills.

2. Create a critical mass of women

Quotas and co-option are just two ways in which conservancies can ensure a 'critical mass' of women on boards or management committees, so that there are sufficient numbers of women present to enable a collective voice, active participation and influence. Women's proportional strength in numbers on committees and boards improves women's overall participation and effectiveness in governance. The more women there are on a committee, the more likely women are to attend meetings, to speak up at meetings, and to become office bearers.

3. Promote women's participation in Annual General Meetings

AGMs are the main forums for conservancy boards to receive members' views and approval on conservancy policies. They also serve as forums where board members are elected. Whilst women may attend AGMs, and make up the majority of attendees, they generally lack confidence and courage to speak out at such meetings due to pervasive cultural and gender norms that inhibit them from doing so. AGMs can also be 'politically charged', or held in far places over long hours, further inhibiting women's participation .

To ensure women attend and present their views in AGMs, the board and management should ensure the means of delivering the AGM notices reaches women in good time. AGM notices should be placed in strategic places where women frequent such as water points, shops, churches or be distributed by women in committees who are likely to reach women.

The time for the AGMs should consider women's work schedules and means of transport to allow women's participation. AGMs that start too early, take long hours or end late in the evening are not ideal. AGMs shouldn't restrict participation to just registered land owners; spouses and daughters should also be invited to attend.

KWCA's guidebook on conducting effective AGMs (2023) outlines strategies for conducting effective AGMs for the benefit of its members and partners.

4. Seeks women's input separately and/or outside of decision-making groups

Women will often remain silent in the presence of men but in a female-only group they are far more confident about voicing their opinions and aspirations. Even if the majority of meetings are in mixed groups, it is recommended that some women-only meetings are held to ensure and check that they are fully engaging.

Where a conservancy is deliberating on key decisions that impact women differently from men, women should be consulted outside of the normal meetings or AGMs, for example, a women only members education day, training event, or dialogue may be held, where women have a chance to deliberate on the matter before its tabled to the wider audience. Women may be given a chance to select one of their own to present their collective views to the broader meetings.

5. Build women's capacity

Women require and would benefit from additional support to facilitate their participation in leadership positions, as historical disparities and societal norms may have limited their opportunities for such role . The support may take the form of training, such as literacy, advocacy, leadership (see Box 3) and communication, or it could be through other support such as facilitating exchange visits to conservancies with active female members and leaders, moral support, encouragement, advisory, mentorship and coaching from other women with more experience.

Bringing women together to share their experiences and challenges and to learn from each other can be very valuable. When organising training or other support for women, it is important to consider the time constraints they may face, including work and

family commitments, and discuss options that work for them. This may also be achieved through establishing women forums at a conservancy, landscape, county or national levels.

Box 3: Women forums as *safe and empowering spaces* for women

Women's forums are being established at various levels in conservation and in other sectors to allow for capacity building of women. KWCA at the national level has established a National Conservancies Women's Forum, as a platform to empower women in conservancies to participate effectively in governance and management structures to influence conservation and development outcomes at the national, landscapes and conservancy levels. The forum consists of two female representative per landscape comprising of conservancy chairpersons, managers, rangers and landscape coordinators nominated from each of the 12 conservancy landscapes. KWCA gender officer and staff organise meetings for the forum members to improve coordination and networking on gender related activities, to promote best practices on women empowerment and gender equity and enable them to participate effectively in decision making, management and benefit sharing structures in conservancies.

In Northern Kenya, Maasai Mara, Amboseli, Baringo and Taita Taveta, landscape conservancy associations have further established their respective women forums and caucuses to enable women to network, share experiences and knowledge on gender issues, build their network, discuss strategies to address gender-based violence and advocate for women land rights and other issues of importance. These forums are a safe space for women to mentor other women including young women and to address sensitive issues.

Whilst some of the forums are still young, their value has been demonstrated for the participants at the individual levels and in catalysing collective action at national and landscape levels. For example, the Mara Conservancies Women's Forum has trained women on their role in land owners committees, leadership, advocacy and business enterprises. Improved capacity among the women has contributed to their meaningful participation in their conservancies.

Women's forums are not a replacement for promoting women's active and effective participation across all conservancy activities and structures, including boards and other committees, but effective spaces where gender and conservancy issues can be discussed in a formal and effective way. Members of these forums become gender champions in their conservancies and communities. It is important that male gender ambassadors are regularly invited to participate in women's forums.



Maasai Mara Conservancies Women Forum session at Mara Base offices in Narok County. Photo credit: KWCA



Landscape associations gender officers and team lioness ranger during a gender session at the Africa Protected Areas Congress in Kigali Rwanda. Photo credit: Maliasili

6. Work with men champions

Gender equality is best achieved when actions involve both women and men. Men who are supportive of women's participation can champion women's inclusion because as peers and role models, men can influence other men. The Conservancy chairperson and manager may identify such men and engage them to take more active actions in their role as ambassadors for gender equality.

7. Adapt monitoring assessment tools to encourage effective women participation

Once the gender balance is achieved in representation, it is important to consider the quality of women's participation. The monitoring sheet in (Annex 1) can be adopted and used to monitor effectiveness of women participation during meetings.

Broadly, reflecting on the following questions can help gauge effectiveness of women participation;

- Do women feel that they have an equal voice in decision-making, and that their opinions are respected?
- Are relationships between women and men respectful and equal?
- Is the culture of the board, including the codes of conduct/behaviour and the facilities provided, appropriate for women and men?
- Are time and resources being invested in ongoing gender training for men and women?
- Is gender-awareness of board members being monitored and showing increased awareness?
- Do decisions reflect and address the needs and views of both women and men?

If the answer to any of these questions is NO or NOT SURE, use the guidelines below on actions to take to address it. The action aims to promote social change, including challenging negative attitudes and stereotypes towards women as leaders (see section 4.1) on culture and social norms). It is recommended that a formal governance assessment be carried out using methods outlined in chapter 4.

