



Food and Agriculture
Organization of the
United Nations

The EAF-Nansen Programme Gender Strategy



THE EAF-NANSEN PROGRAMME (2017–2021)

The EAF-Nansen Programme “Supporting the Application of the Ecosystem Approach to Fisheries Management considering Climate and Pollution Impacts” supports partner countries and regional organizations in Africa and the Bay of Bengal improving their capacity for the sustainable management of their fisheries and other uses of marine and coastal resources through the implementation of the Ecosystem Approach to Fisheries (EAF), taking into consideration the impacts of the climate and pollution.

The Programme is executed by the Food and Agriculture Organization of the United Nations (FAO) in close collaboration with the Institute of Marine Research (IMR) of Bergen, Norway, and funded by the Norwegian Agency for Development Cooperation (Norad). This Programme is the current phase (2017–2021) of the Nansen Programme which started in 1975.

The aim of the Programme is that sustainable fisheries improve food and nutrition security for people in partner countries. It builds on three pillars, Science, Fisheries Management, and Capacity Development, and supports partner countries to produce relevant and timely evidence-based advice for management, to manage fisheries according to the EAF principles and to further develop their human and organizational capacity to manage fisheries sustainably. In line with the EAF principles, the Programme adopts a broad scope, taking into consideration a wide range of impacts of human activities and natural processes on marine resources and ecosystems including fisheries, pollution, climate variability and change.

A new state of the art research vessel, the *Dr Fridtjof Nansen*, is an integral part of the Programme. A comprehensive science plan, covering a broad selection of research areas, and directed at producing knowledge for informing policy and management decisions, guides the Programme’s scientific work.

The Programme works in partnership with countries, regional organizations, other UN agencies as well as other partner projects and institutions.

EAF-Nansen Programme Gender Strategy

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Preparation of this document

This is a strategy document of the EAF-Nansen Programme, formulated to guide the Programme's activities on gender mainstreaming. It was prepared with the aim of achieving the outcome, purpose and goals defined in the Programme Document, while contributing to the accomplishment of FAO's strategic objectives.

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Contents

PREAMBLE	1
Raison d'être of the EAF-Nansen Programme gender strategy and its place within the Programme.....	2
I. EAF-NANSEN PROGRAMME GENDER STRATEGY	4
Vision for a gender-responsive EAF-Nansen Programme.....	4
Goal of the EAF-Nansen Programme gender strategy.....	4
Objectives of the strategy	4
Actions at three levels.....	5
II. THEORY OF CHANGE	7
Key assumptions to be verified for change to happen	8
III. GUIDELINES FOR IMPLEMENTING THE EAF-NANSEN PROGRAMME GENDER STRATEGY (IMPLEMENTATION PLAN)	9
Responsibilities	9
Duration and timeframe for implementation	9
Implementation for mainstreaming gender in the EAF-Nansen Programme	11
1. Mainstreaming gender in the EAF-Nansen Programme management.....	11
2. Mainstreaming gender in Programme activities.....	14
3. Mainstreaming gender in Programme communications.....	19
Monitoring and reporting	23
BIBLIOGRAPHY	24
APPENDIX 1: HOW THE EAF-NANSEN GENDER STRATEGY WAS ELABORATED.	26
APPENDIX 2: KEY GENDER TERMINOLOGY AND CONCEPTS	27

Abbreviations and acronyms

CEDAW	Convention on the Elimination of All Forms Discrimination Against Women
EAF	Ecosystem approach to fisheries
FAO	The Food and Agriculture Organization of the United Nations
GAF	Gender in aquaculture and Fisheries
IGO	Inter-governmental organisation
IMR	Institute of Marine Research of Bergen, Norway
LoA	Letter of agreement
NFP	National Focal Point
Norad	Norwegian Agency for Development Cooperation
NTG	National Task Group
PCU	Programme Coordination Unit
R/V	Research vessel
RTG	Regional Task Group
SEAGA	Socio economic and gender analysis
SDGs	Sustainable Development goals
TORs	Terms of references
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation

Preamble

*“We must eliminate all forms of discrimination against women under the law, ensure that access to resources is more equal and that agricultural policies and Programmes are gender-aware, and make women’s voices heard in decision-making at all levels. Women must be seen as equal partners in sustainable development, because they have as much to give as they need to receive. In the end, **achieving gender equality and empowering women is not only the right thing to do; it is also a crucial ingredient in the fight against poverty and hunger.**”*

José Graziano da Silva, Director General, FAO (FAO 2013a).

“Gender equality is central to the mandate of the Food and Agriculture Organization of the United Nations’ (FAO) to achieve food security for all by raising levels of nutrition, improving agricultural productivity and natural resource management, and improving the lives of rural populations” (FAO 2013a).

Nearly 50 percent of the 120 million people who work in the capture fisheries and post-harvest sectors are women (World Bank 2012). Although women are seldom engaged in primary activities of industrial fisheries, they are mostly engaged in small-scale fisheries, and constitute the dominant proportion of the labour force in seafood processing (Montfort, 2015). Yet, their work and contribution have remained largely invisible, owing to a lack of gender awareness, to deeply engrained forms of discrimination and practices, and to limited data highlighting the participation of women at all levels of fish value chains and their representation in governmental fisheries management, research institutions and professional associations.

Besides setting unprecedented records from its surveys at sea and enabling important advances in fisheries management, the EAF-Nansen Programme is also focused on capacity development in marine science, fisheries management and policy. From 2006 to 2016, in the Western Indian Ocean alone, over four hundred people were exposed to state-of-the-art research at sea, and many more participated in training courses and degree Programmes, and also benefited from the dissemination of training materials and tools (Francis *et al.* 2017).

Mainstreaming gender and striving for gender equality in fisheries are not only “the right things to do”, but they will also support the EAF-Nansen Programme in achieving its intended impact: **“Sustainable fisheries improve food and nutrition security for people in partner countries”**.

Thus, much like FAO, the EAF-Nansen Programme will work towards gender equality in all its areas of work, and has clearly laid out its commitment to considering gender aspects in its work plan and to promoting greater gender equality¹ in fisheries.

¹ Gender *equality* has long been established as the preferred wording for equal rights, life prospects, opportunities and power for women and men, girls and boys. It is used in all key international agreements, from the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in 1979 to the Sustainable Development Goals in 2015. For more information on the distinction between gender equality and gender equity, please refer to the glossary of key gender terms in Appendix 2.

Raison d'être of the EAF-Nansen Programme gender strategy and its place within the Programme

In the continuum of efforts initiated under the EAF-Nansen Project (2006-2016) to identify solutions to tackle gender inequalities in the project implementation (FAO 2013a; Brugere 2014), addressing gender issues in the EAF-Nansen Programme is essential towards promoting the equal participation of both men and women in the governance of fisheries. However, an identified medium-level risk is that this goal may not be achieved if governments and stakeholders are unable to adhere to gender-sensitive fisheries management planning. **The EAF-Nansen Programme gender strategy will mitigate this risk by enabling the Programme to analyse and effectively incorporate gender in all aspects of its management and delivery. The EAF-Nansen Programme Gender Strategy will provide detailed guidance on how to mainstream gender perspectives in the Programme's work at both programming and operational levels.**

In line with Programme documents, the EAF-Nansen Programme Gender Strategy recognizes the importance of shared issues, but also that priorities and constraints to implementation may differ among countries and regions. Therefore, the strategy should not be seen as prescriptive, but as amenable to varying social, cultural, economic and environmental circumstances, although accepted "minimum standards" should be strived for to ensure an even progression towards gender equality throughout the partner countries.

