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GENDER ASSESSMENT OF SUSTAINABLE CONSERVATION- ORIENTED ENTERPRISES: PRELIMINARY FINDINGS

GREATER ACCESS TO TRADE EXPANSION (GATE) PROJECT
UNDER THE WOMEN IN DEVELOPMENT IQC

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INTRODUCTION

This report documents the findings of the gender assessment team during its travel in Kenya from September 11 to October 2, 2007 to investigate gender constraints and gender integration opportunities in nature-based enterprises supported by the United States Agency for International Development (USAID) Mission in Kenya. This assignment is part of the Greater Access to Trade Expansion (GATE) project funded by USAID's office of Women in Development (WID) in the Economic Growth, Agriculture, and Trade (EGAT) Pillar Bureau in Washington, D.C., implemented by Development and Training Services, Inc. (dTS). It is a five-year project, now in its fourth year, currently managing activities in Albania, Bangladesh, the Dominican Republic, Kenya, Nigeria, Peru, and South Africa. GATE activities enhance existing USAID trade and economic growth activities by helping Missions to address gender considerations in their programming and implementation efforts. Building on a gender assessment, GATE works with a Mission to design a Country Action Plan (CAP). Using GATE resources from the WID office, the project assists the Mission to develop innovative and pragmatic economic growth and gender policies and programs that expand areas of opportunity and reduce adverse effects for poor women and men.

After an assessment visit to Kenya in October 2006, the GATE project developed an initial CAP and identified several tasks for the eighteen months following April 2006. The first task was to hold a three-day training workshop in September 2007 on integrating gender into USAID/Kenya's programs for agriculture, business, and the environment.*

Immediately following the workshop, dTS started its second task: to carry out a gender assessment of nature-based enterprises (NBE) for the Strategic Objective 5 (SO5) team. It is intended to provide a "map" of the range of business activities that comprise the category of what USAID has labeled "NBE"s. The study is one of several coordinated efforts by USAID to improve involvement of poor women and men, and to addresses gender inequalities in enterprises that rely on natural resources and are intended to have an impact on conservation efforts. USAID wants to increase the participation of women at all levels of these businesses, from producer, processor, marketer, wholesaler, and exporter, as lower levels of participation by women in the formal economic sector are recognized as a long-standing area of inequality. It also wants to identify and reduce other gender based inequalities affecting women or men. The study will identify gender-based constraints and opportunities in a range of enterprises, and provide recommendations for concrete ways of overcoming constraints and building on opportunities in existing projects or for the design of new ones.

This document reports on a gender assessment visit between September 11 and October 2, 2007. The GATE project team—Deborah Rubin (Cultural Practice LLC), Cristina Manfre (dTS), and Smita Malpani (dTS)—traveled to several USAID-funded project sites and also met with other donors, retailers, and nongovernmental organizations (NGOs) and community-based organizations (CBOs) to learn about gender aspects of conservation activities based on natural products and services. The report provides the findings of this first trip, but is limited to interviews with people and

* A report on the training workshop was prepared by Nancy Diamond and Cristina Manfre and is available by request to DTS (cmanfre@onlinedts.com).

projects in Nairobi and in and around Laikipia and Samburu District, a region of pastoral communities. The findings about the gender relations in these pastoral areas are likely to differ from those in other parts of Kenya among settled agriculturalists. The team will be returning for a second visit, to travel to other parts of Kenya, to test and refine the preliminary results presented in this report.

The team was accompanied by Beatrice Wamalwa to sites in and around Nanyuki and it benefited significantly from discussions with her on the substance of the interviews and data collected. The schedule of visits and short descriptions of organizations and projects are listed in Annexes 1 and 2. The team also received assistance from the USAID/Kenya Mission, who provided a vehicle and a driver for the up-country travel.

METHODOLOGY

Prior to arriving in Kenya, the team reviewed documents related to SO5 activities and more general literature on conservation and development programs. It also reviewed background material on gender relations in Kenya.

To guide and systematize the collection of information from this wide range of sources, several questionnaires were developed to use in meetings with project staff, project participants, retailers, tour or lodge operators, and other interviewees. Basic contact and background information about the organization or group was collected in all cases. After the first few interviews, an initial longer list of questions was shortened to a set of about six to eight questions that formed the core of the each interview. In addition, the team followed up on particular topics of interest as they emerged in each interview. The core questions addressed in each interview and discussed in this report included:

A. Nature-based enterprises

- What is your understanding of the term “nature-based enterprise”?
- What kind of partnership arrangements are represented in your project?
- What mechanisms are being considered for ensuring sustainable operations after the end of the project?

B. Gender issues

- What are some examples of benefits to women and men from association with this project?
- What are some examples of challenges and opportunities that women and men have experienced in this project?
- What changes in gender relations have taken place as a result of the project?

At the end of each interview, we also asked if the interviewees had any questions for the team. We followed the practice of “snowball” interviewing, to use each interview as an opportunity to link to other groups, and asked for suggestions of other people or organizations with which the team could meet. An overview of the types and number of organizations represented in the interview set is shown in Table 1.

Table 1: Overview of Groups Interviewed

Type	Number of Interviews
International Donor Organizations and Programs	4
Kenya National Government and Parastatal Organizations	3
Conservation-oriented NGOs	14
Business development and financial service organizations	3
Privately-owned businesses	
• Retail products	4
• Services	2
Total	28

“NATURE-BASED ENTERPRISES”

TYPES AND CHARACTERISTICS OF A “NATURE-BASED ENTERPRISE”

Kenya’s economy depends heavily on its natural resources in its agriculture, timber, and mining industries. Tourism is another key economic sector and that in turn depends on abundant wildlife and unspoiled landscapes and water bodies. To support the sustainable use of Kenya’s natural resources in existing businesses and in new enterprise development, USAID/Kenya’s SO5 is encouraging and supporting businesses that draw on a range of natural resource products and services to raise rural incomes, create jobs, and contribute to conservation efforts. The Mission website states that their focus is on “influencing change in the community behavior regarding natural resources by promoting favorable incentives to improve natural resources management (NRM).” Programs cover three initiative areas:

- improving community-based wildlife management,
- strengthening forestry and environmental management, and
- enhancing integrated coastal zone management.

The task of working through communities to achieve improved natural resource management led to this gender assessment; to ensure that both men and women in the communities were engaged not only in NRM activities but also in the community organizations that determine the parameters of community involvement and the scope and distribution of benefits from project partnerships.

Prior to the start of the first assessment trip to Kenya, the team reviewed existing documentation on the USAID/Kenya SO5 program, including reports of the Forest and Range Rehabilitation and Environmental Management (FORREMS) project, the Kenya Coastal Management Project (KCMP), and the Kenya Civil Society Strengthening Program (KCSSP) among others.

The first finding from the literature review was that the term in our scope of work (SOW), “nature-based enterprise,” was not formally defined in the documentation. It is not used at all, in that form, in the USAID/Kenya SO5 final strategy document or the SO5 PMP, both of which favor “nature-focused” business, and also refer to “wildlife” and “tourist” enterprises or businesses. Another document, the final report for the FORREMS activity in the Arabuko-Sokoke Forest, uses the term frequently, but never provides a definition, only examples of specific enterprises, which, as will be discussed below, cover a wide range of characteristics. The KCSSP study on the NRM business sector also uses the term “nature-based enterprise” but does not define it, although the study report mentions some defining characteristics and it lists examples of typical ventures.

The mid-term review of the Kenya Forestry and Coastal Management programs provides several key defining characteristics of a “sustainable nature-based enterprise.” It states that:

- [E]ach NBE should be evaluated in terms of its actual or projected performance relative to the following criteria:
- a. Contributes to biodiversity conservation;
 - b. Improves livelihoods of poor communities (especially those who live near biodiversity resources and/or use them);
 - c. Can be sustained by given date without outside subsidies and
 - d. Is replicable.¹

The team determined it needed to have a clearer statement of the definition of a nature-based enterprise in order to proceed with the assessment. To understand the partners’ views on nature-based enterprises, we asked the question at each interview, “**What is your understanding of the term “nature-based enterprise”?**”

The full range of possible NBEs extracted from the interviews is provided in the following list, covering a very wide and heterogeneous group of activities (in alphabetical order):

- agriculture
- aloe (harvesting from the wild) and aloe cultivation
- aloe planting for use in conservation when planted as hedging
- basket-making using fibers (palm fronds, grasses) collected from the wild
- “bio-prospecting” – utilizing nature to enhance industrial products
- butterflies, including sales of live butterflies, butterfly pupae, and a living “garden of butterflies”
- eco-tourism, including wildlife tourism – game drives and nature walks; adventure tourism – hikes, rock-climbing, river-rafting, bicycle treks; bed-night fees from lodging; employment in tourism facilities (lodges and game parks)
- environmental services, such as carbon-sequestration
- fishing
- gum arabic and other similar resins
- handicrafts – largely beadwork but also wood carvings, mats, and soapstone carvings
- honey (harvesting wild honey and honey from constructed hives for sale) and bee-keeping (apiculture)

- livestock fodder, e.g., collection of hay and leaves either grown or collected for large (cattle), small (sheep and goats), and tiny (butterflies and silk moths) livestock
- livestock herding, if efforts are made to improve breeding to reduce stress on or to improve the environment
- medicinal plants, including leaves from indigenous trees
- mushroom harvesting in the wild as well as farming of “wild” mushroom varieties
- plant oils, for use in cosmetics such as soaps, lotions, and perfumes
- sand harvesting
- seeds of indigenous plants and trees that have potential commercial use, either to plant in nurseries for propagating new plants or trees or for their value as seeds for oil, crafts, medicines, and other uses
- sericulture (silk moths)
- soaps and cosmetics made from natural ingredients
- timber-harvesting
- tree-planting, for conservation and for natural product harvesting, e.g., neem, chestnut oil, and tea-tree oil, the plants of which are planted as hedging
- wax, collected from beehives, either in the wild or from built hives
- wool spinning

The list reflects “community activities that tap into the natural environment,” as one interviewee described an NBE. But not all of these examples were accepted universally as representing NBEs. For example, several interviewees hesitated over whether it was appropriate to consider the cultivation of originally wild products as an NBE. Some argued that if the cultivation of wild or indigenous species, such as aloe, honey, and mushrooms, reduced pressure to harvest from the wild, the cultivation enterprise was also an NBE. Others argued that taking the production of the “natural” product into a formal stage, such as planting tree seedlings in nurseries, moved the enterprise into agriculture. In only one interview was agriculture itself included in the list, justified by its reliance on land and water (natural resources).

The team questioned the respondents about the defining characteristics they used in providing their examples. In response, several interviewees distinguished an “NBE” from a “conservation enterprise” or “conservation-oriented enterprise.” One respondent explicitly stated:

I don’t like the term “nature-based enterprise” and prefer “conservation enterprise.” By definition, [C]onservation enterprises must have a conservation impact. You could have an NBE without a conservation impact, but then we would not support it.

This link between an enterprise and its role in conservation was a defining criterion in most interviews. Several respondents agreed that a “nature-based enterprise” did not necessarily imply a sustainable or conservation-oriented one. Wild harvesting of indigenous products was clearly categorized as an NBE. But over-extraction of natural products harvested in the wild in order to earn income (e.g., aloe, mushrooms, palm fronds, timber) was used multiple times to point out that as the enterprise grows, the ecosystem on which it depends can become degraded or endangered. The emphasis

on “natural” in “NBE” seemed to work against an orientation towards biodiversity conservation, as many interviewees focused on the “naturalness” of the product or service rather than its value in promoting biodiversity. Hay collecting was offered as an example of an NBE, for example, although as currently conducted it is not related in any way to preserving other wild grasses.

Other examples further clarified the importance of habitat preservation to sustain the natural product extraction. In one example, expanding sales of a basket that used a single type of palm frond created a situation in which the trees that supplied the necessary leaves were being over-harvested, to a point that the trees’ health was endangered. Another example mentioned the unsustainable extraction of poles and trees from a forest area for use in furniture. As noted above, aloe, honey, and mushroom harvesting were also cited as responsible for eco-system destruction when carried to an extreme.