8. Separately seek regular feedback from women and men

As women become more aware and more confident in expressing their views during board or committee meetings, they might still need a separate space on which their views can be aired and discussed. A women only or men only meeting may be considered if a sensitive issue is to be dealt with. The chairperson, manager or other staff of a conservancy may facilitate such a meeting and capture the views for tabling in the board meeting. It is necessary to ensure that women's views are heard through getting feedback from women in board separate meetings for men and women.



Chelaba Women Group from Kiborgoch Conservancy, Baringo County Showcase Papyrus Reeds products during a World Environment Day event in Baringo County. Photo credit: KWCA

3.1.3 Making conservancy meetings effective for women

This section outlines how a conservancy can ensure their meetings promote effective women's participation. The suggestions below are not exhaustive and conservancy leaders are encouraged to identify avenues of making meetings more facilitative for women

1. Ensure women timely receive meeting invitations

Women may miss to attend meetings because they are not aware or the invitation was not extended in ways they can access;

- Ensure adequate notice is given for meetings and other events
- Do not solely rely on men or husbands to relay the information back to women.
- Consider the specific information and communication needs of women (and other groups).
- Identify areas where women frequent and can easily access the information
- Ensure the notice is presented in the local language

2. Schedule meetings taking into account women's schedules and activities

Women and men may be busy at different times of the day. Discuss with both, but especially women, when is the best time for them for all events.[4]

- Plan project activities for the times of year and day when they are not so busy on other activities that are essential for their livelihoods and wellbeing
- If necessary, provide childcare during the meeting and especially if the meetings require staying out through the night
- Implement an activity multiple times to enable all groups and more people to participate.

3. Choose an appropriate location for events

There may be certain locations where women may feel more or less uncomfortable. When planning activities ask "Where are women most likely to feel at ease and safe? Can women get to and from the venue easily and safely? What provision can be made for childcare?"

Women may be less able to travel to events. Be aware of social norms that may prevent them from participating and seek input on appropriate ways to enable both women and men's participation (see section 4.1). Provide appropriate transportation or hold events closer for women.

4. Consider carefully who should facilitate a meeting

The choice of a facilitator will influence the extent to which different people feel comfortable and able to engage, or not, and how actively they engage. There is a need to consider the literacy levels of the conservancy members and ensure women effectively participate. The conservancy chairperson, and conservancy manager, as meeting chairpersons should always strive to ensure women participation and views are considered. Below are some suggested actions to facilitate meetings and encourage women participation;

- Use of local languages is encouraged
- Where translation into other languages is necessary ensure the translator is carefully selected and monitored to ensure no loss of meaning
- Where possible Inclusion of female conservancy staff and facilitators is encouraged to increase women's participation and men's appreciation of women's potential

4 There are some useful tools that can be used with groups of women and men to identify and confirm the times of year and time of day when both women and men are likely to be busiest and when best to schedule important events. See for example seasonal calendar and 24 hour calendar tools available at https://cms.fauna-flora.org/wp-content/uploads/2017/11/FFI_2013_Tools-for-participatory-approaches.zip or contact KWCA.

- Ensure that the facilitators seek the opinions of people who are quieter
- The meeting chairpersons should always strive to give women a chance to speak and should not be interrupted by words or gestures that may discourage their contribution
- In noting down the meeting proceedings, ensure the minutes taker records views of both women and men including where there are differences as their views guide the action plans.

5. Hold 'breakout' meetings prior or after the meeting

Hold smaller meetings before, during or after the larger ones so that women in particular can be more prepared, or afterwards so that they can reflect and discuss further.

- Women may feel more comfortable talking in smaller groups, and especially when only women are present
- Women's priorities and constraints may filter out better in smaller meetings where the agenda is focussed to the specific issue at hand
- Men may require a breakout to a men-only discussion to deliberate on issues where the presence of women may for any reason affect the discussion.
- Breakout groups may also be considered in larger meetings where women and men are given the opportunity to discuss issues in smaller single-sex groups.

6. Purposefully organise some meetings where women outnumber men

Since majority of conservancy meetings are male dominated, occasionally a meeting where women outnumber men may be held, especially in the form of a training or to deliberate on specific issues for the following reasons;

- Women will gradually gain confidence and get used to speaking in front of men.
- Male gender champions may also use such meetings to inspire women on their involvement in conservancy decision making
- Conservancy chairpersons, managers or partners may also engage women in these meetings when doing planning, monitoring and evaluations for gender projects.

7. Use 'activities' and 'methods' that do not involve reading or writing

Given that female education and literacy levels are often lower than those of men, it is often helpful to use innovative methods to facilitate dialogue between men and women such as;

- Use of familiar images, objects, drawings, games and role-play, among others that do not involve reading and writing, are effective in getting women's opinions in meetings
- Another idea is to pair women who can read and write with those who cannot. For example, younger women can be partnered with older women since they are more likely to be able to read and write and maybe more confident to voice their views.
- Use of games, drawings and other non spoken actions often result in men and women feeling more comfortable speaking out on issues. Technology can be deployed to make these methods effective.
- Training of staff, committee members and other conservancy groups in facilitation skills can be considered

8. Develop interesting ways to encourage women to speak in front of men

Be sensitive to the fact that women may feel uncomfortable or lack confidence speaking or voicing their opinion in a public forum, especially when men are talking and perhaps dominating the discussion.