The contents of the EAF-Nansen Programme gender strategy aim to reflect, as closely as possible, the thrust and ethos of the EAF-Nansen Programme and its partners. To become fully operational and provide the necessary pointers for mainstreaming gender in the daily work of Programme partners, it is important that the terms of the gender strategy and guidelines for its implementation are owned by all. Thus, it is highly recommended that the contents of the present document be discussed, if necessary refined, and ultimately adopted, by all the Programme partners.

Everyone involved in the EAF-Nansen Programme shall be fully aware of the EAF-Nansen Programme Gender Strategy and its guidelines for implementation.

The EAF-Nansen Programme gender strategy is integral to the EAF-Nansen Programme documentation, along with the project document, annual work plans, and other Programme strategies such as capacity development strategy, communication strategy, and Science Plan, among others.

Gender issues cut across all three areas of work of the Programme and their corresponding outcomes. Addressing these issues is a prominent feature of area of work no. 3 "Develop institutional and human capacity of partners for fisheries research and management, including the promotion of gender equality and effective participation of women in all Programme activities" (Box 1). To do this, gender needs to be mainstreamed at the levels of management, activities and communications of the EAF-Nansen Programme. The EAF-Nansen Programme gender strategy, detailed in the next section, will lay out the means to achieve this.

The present document is divided in two main parts: the EAF-Nansen Programme gender strategy itself (i.e. "what to do"), and guidelines or 'action plan' for its implementation, i.e. "how to do it". A set of appendices complements these two parts: elaboration process, glossary of key gender terms and

proposed gender indicators to report on the EAF Nansen Programme's efforts to mainstream gender in its operations.

Box 1: Overview of the EAF-Nansen Programme areas of work and their corresponding outcomes, with extracts from the text of the EAF-Nansen Programme Document containing implicit (1 star) to targeted (3 stars) gender actions.

Area of work 1. Strengthen the ability of research institutions in partner countries and regions to provide the knowledge base for the sustainable management of fisheries in the face of increasing fishing pressure, climate variability and change, pollution and other anthropogenic stressors.

→ **Outcome 1:** Fishery research institutions provide relevant and timely scientific advice for management.

★ The role of the Programme under Outcome 1 is to continue providing data, information and knowledge in support of sustainable fisheries management, in the environmental, biological and ecological areas² using the R/V *Dr Fridtjof Nansen* as the main research platform.

Area of work 2. Support fisheries management institutions in partner countries and regions to improve fisheries policy and management in line with EAF, including taking into consideration the risks and opportunities related to climate and other environmental variability and change.

→ **Outcome 2:** Fisheries management institutions manage fisheries according to the EAF principles.

★★ Outcome 2 also addresses the need to improve collection and analysis of fishery-related social and economic data to support decision-making and assessment of the trade-offs resulting from different management strategies, on the one hand, and to allow vulnerability assessments of coastal communities to climate change, on the other.

Area of work 3. Develop institutional and human capacity of partners for fisheries research and management, including the promotion of gender equality and effective participation of women in all Programme activities. This will be an important and cross-cutting component of the Programme, underlying most if not all of the planned outcomes and outputs of the Programme.

→ **Outcome 3:** Fisheries research and management institutions have appropriate human and organizational capacity to manage fisheries sustainably.

★★★ Outcome 3 is also to ensure that explicit attention is given to gender mainstreaming in all Programme activities and outputs including the extent of women's voice in the local, national and regional activities of the Programme. The important role played by women in fisheries and fisheries value chains will be better and explicitly recognised by the EAF-Nansen Programme. Building on the existing good practices developed by FAO and other partners, the Programme will integrate gender sensitive needs assessment and planning into training and other capacity development activities. Specific activities in this regard will be mainstreamed throughout the Programme design (e.g. gender specific vulnerability assessment and capacity development planning, and gender sensitive and balanced pilot interventions). Specific gender sensitive indicators and targets will be developed, monitored and evaluated during the Programme. Such a gender focused approach will help promote gender-balanced development in the sector, critical for long-term sustainable management of fisheries and the implementation of EAF (Brugere 2014).

² Support for the improvement of systems for the collection, management and reporting of fishery-related data, including socio-economic data, is dealt with in Outcome 2.

I. EAF-Nansen Programme Gender Strategy

The intention of the EAF-Nansen Programme gender strategy is to minimize the identified risk that gender issues will not be adequately addressed in the Programme. The gender strategy spells out a vision for a “gender-sensitive EAF-Nansen Programme” and provides guidance to Programme implementers and partners to pursue gender-responsive actions. As such, there is a close alignment between the EAF-Nansen Programme gender strategy and the Programme Document (FAO 2017a), results matrix and work plans, to which the present strategy is a companion document.

The principles on which the gender strategy is based and the methodology underpinning the elaboration of its contents are outlined in Boxes 2 and 3, respectively.

Vision for a gender-responsive EAF-Nansen Programme

The vision of a gender-responsive EAF-Nansen Programme is to make all stakeholders (direct and indirect, males and females, at all levels of the Programme) aware of the gender implications of their work and able to contribute to achieve gender equality in fisheries management, at all levels, in EAF-Nansen partner countries.

Goal of the EAF-Nansen Programme gender strategy

The goal of the EAF-Nansen Programme gender strategy is to **make gender equality become “everyone’s business”** and thus, **minimize the risk that gender issues are not adequately addressed in the EAF-Nansen Programme.**

Objectives of the strategy

To achieve this goal, EAF-Nansen Programme gender strategy provides guidance for finding entry points for making the implementation of the EAF-Nansen Programme more gender-sensitive, and mainstream gender aspects in the Programme’s activities.

The gender strategy will enable:

1. Raising awareness about gender and promote gender-sensitive and responsive practices at management level;
2. systematically including gender aspects and implementing gender-sensitive and responsive practices throughout the Programme’s activities;
3. enhancing the profile of women in fisheries, women’s empowerment and gender equality in all the EAF-Nansen Programme communications and outreach materials.

Box 2: Principles underlying the EAF-Nansen Programme gender strategy

The EAF-Nansen Programme gender strategy:

- Complies with the EAF-Nansen Programme's thrust to support the implementation of important global instruments intended to contribute to the effective conservation and management of fisheries resources;
 - Is an important building block in the EAF-Nansen Programme's contribution to the Sustainable Development Goals, in particular **Goal 5**: Achieve gender equality and empower all women and girls;
 - Acknowledges shared issues, but also recognizes and respects individual partner countries' own context and specificities;
 - Is founded on the participatory ethos of the EAF-Nansen Programme and on the buy-in of all its partner countries.
-

Actions at three levels

The EAF-Nansen Programme gender strategy will enable mainstreaming gender at the three levels of intervention of the EAF-Nansen Programme:

1. **In the Programme management**, with the overarching objective of raising the profile of gender equality throughout the EAF-Nansen Programme and increasing awareness of gender issues among all those involved in the management and oversight of the Programme.
2. **In the Programme activities**, with the overarching objective of enhancing the sensitivity and responsiveness of all Programme activities to gender issues, and pave the way to overcome gender inequalities in fisheries in member countries.
3. **In the Programme communications**, with the overarching objective of showcasing the commitment and actions of the EAF-Nansen Programme towards mainstreaming gender in fisheries management and governance, and addressing gender inequalities in fisheries.