A slightly different emphasis was presented in discussions of eco-tourism. In these cases, there is no extraction of a product. Rather, the part of the enterprise that depends on nature, e.g., game drives, can exist in the short run without a conservation component. But wildlife tourism can be unsustainable if the community, on whose land a lodge is located, does not manage its lands in a sustainable manner, and wildlife moves elsewhere. Residents staying in its lodge have to travel farther distances to view game on others’ rangelands. Over the long term wildlife will move farther and farther away, and the unsustainable use of their former grazing lands end up “killing the goose that laid the golden egg.”

This situation already affects some of the National Parks and National Reserves. Most of Kenya’s wildlife migrates seasonally across lands far outside the boundaries of the parks and reserves. The parks and reserves for the most part, are not and cannot be fenced. Encroaching development, which blocks wildlife migration corridors outside of the preserves and destroys wildlife habitats, threatens their viability. In these situations, according to some respondents, an enterprise that encourages communities to maintain open space for the wildlife through tourism, handicrafts, and other activities such as cultural education and home-stays, is still essentially a “nature-based enterprise” since it substitutes for other income, such as from livestock herding, and allows the habitat to be available for tourism and wildlife. As one respondent explained, “You have to offset loss of access to assets [such as grazing areas] with new income from enterprises.”

In nearly every discussion on this topic, what was most important to people was the link between the character of an enterprise’s reliance on nature and its link to conservation, and in a very few cases, protection of biodiversity.

A second critical consideration was the scale of the enterprise. For several interviewees, the term “NBE” limited the enterprise to a small-scale operation, whether at the household level or at the community level. They expressed concern about the ability to scale up such enterprises, especially those dependent on the harvesting of natural products for sale with or without additional processing without compromising the ecosystem.

Many of the activities on the list above do not meet the criteria suggested in the mid-term review quoted above of contributing to biodiversity conservation, improving the livelihoods of poor communities, and being both replicable and sustainable.

The team developed the categorization shown in Chart 1 as a way to capture the diversity of examples and the defining criteria that emerged from the interviews. Types of enterprises are organized into four large categories, one of them with two sub-categories. This division is based on the character of the interaction between “nature” and the enterprise, the type of income generation, and the contribution to conservation built into the enterprise.

- **Cultivation-based enterprises**

In which seeds or insect larvae or young animals are harvested from wild sources (aloe, butterfly pupae, honey), but cultivated to maturity through a direct interaction with the owners of the enterprise and human labor in a controlled process.

- **Eco-tourism based enterprises**

In which, although changes are made to the environment by lodge and road construction, the fundamental character of the environment is conserved through careful resource management and to reduce human-wildlife conflict on those lands that are the basis on which the enterprise depends. Communities generally earn income from eco-tourism based enterprises through payments of land rent, bed-night fees, conservation feeds, employment, and/or related activities.

- 1) **Wildlife-based enterprises** – the enterprise is based on the tourist’s passive ability to view the wildlife, e.g., on game tours, but the enterprise owners (of the tour company, the lodge, etc.) do not directly control the wildlife’s migration or actions nor is the wildlife changed by the enterprise.

- 2) **Landscape-based enterprises** – the enterprise is based on the tourist’s passive ability to view the landscape and/or to interact with it through activities such as rock-climbing, rafting, biking, and hiking. The enterprise owners (e.g., tour company, the lodge, etc.) do not change the landscape.

- **Natural products-based enterprises**

In which natural products are harvested from the environment directly through the labor of the enterprise owner, often by several people or groups at the same time. Over-extraction can degrade the environment.

- **Culture-based enterprises**

In which cultural knowledge is the basis for the enterprise – bead work and other handicrafts, home stays, ethnic dancing and singing, ethnic food sales. The enterprise is not directly linked to nature (or it would be listed above), but the enterprise substitutes for the loss of income resulting from other conservation efforts (e.g., reduction in grazing of livestock or loss of grazing areas).

On the basis of the interviews, the team finds that the term “nature-based enterprise” is not fully associated with a conservation goal among USAID partners and project

participants. It would be clearer to use a terms such as “**sustainable conservation-oriented enterprise**” (SCOE) to emphasize both domains of the program goal: sustainable conservation and income generation.

PARTNERSHIP ARRANGEMENTS

To understand stakeholder roles and interactions in promoting enterprises drawing on natural products and services, the study team asked interviewees the question, “**What kinds of partnership arrangements are represented in your project?**” The responses illustrate diverse relationships between stakeholders. The study team also found that partnerships included both informal and formal agreements.

By studying the different partnership arrangements for ecotourism facilities, the team identified a continuum of ownership, management, and marketing relationships. The level of community autonomy and responsibility relative to that of the private investors varied, with each arrangement potentially holding different consequences for benefit distribution, conservation, and sustainability. The continuum has five main points, from total ownership, operation, and marketing of the ecotourism facility by a private investor, individual or company, at one end, to total ownership, operation, and marketing of the ecotourism facility by the a community or community-based association, such as a women’s group. Each type is described below in order of the decreasing involvement of the private investor and increasing responsibility of the community.

TYPE 1: PRIVATE INDIVIDUAL OR COMPANY OWNERSHIP, OPERATION, AND MARKETING OF THE TOURIST FACILITY

In this situation, community participation in ecotourism ventures is the lowest among the different models. In some cases, the tourist facility is located on private land and the lodge itself is also privately owned. In this case, revenues from the lodge are not shared with the local community. Since the community does not benefit from the ecotourism venture, it generally does not receive incentives for conservation from the lodge owners. This type of enterprise does not typically receive donor funding and is entirely sustained through revenues it generates.

In other cases, the private owner owns the tourist facility, but not the land on which it is located, and the community may receive some benefits from the private investor from the land rental or lease. The fee to lease the land may be a fixed amount or a portion of its profits. The lease fee from the lodge is usually paid to a community association, such as a group ranch.[†] In addition, the investor may make an attempt to hire unskilled labor from the local community. This relationship with the community is often touted by the owner in its marketing.

In this scenario, the investor’s payment to the community can be an incentive for it to conserve the land around the lodge. Although these lodges sometimes receive donor funding, they are primarily sustained through the revenues they generate.

[†] “A group ranch is a livestock production system or enterprise where a group of people jointly own freehold title to land, maintain agreed stocking levels and herd their livestock collectively which they own individually (Ministry of Agriculture, 1968). It is noteworthy that selection of members to a particular group ranch was based on kinship and traditional land rights.”
<http://www.fao.org/Wairdocs/ILRI/x5485E/x5485e0t.htm>

Chart 1: Sustainable Conservation-Oriented Enterprises (SCOE)

Type of Enterprise	Cultivation-based	Eco-tourism		Natural products-based	Culture-based
		Wildlife-based	Landscape-based		
Project Examples	<ul style="list-style-type: none"> • Aloe cultivation (LWF) • Apiculture • Hay baling 	<ul style="list-style-type: none"> • Wildlife tours • Nature walks • Community lodges (LWF, NMK) 	<ul style="list-style-type: none"> • Adventure tours (LWF) • Scenic tours (e.g., forests, lakes, waterfalls, kopjes, etc.) (LWF) • Star-gazing • Community lodges (LWF, NMK) 	<ul style="list-style-type: none"> • <i>Aloe seed harvesting</i> • <i>Wild aloe sap harvesting</i> • <i>Wild honey</i> • <i>Butterfly larvae (NMK)</i> • <i>Sand harvesting</i> • <i>Quarantine grazing in conservation areas (NMK)</i> 	<ul style="list-style-type: none"> • Bead and other handicrafts (NMK) • Home stays • Dancing and singing • Ethnic food sales
Contribution to Conservation	Cultivation decreases pressure for harvesting of wild product	Incentive to conserve or improve natural environment, particularly wild animals , to ensure sustainability of enterprise. Enterprises employ scouts to monitor and patrol wildlife areas. Communities are expected to shift livestock grazing away from core wildlife areas.	Incentive to conserve or improve natural environment to ensure sustainability of enterprise	There do not seem to be many formal arrangements for replenishment of the natural environment in the cases identified thus far. Over-extraction can harm the ecosystem.	No direct conservation component identified.
Contribution to Income Generation	Enterprise owners earn income from sales of cultivated product and byproducts	<ul style="list-style-type: none"> • Communities earn income from payments by private investors and employment at lodges, parks, and conservancies • Investors earn income from tourists visits 	<ul style="list-style-type: none"> • Communities earn income from payments by private investors and employment at lodges, parks, and conservancies • Investors earn income from tourists visits 	Enterprise owners earn income from direct sales of natural products harvested or extracted from the wild either to consumers, retailers, wholesalers, processors, or growers.	Enterprise owners earn income from direct sales to consumers, retailers, or to wholesalers

TYPE 2: COMMUNITY OWNERSHIP AND INVESTOR MANAGEMENT AND MARKETING OF THE TOURIST FACILITY

In this second model, a community owns a tourist facility and has an agreement with a private investor to manage and market it. These are sometimes relatively short-term agreements, but they can range up to twenty-five years. In many cases, the community receives donor funds to build the lodging structures. Typically, the investor pays a portion of the bed night and conservation fees to the community owner, often a group ranch, a conservancy, or another community association. These funds are used for the operating costs of the group ranch and conservancy as well as for community development projects. The community may also have informal agreements with the lodging management to provide cultural tours and to sell handicrafts to the tourists.

The ownership of the ecotourism facilities and the payments received from the enterprise do encourage the community to take up conservation activities, such as creating core conservancy areas or corridors for wildlife and restricting other nearby development. Long term private investor leases on community tourist facilities may encourage reinvestment in the facility, ensure some stability in the management of the facility, and foster partnerships between the community and private investor.

There are some drawbacks to long term private investors' leases, however. First, if the community is unhappy with the investor's management, it may have little recourse to find another investor. Second, long term leases do not enable the community to "graduate" through improved capacity from mere ownership to full management of the facility. Although private investors manage and market the facility, community owned lodges are still recipients of significant donor funding and may rely on others to broker relationships. Both of these issues are concerns for long term sustainability.

TYPE 3: COMMUNITY OWNERSHIP OF THE TOURIST FACILITY WITH JOINT COMMUNITY AND INVESTOR MANAGEMENT AND MARKETING

In this arrangement the community takes a more active role in managing the day to day operations of the lodge with guidance and inputs from the private investor. As in the previous case, the community receives benefits from the ecotourism enterprise and therefore has incentives for conservation. The primary difference is that joint management and marketing of an ecotourism facility also offers opportunities to build community capacity to successfully operate and market a lodge independently, thereby improving future benefits accrued to the community and incentives for conservation.

TYPE 4: COMMUNITY OWNERSHIP AND MANAGEMENT OF THE TOURIST FACILITY, WHICH IS MARKETED BY THE INVESTOR

In this case, the community has full control over the revenues it generates and is capable of operating the lodge independently. However, the community lacks access to tourist markets and relies on a private investor to make links to that market. In this scenario, the community receives larger benefits from the ecotourism enterprise and has a larger incentive for conservation. These facilities may be less dependent on a single private investor and more easily able to switch private investors to market the tourist facility. Therefore, local capacity to operate the lodge may contribute to its long term sustainability.

TYPE 5: COMMUNITY OWNERSHIP, MANAGEMENT, AND MARKETING OF THE TOURIST FACILITY

The final model relies on the community organization that owns the facility to also manage its operations and to market it. This model ensures that all the benefits of the ecotourism enterprise accrue to the community organization. It requires that the community have the ability to not only manage the facility, but to also promote the business. This is the ultimate goal for many of the communities that currently fit in the categories described above.