Think of locally appropriate ways to encourage women to speak up, below are some suggestions;

- Have an object (e.g. a ball or a stick) that people hold when they have something to say and make sure that the object is passed around - people cannot speak unless they are holding the object.
- Agree 'rules' for the group including respecting and listening to what others have to say. Consider including a time limit during which one person can speak and use yellow cards (as in football) if an individual speaks for too long.
- Make decisions by physically marking an opinion or choice rather than speaking or raising a hand.
- Direct questions to women to seek their opinions e.g. "What do you think about this?"
- Ask people to write down their ideas (but beware of people who cannot write) rather than brainstorm as a group.
- Before the meeting ask sensitive/understanding men to encourage women to speak

9. Ask women what works for them

Perhaps the most important thing is to talk to women about what will work for them – when and where they would prefer meetings to be held, and how. As women gain confidence and as more men welcome their participation, the way in which meetings are held can perhaps change.

10. Monitor how women are participating

Being present does not mean that women are actively participating. It is important that they are able to speak and can influence decisions.

- It is useful to monitor who is participating at meetings and how this changes over time
- An example of monitoring is to get two participants to complete a monitoring sheet (Annex 1) during every meeting
- The results of monitoring should be presented for discussion and the lessons leant used to all participants at the end of the meeting.



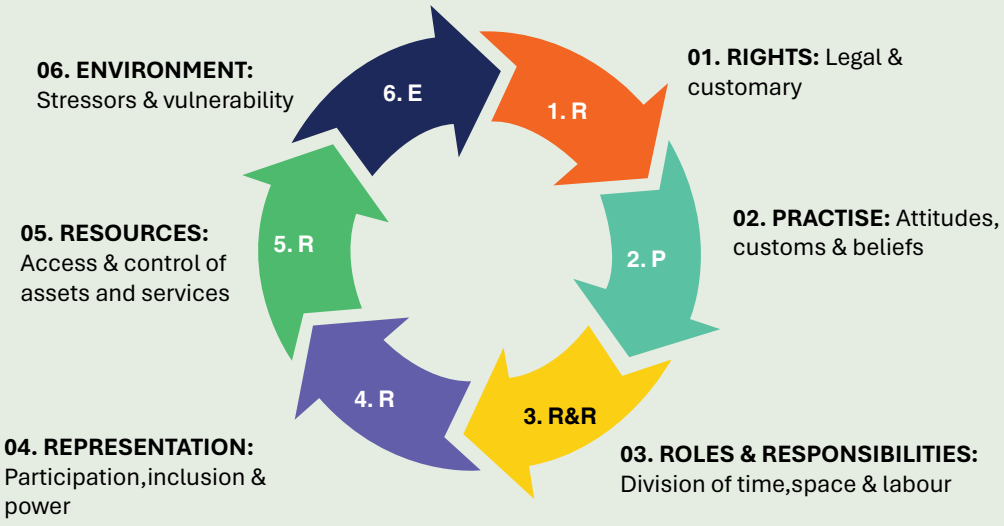
Kuresha Bile, a peace ambassador from the Northern Rangelands Trust in Isiolo County, shares her experiences as a woman engaged in conservation during the National Conservancies Women Forum meeting in Nairobi. Photo credit: USAID Kenya

3.1.4 Assessing Governance and Equity in Conservancies

A key element of monitoring how a conservancy is equitable is the inclusion of regular governance assessments. Various tools are available and should be adopted to assess governance and equity in Kenya's Conservancies. These are:

Gender Analysis

A gender analysis is a process of collecting and interpreting information to identify, understand and describe gender dynamics in a conservancy. It investigates the relevance of these dynamics on how women and men access resources, services, opportunities and benefits; how these dynamics are maintained (e.g., through cultural norms, beliefs, institutional systems and gaps); and how women and men challenge and transform existing inequalities. A gender analysis helps explore the influences and impacts of gender roles and norms on diverse people's lives at different levels: from the community to national-level levels.



International Union for Conservation of Nature (IUCN) gender analysis framework

Site-Level Assessment of Governance and Equity (SAGE)

SAGE is a useful tool for assessing governance and equity, developing a plan of action to address gaps identified and monitor improvement in progress on key indicators of success. A conservancy may request support from an independent partner to undertake a SAGE assessment. SAGE is a structured way of bringing different conservancy stakeholders together to reflect on governance and equity issues and propose ideas for action, including those that promote the full and effective participation of women. Users of SAGE report that the process has helped them to understand governance and equity and that the process has built trust and enabled community members, including women, to have a stronger voice. SAGE covers a broader scope of issues than GAPA and is lower cost.

SAGE link https://www.iied.org/assessing-social-impacts-governance-equity-conservation-sapa-gapa-or-sage

Governance Assessment for Protected and Conserved Areas (GAPA)

GAPA focuses on governance challenges and underlying causes but only on protected and conserved areas where actors are willing to explore sensitive governance issues. Its goal is to improve governance over time through the generation and implementation of ideas for action. It uses a combination of Key informant interviews and focus group discussions to identify governance strengths and challenges and ideas for action. GAPA is framed around 11 good governance principles, 9 of which are equity principles.

Social Assessment for Protected and Conserved Areas (SAPA)

SAPA provides an in depth understanding of the impacts of conservation (costs and benefits) on the well-being of women and men and how their well-being has changed over a certain period and the factors that have contributed to the change. It uses a multi-stakeholder process that enables protected and conserved areas stakeholders to work together to increase and more equitably share positive social impacts and reduce negative social impacts.

Box 4: What does gender-sensitive governance look like?[5]

Legitimacy and voice

- Women are included in governance processes either intentionally or unintentionally.
- A diverse range of women from different cultures, clans, age groups, education levels, and social status are included.
- Women and men have an equal voice: women, as well as men, are able to speak freely in meetings and discussions and their opinions are respected.

Accountability

- Women and men are included equally in all decision-making, not just on those issues that are seen to primarily affect them.
- Decisions are informed by gender issues and concerns.

Transparency

- Decision making processes are clear for all conservancy members, including women.
- Information is communicated to both men and women in an appropriate, timely and accessible way to enable transparency.