Details on how this should be done are provided in the Guidelines for implementing the gender strategy (section III).

Box 3: Methodological considerations underpinning the elaboration of the contents of the EAF-Nansen Programme gender strategy and its implementation plan

The EAF-Nansen gender strategy is built around:

- The recognition that gender equality is a fundamental human right and that women's empowerment is central to achieving gender equality.
- The acknowledgment that men and women use natural resources differently and, as a result, changes in the state of these resources have different impacts on men and women.
- The idea that "gender equality is in the details" (Brugere and Williams 2017), and that, as a consequence, specialist gender expertise may be required at specific junctures of Programme implementation to identify those points of details where gender equality can be 'actioned', even in activities that seemingly do not relate to gender.
- A theory of change that respects the log frame underpinning the Programme and that expands upon it.
- The fact that gender should be pervading the entire Programme, and not being treated as a separate component unless specific circumstances or activities ask for it.
- The recognition that gender training *for all* is necessary to raise overall gender awareness levels and overcome unconscious bias, but should also be complemented by the work of a dedicated gender expert to specifically push the gender agenda forward in the Programme.
- The consideration that the implementation of the EAF-Nansen Programme gender strategy should not add to the existing workload of the Programme staff and partners, but a prompt to a rethink of current operating procedures – the idea being not to do more things, but to do things *differently*.
- The decision, in alignment with FAO Policy on Gender Equality, that positive discrimination measures may not always be systematically justified³, and that other measures promoting women's participation in the Programme may be sought instead.

³ Contrary to a number of other organizations' gender strategies (e.g. UNDP), FAO's gender policy does not include positive discrimination as one of the measures to ensure gender parity and progress towards gender equality.

II. Theory of change

Figure 1 summarises the role of the gender strategy in supporting the EAF-Nansen Programme progress towards its long-term goal.

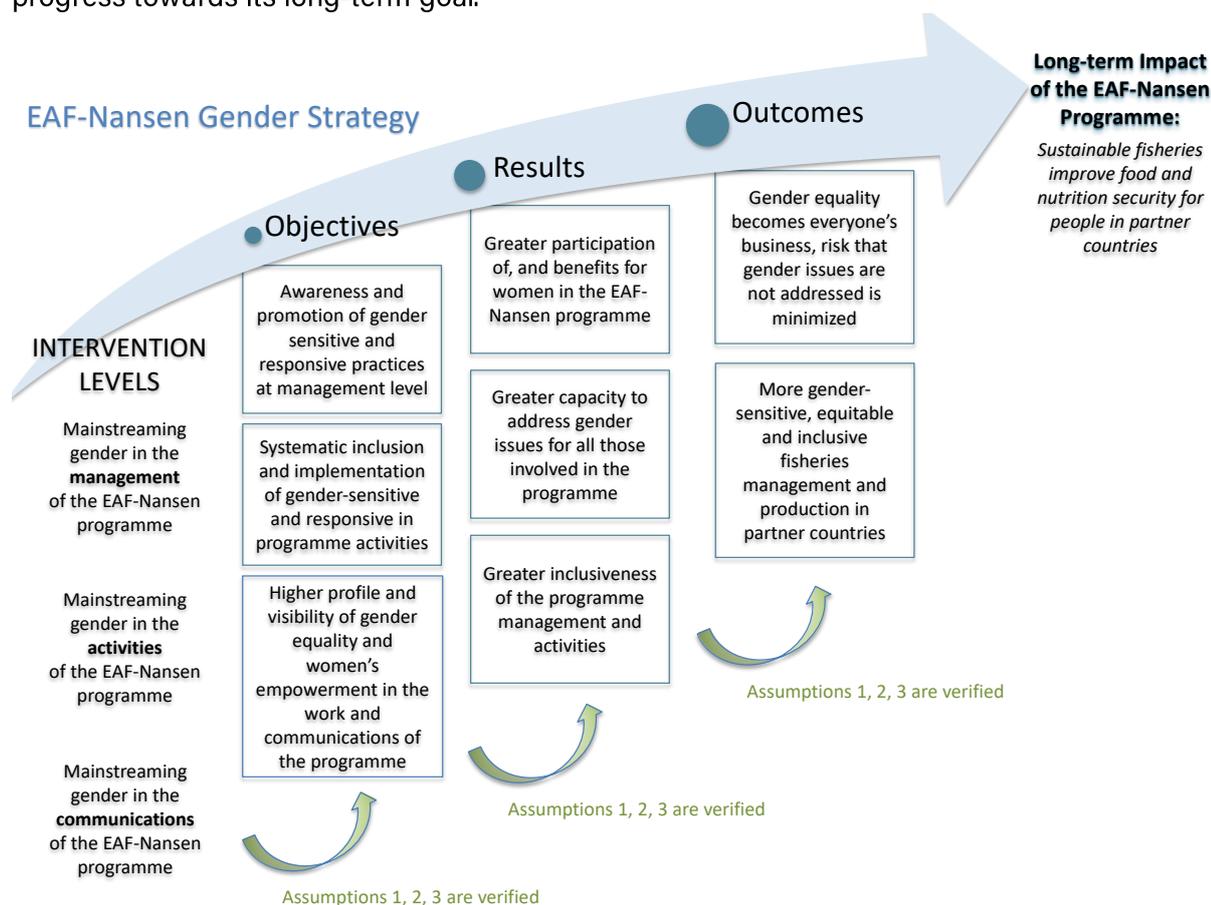


Figure 1: Theory of change underpinning the EAF-Nansen gender strategy.

Key assumptions enabling the move through each step of the Theory of Change are detailed in the text below.

By implementing gender mainstreaming interventions at the management, activities and communications levels of the EAF-Nansen Programme, as is laid out in the implementation plan (section III), greater awareness of gender equality issues and practices will be created among those in charge of overseeing the Programme and who are benefiting from it in the partner countries. All project activities will become more sensitive and responsive to gender as a consequence. Communication materials more sensitive to gender issues and promoting the work of the EAF-Nansen Programme in this regard will also increase the visibility of gender equality in fisheries management more generally, and reach out to a wider audience.

As a result, the participation of women in the EAF-Nansen Programme, at all levels, will be enhanced: more women will be attracted, and encouraged, to participate in the Programme's activities, and that they will draw more benefits from their participation, such as greater visibility, recognition, voice, and empowerment, thanks to the promoting actions and greater awareness of the benefits of gender equality in fisheries. All those involved in the EAF-Nansen Programme will be more capable and better equipped to implement gender-sensitive actions and promote gender equality at all levels of the Programme, including in the fisheries institutions of partner countries. As a whole, the EAF-Nansen

Programme will become more considerate and inclusive to women (and youth) in all its management and activities.