THE “STRATEGIC PARTNER”

Most donors engage NGOs or CBOs as “strategic partners” to mediate between the community and private investor in the three middle types described above. Since the community’s capacity to manage a partnership arrangement is often limited, the strategic partner helps to construct an agreement between the community and private investor that spells out benefit sharing and other agreements on the use of community labor and other resources. The agreements should clearly define the community ownership over the land and/or tourist facility to ensure that community assets are not co-opted. One donor routinely gives draft agreements to a business consultant and to a lawyer to ensure that the community is duly protected in the agreement. This draft agreement is then subject to the donor’s approval before it is finalized. If approved, the agreement is signed as a tripartite agreement between the community, private investor, and strategic partner.

The strategic partner is often responsible for monitoring the agreement both between the private investor and community. Although strategic partners are engaged to be “honest brokers” in negotiating an agreement between the community and investor, one interviewee felt that the community needed more of an advocate instead of an impartial mediator to protect its interests. Another interviewee stated that there is a perception that the communities have been exploited by ecotourism partnerships with investors, and that there is a need to refine the process of structuring and monitoring agreements.

Another responsibility of the strategic partner is to monitor agreements within the community over the distribution of benefits, to provide oversight, and to help promote more transparent decision-making about funds. The distribution of the money allocated to the community among group ranch members and institutions can vary, and is always only a portion of the proceeds of the enterprise. The investor typically shares a portion of the bed night and conservation fees with the community. However, the community may be unaware of the total revenue and profits generated by the tourist facility.

Some conservation NGOs may act as strategic partners when mediating between communities and private investors who wish to establish a tourist facility; however, they interact with the community and private investors in other ways as well. The assessment team met with two conservation NGOs that are membership organizations. Membership is open to a variety of stakeholders including community groups, private investors, special interest groups, and parastatal organizations. Typically, members pay membership dues to the conservation NGO, sometimes with specific rates for community or private sector members. These conservation NGOs provide technical support and assistance to local stakeholders to support conservation efforts. They also

work to promote livelihood strategies among local people that are sustainable and contribute to conservation. Activities include business development training, environmental education, and technical assistance for sustainable livestocking practices. In this way, the conservation NGOs assist their members in conservation efforts while also providing a platform that allows members to come together to discuss common concerns or to mediate differences. These NGOs can also act as an advocate for its members with district, regional, national and international audiences.

Community institutions such as forest and water user associations have recently been given strong legislative support in the new forest, water, and wildlife acts. Conservation NGOs work with these community institutions to strengthen their capacity for natural resource planning and management. In one case, the community groups form a larger network with progressively wider outreach while maintaining a grassroots base.

SUSTAINABILITY

In its initial briefing with the assessment team, the USAID/Kenya SO5 team highlighted the importance of understanding the sustainability of the developing enterprises in terms of the use of the natural resource on which the enterprise is based and the practices in place that contribute to commercial viability. To pursue this direction, the team asked the following question in its interviews: **“What mechanisms are being considered for ensuring sustainable operations after the end of the project?”** The team asked about both the sustainability of the environment (i.e., the conservation impact) as well as the sustainability of the enterprise.

This assessment revealed some potential mechanisms being considered for ensuring sustainable operations. However, further research is needed to be able to better understand these issues and their gender implications. This section reports on the kinds of mechanisms and practices that were leading to actions in this area.

A key issue for conservation-oriented enterprises is the sustainability of the natural resource on which the enterprise is based. Both access to and management of that resource is critical. The assessment revealed that in some cases, sustainability was achieved by changing the relationship with the natural resource from one of extraction to cultivation. It was argued that moving the production of the natural resource from the wild onto a farm relieved pressure on the natural resource. One project however admitted that despite this goal, they were not monitoring the resource to determine if the wild resource was being conserved.

Another organization mentioned that their work with conservation-oriented enterprises is now focusing more on the policies governing natural resource management. By focusing on the legalization and regulation of the use of particular resources, they were hoping to ensure access to the inputs on which communities were deriving their livelihoods. One project was already licensing traders to avoid over extraction of the resource. For another group, the issue of licensing and lack of clarity around the importance of licensing is creating a bottleneck for expansion of their enterprise.

The conservancies visited during this assessment currently rely on donor funds to cover the majority of their operation costs. In one case, the conservation and bed night fees collected from tourists supplemented donor funds. However in many cases, the tourism

fees only supported community development projects. Other membership organizations, such as NRT and LWF, also rely heavily on donor funds.

Enterprises are also largely dependent on the external support being provided directly or indirectly through projects. Many of the enterprises visited during the assessment trip rely heavily on donor funds or technical assistance that fund specific initiatives or facilitate links with partners that provide access to inputs and markets to overcome physical isolation, lack of capital and market information, among other constraints. Access to inputs and markets is mediated through tour operators, private investors, non-governmental organizations, donors, and individuals. The quality of the relationship between the community and the “marketer” or the supplier therefore becomes critical to the enterprise’s sustainability.

In one case, a project directly facilitated the relationship between the group and a supplier. While this has the potential to be a positive working relationship, it also can lock the group into a one-sided relationship because it is unfamiliar with alternatives and not knowledgeable about finding them.

In another case, inputs are provided by the project through a trading company that also facilitates access to markets for several groups. These groups act as a network of producers that supply the trading company with products to sell. The project itself is the mechanism for ensuring sustainability as it plays a critical role in providing market access and inputs to the producer groups. Therefore, when projects take on this function, it also becomes their responsibility to ensure sustainability for their own venture as well as that of their producers.

As mentioned previously, women-owned and community-owned lodges reported their interest in learning how to market their lodge on their own. Some eco-lodges have a web presence through which they can access tourists directly. However the extent to which the communities and groups themselves have access to and are able to use the web is not clear. As discussed in the previous section, lodges and associated cultural manyattas[‡] are often reliant on private investors, tour operators or other partners to access the tourism market.

Interviews with several craft retailers provide additional indications of mechanisms or business practices that have helped create sustainable enterprises. The retailers interviewed during this assessment have had a presence in the commercial crafts market for an average of 25 years. Highs and lows in their own business as well as in the commercial crafts and tourist market in Kenya have created opportunities and constraints to their businesses. Interviews with managers revealed several common business strategies that may have contributed to the sustainability of their businesses despite the heavy competition.

Each of the retailers diversified original product lines and markets. For example, a retailer that began in wools and sweaters has now expanded to include a variety of

[‡] Originally a Massai term for their villages, the word is now used more widely across East Africa to refer to the settlements of pastoral communities.

woven products. Another began selling maps and souvenir stationery is now selling a variety of locally produced crafts. Many of the enterprises have also changed their target markets. In one case, the enterprise has expanded to export markets and works through a number of foreign distributors. In another case, the enterprise is trying to complement its foreign activities by tapping into the local tourist market. Yet another explained that export markets were too competitive and followed a strategy of diversifying locally to target specific domestic niche markets.

One common constraint across most of these businesses is recognition that they can not remain competitive on the basis of price alone. The sector is highly competitive internationally and domestically as cheap reproductions from India and China are able to flood the market. Therefore some retailers differentiate their products by ensuring they are participating in fair trade organization or only source environmentally sustainable products. In this way they target conscientious consumers willing to pay a higher price for socially responsible and eco-friendly products.

The business relationship with suppliers was cited by many Nairobi-based retailers as a key feature of their business. For some businesses, this referred to the relationship with a network of artisans that supplied the crafts. Retailers developed relationships with artisans and producer groups who demonstrated skill in the production of specific crafts and the ability to create new products. Retailers provide important technical guidance and a market outlet for these artisans, while in turn the artisans' creativity and innovativeness permit the retailers to constantly provide new and competitive products. In another case, the enterprise established a network of local input suppliers.

There are gender constraints to consider in building sustainable businesses, some of which will be explained in the following section. However interviews revealed that projects see a need for engaging men in projects to ensure that they do not sabotage or harm the success of projects. Identifying ways of building strategic alliances with men, may contribute to the sustainability of conservation-oriented enterprises.

GENDER ISSUES

In this report, the team began with the understanding that gender, distinct from sex, refers to the way that each society defines appropriate roles and responsibilities for men and women. In addition, gender is relational in most societies, often oppositional, so that the beliefs about men and women are best understood when considered together. By contrast, sex is a universally recognized physical set of characteristics that do not change from one culture to another and can be recognized as independent and distinct from each other.

In carrying out this first phase of the gender assessment, the team presented this definition of gender in its interviews and elicited information about the experiences of both men and women participating in the various projects and organizational forms discussed. The team reiterated that gender was not simply about “women only”—and it was not simply about including more women in more projects, although that might be an appropriate and desirable goal in some situations. The purpose of the interviews was to

learn about areas of gender inequality that were inhibiting full participation of both men and women and that were also inhibiting the success of the enterprises themselves.

This approach to gender was welcomed by the interviewees, although several also noted that it was unusual in Kenya, where it has been more common for gender to be viewed as being only about women.

BENEFITS EMERGING FROM DEVELOPING ENTERPRISES

To understand the impact that projects have had on men and women's lives, the assessment team asked interviewees the question: "**What are some examples of benefits to women and men from association with this project**"? The responses demonstrate that the enterprises visited have broadly promoted positive changes for men, women, and communities. Some benefits were gender specific; others were acknowledged to be common to both men and women. Benefits ranged from measurable improvements in income generation and increased skills to more qualitative benefits such as perceived changes in decision-making and local empowerment and attitudes toward conservation.

Increased income is a major benefit reported by both men and women; however, both men and women reported increases in income from a variety of sources. For women, increases in individual income were often related to their participation in handicraft and culture-based enterprises, while men often benefited from employment opportunities in lodges and conservancies.

Although some women did report that they benefit from secure, stable employment, for the most part women living on group ranches earn incomes by making and selling handicrafts to tourists. Women, as well as youth, may also operate cultural manyattas where tourists can, after paying an entrance fee, see a demonstration of local singing and dancing as well as tour a local "living" village. Often these cultural manyattas are informally linked to conservancy lodges, so that guests staying at the lodges are guided to the manyattas, thereby improving women's access to the tourist market. In one case, women receive money from a lodge they own in addition to handicrafts they sell to lodge guests. One group also formed and operated a village store selling grain, sugar, and other household supplies such as kerosene and matches.

Women reported that they use their money to pay for school fees, to buy food, clothes, and cattle (mostly small livestock such as goats and sheep) and medicine. One women's group has also invested in livestock, purchasing steer to fatten and sell. In one group, some women reported that their earnings are used to pay debts or to open bank accounts with their husbands. Others observed that the additional income helps to mitigate risk and to handle emergencies.

Men, by contrast, have benefited from increased income through additional employment opportunities from the conservancies and lodges as scouts. Lodges predominantly hire men from the local community. Employment opportunities are not numerous. In a few cases, men also produce a limited number of handicrafts, particularly those that involve wood carving for clubs or walking sticks.

Building on men's roles as owners and managers of livestock, one organization has developed a pilot livestock program working with both group ranches and private conservancies to create green zones to trample unwanted grass species and provide manure to improve grazing conditions for both livestock and wildlife. The program aims to improve livestock meat safety and quality as well as provide a stable market for selling livestock commercially. The program rotates livestock grazing to maximize grass growth and provide better grazing conditions for wildlife. The livestock grazed and sold in this program bring in a greater return than other rangeland cattle. In this way, the livestock program contributes to both increased earnings and conservation impact.

Finally, interviewees cited that one benefit of conservancies and ecotourism ventures is the revenue that accrues to the group ranch. Private investors operating lodges on conservancies typically share a portion of bed night and conservation fees collected with the community. Conservancies also may get funding from adjacent reserves or parks and associated organizations for their conservation efforts, as in case of one conservancy who receives 1.5 million KSh each year to maintain and promote conservation efforts. Similarly, communities adjacent to a national park receive compensation for damage done to property by wildlife by an association formed to support and raise funds for the national park.

Enhanced capacity and business development skills are significant benefits that men and women receive from participating in programs based on natural products and services. In the enterprises visited, women have been trained on a range of income-generating activities from handicrafts, aloe growing and processing, to bee keeping. Communities also received training in a number of activities including ecotourism training, seed and seedling collection of aloe and tree species, collection of medicinal plants, mushroom farming, bee keeping, sustainable wood carving, butterfly farming, and aloe processing.