Equity

- Gender equity is a guiding principle for decisions, for example, ensuring women and men have equal access to resources.
- Decision making and opportunities are shared equally between women and men, and they are equally rewarded for their input.
- Women's right to equal voice and equal recognition are acknowledged and respected by all

5 For more on gender sensitive governance see https://gsdrc.org/topic-guides/gender/gender-and-governance/

3.2 Gender Equity in Conservancy Management

Conservancy management is a male dominated field often characterised by; long hours on the job, remote location of the conservancy office, ranger posts are far removed from family set ups and homes with a limited number of women in the field to offer mentorship and support.

Employment is one of the ways through which communities benefit from conservancies. Currently, across Kenya's conservancies male employees far outnumber female employees. KWCA figures show that women are largely excluded from casual work, that only 20% of conservancy camp/lodge employees are women.

Wildlife rangers play one of the largest roles in conservancy management yet this role remains largely male dominated, with only 270 female rangers out of 4,201 rangers.

6 % of rangers are female (up from only 3% in 2018). While this improvement is noted, the majority of conservancy staff are male.



Team Lioness Rangers, an all female ranger group operating in the Amboseli Landscape. photo credit: IFAW

3.2.1 Barriers to access employment of women in Conservancies

Several barriers hinder women from accessing job opportunities in conservancies.

1. Majority of conservancies are located in remote area of Kenya's rangelands, such areas are largely underserved by infrastructure limiting access to men and particularly women
2. The conservancies work require long travel in bushy, often dusty and rough where access of roads and presence of wildlife is considered a risk
3. Tasks undertaken by conservancy staff include rangers surveillance, infrastructure maintenance, radio communication, livestock management and some office work mainly undertaken by a manager, accountant and some human resource staff. Most of these jobs are considered to be more suitable for men.
4. Job opportunities in conservancies are shared by the male dominated committees and women interested in such jobs may therefore not access timely information to apply
5. Staff housing in majority of conservancies are located inside the conservancy, rooms are shared and often inadequate, lack clean water and access to health and education services and may not be conducive for raising children.



A female ranger at Reteti Elephant Sanctuary in Ngilai Conservancy, Samburu County. Photo credit: KWCA

3.2.2 Employing More Women

In compliance with the constitution and global best practices, conservancies should endeavour to recruit and retain more female employees at all levels and in all roles. Steps to do this can include

1. Reducing bias in hiring processes (such as using gender-neutral language in adverts and terms of reference, removing names from applications, aiming for 50% women on shortlists)
2. Ensure there are women in the interview panels
3. Ensuring fair and transparent payment and promotion procedures
4. Providing women-specific training opportunities (for example on women led enterprises)
5. Raising awareness to male staff on gender equality, supporting flexible working practices (such as flexible hours and remote working), and enabling parental leave for both women and men (maternity and paternity leave).
6. Building conservancy accommodation that provide separate spaces and facilities for women employees, child facilities, female washrooms, maternal rooms among others
7. Safeguarding policies and associated procedures can help to ensure that conservancies and landscape associations provide a safe working environment for all staff (refer to KWCA safeguarding guide for more issues to consider
8. The conservancy manager should be sensitive to safeguarding issues that may arise by placing a complaint box in an easily accessible place where reporters of abuse can file complaints privately.

Box 5: Safeguarding

Safeguarding is about protecting people, particularly those who are most vulnerable such as children or people living with disabilities, from abuse, exploitation or harm. This includes harm that may be caused by coming into contact with an organisation, as a result of the way its activities are designed and implemented or due to the conduct of its staff. A safeguarding policy outlines an organisation's safeguarding commitments, the responsibilities of staff, and procedures for reporting a safeguarding concern. It should be complemented by associated policies and guidance such as staff codes of conduct and anti-bullying and anti-harassment policies.

KWCA has recently developed its own safeguarding policy and has supported TTWCA to do the same, and is in the process of producing safeguarding guidance for conservancies and regional associations.



Isabella Mwangi of the Centre for Rights Education and Awareness (CREAW) during a sensitization meeting on safeguarding for Kasigau Conservancy board members and management. Photo Credit: KWCA

3.3 Gender Equity in Sharing Conservancy Benefits

An ultimate goal of a conservancy is to devise multiple ways of generating monetary and non monetary benefits to cover conservancy operations and create benefits to its members. Fair and equitable sharing of benefits is a key determinant on whether a conservancy attains support by members and conflicts are minimised. Men and women attach different values to different benefits. Its crucial that a conservancy benefit sharing model recognizes these differentiated interests and includes women's views in deciding how benefits are generated and shared.

Community conservancy governance structures have largely replicated traditional structures or replicated group ranch land ownership structures and benefit sharing models. In such models often men are winners and women tend to 'lose out'. A win-win benefit sharing plan that recognizes the differentiated interests of both men and women is a key pillar of conservancy success and long term sustainability.



An **ultimate goal** of a conservancy is to **devise multiple ways of generating monetary** and **non monetary benefits** to cover conservancy operations and create benefits to its members.

Key considerations in ensuring conservancy benefits are equitable include;

1. Conservancy decisions determine how the costs and benefits are distributed. Benefit sharing is not always fair and benefit sharing plans tend to prioritise men interests (such as lease fees)
2. Conservancies decisions around the location of, and rules around, core conservation areas, have left women unable to access important resources such as medicinal plants, firewood and construction and fencing materials.
3. It is important to understand the full range of benefits that conservancies provide, who receives them and how, and the different ways in which women and men benefit.
4. Women's and youth's perspectives may often be overlooked in decisions made during crisis, conflict and in response to crises such as conflicts, insecurity, droughts, floods and pandemics
5. Priority issues for women, such as reducing the time spent fetching fuelwood or water, are often not prioritised by decision on conservancy investments
6. Decisions on investing conservancies may be prioritised on men benefits such as lease fees than women's enterprise projects
7. Women are reported to favour communal benefits whereas men tend to favour individual monetary benefits. Attaining a balance is key
8. In the long term, increasing and improving the participation of women in conservancy governance and decision making will lead to more equitable benefit-sharing for all.