From this, the main outcomes of the implementation of the gender strategy of the EAF-Nansen Programme will be that:

- Gender equality becomes everyone's business in the EAF-Nansen Programme and in the fisheries institutions in partner countries, and the risk that gender issues are not adequately addressed in the EAF-Nansen Programme is minimized.
- Fisheries management and production in the partner countries becomes more gender-sensitive, equitable and inclusive.

As such, the implementation of the Gender Strategy will provide direct leverage to the EAF-Nansen Programme itself to progress more effectively and inclusively towards its intended impact (long-term goal): "Sustainable fisheries improve food and nutrition security for people in partner countries".

Key assumptions to be verified for change to happen

The pathway to the intended impact of the EAF-Nansen Programme will only be realised if a number of assumptions that facilitate the move through the steps of the theory of change outlined in Figure 1 are satisfied. These conditions – outlined below – need to be satisfied at all stages of the implementation of the Gender Strategy:

i. Budgetary allocations are adequate

Given the importance placed on gender equality and addressing gender issues in the EAF-Nansen Programme, the necessary budgetary provisions need to be made in order to carry out the actions needed to mainstream gender in the Programme, as laid out in the implementation plan (section III).

ii. EAF-Nansen Programme management promotes gender equality

At high management level (e.g. Programme Coordination Unit (PCU)), there needs to be both a strong commitment to gender equality and a willingness to critically review one's own current work practices to mainstream gender throughout the Programme. This is pivotal to foster, at this level, the enabling conditions to promote gender equality and ensure that this trickles throughout the Programme. It is also critical to ensure that openings and opportunities are actively sought in the Programme design to incorporate the activities listed in the implementation plan of the Gender Strategy.

iii. Partner countries fully engage with, and show commitment to, gender equality

Similarly, partner countries to the EAF-Nansen Programme need to demonstrate commitment to gender equality and be willing to take on board the capacity building support and advice the Programme will provide to mainstream gender in country-level activities. This is part of the Programme partner countries' obligations under the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which all but one has signed, ratified or acceded to (UNTC 1979). To this end, it is therefore essential that all those involved in the Programme are familiar with the contents of the gender strategy and its guidelines for implementation and monitoring.

III. Guidelines for implementing the EAF-Nansen Programme Gender Strategy (implementation plan)

The guidelines for implementing the EAF-Nansen Programme gender strategy provide a set of practical and carefully selected interventions for mainstreaming gender in the management, activities and communications of the EAF-Nansen Programme, which can then be tailored to each partner country's context. The guidelines reflect the capacity building needs expressed by partner countries as well as the ethos and thrust of the EAF-Nansen Programme, as indicated in the Strategy itself above.

Responsibilities

Overall oversight

Responsibility for the overall oversight of the gender strategy will be with the PCU. The Programme Coordinator or a delegated staff will report on gender mainstreaming progress as an integral part of the progress reporting at the Norad/FAO/IMR Annual Meetings. The PCU may seek guidance from the FAO FI Gender Focal Point, as appropriate. Since the intention of the Strategy is to embody gender into each activity of the Programme, reporting on gender aspects will be integrated into the current reporting protocols of the Programme.

National oversight

Responsibility for implementation and monitoring at national level will be with the National Focal Point (and/or Alternate). Where there is gender focal point, he/she should report to the National Focal point, who in turn, reports periodically to the PCU.

A set of gender indicators to be used to monitor the Programme's efforts towards gender parity and equality has been incorporated directly into the Programme's work plan but will need further refinement to increase their relevance at national level.

Duration and timeframe for implementation

The duration of the strategy is aligned with that of the current phase of the EAF-Nansen Programme which is until December 2021.

There is no sequencing in the mainstreaming of gender in Programme management, activities and communications because:

- (i) The mainstreaming of gender in the three areas of work of the EAF-Nansen Programme should occur **simultaneously**, as the Programme itself unfolds according to its work plans.
- (ii) Opportunities to mainstream are dependent on the timing of the Programme's management cycles and implementation of activities and communications, as well as on the countries where activities are implemented. **Opportunities to 'action gender' should be seized at all these junctures.** The way this can be done is detailed in the next section.

Implementation: entry points for mainstreaming gender in the EAF-Nansen Programme

1. Mainstreaming gender in the EAF-Nansen Programme management

Objective:

The actions at the management level of the EAF-Nansen Programme will serve to:

Raise the profile of gender issues and promote gender mainstreaming throughout the EAF-Nansen Programme, and enhance awareness of gender issues among all those involved in the management and oversight of the Programme.

Actions:

1.1 Make Programme oversight more gender-sensitive

1.1.1 PCU staff, CDCF/IMR staff, national focal points and NTG members to undertake a gender awareness course and/or training.

Small steps can be undertaken to ensure that one's daily work is more sensitive to gender considerations. This starts with the daily management tasks of the PCU: for example in the recruitment of consultants, in the drafting of TORs, in the organisation of training sessions, and in the organisation of meetings, workshops or conferences.

Gender awareness courses and/or training (see Box 4) can be carried out online and should be undertaken by:

- The Programme Coordinator
- The Programme Analyst/Operations Officer
- The Socio-economist
- The Programme Assistants and the Office Assistants
- The IMR Research Coordinator
- The IMR Survey Coordinator
- All national focal points

Such training should also be eventually extended to all Programme countries' NTG members.

→ **Cross-link with actions detailed under 2.1 and Box 4** for more details on gender training courses and capacity building.

1.1.2 Critically review all terms of reference to make them gender sensitive.

Some examples of gender sensitive TORs were provided in the annexes of the 2014 Gender audit. These should be used as a basis for drafting the terms of reference of all forthcoming contracts. Gender awareness, demonstrated for example through attendance of specialized courses, participation in projects or initiatives focused on women's empowerment, should be a desirable criterion in all recruitments. This criterion should be listed as minimum depending of the nature of the

position. This should apply to Programme staff, hired consultants and short-term staff recruited by the Programme, as well as to the TORs of national focal points, NTGs and RTGs.

1.2 Make work plans more gender-sensitive

1.2.1 Consider annual work plans from a gender perspective to ensure that all planned activities are made gender sensitive.

Current work plans are gender-neutral, i.e. only about activity, venue and duration. This however unconsciously perpetuates the status quo and prevents the implementation of proactive measures towards greater gender equality. Because gender equality is in the detail, it is important to scrutinize annual plans to identify, wherever possible, steps that can be undertaken to take gender considerations into account and instill them in the planned activities where needed, for example with the careful choice of venue, timing, topics etc. that will influence the participation of women and the reach of messages, as well as the impact of training and activities. This task should be carried out as early as possible in the elaboration of the annual work plans, and with the support of a gender expert recruited for this purpose, if deemed necessary.