Some donors and the projects they fund also provide business development training for women. However, women working with several different enterprises reported that they would like additional business development training to better market, price, and expand future sales of their products.

Greater investments in communities are also being made as a result of income accruing to group ranches and conservancies. A percentage of the community share of revenues supports operational costs of the conservancies; another large portion is channeled into funding community development projects, such as payments school fees or bursaries and water supply projects. Occasionally, revenues are distributed directly to group ranch members, e.g., during drought or hardship periods.

Women also reinvest money from enterprises in their community. Benefits from one cultural village largely run and operated by women and youth was used to buy steers. These are owned communally and service the communities' livestock. In addition, revenue from this cultural village was pooled and used to fund a "merry-go-round" or revolving fund which was made available to members in turn.

Security also ranked high in importance for some pastoral communities in northern Kenya. Improved security has had multiple benefits, reducing poaching and cattle

rustling, increasing mobility for local communities, and allowing enforcement of rules governing grazing zones. Access to radios has also improved communications and security in more remote areas.

Some communities noted that their enterprises have improved the accessibility of their village. One village noted that a footbridge built between a national park and their community would, when completed, allow them to market their cultural village and crafts more easily. In another case, one remotely located women's group said that the conservancy's vehicle allowed them to access health care facilities.

Increased decision-making opportunities and authority have passed to communities as a result of participation in projects and policy changes in the management of natural resources. Many communities have benefited from the new forest and water acts by having greater control and decision-making over the use and management of local resources. As a result, some conservation organizations are implementing capacity building initiatives to support communities developing and implementing long term resource management plans. It should be noted, however, that due to the limited participation of women in decision-making positions, men often benefit disproportionately from these initiatives.

The devolution of decision-making also provides communities with the ability to better address their own development agenda. Using communal funds, communities invest in development projects or programs they identify as priority in the community. Because group ranch funds may be limited to group ranch members who are, in some cases, primarily men, one interviewee observed that decision-making processes for communal funds are not inclusive of women or the community as a whole. However, another interviewee said that, among the programs his organization funded, about 30 percent of committee chairs are women and that representation of women in decision-making is increasing. Another interviewee observed that the opportunities for women in decision-making are increasing.

Changed attitudes towards conservation have also been a benefit of projects. Respondents reported that their changes in attitude affected changes in their behavior. One group reported that they changed the way they harvest wood, and collect only dead wood instead of green wood. Another group reported that they do not kill wildlife or eat game meat anymore. Still another group working with aloe said that they saw now understood the benefits of aloe, and would stop anyone they saw from destroying aloe plants. Groups that had received training in more sustainable business practices for honey production or wood carving are reporting that they have adopted those techniques.

In some cases groups reported that conservation has resulted in real change. A women's group reported that wildlife is more plentiful and grass is better for grazing as a result of conservation efforts in their area. Similarly, another group said that they now see the benefits to their community from coexistence with wildlife.

GENDER CHALLENGES AND OPPORTUNITIES ASSOCIATED WITH CURRENT ENTERPRISES

To understand the scope of gender issues in SCOEs, the assessment team asked interviewees, “**What are some examples of challenges and opportunities that women and men have experienced in this project?**” This question elicited a wide range of answers from both men and women, revealing multiple challenges in increasing access to income and projects benefits and enhancing their participation in projects. Some challenges are common to men and women, although the degree of severity may be greater for men or women. Others are relevant only to women or to men. Constraints may also vary by the particular subsector of the enterprise (i.e., cultivation, wildlife, landscape, nature, or culture). This section offers examples of the major challenges and opportunities that women and men experience in the projects reviewed.

Lack of access to resources constrains both women and men in their ability to access the materials on which some enterprises are based: land, labor, natural products, inputs for processing or cultivation, and others. For women, access to land is often mediated through spouses, male relatives, or other community groups. Women may be granted user rights to land but do not always have full control over the activities and income derived from the use of the land. In some of the activities visited during the assessment, women are using donated or rented land for their enterprises. In these cases, the outcomes have been mixed. In one extreme case, women using land donated to them by the group ranch committee were forced to include men in their enterprise as it became profitable. Another case revealed that women were renting the land from members of the community, adding to production costs.

In the pastoralist communities, women also have limited ownership and control over livestock. Some women may own smaller livestock such as goats and sheep, but may still need the permission of their husband or a man to sell them; others have greater independence in their handling of the animals.

Men, especially younger men, also lack access to some resources. In some areas, land is held communally, so even for men, opportunities to initiate individually-owned land-based enterprises are restricted. The relatively low level of income which men derive from livestock also limits their ability to raise capital for other ventures.

Project implementers cite ownership as both a constraint for current activities and the future growth of enterprises. As women’s enterprises scale up, some project implementers explained that men often wish to be more involved in the activities and this can create lots of familial tension.

Lack access to markets and market information is a general constraint. Both women-owned or community-owned crafts enterprises and lodges reported marketing—a critical factor in the enterprise’s profitability—as a challenge. One group mentioned physical isolation a constraint. Some groups wanted to market on their own through a website or print material in addition to or instead of relying on private investors or partners, but expressed a need for training to learn how to market more effectively.

Low levels of education restrict the ability of both men and women not only to market but also to conduct other business. Low literacy levels also create challenges for communities managing lodges and developing partnerships with private investors. In

this case, “strategic partners” will work with the community to explain the agreement with the private investor and ensure the interests of the community and the private investor are represented. Women in pastoral communities expressed facing specific challenges because girls are forced to leave school early for marriage. In these cases, the challenges caused by women’s illiteracy are exacerbated by the early childbearing and domestic responsibilities, limiting later enterprise options.

By contrast, low levels of literacy were not presented as a constraint for women working in a Nairobi-based craft workshop. In this case, mixed groups of literate and illiterate women worked together and when necessary women with higher levels of literacy helped the less literate.

Lack of capital was perceived by women in many groups perceive as a challenge. Access to capital to purchase and transport raw materials was also identified as a key problem. In another situation, a women’s group noted that lack of capital to build a swimming pool limited their ability to increase the marketability of their lodge.

Interviews with donors and service providers confirmed that women entrepreneurs have difficulty accessing capital for their businesses. While groups have access to loans through K-REP and other microfinance institutions, individual women are underserved clients. As income-generating activities expand, access to capital may become a constraint for the growth of the business.

Training in business development skills were identified by most women’s groups as desirable to help their businesses. The types of training described included marketing, bookkeeping, and product diversification.

NRT noted that women needed assistance in time-management. The EPC Trade Development Program also identified financing, access to market info, pricing and costing, and packaging for export as constraints for women and men in the commercial crafts sector. Limited understanding of production costs and pricing is a constraint to successfully commercializing products. This was the case for one women-owned enterprises as well as an organization providing marketing assistance to women’s groups. Women reported that their current levels of enterprise-generated revenue were still not sufficient either to generate a profit at all or to generate profits sufficient to maintain their households.

Over-reliance on known networks by many enterprises visited for market access and/or inputs can cause problems. It can interrupt production when entrepreneurs cannot purchase inputs because their known source is delayed or it may reduce profits to the enterprise when the relationship between buyer and supplier is exploitative. For tourism-based activities, such as eco-lodges, cultural manyattas and handicrafts, men and women are dependent on tour operators and private investors. In one women’s group, the women’s inability to access inputs has created a monopsonistic relationship with their supplier and an overdependence on technical assistance and marketing from another individual. The limited networking ability of women is also highlighted in an ILO study on which the Growth-Oriented Women Enterprise program of the IFC is based.²

Limited livelihood options are experienced by both men and women. Women are disproportionately represented in culture-based activities such as beadwork, and traditional dancing and singing. These activities provide the main source of income and participation in projects for women. Some projects have established “cultural manyattas” where tourists can visit “traditional” villages. The cultural manyatta serves in part as a way of overcoming the challenge of accessing markets for women with time and mobility constraints. The manyatta provides women with the opportunity to sell their beadwork. In some cases women may own the cultural manyatta. Visitors pay entrance fees to visit the cultural manyatta. These activities, as well as other tourism-based enterprises are highly dependent on informal arrangements with tour operators and guides from lodges to bring tourists to the manyatta. Moreover, they are also dependent on a healthy national tourism sector.

The assessment revealed that women in conservancies are overwhelmingly engaged in beadwork as their primary income-generating activity. Both men and women perceive these activities as positive, building on something the women “already know.” At the same time, several interviewees commented on the fierce competition in commercial crafts both domestically and internationally. Moreover, one retailer commented that the shelf life for many new designs is only about six months before cheaper imitations and copies flood the market. Another remarked that there is increasingly greater competition from cheap imported crafts that undercut the local craft market. The Export Promotion Council also highlighted that intellectual property rights to protect designs and innovations are a challenge for the commercial craft groups with whom they work. These comments suggest that over the longer term the beadwork industry in particular will not be sufficiently robust to affect livelihood outcomes for women.

Men’s livelihood opportunities are also constrained. Herding and livestock-raising is the main livelihood for men in pastoral communities, but many said its returns are diminishing. Several project implementers and members of conservancies highlighted the decreasing ability of livestock to support the economy, especially in periods of drought, which are perceived as becoming more frequent and severe. Moreover, grazing lands have been reduced to establish “core conservation areas” in the conservancies, thereby increasing pressure on remaining land. Alternative income-generating activities, such as beadwork for women and eco-lodges for communities, are meant to offset the decreasing returns from livestock. Men, who continue to see their identity as linked to pastoral responsibilities, see few economic alternatives.

Time and mobility constraints for women in particular can create significant barriers to engaging and profiting from income-earning activities. Women need to combine their productive activities with their reproductive activities. Women in one conservancy collect firewood and water, a process that can take up to two hours of their day. In some pastoral communities, men are often absent from the home either herding, or, in the case of communities close to cities, seeking employment. As a result, some groups only convene once a week to work on their particular enterprise. Other producers can only dedicate short periods of time to their income-earning activities, such as beadwork, at throughout the day. It may take over a week for women in pastoral communities to construct eight small bead coasters that a Nairobi-based artisan can complete in one eight-hour day. The productivity of the community-based enterprises currently suffers

because of the burden of labor placed on women; in the future, it will significantly constrain the growth and sustainability of these enterprises.

Several women interviewed during the assessment reported living in remote communities often having to walk large distances, up to eight kilometers, to collect firewood and water. One women's group reported it was difficult for some of their members to come to market day and receive their wages. Women in several communities mentioned that access to a pickup truck helped relieve mobility constraints especially in terms of accessing medical care. The long distances, when combined with domestic responsibilities, can place disproportional limits on women's ability to participate in and engage community/group meetings and elections compared to men.

Institutional constraints affect women in particular in ways that limit their participation in governance and decision-making bodies such as group ranches, executive committees, and other associations. Group ranches are heavily male dominated spaces, and women and children are often unregistered members. Group ranch membership rights are not universally offered to men and to women. Women in many of the group ranches are not considered to be members unless they are also household heads. But in pastoral communities, women rarely become household heads as they are either said to be in the household of their fathers, their husbands, or their sons, depending on their point in their life-cycles. Marriage patterns that encourage early marriage (prior to age eighteen) and residence patterns that encourage brides to move to their husbands' fathers' lands also work against a woman's right to become a group ranch member. Some widows as heads of the households are able to register as group ranch members on some ranches. The membership criteria in some group ranches exclude women because they require the individual to be a household head or to be landowners. In one group ranch, four women serve as group ranch committee members and four women (two of which are the same) are represented on the conservancy committee.

Community members spoke about the norms on how men and women are meant to behave, e.g., that women do not speak in public. Women and men reported that women are excluded from decision-making roles. Despite women's inability to participate formally in the decision-making process in group ranches and councils of elders, men and women both revealed that women influence their husbands' decisions.

Perceptions and attitudes held by and about men and women also pose challenges to expanding opportunities for women and men. Within the pastoral communities, a few respondents explained that beadwork was appropriate for women because it is all they know. In one case, it was further explained that women did not know about agriculture.