To narrow the gap between benefits accrued by men and women, it is necessary that conservancy decisions enable women centred enterprises that benefit women and youth. However this is best done after first ensuring existing benefits are fair.

Box 6: Women focussed enterprises to increase benefits targeting women

One of the ways in which women benefit from conservancies is through enterprises specifically designed for them. Women-led enterprises are best designed by women or in consultation with women. In selecting the enterprises, bear in mind women's time constraints. Such activities may include;

- Enterprises that improve energy saving (e.g. woodlots, water points, fuel efficient stoves) Such enterprises earn income while freeing time for women to engage in conservancy activities
- Training in leadership and business skills and other relevant training that enable women to engage in income generating activities
- Women's livestock groups encourage savings and growing investable capital
- Scaling of existing women enterprises increases benefits and participation of women in conservancy leadership and AGMs.

Whilst such initiatives are hugely valuable and should be supported, their limitations should be acknowledged. For example:

- Even if a project successfully supports women's economic empowerment it doesn't necessarily lead to their political or social empowerment.
- They often reinforce traditional gender roles (e.g. women doing handicrafts and cooking) tend to reinforce cooking as a women's role
- Broader gender roles and relations remain the same, with women in a disadvantaged position relative to men.
- Activities focusing on women don't tend to promote their participation in wider conservancy activities or decision making.
- Women's projects tend to be small and peripheral, women enterprises should not be limited to the small less profitable ones
- Its key to monitor how women-led enterprises are delivering outcomes, more income to women has been shown to increase gender based violence if not monitored and if men are not informed.
- Having some activities focusing on women does not mean that a conservancy is integrating gender. Such activities will have more impact if they are one part of a broader approach that aims to improve the participation of women in the core of a conservancy, Women-led enterprises are not a substitute to their participation in conservancy governance, it should be a value addition.



Bead works Project by NRT- Trading in Samburu County. Photo Credit: NRT



Mejuma a basket weaver from Kasigau Conservancy, Taita taveta County. Photo Credit: KWCA

Box 7: Women-led Octopus closures in Pate Conservancy

Lamu County is located in Kenya's north coast. In Pate Marine Community Conservancy (PMCC) the women spearheaded a successful conservation intervention to increase fishermen's Octopus catch. A women-led committee adopted zonation and co-management plans based on temporary octopus closures. Because of the biological characteristics of the species (fast growing and a short life span), the initiative has been successfully implemented with multiple benefits for both men and women. Since 2019 when the intervention was kickstarted a total of 868Kgs of octopus were caught in 4 days up from 186 Kgs after 4 month closure. With increased incomes from the sales, the fisherwomen purchased a piece of land and constructed an Early Child Education (ECD) school. With the school completed with additional funds from the County government, children from the neighbouring community have access to better education. The success of the intervention is being upscaled in the entire coast of Kenya.

Contributor: Hassan Yusuf, NRT Coast Coordinator.[6]



Shufa Dawami a fisherwomen from Shanga Ishakani Village in Pate Marine Community Conservancy during an octopus catch in Lamu county. Photo Credit: NRT Coast

6 For further information see https://www.nrt-kenya.org/news-2/2020/3/4/patience-pays-off

3.4 Sharing Information and Communication

It is important to ensure that both women and men are effectively informed about the conservancy and its activities, meetings and events and how gender issues are being addressed by the conservancy. It cannot be assumed that men, who have greater access to information generally, will pass information on to their wives or other female household members. Women's roles mean they are generally more focused in and around the household than men so they have less access to external sources of information. They also tend to have lower levels of literacy and may be less likely to read or be able to easily interpret or absorb written information.

In addition to the suggestions above, which enables information sharing and communication through women's active participation in meetings and discussions, consider the following actions.

1. Present the same information in different ways to different groups

Women may need information to be presented and disseminated in different formats or through different channels than men. The needs of different target groups (by sex, age, ethnicity and so on) must be considered when creating communication materials and channels. These will be specific to the context and the group.

2. Ensure that community representatives fully understand their role

It is vital that any community representatives understand their role and responsibilities, especially around representing and sharing information with different groups within their community. This is the case whether the role is formal (such as standing on a committee or board) or informally acting as a 'go-between' between conservancy staff and community members.

3. Seek feedback on community representatives

Seek feedback from women (and other vulnerable and marginalised groups) to ensure that they feel represented by the individuals who are representing them, and that information is being passed between them.



Penninah Taki, Chairperson of Maasai Mara Conservancies Women Forum sharing her experience during a USAID Visit in Naboisho Conservancy, Narok County. Photo credit: USAID Kenya

CHAPTER 4

4.0 Challenging Harmful Gender Norms

"We see again and again, when we remove the barriers that keep women from fully contributing to their communities, we creates a better world for everybody"

Samantha Powers, USAID Administrator

Culture shapes gender roles and is sometimes given as a reason for the way things are or an excuse for not addressing gender issues within conservancies. **Culture sets expectations about how women and men should behave, what they can do, and who they can be. But culture is not static, s**ocieties and cultures are constantly evolving, under the influence of both external and internal factors.

Societies and communities are diverse and some groups may promote cultural change whilst others will resist it. While it is important to be respectful of and sensitive to cultural aspirations of local communities, culture should not be used to justify or defend inequality. Promoting gender equality may often be seen as a western concept, but there are women and men in all countries and communities who are pushing for greater gender equality. It is a fact that *cultures change and are dynamic".*[7]

Culture is upheld by and influences social norms, including those relating to gender.