1.3 Reflect greater gender sensitivity in the Programme's partnerships and operating procedures

In order to reflect the importance given to gender in the Programme's consultative and strategic planning structure, it will be necessary to:

1.3.1 Make gender a routinely addressed topic at Programme meetings

This should include:

- Reporting on gender issues in the Programme as a **specific agenda item** at the Regional Steering Committees, Norad/FAO/IMR Annual and Semi-Annual Meetings, and all other meetings as appropriate. What is reported on during these meetings depends on the nature and purpose of the meeting – whether they are focused on progress indicators, strategic developments, dissemination etc. Although it should not involve more analysis of progress than is currently done, areas where improvements are needed and challenges to mainstream gender and achieve gender equality are faced, where new opportunities could be seized, should be highlighted.
- Promoting gender as a **special item or event at each Programme Forum.**

1.3.2 Make the work of EAF National Task Groups and National Focal Points more gender-sensitive.

National Task Groups

Although NTGs are not currently present everywhere, the work and functioning of existing ones need to exemplify the gender-sensitive practices that the EAF-Nansen Programme is promoting in each partner country.

National Focal Points

In addition to being “knowledgeable in the set-up of national and regional fishery research institutions, the social structure of fishing communities, and national/regional cooperation mechanisms and networks with respect to fisheries management” (FAO 2017b), the NFPs also need to be knowledgeable about gender issues and the ways to tackle gender inequalities in fisheries management and governance.

If a Gender focal point is in place in a partner country’s ministry of fisheries, collaboration between this person and the NFP towards gender mainstreaming in national activities of the EAF-Nansen Programme should be encouraged. UN Gender focal points should be informed of the EAF-Nansen Programme activities focused on gender equality (but do not have to be trained by the Programme).

Practical steps to make the work of NTGs and NFPs more gender-sensitive include:

- Strive for **gender parity** (equal numbers of men and women) among NFPs and representation in NTGs.
- In each partner country, promote the participation of national **Gender Focal Points to be a fully fledge member of the NTG** (where these are in place):
 - Where the responsible fisheries authority has some expertise in gender issues, ensure that the gender focal point of this fisheries authority is brought in the NTGs.
 - When there is no such person, ensure that a person in a collaborating ministry or institution dealing with gender, women’s affairs and/or social development is invited to participate in NTG meetings, at least on a regular basis or at key junctures (e.g. design of projects).
- Ensure that **at least one member of the RTG is familiar with gender concepts** and/or has knowledge of gender issues in fisheries and can be an advocate for the consideration of gender in fisheries matters in regional Programme for a.

→ **Cross-link with work area 2.1 and Box 4** for more details on gender training courses and capacity building.

1.3.3 Make partnership arrangements gender-sensitive.

“Partnerships” here refer to the partnerships other than those the EAF-Nansen Programme has directly established with the ministries of fisheries of its partner countries. A number of Programme activities, such as training in fisheries management and the use of the survey data for management, will be carried out through partnerships with related projects, agencies and institutions including universities. It is therefore essential that these partnerships are sensitive to gender, promote gender equality and reflect the commitment and work of the EAF-Nansen Programme on these issues.

The partnerships of the EAF-Nansen Programme should be made gender-sensitive through:

- **Gender parity:** promote and encourage the participation of women to achieve gender parity among stakeholders, whether the partnerships concerned are with academic institutions or development agencies.

- **Visiting experts⁴ seconded by their institutions to the Programme to address topics related directly and indirectly to gender equality**, benefit sharing and equity in relation to poverty alleviation, sustainable livelihoods and food security from sustainable fisheries management.
- **Agreements prepared by the Programme:** a paragraph could be added in the agreements prepared by the Programme (MoUs for the surveys, LoAs, etc.) reflecting FAO principles on gender and encouraging the partners to consider gender dimensions in their commitments and work with the EAF-Nansen Programme.

1.4 Ensure that the Programme evaluation is gender-sensitive

As part of the final independent evaluation expected to be undertaken at the end of the Programme:

1.4.1 Campaign for gender parity in the evaluation team.

1.4.2 Request that an independent gender expert be part of the team to evaluate these aspects, or that gender expertise be represented in the evaluation team as a minimum.

1.4.3 Cover all gender aspects of the Programme in the evaluation. This could, for example, start with how gender equality is tackled at management level, at Programme activity level, and at communication level (as laid out in the gender strategy implementation plan). It is advisable that an outcome mapping approach to the evaluation be adopted, as this will ensure that the far-reaching, transformational changes triggered by the implementation of the gender strategy in the work of the EAF-Nansen Programme are captured in the evaluation.

2. Mainstreaming gender in Programme activities

Objective:

The actions at the level of the activities of the EAF-Nansen Programme will serve to:

Enhance the sensitivity and responsiveness of all Programme activities to gender issues, and present potential pathways to help promote gender equality in fisheries in partner countries.

Actions:

2.1 Promote the undertaking of gender-specific and -sensitive training and capacity building

2.1.1 Gender-specific training on gender equality, gender issues and gender mainstreaming.

Gender needs assessment: ideally, a gender needs assessment should be the first task to undertake to evaluate current levels of gender awareness, and mainstreaming practices⁵. It would enable the identification and addressing of training needs more precisely, as these may differ depending on positions, roles and responsibilities.

⁴ This concerns visiting experts specifically (cf p. 52 of the Programme document) which enables reciprocal exchanges of knowledge and expertise during a temporary secondment in the Programme.

⁵ The preliminary survey carried out at the time of the gender audit (2014), could serve as a starting point.

However, as a capacity needs assessment is currently ongoing⁶, it is imperative that this opportunity be seized to include gender considerations in this capacity needs assessment and in any other subsequent assessments (as appropriate) to identify where training needs and knowledge gaps lay regarding the tackling of gender issues in fisheries and the mainstreaming of gender in projects.

Basic gender training courses: all national Programme focal points and NTG members in member countries, chairs of RTGs, as well as scientific personnel on-board the R/V *Dr Fridtjof Nansen* should take a basic gender awareness course. This should be a *minimum requirement*. Box 4 suggests some courses and materials available online. Proof of having undertaken these courses should be requested. **Advanced gender training**, through specialized gender courses dispensed by specialized institutes, may also be considered. All courses should breach upon, and raise awareness about, rights, justice, decent work and other important social underpinnings of gender equality and women's empowerment that are found in fisheries. It should also be noted here that at country level, the UN system could organise such training through their gender focal points, and that NPF and NTG members should be strongly encouraged to attend.

Internal transmission of gender knowledge: the development of formal or informal knowledge exchange mechanisms internal to the Programme should be pursued, so that the gender knowledge of national focal points and/or chairs of RTGs is shared and passed on to all RTG members, and to NTGs. This could be achieved by making gender a regular item of meeting agendas, minutes and/or reporting on a personal practice, action or experience illustrating gender mainstreaming that others can learn/take inspiration from.

Box 4: Online gender equality training courses and materials:

- Specific to small-scale fisheries: revisit the gender chapter 8 of the 2015 FAO SSF guidelines (<http://www.fao.org/3/a-i4356e.pdf>) and read the 2017 SSF – Gender manual “Towards gender-equitable small-scale fisheries governance and development” (<http://www.fao.org/3/a-i7419e.pdf>)
- UNESCO online training course on mainstreaming gender in one's daily work tasks (http://www.unesco.org/bpi/training/elearning/gender_equality/Mod5_v28.htm)
- FAO e-learning course on gender in food and nutrition security (<http://www.fao.org/elearning/#/elc/en/course/FG>)
- FAO SEAGA's:
 - Intermediate Level Handbook to help identify the links between policies and grass root priorities, conduct socio-economic and gender analyses and assess one's institution potential to support participatory development processes and better gender mainstreaming (<http://www.fao.org/docrep/012/ak213e/ak213e00.pdf>)
 - Macro Level Handbook that facilitates gender mainstreaming in Programmes and policies and provides a conceptual framework, methods and tools that support participatory development planning (<http://www.fao.org/docrep/012/ak229e/ak229e00.pdf>).