Outside of the community, limiting stereotypes about appropriate gender roles were also occasionally and problematically presented by project staff and others in leadership roles. One interviewee stated that the production of honey required "a woman's touch" or was a poor person's activity. The declining participation of men in a beekeeping project in Namanga was explained by the belief that beekeeping and honey processing were not considered activities appropriate for men.

In the several eco-tourism activities, the assessment reveals that attitudes about appropriate gender roles are excluding women from formal employment created through the lodges and conservancies. Some partnership agreements between communities and private investors state that a percentage of jobs at the lodge will be provided for the community, but most of this work appears to be allocated to men, in part as a result of local attitudes about gender. In several conservancies, only men are employed as conservancy managers and scouts, while women were only hired as radio operators. Scout and guide work were seen as being “too dangerous” for women or “more appropriate” for men, although the team later learned that women do hold such jobs elsewhere in Kenya and in Tanzania.³ Similar explanations were given on women’s exclusion from one conservancy grazing committee, again despite women being grazing committee members in other conservancies.

In lodges, men, not women, get jobs as cooks and janitors. Fiesta Warinwa from AWF estimates that of employees at the Loisaba lodge, less than five percent are women from the community. Shifts in perceptions about limitations in gender roles can expand opportunities for expanding women’s formal employment opportunities in tourism.

Sometimes, these expressed perceptions and beliefs contrast with the reality of the particular situations. For example, one group informed the assessment team that men are considered in many communities as the primary breadwinner of the household and “women are supplementary.” However, the women in the group further explained that women are increasingly contributing to the household in productive ways.

On many occasions, women and men expressed that men are facing psychological challenges. In pastoral communities, men expressed feeling a greater burden of responsibility as the breadwinner. Women also believed that men were facing psychological challenges as primary breadwinners and because they were incurring debt. In several communities, men expressed feeling left out and asked why it was that donors only came to support women. They claimed they had no activities or groups for themselves. In pastoral communities, men suggested that more opportunities for increasing income from livestock being created.

Project implementers expressed similar concerns about the marginalization of and dissent among men. They viewed many of the problems and interference in women’s activities as a result of men’s disempowerment and suggested that men feel threatened by women’s activities. Project staff said it was important to get men’s approval for women to engage in activities to reduce the risk of men sabotaging projects.

There is no consensus about whether men and women should have joint or shared activities. Certainly in some cases, the women-focused activities have made men feel marginalized men, which have lead them to retaliate. Some women in one group suggested that men should have their own activities because there is little sharing of income. Yet in the same group, other women expressed the desire to team up with their husbands and pool capital because they are “partners.” Therefore there may be opportunities for creating strategic alliances with men in some projects. One example includes engaging men in woodcarving to complement women’s beadwork activities, which is being done in some projects.

Interviews with project implementers and communities, suggest that there exist opportunities for improving men and women's access to program benefits and income. Several have been suggested already. Additionally, as some projects are already doing, expanding income-generating activities in the area of plant-based collection/harvesting for essential oils, gums, and resins may provide alternative opportunities for both men and women in pastoral communities. Supporting the participation of women in group ranches would also enhance equity among men and women in decision-making bodies.

CHANGING GENDER RELATIONSHIPS

The team posed the following question to the interviewees: “**What changes in gender relations have taken place as a result of the project?**” The information gathered in the interviews revealed that gender relationships among men and women in the areas of Kenya visited are definitely changing in many ways that are clearly recognized by community members, government officials, and development practitioners. Some of these changes are being propelled by enterprise development activities that USAID and other donors and NGOs are supporting; others are part of contemporary Kenyan life. Although views differed about the rate, desirability, and consequences of the changes, there was general acknowledgement that there was no going back—even among the staunchest traditionalists.

Increased voice was reported as a result of various projects supported by USAID and other donors to engage women in enterprise development. A widely reported comment was that these projects encouraged women to become more active in the community and in public, and that men have become more accepting of their participation. Several interviewees mentioned that among the Samburu, Maasai and other pastoral groups, it was still commonplace to find women remaining silent in mixed groups of women and men or in front of outsiders, but that involvement with the project has both given a forum for women already predisposed to be strong leaders and it has encouraged others to speak up. The team learned that men's attitudes were changing as well. By seeing women's increasing ability to manage small businesses, men were growing to appreciate women's opinions, more frequently offering them as their own at meetings. Thus, while women are still constrained in their formal authority to speak out at mixed meetings, their views are increasingly being heard.

Another interviewee observed that the cultural manyattas provided a safe meeting space for women to come together and discuss issues of common concern, and provided them with a base of support. Another interviewee also observed that in some mixed groups, there is increasing dialogue and discussion between men and women.

Some of the projects had sponsored trips for visiting between groups, and these were praised for their ability to provide new visions and ideas for both men and women. One interviewee commented that exposure visits to different communities allow local people to observe viable gender roles that are different from their own customary roles.

It was also reported that younger women and girls, as a result of the larger changes among women in the community, are more able to resist early marriage and are permitted to refuse to marry.

Greater participation of women in community governance is also changing relationships. Although it is a slow and contested process (see below), and varies across the different communities—but it is occurring.

Chart 2: Gender Constraints and Opportunities

Type of Enterprise	Cultivation-based	Eco-tourism		Natural products-based	Culture-based
		Wildlife-based	Landscape-based		
<i>Gender Constraints</i> (Extent of constraint will vary by sub-category.)	Access to productive assets such as land, labor and capital.				
	Lack of market information and networks.				
	Low education levels and lack of business development skills.				
	Institutional constraints such as the limited involvement of women in membership or leadership in Group Ranches or other organizations.				
	Restrictions on time use and mobility.				
	Attitudes on appropriate gender roles and responsibilities.				
<i>Gender Integration Opportunities</i>	<ul style="list-style-type: none"> • Women working with small livestock; varied employment, including tour guides; plant-based collection/harvesting for essential oils, seeds/seed pods, revegetation of rangelands/agro-forestry. Greater involvement of women in Group Ranch Management. Women's dependency on the natural environment for household support provides an incentive for conservation. • Men working on crafts/carvings; varied employment in lodges; 				

In one community, although men continue to dominate some aspects of community governance, especially symbolically, women are said to be equal members of the group. All prospective members must be vetted by the group as a whole and must pay an entry fee. This could be more difficult for women and for youths, but if they are able to meet the entry requirements, women, young men, and even unmarried women are allowed to join. Women in fact, outnumber the men. A woman is the group treasurer.

In another community, a few women serve on both the group ranch board and the conservancy committee. In this case, the interviewee stated that once the woman was elected, she was considered to be equal to any other board member. In this community, women who are members are allowed to vote for board and committee officers. Women's participation is still restricted in certain ways, as they do not yet serve on key task committees such as the grazing committee. In general, women were increasingly becoming group ranch members and gradually moving into official leadership positions.

Kenyan legislation permits any person resident on a group ranch over the age of eighteen to become a registered group ranch member, or serve on a committee or board. In cases where membership lists are being regularly updated, more women are being registered.

Changing of Household Financial Responsibilities has also resulted in positive outcomes for women and men. In particular, there are four ways that project-based incomes are channeled back to women in the community, either as individuals or as group or household members:

1. Individual women's activities, such as beadwork;
2. Women's group activities, such as cultural manyattas, natural product processing and manufacturing, and lodging; and
3. Community-based enterprises that distribute shares to group ranch members;
4. Community-based enterprises that distribute funds to households and individuals for social benefits, such as scholarships, transport, medical services.

In the first situation, women reported that having their own income was an overwhelming positive outcome of the activity. As noted earlier, they use these funds primarily for household consumption (food and medicine) or for short-term investments in small livestock or longer-term investments in their childrens' education, for both boys and girls. In some communities, women reported having rights to sell the animals they raised for additional profit. Income from these sources was relatively small and not sufficient to meet household needs. In addition, time to work was constrained by other domestic responsibilities.

In the second situation, the amounts of income women received appeared to be larger than when they worked alone. One women's association reported receiving KShs. 1.7 million annually for the lodge it owned. Of the funds channeled to the women's association, one-third was given to the group ranch and the remainder was divided among the three women's groups that comprised the larger women's association. Within each group, some of the money went to purchase beads for the craft work and

some was divided among the individual women members. In addition, any proceeds from the sales of beadwork went directly back to the individual woman who had made the piece.

In the third situation, women who are registered group ranch members benefit from the distribution of proceeds from group ranch assets.

In the fourth situation, women also benefit from the income from group ranch enterprises, although they are less able to control the flow of this income or its use. They benefit as household members who receive some portion of proceeds through the share allocated to the household head. They may also receive income in the form of scholarships, for themselves or their children. They also benefit indirectly either in the form of social benefits such as transport, fees for medical costs, or from other investments in the community infrastructure, such as a well or a road or a new school.

Women reported that they liked having their own money, even when they had to give a portion of it to their husbands. Men acknowledged the increasing role that women played in supporting the household. Many men, who feel pressure from the heavy burden of having to provide for their families, are relieved at being able to share some of this burden with women and encourage them to participate in programs that enable women to earn income. It seemed that a small shift in gender relations was occurring as men accepted women's ability to earn money and to keep some of it for her own use, for her children or herself.

Increased expectations for children were also reported by both men and women. Probably the most hopeful change noted, women frequently commented on their desire for both their girls and their boys to have more opportunities than they themselves had, including to not to be limited to handicrafts, herding, and other local jobs, but to be able to build larger and more successful enterprises, "to run the lodges," to be teachers, managers, engineers, nurses, and doctors.

Men are also acknowledging the importance of educating both sons and daughters. This is reflected in the large portion of the community funds that are voted to support education scholarships. In addition, at least one younger man expressed a desire to marry a college-educated woman and that he would marry outside the community, if needed, to find one.

Some of the positive changes noted above in gender relations also have their negative side. Increased economic independence and voice have also led to backlashes against women and, in some cases, bad treatment of women by men.

Women's disproportionate responsibility for reproductive activities remains a challenge for their participation in income-generating activities. In all the group interviews, the women reported that their involvement in the project was permitted or tolerated or encouraged (depending on the individual relationship) only so long as she maintained her domestic responsibilities—cooking, cleaning, fetching water, and child care, or helping with other household-owned businesses. When time allocated to the project threatened these roles, women were encouraged or required to lower their involvement or even to drop out.

Unequal access and control of income continues to be a feature of gender relations. In one group, women were forced to hand over a portion of their earnings to the group ranch and leaders of the women's group who became seen as too demanding were replaced by group ranch leaders who were men with women who would be more favorable to their views.

Domestic abuse in the same group was acknowledged by women project participants. In that case, women were hit if they refused or were thought to be refusing to provide money from their businesses to their husbands.

KEY FINDINGS

The findings listed below are preliminary and based on interviews carried out in Nairobi and in and around Laikipia and Samburu Districts. The comments on gender relations are specific to the pastoral communities the team was able to visit, and may not reflect the consequences of projects among settled agriculturalists or coastal populations. As noted below, the next visit will explore these issues in other parts of Kenya and check the validity of the findings across different regions and ethnic groups.

• **Defining and managing the “nature-based enterprise”**

◇ **Types and characteristics of the “nature-based enterprise”**

- Interview data shows that the label “nature-based enterprise” is understood very broadly without a necessary link to environmental protection or biodiversity conservation.
- Five categories of enterprises that “tap into the natural environment” included one based on cultivation, eco-tourism (wildlife and landscape-related), extraction of natural products, and cultural knowledge.
- Different types of enterprises are associated with different types of gender challenges and opportunities.

◇ **Partnership arrangements**

- There are different models of partnership arrangements for ecotourism facilities that involve varying levels of community participation in ecotourism activities and community reliance on private investors.
- Conservation NGOs provide technical support and assistance to local stakeholders to support conservation efforts and advocate for its members with district, regional, national and international audiences.
- Strategic partners are key in mediating between communities and private investors wishing to set up a tourist facility. They help monitor and promote transparency of agreements among the community.