But what is meant by social and gender norms?

- **Social norms** are the unwritten rules in a culture or society that shape how people behave and how they expect other people to behave.
- **Gender norms** are social norms relating to the expected behaviors of women and men; they are learned early in life and we may not be aware that our behaviour is affected by them.
- **Examples of gender norms;** are the clear separation of roles of women and men, including decision making (which, within conservancies, is generally considered to be men's domain) and cooking and cleaning for the household (which is considered to be women's work).
- **Social and gender norms** are managed by unwritten 'sanctions', for example if a man does housework he may be teased by other men or if a woman is vocal during meetings she may be accused of being unwomanly.

7 https://blogs.african-writing.com/mukoma/2011/01/27/african-feminism-and-the-dilemma-of-class/

The following are some recommendations for promoting women's participation and gender equity in conservancies whilst challenging gender norms and being sensitive to culture.

- Consult with women and men to identify the key issues and barriers, including social and cultural practices, that inhibit women's participation. Explore with women and supportive men the possible ways to address them, including ideas for reducing any potential for backlash from other women and men.
- Gender is poorly understood and can be particularly sensitive, but it is possible to promote gender equity without referring to gender explicitly, for example by talking about and encouraging the participation of all groups within a community, gender equality can be achieved.
- Raise awareness of the ways in which women make use of natural resources and how their knowledge can positively contribute to improved management of the resources.
- Involve women in conflict resolution and peacekeeping, as mothers and wives, women have access to sensitive information held by husbands and sons and this can be useful in conflict resolution. Young men discuss matters of security, encroachment, poaching and so on with and in the presence of their mothers.
- Support men and women who are positive role models. Men who are making efforts to promote gender equality are champions who can influence women to pursue leadership opportunities and influence men to accept and value women as leaders.
- Encourage women to vie for elective conservancy board positions and employ female staff in various roles, including those that have traditionally been seen as men's roles. Ranger teams have been male dominated yet by engaging female rangers, performance is noted to improve and communication becomes more effective

The more women participate actively and effectively in conservancy activities, over time the gender norms constraining their participation will change. In this way, conservancies can indirectly contribute to challenging and changing gender norms.

KWCA has adopted CARE's Social Analysis and Action (SAA) model to challenge harmful and negative social norms and promote gender equity (**Box 8**), such methods are useful in bringing about personal transformation and gender positive systemic change.

The more women participate **actively** and **effectively** in conservancy activities, over time the gender norms constraining their participation will change.



Taita Taveta Conservancies Women Forum during an International Women's Day event. Photo credit: KWCA

Box 8: KWCA promoting change in gender norms through Social Analysis and Action

KWCA is currently implementing a project to promote gender equity and prevent gender-based violence, within its own operations, conservancies and landscape conservancy associations. Much of the project focuses on changing gender norms using an approach called Social Analysis and Action (SAA). The National Conservancies Council, KWCA staff, and board members and staff from Taita Taveta Wildlife Conservancies Association (TTWCA), have received training on SAA. KWCA is piloting this approach with TTWCA to support their development as a model of good practice on gender equity, for other landscape associations and conservancies to learn from.

Developed by CARE International, SAA is a facilitated process through which groups of women and men are supported to explore, reflect and challenge gender and social norms and practices that affect their own lives, communities and conservancies. During the SAA process, participants envision and plan how to promote positive alternatives to harmful social norms, collectively implement their plans, and reflect on and learn from their progress. KWCA is supporting Kasigau Conservancy, a member of TTWCA, to implement the SAA process.

Feedback from the training with KWCA and TTWCA staff and board has been positive. Participants discussed how deeply rooted their own attitudes and daily practices are, and how these influence decision-making at household, community and conservancy levels, often to the disadvantage of women. One of the participants shared "*I have learnt that in order to transform others, I have to start with myself*".



Eliza Mjomba an SAA community champion facilitating a reflective dialogue session in Jora Village in Kasigau Conservancy Taita, Taveta County. Photo credit: KWCA

4.1 Gender-Based Violence (GBV)

Gender-based Violence (GBV) affects individuals and communities all over the world. A broad definition of GBV is "violence that is directed at individuals based on their biological sex, gender identity, or perceived adherence to culturally-defined expectations of what it means to be a woman and man, girl and boy. It includes physical, sexual, and psychological abuse; threats; coercion; arbitrary deprivation of liberty; and economic deprivation, whether occurring in public or private (Bloom et al, 2014). GBV is any harm perpetrated against a person's will on the basis of gender and includes many different expressions of violence: it is not just the physical or sexual violence and abuse that we might think of as GBV.

GBV is the result of long standing discriminatory gender norms and it reinforces gender inequality within society. The harmful social norms, practices and beliefs that lead to women's marginalisation within conservancies are both perpetuated by and contribute to GBV.

The inequitable access and control of natural resources manifests as GBV primarily through social, institutional and economic exclusion. Interventions intended to promote women's economic empowerment can also unintentionally result in physical and psychological abuse; A gender assessment carried out in 2019 at Sera Conservancy by KWCA in partnership with Fauna & Flora International and the University College of London found that almost half of the women interviewed had experienced physical violence, verbal abuse, humiliation, and intimidation by their husbands due to their involvement in a women economic project.

Box 9: How does GBV in conservancies look like?

The following are some examples of GBV that have been observed or are thought to occur in Kenya's conservancies. These examples are not specific to conservancies and might be more or less present in different locations.