⁶ As at the time of writing, 30th April 2018.

- UNDP's "gender journey" course: https://prezi.com/gxj1cr2zoz_f/online-course-gender-journey-mandatory/
 - Support materials for gender equality training: <http://eige.europa.eu/gender-mainstreaming/toolkits/gender-equality-training>
-

2.1.2 Fisheries-specific training that is gender sensitive.

Promote equal participation of men and women in training. If necessary, adjust training times, duration, locations to facilitate attendance. Ensure that sex-disaggregated data on participants is kept (see action 2.5).

Whenever possible, **broaden the contents the fisheries management training courses to include gender-related topics**, and linkages between gender (in)equality in fisheries and the achievement of improved fisheries management outcomes. Efforts should be made to include gender issues in a fisheries management training, especially when the management of small-scale fisheries is concerned.

For example:

- Special sessions on gender dimensions in fisheries could be included in training courses on the EAF, in order to better address the underlying dimensions of its 5th principle;
- the contents of training sessions are recorded (subject to participants and trainers' consent) to enable tracking of the emphasis placed on mainstreaming gender concepts in the contents of fisheries management courses⁷, and more broadly, the EAF.

2.2 Increase gender-sensitive stakeholder participation

2.2.1 Promote gender parity in stakeholder participation and country participatory working groups.

Participation of women as stakeholders in the process of developing and implementing fisheries management plans is a key element to the success of both fisheries management and governance. Equal representation of men and women from relevant stakeholder groups in consultation processes at community and national levels (e.g. fishers, traders, processors, cooperatives, government fisheries managers, scientists, etc.) should be strived for and facilitated by the NTG.

2.2.2 Promote gender parity in participation and decision-making in the management of fisheries.

Encourage the **participation of women in fisheries management decision bodies**. For example, in representing countries in regional fishery bodies committees, or in co-management committees. In

⁷ This is aligned with recommendation no. 1.3 of the Phase I evaluation (FAO 2013b) that annual capacity building summary reports, containing information on attendance as well as nature of training delivered, should be published.

the latter case, propose a minimum number of seats for them. Start low if women are not easily coming forward, e.g. 20-30 percent, and increase annually.

Suggest that an increasing number of **positions of authority (i.e. with decision-making responsibilities)** (e.g. secretary, treasurer, president) be occupied by women, and that women's voices be heard in these groups.

2.3 Promote gender equality in research

2.3.1 Participation of female scientists for surveys with R/V *Dr Fridtjof Nansen*.

Strive for **gender parity in the nomination of scientists**.

Promote **equal sharing of survey responsibilities** (e.g. data collection, analysis and reporting) and **benefits** (e.g. on-the-job training opportunities) for local male and female scientists in equal measures.

Provide the **necessary facilities** for women on board.

2.3.2 Gender-sensitive EAF-Nansen Technical Training Network.

To build the EAF-Nansen Technical Training Network, **choose institutions and universities with a good track record of promoting education and study among female students**. If the track record of potential partner institutions in the training network does not demonstrate this, the participation of these institutions in the network may be reconsidered until evidence of their efforts towards gender equality can be provided. Evidence could take the form, for example, of attendance of courses on the importance of gender considerations and equality and women's empowerment in fisheries, in research and in society more generally (→ see Box 4), or of adherence to an equality charter, such as the Athena SWAN Charter (ECU, 2019) that recognizes commitment to the advancement of gender equality in academia, to the addressing of unequal gender representation across academic disciplines, professional and support functions and to the removing of the obstacles faced by women.

Strive for **gender parity** in the selection of students who participate in Programme training activities.

Ensure that the **training consultant** coordinating the training network has undergone **gender awareness training**.

2.4 Implement gender-sensitive in-country activities

2.4.1 Gender-sensitive in-country activity design

A preliminary step in designing gender-sensitive in-country activities is to carry out an **analysis of gender issues** and dynamics surrounding the proposed activities. Such an analysis will allow the identification of the gender issues that could emerge following a gender-insensitive intervention and the gaps that a smartly-designed intervention could fill. These analyses are necessary in order to formulate gender components that will be part of Programme implementation at country level.

Following this, **all in-country activities should be designed with an in-built gender component**. This should apply to any Programme intervention. However, gender issues are particularly prevalent in the social organization of fishing communities and women's participation dominates the post-harvest sector. Any Programme activity or intervention at this level will need to **systematically cast a critical gender lens on prevailing gender relations** and how the activity may be designed to act as a direct or indirect catalyst in transforming them towards greater equality, in addition to achieving other fisheries management-related improvements.

Some in-country activities can also be designed as specific **gender-targeted interventions**. These interventions can be aimed at triggering a transformational change either at community or institutional level, and/or be targeted at alleviating an identified bottleneck preventing the participation of women in, or their progression towards greater recognition and/or benefits from, fisheries. As such, these activities go a step further than the gender-sensitive activities described above. These interventions and their monitoring need to be designed with inputs from gender experts.

Work plans devised for in-country activities also need to be gender-sensitive. Remember that "gender equality is in the details" (Brugere and Williams 2017). Thus, ensure that the FAO staff and consultants recruited to backstop in-country activities have gender awareness and the capacity to steer the design of in-country activities towards changing the status quo in gender relations (see action 1.1.3).

2.4.2 Gender inequality as an additional criteria of selection for in-country Programme support.

In addition to the technical, financial and institutional needs vis-à-vis fisheries management of the countries wishing to receive support for in-country activities (LoAs), their position regarding gender gaps and/or inequalities should be considered as an additional criteria for selection to receive support from the Programme⁸ because **those countries with the lowest rankings**⁹ (WEF 2016; UNDP 2019) are the ones where the greatest impact in progressing towards gender equality can be made.

2.5 Collect and analyse sex-disaggregated data

Every time data needs to be recorded, for monitoring or scientific purposes, one must ask: could this figure be more detailed to expose the number of males and females participating? If the answer is 'yes', then the record must be disaggregated according to the sex of participants.

Record male and female participation in all Programme activities and events, at all levels. This concerns the tracking of male and female participation in all meetings, training events, field trips, vessel trips etc. It starts with the establishment of a baseline (records from the first event) and should be monitored over time to assess the evolution of the involvement of men and women in the Programme. This can be implemented by:

- Nomination of the person responsible for gender mainstreaming in the Programme to initiate and oversee this process;

⁸ Other criteria include: commitment at institutional level, institutional capacity, co-financing, capacity of absorption of the activity, availability/commitment of staff at country level, etc.).

⁹ Based on internationally-recognised indicators and sources of gender inequality rankings.

- updating or establishment of a simple data collection protocol (forms) to record each time the sex of the meeting participants, respondents, trainees, vessel scientific personnel, etc., alongside nationality, position and education level;
- using the first record as a baseline upon which the evolution of the involvement of men and women in the Programme can be assessed.