◇ **Sustainability**

- A key issue for conservation-oriented enterprises is the sustainability of the natural resource on which the enterprise is based. While in some cases the link between the enterprise and conservation is clear, not all enterprises had a measurable strategy for ensuring that the enterprise was degrading the natural resource on which it is based.
- The commercial viability of these enterprises is currently unclear in part because many continue to rely on donor funds and technical assistance. Donors are playing critical roles providing inputs, facilitating market access and linkages, supporting operational costs and training.
- Good business practices that contribute to sustainability include product and market differentiation and the creation of positive backward linkages with suppliers.

• **Gender Issues**

◇ **Benefits emerging from developing enterprises**

- Increased levels of individual income: Women earn more individual income through involvement in the projects. Some men have access to more salaried work through project activities.
- Increased levels of community income: Income flowing to the community from enterprises are used for school fees and for community development projects such as improving community water supplies and transport.
- Both men and women have received training in business development skills and capacity building for community based natural resource management institutions.

◇ **Gender challenges and opportunities associated with current enterprises**

- Both men and women face challenges in creating economically sustainable businesses. Although men and women may share some constraints, in some cases the degree of severity may be greater for men or women. Constraints may also vary by the particular subsector of the nature-based enterprise.
- Lack of mobility and market access, capacity and skills, capital and credit are challenges for both men and women in creating economically sustainable businesses. Women often have informal partnership arrangements among themselves and with tourist lodges and operators.
- Women-only focused activities appear to be creating marginalization of and dissent among men and tension between men and women over income and access to resources. Livestock, men's main livelihood, is providing lower economic returns to men than previously and they perceive a bias towards women in donor assistance.

◇ **Changing gender relationships**

- Gender relations are changing in project communities in part as a result of project activities and larger social change in contemporary Kenya.
- There are more positive than negative changes for women. Women's income and autonomy are increasing; they are contributing to the educational and medical costs of the children and families. They envision different futures for both daughters and sons to finish school and find salaried work. Negative changes for women include some backlash, primarily from spouses, if new activities are seen to take time away from expected domestic chores or if the new income is not shared.
- There are both positive and negative changes for men. Men benefit from women's income and increasingly acknowledge women's rights to participate in community government. Negative changes for men include challenges to their authority and legitimacy, e.g., to control all household income, to marry young girls, and to control women's movements and associations.

NEXT STEPS

In its second trip to Kenya, between 26 November and 12 December 2007, the GATE team proposes to look into the following issues:

- Identification of "best practice" partnership arrangements between private investors and community groups, with special emphasis on those that encourage increased participation and representation of women;
- Further investigation of the relative distribution of benefits between women and men from group enterprises' to community members, with emphasis on understanding the financial grounding of the activities;
- Further investigation of the role of the "Strategic partner," specifically the duration and scope of their responsibilities.
- Identifying types of support available, financing opportunities for expansion, and mechanisms for sustainability for men's, women's, and mixed-sex community group enterprises;
- Further investigation of market linkages for greater access to inputs for enterprises as well as sale of products; and
- Confirm or refine findings from the first portion of the assessment as documented in this report with USAID and partners.

On this second trip, the team also proposes to visit the coast as well as one other region of the country in which USAID-funded activities are located to enhance its understanding of the influence of regional and cultural variability on the gender dimensions of sustainable conservation-oriented enterprises.

ANNEX 1: SCHEDULE AND LOCATION OF SITE VISITS AND INTERVIEWS

September 5, 2007, Nairobi

Cristina Manfre, dTS, arrives in Nairobi to offer gender training workshop with USAID/Kenya

Tuesday, September 11, 2007, Nairobi

Deborah Rubin, Cultural Practice, LLC, and Smita Malpani, dTS, arrive in Nairobi

Wednesday, September 12, 2007, Nairobi

1. Team is introduced to USAID staff and partners attending gender training workshop to explain gender assessment of Nature-Based Enterprises.
2. Smita and Deborah held planning meeting at Holiday Inn, Nairobi.

Thursday, September 13, 2007, Nairobi

1. Team attended RSO briefing led by Jeremy Simms at USAID Embassy, Nairobi
2. Team meeting with SO5 team members at USAID/Kenya, Nairobi
 - Robert Buzzard, Team Leader, USAID
 - Beatrice Wamalwa, Development Assistance Assistant, USAID
3. Team meeting with data quality audit consultant
 - Joseph Mwangi, MSI
4. Visit to craft store to learn about market outlets at Blue Rhino, Village Market

Friday, September 14, 2007, Nairobi area

1. Meeting with Kenya Wildlife Service, Nairobi
 - Nelly Palmeris, Warden I, Nairobi National Park Headquarters
2. Meeting with Omarkao Cultural Group, a Maasai Cultural Community bordering Nairobi National Park, near Athi Town

Saturday, September 15, 2007, Karen

Visit to Kazuri Beads, Karen, Interviews with Raymond Goes, General Manager, and John Kimani, General Supervisor

Sunday, September 16, 2007, Nairobi

Visit to craft store to learn about market outlets at Banana Box, Sarit Center

Monday, September 17, 2007, Drive to Nanyuki and Isiolo

Team joined by Beatrice Wamalwa, USAID/SO5, and Anthony Nginya, USAID Driver

1. Meeting with staff at Northern Rangeland Trust Headquarters at Lewa Wildlife Conservancy
 - Celina Butali, NRT, Project Coordinator, Enterprise and Product Development Officer
 - Matt Rice, NRT, Director of Operations
 - Caroline Karwitha, NRT, Livestock Program Manager
2. Meeting with Kalama Group Ranch
 - John Lemasa, Community Manager
 - Ronte Lemaramba, Grazing Committee Chairperson
 - Peter Leshekwet, Manager, Kalama Group Ranch
 - Agnes Lakomet, NRT, Enterprise and Business Development Assistant
 - Women of the Kalama Group Ranch Women's Group

Tuesday, September 18, 2007

1. Meeting with staff at the Laikipia Wildlife Forum Headquarters, Nanyuki
 - Dr. Anthony King, Director
 - Dr. Delphine Malleret-King, M&E Officer

- Josphat Musyimi, Community Conservation Officer
 Philipa Bengough, Tourism Development Officer
2. Meeting with Oln Gaboli Group Ranch Women's Group
 3. Attended Unit Meeting of Laikipia Wildlife Fund
 John Elias, Co-Director, Regenesis and Executive Director, Kijabe Trust; Wasingiro Unit Director,
 Hudson Meshami, Chairman, Naibunga Conservancy Trust
 Petro Ole Santa, Chief Executive Officer, Naibunga Conservancy Trust
 Julius Ole Mamaio, Vice Chairman, Naibunga Group Ranch
 Henry Naiputari, Chairman, Koija Group Ranch
 Rose, Representative from Marapusi Group Ranch
 4. Meeting with Anthony King, Director, Laikipia Wildlife Forum

Wednesday, September 19, 2007

1. Maria Dodds, Laikipia Aloe and Succulent Nursery, Rumuruti
2. Meeting with Rumuruti Women's Group, Aloe Cosmetics, Rumuruti

Thursday, September 20, 2007

1. Introduction to Nick Miller, Rift Valley Adventures (Private Partner in Oln Gaboli Group Ranch)
2. Celina Butali, NRT, Project Coordinator, Enterprise and Product Development Officer
 Agnes Lakomet, NRT, Enterprise and Business Development Assistant
3. Meeting with West Gate Conservancy
 Paul Lolmingani, Manager, West Gate Conservancy
 Village Women's Group Members

Friday, September 21, 2007, Nairobi

1. Meeting with staff at World AgroForestry Center (ICRAF) headquarters, Nairobi
 Dr. Dennis Garrity, Director General
 Emily Nwankwo, Gender and Diversity Program
 Lucy Muchoki, Natural Products Specialist, "Naturally African" Project Officer
 Dr. Frank Place, Economist and Leader of Land and People Theme
 Dr. Helga Recke, Consultant, Women in Science, Gender and Diversity Program
2. Meeting with Washington Ayiemba, Project Manager, Nature Kenya, National Museums
3. Meeting with staff at Greenbelt Movement (GBM)
 Murithi Kaburi, Project Officer, Greenbelt Safaris
 Jane Karuga, Assistant Project Officer/Administration

Saturday, September 22, 2007, Nairobi

1. Meeting with WOCAN members
 Jeannette Gurung, Director, WOCAN
 Martha Hirpa, Heifer International, WOCAN Board Member

Sunday, September 23, 2007, Nairobi
 Team meetings

Monday, September 24, 2007, Nairobi

1. Meeting with staff at Gatsby Trust Headquarters
 Constantine Kandie, Chief Executive
 Thomas Were, Head, Policy, Fair Trade and Consultancy
2. Meeting at European Union, Community Environment Facility, Joseph Ruhui, Programme Manager
3. Meeting with Growth Oriented Women Enterprises (GOWE), IFC, Mary Njoroge, Program Manager

Tuesday, September 25, 2007

1. Meeting with staff at Export Promotion Council
 Julius Korir, Manager, Export Market Development
 Mary Kiai, BDS Trainer and Administration
 Rebecca Mpaayei Saruni, Assistant Manager, Trade, Supply Chain Development

2. Debrief meeting with USAID/Kenya ABEO staff
Allen Fleming, ABEO Chief
Beatrice Wamalwa
Charles Oluchina, Project Management Specialist
Lisa Whitley, Department of State
Magda Tsegaye, Emergency Program Coordinator
3. Meeting with PACT staff
Steven Sharp, Chief Of Party
Elizabeth Matioli, Business Development Services Coordinator
Irene Gathinji, Kenya Civil Society Strengthening Program
4. Meeting with National Commission on Gender and Development, Dr. Jacinta Muteshi, Chairperson

Wednesday, September 26, 2007

1. Meeting with KEFRI, Joram Kagombe, Senior Research Officer
2. Meeting with KREP Bank
Benson Kimithi, Product Development Manager
Willis Nalwenge
3. Meeting with African Wildlife Foundation, Fiesta Warinwa, Director, Samburu Heartland Program

Deborah Rubin departed Nairobi for Washington, D.C.

Thursday, September 27, 2007

1. Meeting with IUCN
Alice Kaudia, Regional Director
Kelly West, Regional Programme Co-ordinator for Eastern Africa
2. Tour of African Heritage Design Company factory
Beatrice Kimiti, Production
Rebecca Nduta, Receptionist
3. Meeting with African Heritage Design Company director, Makena Mwiraria, Director
4. Meeting with Practical Action staff
Willie Tuimising, Team Leader, Reducing Vulnerability Programme
Eric Kisiagani, Project Officer, Climate Change
Marianne Dangana, Program Officer

Friday, September 28, 2007

1. Meeting with Conservation Corporation Africa, Theresa Pereira, General Manager
2. Meeting with UNDP GEF Small Grants Programme, Nancy Chege, National Coordinator
3. Meeting with Blue Rhino, Catherine Mburu, Manager

Cristina Manfre departed Nairobi for Washington, D.C.

Monday, October 1, 2007

1. Meeting with Spinner's Web, Goodie Davies, Manager
2. Meeting with Banana Box, Stephen Katingima, General Manager

Tuesday, October 2, 2007

1. Meeting with Let's Go/ UNIGLOBE Travel, Alan Dixson, Managing Director

Smita Malpani departed Nairobi for Washington, D.C.

ANNEX 2: DESCRIPTIONS OF PROJECTS AND ORGANIZATIONS VISITED, SEPTEMBER 11 TO OCTOBER 2, 2007 (IN ALPHABETICAL ORDER)

African Heritage Design Company (ADHC) was established in 1978, but came under new management in 2003. The company supplies handmade crafts, textiles, and jewelry to a range of clientele from local individuals to large retail chains abroad. Its largest clients are T.J. Maxx and Target, two US-based firms. In addition, ADHC supplies to Azot, a France-based retailer. ADHC is an export oriented company, with seventy percent of sales coming from exported products. In addition to Nairobi, ADHC has an office in Kisii that focuses on soapstone work. ADHC strengths are in soapstone and home décor products, although the company works with a supplier to create a broad range of products which can be custom made. ADHC also runs a factory that produces wood carvings, beadwork, jewelry, textiles and prints, pottery, leatherwork, soapstone work, and a range of high quality crafts. Address: P.O. Box 986 – 00502, Nairobi, Kenya. Tel: +254 20 890528/ 530055; Email: ahdco@wanachi.com.