- **Economic:** Transactional or survival sex, denial and controlling of access to services and basic needs. Men tend to make decisions that benefit them economically, whereas women tend to make decisions that lead to wider benefits.
- **Institutional:** Abuse and discriminatory organisational operations, mandates, or culture. The exclusion of women from conservancy boards and other decision-making groups is not adequately addressed in conservancy procedures.
- **Physical:** Beating or abuse leading to harm, injury or death.
- **Psychological:** Intimidation, harassment, bullying, verbal aggression, constant humiliation, causing fear, stress, or shame. Women nominated to conservancy boards are often not taken seriously, and men who support women are teased by their peers.
- **Social**: Social discrimination and marginalisation, social norms with negative impacts. Social norms and cultural practices can normalise GBV (including women's exclusion from decision-making and harmful practices such as female genital mutilation).

GBV is relevant to conservancies not only because it exists within the communities that make up conservancy membership and live within and adjacent to conservancies, but also because GBV is used to determine how women and men access and have control over conservancy resources, including the natural resources within them that they may depend on for fulfilling their daily roles. We also need to take care that conservancy activities do not cause or contribute to GBV.

KWCA's GBV guidance for conservancies (2023) addresses 3 main approaches to addressing GBV; GBV risk mitigation, GBV prevention, and GBV response.

> ***Note:*** *Conservancy staff are not trained to and should not respond directly to individual cases of GBV. Instead, they should be aware that conservancy activities and decisions made could lead to GBV. Efforts should be made to prevent the risks of GBV by sensitizing staff on measures to take if they observe or become aware of cases of GBV and refrain from activities that cause harm to their beneficiaries.*

There are steps that conservancies can take to promote the prevention of GBV within their activities, including:

- Ensuring that a wide range of community and members, including women and other marginalised groups, participate in conservancy activities including decision-making and planning.
- Identify and make contact with organisations specialised on gender and GBV issues within your region to understand the type and prevalence of GBV and to seek advice on how conservancy activities could contribute to preventing GBV.
- Also seek their or KWCA advice on the development of some simple systems that you could put in place. For example;
    - Creating a referral list of available resources and services (both formal and informal) for women (and men) experiencing GBV, or finding and updating existing lists (from relevant government offices or groups working on GBV) so that staff can advise people on where to seek help if they witness or experience GBV.
    - Establishing a simple anonymous tracking system to document GBV incidences that staff hear about and observe. This will enable you to track whether any spikes in incidences are linked to your conservancy events or activities.
    - Developing a simple protocol and guidance so that staff know how to record and refer cases of GBV to the appropriate person or organisation, including a tip sheet of 'Dos and Don'ts'.

GBV is relevant to conservancies not only because it exists within the communities that make up conservancy membership and live within and adjacent to conservancies, but also because **GBV is used to determine how women and men access and have control over conservancy resources**

4.2 Working with men and women

"In order to achieve gender justice for all, we believe men and boys need to be part of the solution as allies to women's rights and other social justice movements. Equality is only possible if we work together.... We advocate for approaches that critically challenge and transform patriarchal gender norms and power inequalities across all levels of society."

Men Engage Alliance[8]

Gender is about both women and men. Working towards gender equality, and to increase and improve women's participation within conservancies, should therefore involve working with men as well as women. Men can affect women in many ways, both positively and negatively, including their choices, their freedom, their mobility outside the home, their ability to pursue opportunities, and their influence in decision making in the household, community and conservancy. decisions. Only by working with men and women can we bring about changes in attitudes, behaviour, roles and responsibilities. Men can play important roles such as partners, supporters, allies, champions for gender equality.

Why male engagement?

- **Achieving sustained changes:** Engaging with men and boys can contribute to sustained changes in reducing barriers women and girls face to improve their agency, addressing inequitable power relations, and changing unequal power dynamics and social structures.
- **Contributing to gender transformative change, gender equality, and women's empowerment:** Men and boys are key actors in gender transformation and can be allies for gender equality
- **Preventing and mitigating backlash and resistance:** Male engagement can mitigate negative reactions from solely focusing on women and girls. Also, it is often the best way to prevent or reduce harmful backlash or resistance to women's and girls' empowerment programmes.



A male engagement forum in Kiteghe Village, Taita Taveta County. Photo credit: KWCA

8 For information see https://menengage.org/ and https://menengage.org/country/kenya/

The following suggestions may help to engage both men and women;

- Beware of backlash or unexpected outcomes as a result of focusing certain activities on women or encouraging women's participation in decision-making. It is important that men don't feel 'left out' when activities are targeted at women. Make sure that men are informed about activities that focus only on women and occasionally invite them to participate, in a way that generates their support.
- Discuss with men, as well as with women, the ways in which women can be encouraged to participate and made to feel welcome in meetings and other activities and identify and support male 'champions' to promote women's participation.
- Create an environment of trust within meetings and discussions, with individual women or groups of women and between them and men, so that information is shared openly and honestly and actions to promote women's participation can be developed jointly.
- Talk to men and women about the importance of getting diverse opinions and participation and the potential waste of resources and knowledge if people (specifically women, and other marginalised groups) do not participate. Try and identify and emphasise areas of experience or knowledge that women have about specific topics and identify the benefits to both communities and households if women participate in conservancy activities.
- Make men and women aware of the relevant legislation and policies that conservancies should be upholding, such as the 'two thirds' constitutional gender requirement and the Community Land Act 2016. Ensure that all staff and members are aware of the legislation and policies and what it means for the conservancy.
- Understand the impact of women's changing roles on men, for example if they become more involved in decision making or if they earn an income. Men may fear that their wives will take over the role of household provider, no longer listen to men, or become disrespectful. It might be useful to engage men through male forums to understand the dynamic gender changes and roles for both men and women . Social norms affect men as well as women (Box 10) and influence how they think and behave.
- Have discussions about the way in which women are held to different standards than men. The failings of an individual woman will tend to be generalised to all women, whereas those of a man will be judged in relation to him as an individual.