Sex-disaggregated data analysis: The data collected needs to analyze participation, i.e. gender parity in involvement in different activities and relate it to different types of responsibilities in the Programme on a yearly basis, correlating it with nationality, education levels and professional position to identify any underlying trends or factors affecting the pursuit of gender equality in participation and the Programme's influence in promoting women and gender equality in fisheries. This aspect of data analysis will need to be cross-linked with the monitoring and evaluation of the implementation of the gender strategy, as part of the monitoring of the implementation of the EAF-Nansen Programme.

2.6 Additional opportunities for promoting gender equality in the Programme's activities

2.6.1 Gender-sensitive fisheries management plans and interventions

Emphasize gender as one of the human dimensions of fisheries management. This is particularly important in the context of small-scale and artisanal fisheries. Baseline enquiries, elaboration of fisheries management plans, activities at field level all need to carefully account for the differential roles of men and women and how these roles condition their opportunities for agency.

For example:

- Include gender analyses as part of the scoping studies for fisheries that are routinely carried out by the Programme. Ensure that the data collected as part of these studies is adequately recorded, robust and sex-disaggregated.
- Be more considerate of the participation and voice of men and women from fishing communities in activities where they are the intended beneficiaries.
- Refer to guidance on the Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication (FAO, 2015), which support a transformative agenda for socially just and sustainable fisheries and has made gender equality one of their cornerstones (FAO, 2017).
- When the ultimate goal of a management plan is an improvement in wellbeing, ensure that all the steps along the pathway leading to this outcome are clearly mapped. For example, document the roles of men and women and participation in different activities, control over income, influence in decision-making regarding fisheries management decisions, post-harvest value addition etc. When some management measures (e.g. seasonal closure) are likely to negatively impact women (for example because they have no alternative livelihood in the meantime or restricted mobility to seek work further away), what compensation or corrective action could be undertaken to minimize related negative impacts in the short term? These actions (e.g. training in other income generating activity) may not be the same for men and women. Such an in-depth reflection may involve a more explicit consideration of gender issues in the socio-economic pillar of the management plan and a reconsideration of some of the activities and indicators chosen for this plan.

Consider, where appropriate, a **value chain approach to complement a management plan**. Post-harvest activities tend not to be included in fisheries management plans. Given that the vast majority of women involved in fisheries are active in these activities, as well as in pre-harvest activities, considering fisheries management as a broader suite of activities that extend beyond a landing point and before a catch, will enable the better encompassing of the gender dimension of fisheries, along with livelihood and food security considerations. This may not be possible in all contexts, nor relevant to all fisheries, but in instances where fisheries management plans are still under elaboration, it should be considered¹⁰.

2.6.2 Review fisheries legal frameworks with a gender lens.

Following the thorough review of the legal frameworks that many member countries have undertaken to make them more “EAF-friendly”, partner countries should now seize the opportunity of a further review casting a specific gender lens on current fisheries laws to ensure that they are not discriminatory towards the women engaged in the sector and actively promote gender equality throughout the spectrum of directly and indirectly related fishing activities.

3. Mainstreaming gender in Programme communications

Objective:

The actions under this work area of the EAF-Nansen Programme will serve to:

Showcase the commitment and actions of the EAF-Nansen Programme towards mainstreaming gender in fisheries management and governance and promoting gender equality in fisheries.

Actions:

3.1 External communications

3.1.1 Mainstream gender in communications and the Programme’s communication strategy.

The planned revision of the EAF-Nansen Communication Strategy is an opportunity to ensure that, alongside messages related to additional areas of work of the Programme (knowledge strengthening, management and capacity development activities, in particular those related to climate variability and change, and pollution), emphasis is also placed on gender in the external communications of the Programme and that these convey messages not only about the importance of addressing gender inequalities in fisheries, but also about the proactive work of the EAF-Nansen Programme in mainstreaming gender in its activities. Thus, it is important that the **commitment of the Programme to gender equality be evident in all its documentation and communications**, for example through:

- Visual clues of the Programme’s commitment to gender equality in fisheries in newsletters, flyers, posters and website (e.g. women in photographs), as well as in:
 - All written public relation material, programmatic documents, text of the website
 - All its outputs, including educational kits, meeting reports etc.

¹⁰ This was notably recommended by in the Partnership for African Fisheries (PAF), Policy Brief #1, 2014.

- Dissemination of information highlighting the Programme's commitment and contribution to gender equality in fisheries through non-Programme articles (e.g. scientific publications), web presence (e.g. blog contributions), etc.

3.1.2 Broaden the range of target institutions and audiences.

The Programme could target institutions and audiences with its communication products beyond those strictly involved in fisheries management. For example, at national level, to ministries/authorities, non-governmental and/or civil society organisations dealing with gender and women's empowerment, rights, food security etc.

This could be done during, or as part of:

- **Programme and outreach events:** special sessions on gender in fisheries and gender mainstreaming in the Programme could be held at important Programme meetings and other events the EAF-Nansen Programme is participating in. For example, the gender mainstreaming work of the EAF-Nansen Programme could be showcased at a side-event or booth during the Committee on Fisheries, or at the Gender in Aquaculture and Fisheries (GAF) bi-annual conference (GAF, 2018). Similarly, high-profile events related to large marine ecosystems, Blue Growth, the SDGs etc. dealing with cross-cutting issues could also be a means to convey the experience of EAF-Nansen Programme in progressing the gender equality agenda in a natural resource management context.
- The broad-based **network of partners that the Programme has created throughout Africa** is also a real asset for communicating and reaching out on issues such as gender equality. The numerous opportunities created by the Programme for social learning and exchanges of experiences should be seized to publicize and showcase how the Programme and its national teams are addressing gender issues at national levels.

3.1.3 Communication means.

- **Website.** Create a specific page/sub-link on the Programme's website where stories, documents, studies can be made more visible, easily shared and accessed, e.g. a special tab or section dedicated to all gender-related Programme documentation, data, experiences in mainstreaming etc.
- **Newsletter.** Make gender a regular column of the newsletter where progress, indicators, stories can be highlighted at each publication. This is particularly important given the emphasis of the second phase of the Programme on gender.
- **Social media.** Disseminate information on the gender activities of the EAF-Nansen Programme on Twitter, linking #eafnansen to active promoters of fisheries-gender equality (e.g. @genderaquafish, @womeninseafood etc.).
- **FAO 'presence' as dissemination and promotion channel.** Ensure that all the above takes the opportunity of FAO's wide outreach (e.g. through its publications, events, networks, social media) is capitalised upon to disseminate the Programme products and messages. Continuously highlight gender work and equality achievements in these.

- Make full use of **complementary websites** to disseminate this information, such as the www.genderaquafish.com website.
- **Visibility and representation by NTGs.** Consider NTGs or national focal points as “champions of change” who can showcase to others what can be done regarding mainstreaming gender in a fisheries management Programme. The Programme should use its influence and the example it is setting to bring about change in the partner organisations that have not yet embraced gender equality in their mandate and tasks.