The **African Wildlife Foundation (AWF)** was legally established in 1961. Since then, it has become a leading international conservation organization focused solely on Africa. AWF approaches its work at the “landscape” level to implement a variety of efforts that conserve land, protect species, and empower people. In 1998, AWF began work on its African Heartland Program to focus on eight large landscapes spanning eleven countries that are critical to biodiversity. In these heartlands, AWF focuses livelihood and conservation through support to protected areas; conservation business ventures; research on endangered species; education and training; and policy. AWF is currently engaged in conservation enterprise ventures across all eight African Heartlands. In Kenya, AWF works in the Samburu and Kilimanjaro regions and has been instrumental in supporting ecotourism ventures such as The Sanctuary at Ol Lentille in Laikipia district. Address: Britak Centre, Mara Ragati Road, P.O. Box 48177, 00100, Nairobi, Kenya. Tel: +254 20 2710367; Email: africanwildlife@awfke.org; Web: www.awf.org

The **Banana Box Company** began about 15 years ago as an independent trading company showcasing the work of Kenyan artisans and craftspeople. Banana Box buys directly from small scale Kenyan and other artisans to promote fair trade practices. In addition, Banana Box is committed to using recycled materials in its products. It strives to promote environmentally friendly harvesting and processing techniques use in production of its products. Banana Box supplies products to lodges, hotel, and other tourist destinations in Kenya and East Africa. The company also exports its products to the US and Europe. Exports make up about thirty percent of Banana Box's business, and are growing at a faster rate than its business supplying the local market. Address: Banana Box Company, Sarit Centre, Westlands, P.O. Box 417 – 00606, Nairobi, Kenya. Tel: +254 20 3743390/ 3753745; Email: bananabox@wanachi.com; Web: www.bananaboxcrafts.com

Blue Rhino is a gift shop that works directly with craftspeople and artisans to design, produce, and market a range of unique and high quality crafts. Blue Rhino began by producing artistically rendered “Maps of Kenya” and has now branched out into supplying products made of wood, metal, glass, clay, leather and other materials. Blue Rhino works with local artisans, most of who are based in Nairobi, to design innovative, environmentally friendly, high quality products. Blue Rhino operates two outlets in Nairobi and supplies its products to other Nairobi-based gift shops, hotels, lodges, and outlets in Tanzania and Uganda. Address: P.O. Box 253 – 00603, Nairobi, Kenya. Tel: +254 20 4446261/ 4448448; Email: bluerhino@africaonline.co.ke; Web: www.BlueRhinoGifts.com

Community Environmental Facility (CEF) is one of two key programs implemented under the **Community Development Trust Fund** is a joint **Government of Kenya** and **European Commission** Poverty Alleviation Programme. The CEF started in 2006 and will run through 2010, following on the Biodiversity Conservation Program. The program works through local Kenyan CBO, reviewing and then funding local proposals in four main topic areas: working in major water catchment areas, dry areas with remnant forest, high-potential agricultural areas; and arid or semi-arid areas livestock raising areas that are highly susceptible to environmental degradation. The goal of the program is to reduce poverty

through local development efforts that address environmental issues. Address: Josem Trust House, 1st floor, Bunyala/Masaba Road, P.O. Box 62199-00200, Nairobi, Kenya. Tel: +254 (0) 20 2727799; Email: cef@cdtfkenya.org; Web: <http://www.cdtfkenya.org/cef.asp>

Conservation Corporation Africa (CC Africa) is both a lodge-owning and tour-operating company that is headquartered in South Africa. In Kenya, CC Africa operates a lodge and tented camp near Maasai Mara at Kichwa Tembo, a private conservancy. CC Africa shares a portion of its bed revenue from the lodge with the local community. Guests staying at these sites have the opportunity to visit a nearby Maasai cultural village run by the community. Address: Msapo Close, Off Parklands Road, P.O. Box 74957 – 00200, Nairobi, Kenya. Tel: +254 20 3750780/ 3750468; Web: www.ccafrica.com

Growth Oriented Women Enterprises (GOWE) Kenya Program, a program of the **International Finance Corporation**, the **International Labour Organization**, and financed by the **African Development Bank**. This program started in 2007 in Kenya and is now expanding into Cameroon. GOWE provides a partial loan guarantee in a program that links loans and business development services for established women entrepreneurs in Kenya. Women comprise forty to fifty percent of the Small and Medium Enterprise (SME) category in Kenya, and loans to them from the project value between \$20K and \$400K US. They hire local business development service providers to offer trainings that are based on a curriculum created by ILO. Address: P.O. Box 30577, 00100 Nairobi, Kenya. Tel: +254 20 2805000. Email: mnjoroge@ifc.org

The **Greenbelt Movement** was founded in 1977 by recent (2004) Nobel Prize winner Wangari Maathai to promote tree-planting in Kenya through the establishment of tree nurseries tended by community groups, mostly comprised of Kenyan women. It currently operates in nine districts across Kenya and has expanded its tree-planting efforts to include programs such as safaris, biodiversity preservation, and other environmental activities. Address: P.O. Box 67545-00200, Nairobi, Kenya. Phone: +254 20 2211842 or 2220159; Email: jkaruga@greenbeltmovement.org

The International Center for Research on Agro-Forestry (ICRAF), recently rebranded as the **World Forestry Center (WFC)** is one of the members of the Consultative Group on International Agricultural Research (CGIAR). Based outside Nairobi in Gigiri, it carries out scientific research to “generate knowledge on the complex role of trees in livelihoods and the environment, and foster use of this knowledge to improve decisions and practices impacting on the poor.” They have recently initiated a new program called “Naturally African” to promote the science, cultivation, and trade of tree and other natural products. Lucy Muchoki and Tony Simons, PO Box 30677-00100 GPO Nairobi, Kenya. Tel: +254 20 722 4000; Email: ICRAF@cgiar.org; Web: www.worldagroforestrycentre.org

The East Africa Regional Office of the **IUCN (The World Conservation Union)** manages and implements programs in 12 countries in Eastern Africa and the surrounding area. Programs focus on biodiversity conservation and environmental management in the areas of policy, community-based natural resource management and improvement of livelihoods. Future program focus will add to these areas and include energy, economics and climate change. IUCN is a global alliance for conservation and the wise use of natural resources. It brings together organizations and a government from different backgrounds, committed to conservation and sustainable development, and is a unique world partnership of over 1,000 members spread across 140 countries. In Kenya and the surrounding area, IUCN is implementing integrated conservation and development programs in the Mt. Elgon ecosystem, the Lembus Forest and along the Coast. IUCN also manages the World Initiative for Sustainable Pastoralism (WISP) (<http://www.iucn.org/wisp/>) a global program which aims to support natural resource management of drylands by pastoralists. Address: P.O. Box 68200-00200, Nairobi, Kenya, Tel: (254-20) 890605, Fax: (254-20) 890615, Email: earo@iucn.org, Web: www.iucn.org/places/earo

Kalama Community Conservancy was established around 2002 and is one of the member conservancies of NRT. The core conservation of Kalama covers an area of roughly 3150 hectares, an area considered to be a crucial migratory corridor for wildlife in the region. For this reason, Kalama works closely with the adjacent Samburu National Reserve. Several pastoralists live in the Conservancy, the

majority of which are Samburu. Kalama receives funding from USAID through NRT and the Saint Louis Zoo among others. Address: Contact via Northern Rangelands Trust (see below)

Kazuri Beads was started in the early 1970s by Lady Susan Wood, wife of Michael Wood the founding doctor of African Medical Research Foundation (AMREF). She began the business with two women, soon expanding to provide employment for single mothers. In 2001 Mark and Regina Newman bought the company and maintain the guiding philosophy of the company, to provide employment opportunities for disadvantaged members of Kenyan Society. The company provides significant health and financial benefits to its employees. They now have about 300 workers, including 80 homeworkers. They also manufacture pottery and some other items. Address: P.O. Box 24276, Nairobi 00502, Kenya. Tel: 884058; Email: info@kazuri.com; Web: www.kazuri.com

The **Kenya Forestry Research Institute (KEFRI)** is a public research institution established in 1986 under the Science and Technology Act Cap 250 of laws of Kenya. The functions of the Institute are to conduct research in forestry and disseminate research findings, establish partnership with other organizations and Institutions of higher learning in training and on matters of forestry research, and co-operate with other bodies within and outside Kenya. The mission of KEFRI is to conduct research and provide information and technologies for sustainable development of forest and allied natural resources. It works in program areas addressing rehabilitation of degradation areas, participatory forest management, value adding in nature based enterprises, on-farm tree planting, networks/partnerships and resource assessments. They are a partner of LWF and have recently been one of the partner organizations under the USAID-funded FORREMS project. P. O. Box 20412 , 00200, Nairobi , Kenya . Tel: +254 66-32009 or 66-32891/2/3; Web: www.kefri.org

Kenya Gatsby Trust (KGT) is an NGO that supports micro and small enterprises to enhance poverty reduction and wealth creation. It was started in 1991 in Kenya and currently has four areas of emphasis: microfinance, business development services, technology development and transfer, and project management and consultancies. It supports a number of enterprises which depend on natural resources and natural products, and some of them, such as the “Good Woods Initiative” promoting the use of the renewable *neem* tree for carvings and other products, have clear and positive links to conservation. Address: P.O. Box 44817-00100, Nairobi, Kenya. Tel: 254-20-2720711; Email: info@kenyagatsby.org; Web: www.kenyagatsby.org

The **Kenyan Civil Society Strengthening Program (KCSSP)** is a joint program implemented by Pact, Inc. and Pact Kenya. KCSSP aims to strengthen the capacity of NGOs and other civil society actors in the democratic governance and natural resource management (NRM) sectors. In 2007, this three-year program will begin working with organizations in the NRM sector to build their capacity to implement market-led approaches to NRM/Biodiversity conservation. Grants will be awarded to organizations serving nature-based enterprises and to nature-based enterprises directly. KCSSP anticipates awarding grants to organizations working in eco-tourism, honey, and non-timber forest products such as aloe and cape chestnut tree. Address: c/o PACT Kenya, P.O. Box 76390, Nairobi 00508, Kenya. Tel: (254-20) 387-8271/3/4; Email: kcssp-info@pactke.org; Web: www.kcssp.org

Kenya Wildlife Society (KWS) is a branch of the government that is charged with the protection and conservation of the country's biodiversity as presented by its fauna and flora. It works in eight different conservation areas in all the national parks in Kenya. These areas include programs in community wildlife, elephant, hirola, and rhino conservation, forests and wetland protection, and the provision of veterinary and security services. The community wildlife program includes efforts to work with communities to protect the movement of wildlife through rangelands and to find alternative sources of livelihoods for the communities residing there. Address: P.O. Box 40241-00100, Nairobi, Kenya. Tel: +254 -20 600800; E-mail: kws@kws.org

K-REP Bank, formerly an acronym for Kenya Rural Enterprise program, began in 1984 as a USAID-funded five year project to provide microcredit to NGOs and other small enterprises in Kenya. It was the first microfinance bank in Kenya. Today it has 25 branches across the country and a total of 160,000 different accounts, many of which are held by women. Address: P. O. Box 10453, 00100, Nairobi, Kenya. Tel: 254-20-2727955 / 2728008; Email: kas@k-repconsulting.com; Web: www.k-repbank.com

In partnership with LWF, Maria Dodds established the **Laikipia Aloe and Succulent Nursery** to provide *Aloe Secundiflora* seedlings to local groups entering the aloe harvesting and processing market. The project is part of an attempt to formalize the aloe value chain. Ms. Dodds also represents the Nursery on the **Kenya Aloe Working Group (KAWG)**. This forum brings together the various stakeholders involved in aloe production and processing to foster the development of the aloe sector in ways that are sustainable and profitable to the actors in the chain. The KAWG was established in 2004. Address: P.O. Box 19, Rumuruti 20321, Kenya. Email: dodds@wanachi.com