Members of Kimgochoch Community Conservancy a member of Baringo County Conservancy Association and a tourism and wildlife user group in Tenges Forest, Baringo County Photo credit: BCCA

Box 10: Men engage for gender equality

Individual men may be supportive of women's participation and leadership but are often subjected to ridicule from their peers as they find themselves challenging widely accepted social norms. During discussions with men and women in community conservancies in northern Kenya, men said that when they supported or agreed with their wives they were teased or even abused by their male peers. They were perceived to have given way to women and accused of being weak or even being led by a woman in the way that women lead donkeys by a string tied through their nose. "Kumbung'a nkumeshin" (She holds you by the nose).

Multiple discussions were held on the relations between men and women and the different opportunities and challenges they face, and this gave these men and women the confidence to work together to promote gender equity. Some of the men said that they now felt more assured to talk about what are perceived to be 'women issues' and are able to respond when other men ask them "Itaa iyie ngoriei?" (Are you now a woman?).[9]

Some important points to remember

- Gender can be a particularly sensitive issue or poorly understood, but it is possible to work on gender without referring to it explicitly, for example by talking about it and encouraging the participation of all (marginalised) groups within a community.
- Working towards gender equality does not necessarily mean women participate in equal numbers or in exactly the same activities as men. Rather it is about a process that is fair to both women and men so that they can equally enjoy conservancy opportunities, resources and benefits. This means putting measures in place to address women's historical, social and cultural disadvantages. It also means understanding the different ways in which conservancy activities can and do impact women and men.
- It is important to recognise that encouraging women's participation requires extra effort in terms of time (and potentially other resources if, for example, support is needed for childcare or transport). Allow sufficient time and allocate sufficient resources to promote women's participation in conservancy activities.
- Try and create an environment of trust, both within meetings and discussions as well as with individual women or groups of women and between them and other participants. Remember that not all women have the same needs, knowledge or perspectives.
- The most important thing is to be responsive and flexible. Engage in continuous exploration and learning with women and men and adapt the suggestions in these guidelines, as well as your planned activities, based on experience and feedback.

9 For further information on this project see https://www.fauna-flora.org/news/be-bold-for-change-this-international-womens-day

A Quick Check List to Improve Women's Participation

The following are some of the common barriers that prevent women from participating in conservation and community meetings and activities. The specific barriers, and actions to overcome them, will be specific to the context (as well as the available resources, including funds) but the following are examples of some common barriers and risks with suggested actions that could be used or adapted to address them. The specific actions should be developed with women and men from the community or conservancy to ensure that they are workable.

Barriers	Suggested Actions
Lack of time/competing priorities	**Bear in Mind:** • Time of day/season women and men are more available and schedule activities for them • An activity may need to be implemented multiple times to accommodate all groups. • Provide child care during activities.
Inaccessibility/travel to activities is onerous	**Bear in Mind:** • To move activities closer to communities where you want to engage people. • To provide transportation (and even companions) to activities. • Cultural norms around overnight activities, and work with households to identify appropriate ways to allow for both women's and men's participation. • Compensate women and men for their time and travel.
Feeling uncomfortable about participating publicly in activities	**Bear in Mind:** • Conduct separate activities with women and men (with same-sex facilitators) so that they feel comfortable. • Provide a 'foundational' (introduction) workshop for individuals who have less background/experience on the subject so that they can be prepared and knowledgeable. • Encourage the facilitator to seek out opinions and contributions from quieter groups and individuals • Be explicit in invitations to participate that you value the contributions of all voices and hope to see a diversity of community members. For example, even in activities mostly led by men, include specific invitations to women and other members of the family. • Conduct activities in the local language.

Barriers	Suggested Actions
Limited access to information	**Bear in Mind:** • Create communication materials in languages (or with images) that everyone can understand. • Tailor messages for different groups through the most appropriate communication channels (radio, written, informal, community meeting, local forms of communication, etc.) depending on how each get or can more easily access information.
Activities do not address gender and social equity	**Bear in Mind:** • Seek basic gender training and follow-up trainings, particularly for staff members who interact with the community • Budget for gender activities and/or trainings • Consult with local women's organisations, youth groups, governmental entities, or conservation/development NGOs
Activities may increase work load (paid or unpaid) of a certain group	**Bear in Mind:** • Examine whether those with the increased workload are benefitting from the activities: If yes, be sure that participants perceive the benefits to outweigh the cost of extra work. If no, re-think your activities to make sure that nobody is harmed
Activities may increase possibility of gender based violence	**Bear in Mind:** • Have an honest conversation with participants (women and men) to determine whether there are methods of implementation that can eliminate this risk. • Seek out organisations and resources with this expertise.

This list was *adapted from Conservation International (2019) Guidelines for Integrating Gender and Social Equity into Conservation Programming*

References and additional resources

Many of the ideas and suggestions in this document are drawn from the following sources.

Conservation International (2019) *Guidelines for Integrating Gender and Social Equity into Conservation Programming*

Evans et al (2014) *Field guide to Adaptive Collaborative Management and improving women's participation* CIFOR

Fauna & Flora International (2020) *Integrating gender into projects – some practical guidance* (internal document)

Annex 1: Monitoring sheet for meetings

The following sheet[10] can be used or adapted to monitor:

- Who (women and men) is attending meetings
- Who is speaking up at meetings.
- Whether the person / people speaking are listened to.

If the participants allow, individual names can be recorded in the observations column (e.g. the names of individuals who spoke). The sheet should be completed by two different people during the meeting and the results compared. The results can also be shared with all participants at the end of the meeting to prompt a discussion around improving the participation of women (and others). The sheets or the results from completed sheets should be filed or recorded so that changes can be monitored over time.

	Women	Men	Observations
Number of people attending			
Number of people who express their opinion			
Number of people who propose something that is then agreed upon			

10 Monitoring sheet adapted from Evans et al (2014) *Field guide to Adaptive Collaborative Management and improving women's participation* CIFOR



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