The **Laikipia Wildlife Forum (LWF)** was established in 1992 as a non-profit membership company that aims “to conserve the integrity of the Laikipia ecosystem by creatively managing its natural resources to improve the livelihood of its people” (www.laikipia.org). Current paid-up membership includes twenty-four community groups, twenty-seven large-scale ranches, twenty tourism operations, seventy-five individuals and non-land related businesses, thirty-six ranches, forty-seven community groups, fifty tour operators, fifty-four individuals, and eight interest groups. The Forum oversees an area of 9,500 square kilometers. A diverse group of communities live in this area including the Mukogodo Masai, Kikuyu, Meru, Turkana, Samburu, and Pokot. LWF operates projects in five program areas: Community Conservation, Wildlife Management, Tourism, Environmental Education, and Security. The promotion of nature-based enterprises is one of five key components that make up the Community Conservation Program. LWF is supported by the Royal Netherlands Embassy (sixty-six percent), USAID (thirteen percent), EU-Tourism Trust Fund (three percent), Save The Rhino International (eight percent), and internal revenue from members (ten percent), USAID, the Lewa Wildlife Conservancy, the Kenya Wildlife Service and the Tourism Trust Fund among others. Address: P.O.Box 764 Nanyuki, Kenya. Tel: +254 (0)623-1600; Email: info@laikipia.org; Web: www.laikipia.org

Let's Go Travel, established in 1979, has a regional office in Nairobi and operates over 290 tours and destinations throughout East Africa. Let's Go Travel offers a variety of services ranging from wildlife, lodge, camping, balloon, flying, and trekking safaris. More than half of Let's Go Travel's business is related to air travel and bookings; however the company works with a range of different partners to promote tourism in East Africa. Although it operates some tours, Let's Go Travel primarily works through independent hotels, tour operators, and lodges to book travel itineraries for its clients. In addition, Let's Go Travel works with several community-owned and operated lodges, including Il Ngwesi, Tassia and Ol Gaboli, and acts as the Nairobi-based booking agent for their operations. Address: Lets Go Travel, ABC Place, (Above Chandarana Supermarket) Waiyaki Way, Westlands, P.O. Box 60342 – 00200, Nairobi, Kenya. Tel: +254 20 4447151/ 4441030; Email: info@letsqosafari.com; Web: www.letsqosafari.com

The **National Commission on Gender and Development (NCGD)** was established by an Act of Parliament in December 2003. The Commission provides leadership, strategic advice, and expertise to government on all issues on gender mainstreaming in national development. Critical and current areas of work include law reform, gender responsive budgeting, and gender-based violence. Address: P. O. Box 27512– 00506, Nairobi, Kenya. Tel: +254 20 2727778; Email: info@gendercommission.com

Nature Kenya is an NGO that initiated the Kipepeo Butterfly Project in 1993. It was developed to help farmers earn money from the nearby Arabuko-Sokoke Forest and its unique biodiversity. Earnings from the collection of butterfly pupae compensates in part for the damage that elephants and baboons cause to farmers' crops, and helps to alleviate poverty in the area. The project has since been handed over to the National Museums of Kenya in 2001. Address: P.O. Box 44486 GPO 00100 Nairobi, Kenya. Tel: +254 20 3749957; Email: office@naturekenya.org

The **Northern Rangelands Trust (NRT)** is an umbrella membership organization established to promote community-led conservation initiatives in Northern Kenya. NRT was created in 2004 with significant input from the Lewa Wildlife Conservancy and other government, community and private stakeholders in the area. Fifteen conservancies and community group ranches currently participate in NRT, which together manage a total of 1.5 million acres. NRT leads initiatives in four main programs areas: Community Development, Business & Enterprise Development, Livestock, and Research & Monitoring. NRT receives funding from a variety of donors including USAID, Tusk Trust, Fauna & Flora International, Institut zur Kooperation bei Entwicklungs-Projekten, Globe Foundation, and the Safaricom Foundation. Address: Private Bag, Isiolo, Kenya. Tel: 254 (0) 6431405; Email: info@nrt-kenya.org, Web: www.nrt-kenya.org

NRT Trading is a non-profit fair trade organization that promotes the participation of women from the member conservancies in nature-based enterprise initiatives. The organization aims to engage women in conservation efforts by providing them with economic incentives to learn and benefit from conservation initiatives. Women's groups in the Kalama, Sera and West Gate conservancies produce beaded crafts and jewelry which NRT Trading sells. The women invest their income in education, small livestock and healthcare. The San Diego Zoo has agreed to sell NRT Trading products in their gift shop. Address: Contact information same as NRT.

NRT Livestock Program is oriented to improving livestock market access. A pilot project currently underway, in collaboration with the Ol Pejeta Conservancy and Purdue University with funds from the Globe Foundation works with herders in local communities to achieve goals of reducing livestock densities through improved returns per head; improving animal health and meat safety; and improving rangeland and grazing management. In its first few months, herders have received better prices for animals grazed in a quarantined area prior to sale, and the grazing rotations are improving the growth of grasses in the demarcated areas. Address: Contact information same as NRT.

The **Ol Gaboli Community Lodge** is a women-owned facility located in the Il Motiok Group Ranch. The lodge is located on land donated to the Il Motiok Women's Group by the group ranch adjacent to the Ewaso Nyiro River. The lodge is operated in partnership with **Rift Valley Adventures** (<http://www.riftvalleyadventures.com/>) and opened in 2006. There are six bandas with a capacity to hold up to 40 students. USAID supported the construction of the sixth banda. Other donors include the EU Community Development Trust Fund. The Il Motiok Women's Groups has faced opposition and challenges operating the lodge from men in the group ranch. Address: **Ol Gaboli**: Contact via Laikipia Wildlife Forum **Rift Valley Adventures**: P.O. Box 1138, Nanyuki 10400, Kenya. Tel: 254 (0) 724252401; Email: kenya@riftvalleyadventures.com, Web: www.riftvalleyadventures.com/

The **Ormakao Maasai Cultural Village** is located on the southern edge of Nairobi National Park, not far from Athi Town. It was established by a group of Maasai women and men in 2000 during a time of economic hardship resulting from loss of livestock due to drought. Handicrafts, including handmade beadwork, are available for sale. The members also offer nature walks, bird watching, and participation in cultural activities such as herding and milking cows. The women of the village have built several manyatta that are available for overnight camping and the men are looking to expand a campsite area nearby. A footbridge will soon be completed that will link the village to the national park, providing better access for tourists to visit the village and for the community members to sell their crafts and programs to park visitors. Address: P.O. Box 6, Kitengela, Kenya. Tel: 0721599371.

Practical Action was founded in 1966 and is a charity registered in the United Kingdom. Practical Action works focuses its work on Peru, Kenya, Sudan, Zimbabwe, Sri Lanka, Bangladesh and Nepal. Though Practical Action has been operating in Eastern Africa (mostly Kenya) since the early 80s, it was registered under the Non-Governmental Organisations Co-ordination Act in Kenya 23rd in June 1993 as "Intermediate Technology Development Group Limited-ITDG." Practical Action's work in Eastern Africa is around three major themes: reducing vulnerability; making markets work for the poor; and infrastructure services for the poor. Practical Action has worked with the Kenya Gatsby Trust and others on a market analysis of aloe production. In addition, Practical Action has delivered training on sustainable bee keeping and wood carving technologies. Address: AAYMCA Building, 2nd Floor, Along State House Crescent, Off State House Avenue, P.O. Box 39493 – 00623, Nairobi, Kenya. Tel: +254 20 2713540/ 2719313; Web: www.practicalaction.org

The **Rumuruti Women's Group** was formed in 2005 originally as a merry go round. The group is made up of between 15 and 20 women from Rumuruti and come from different ethnic groups. The women received funding from LWF to buy aloe seedlings and training on how to produce aloe byproducts such as creams, lotions and soaps in early 2007. They currently work together one day a week to manufacture their products and sell them locally. Address: P.O. Box 15 Rumuruti 20321, Kenya.

The **Small Grants Programme (SGP)** was launched in 1992 and supports activities of non-governmental and community-based organizations in developing countries towards climate change abatement,

conservation of biodiversity, protection of international waters, reduction of the impact of persistent organic pollutants and prevention of land degradation while generating sustainable livelihoods. Funded by the Global Environment Facility (GEF) as a corporate program, SGP is implemented by the United Nations Development Programme (UNDP) on behalf of the GEF partnership). The maximum grant amount per project is US\$50,000, but averages around US\$20,000. Grants are channeled directly to CBOs and NGOs. In Kenya, SGP has focused its efforts on biodiversity conservation and abatement of climate change. SGP works in critical biodiversity sites through the country including the Mt. Kenya region and Arabuko Sukoke forest on near the Kenyan coast. Categorization: International Donor Organization; Address: UNDP Drylands Development Centre, Off UN Avenue, Gigiri; P.O. Box 30218-00100, Nairobi, Kenya. Tel: +254 20 7624474; Web: www.ke.undp.org/gef-sgp

Started 22 years ago by 3 women, **Spinners Web** began as a small-scale weavers' project. Although the company initially specialized in woven fabrics and retains a factory for the production of woven products, Spinners now stocks a wide range of high quality hand made items ranging from baskets and pottery, to wood carvings, leatherwork, metal work, jewelry, beadwork, and stone carving. Spinners works directly with both individual crafts people as well as community groups to design and produce high quality environmentally friendly products for sale at its showroom, other craft retailers, and tourist destinations in Kenya and Tanzania. The products and designs focus on East African producers and styles. Address: Viking House, Waiyaki Way, Westlands, P.O. Box 14226, Nairobi, Kenya. Tel: +254 020 4441485/4440882; E-mail: spinweb@wananchi.com; Web: www.spinnerswebkenya.com

The USAID/Kenya **Trade Development Program** (TDP) managed by the Export Promotion Council was a two-year, \$1.2 million initiative aimed at enhancing the presence of Kenya products in the United States. Initiated in 2005, the TDP provides product and market development support to companies wishing to export their products. The program also collects and disseminates trade information, and provides capacity-building training for exports. The businesses receiving support through this program trade in commercial crafts, tea, coffee, textiles, and honey. Address: Export Promotion Council, P.O. Box 40247, 00100 GPO, Nairobi, Kenya. Tel: +254 (0) 20 228-534/8; Email: chiefexe@epc.or.ke; Web: www.epckkenya.org

West Gate Community Conservancy was established in 2004 and is a member of the Northern Rangelands Trust. The core conservation area is 880 hectares and is part of the Ngutuk Ongiron Group Ranch. A large number of the communities living in West Gate are Samburu pastoralists. The Conservancy has one lodge which it owns, but which is managed by a private investor. It receives funds from the lodge with a minimum annual payment of 400 bed-nights. West Gate also receives funds for the San Diego Zoo for its operational costs. Address: P.O. Box 610, Isiolo, Kenya. Email: plolmy@yahoo.com

Women Organizing for Change in Agriculture and Natural Resource Management (WOCAN) is a network established in 2004 to address gaps in policies, staffing, and implementation that limit the achievement of gender equality in environmentally sustainable development. Currently a global network of over 460 women and men in 80 countries, WOCAN seeks to build alliances to support women professionals and institutions working on agriculture and natural resources management. Address: 26 Beckett Way, Ithaca, New York 14850, USA. Tel: 607-319-0347.

ENDNOTES

¹ Swanson, Richard, Karen Menczer, and Greg Michaels, "Kenya Forest and Coastal Management Programs: MidTerm Evaluation." SECID and PA Government Services, Washington, D.C., October 30, 2006.

² Stevenson, Lois and Annette St-Onge. "Support for growth-oriented Women Entrepreneurs." Programme on Boosting Employment through Small Enterprise Development, Job Creation and Enterprise Department. Geneva: International Labour Office, 2005.

³ <http://tanzania.usaid.gov/article.php?id=0167> EN