3.2 Production and dissemination of thematic outputs

- Publish at least one document/**general study** outlining change in women’s participation in, and benefits from, the EAF-Nansen Programme.
- Compile and showcase specific **case-studies**, highlighting women’s participation and benefits from the Programme, e.g. female scientists aboard the *R/V Dr Fridtjof Nansen*, women members of fisheries co-management committees, etc.
- Encourage the preparation of at least one **Field Document** documenting the situation of women and/or the addressing of gender issues in relation to fisheries management and/or governance in a particular context.
- Encourage the publication of these outputs either as part of the **EAF-Nansen Programme series or in scientific journals**.

Monitoring and reporting

Monitoring of, and reporting on, the implementation of the EAF-Nansen Programme gender strategy should be an **integral part of the monitoring of the implementation of the EAF-Nansen Programme itself**. Of crucial importance here is the collection of sex-disaggregated data and other socio-economic variables on the nature and extent of women's engagement in the Programme (see activity 2.5). The continuous recording of the numbers of men and women's participating in Programme-supported activities (e.g. training, meetings, surveys...), their nationality, their educational background and professional position in any Programme activity is, in the first instance, fundamental to track how well the Programme is doing at accounting for gender parity in its activities.

Then, as a second step, it is necessary to analyze the relationship between these variables to assess and report on, at regular intervals (e.g. in **annual Programme Progress Reports**), the Programme's influence in promoting equal men and women's participation in the Programme, and identifying those areas or activities still lagging behind and where the stronger promotion/encouragement of women's participation should be done. At this point, analysis of women's participation and gender equality should be disaggregated according to the three levels of intervention of the Programme, i.e. its management, activities and communications.

This will allow the shedding of light on:

- The extent to which gender has become "everyone's business" in the Programme, i.e. gender-sensitive and responsive actions and measures are routinely implemented as part of the Programme management, activities and communications.
- The level and extent of awareness and knowledge about gender issues, both in fisheries and more generally, and knowledge of how these can be practically tackled in the pursuit, and as part of, sustainable fisheries management.

In order to do this, the Programme could focus on the indicators proposed for monitoring the Programme's achievement of gender mainstreaming. This list of indicators is based on the indicators already listed in the Programme's results matrix (Appendix II of the Programme Document) and incorporates other indicators stemming from the planned activities described in the tentative work plan (Appendix III of the Programme Document). However, these indicators are of relevance at Programme level and **need to be further refined** in consultation with all Programme partners. They should be considered by all Programme partners as part of the design of a comprehensive and gender-sensitive M&E system that includes the establishment of indicators at country level, to monitor the implementation of the gender strategy and progress of the Programme in mainstreaming gender in fisheries management in the partner countries.

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Appendix I: How the EAF-Nansen gender strategy was elaborated.

The approach to elaborate the gender strategy was as follows:

1. Review of the findings of the gender audit (Brugere 2014).
2. Close examination of the Programme Document for phase II (FAO 2017a).
3. Review of other Programme outputs, e.g. "Chapter 8: Impact on science, capacity development, policy and fisheries management" by Francis *et al.* (2017) in *The RV Dr Fridtjof Nansen in the Western Indian Ocean: Voyages of marine research and capacity development*.
4. Review of similar Programmes and other organisations' gender strategies.
5. Gathering (via email) and analysis of views of the Programme's National Focal Points (and Alternates) via the following three questions (asked in English and French, with a response rate of 20 percent)
 - a. *What is your vision of a gender-sensitive EAF-Nansen project? (1 sentence)*
 - b. *What would be the outcomes (or concrete results or visible changes) of this vision? (list 3-4 outcomes)*
 - c. *What are the bottlenecks to overcome to achieve this vision, in relation to their ease of solving?*
6. Drafting of the contents of the gender strategy on the basis of the previous steps.
7. Internal review of the contents of the draft strategy by the EAF-Nansen Coordination Unit and FAO FI Gender Focal Point.
8. Incorporation of feedback received and finalization of the contents of the gender strategy and implementation guidelines.

Appendix 2: Key gender terminology and concepts

Gender is the socially and culturally constructed identities of men and women. Gender refers to the roles, responsibilities, access and opportunities of men and women, boys and girls, in a society. Gender determines what is expected, allowed and valued in a woman or a man in a given context. Therefore, it is not only a focus on women's issues. Instead, it is an examination of issues of equality/inequality and differences between men and women as their respective roles and responsibilities vary depending on the social environment and power dynamics that prevail in a given society.

Gender equity refers to the *process* of fair and just treatment of women and men and concerns the set of actions, attitudes, and assumptions that provide opportunities and create expectations about individuals. **Gender equality** is *when men and women are being treated equally and have equal opportunities and responsibilities*. Gender equality, however, does not necessarily mean equal numbers of men and women or boys and girls in all activities, nor does it necessarily mean treating men and women or boys and girls exactly the same. It implies enhancing the ability of women and men to enjoy status and opportunities that enable them to realize their potential to contribute to, and benefit from, social, economic and political development.

There is sometimes confusion between the terms "equity" and "equality" in their application to gender. Gender equality is a concept with transformative meaning, covering women's empowerment, non-discrimination and equal rights regardless of gender. It embraces a multi-dimensional and intersectional view on inequalities between women and men, girls and boys. It points towards change of gender-based power relations in all sectors of society, private as well as public. In contrast, the concept gender equity only embraces part of the gender equality agenda, leaving out the transformative and challenging aspects of gender equality out and making it possible to avoid the necessary contestation of power relations and unequal social, economic, and political structures.

More information about the distinction between the two concepts can be found here:

<https://www.sida.se/contentassets/43b0eb228c464d2499c5eb00a68a0346/brief-hot-issue-equity-equality.pdf>

Women's empowerment is a related notion to gender equality but distinct from it. The core of empowerment lies in "the ability of a woman to control her own destiny. This implies that to be empowered women must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), they must also have the agency to use those rights, capabilities, resources and opportunities to make strategic choices and decisions (such as are provided through leadership opportunities and participation in political institutions). And to exercise agency, "women must live without the fear of coercion and violence" (Millennium Project Task Force on Education and Gender Equality 2005).

Gender parity exists when there are equal numbers of men and women at all levels in an organization. It must include significant participation of both men and women, particularly at senior levels. Gender parity is one of several integrated mechanisms for improving organizational effectiveness (UNDP 2007). Whilst it is an important objective, it is not sufficient to achieve gender equality or women's empowerment. Projects should therefore aim for the latter two.

Gender mainstreaming (or **mainstreaming a gender perspective**) is defined as "the process of

assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal of gender mainstreaming is to achieve gender equality" (ECOSOC 1997).

Gender mainstreaming therefore involves a process of profound change: it is not about adding a "woman's component" or even a "gender equality component" into an existing activity or Programme. It goes beyond increasing women's participation; it means bringing the experience, knowledge, and interests of women and men to bear on the development agenda" (ILO 2017). Practically this means taking questions of gender seriously in all regular project activities and making them "everyone's business" (Risby and Todd 2011), i.e. ensuring that "women's as well as men's concerns and experiences are an integral dimension of design, implementation, monitoring and evaluation so that women and men benefit equally and inequality is not perpetuated" (UN 1998).

Agency is the process through which women and men can be **agents of change** who use their endowments and capabilities to take advantage of opportunities and achieve their desired outcomes. It has become the framework of choice to deal with gender issues because it can shed light on the nature and magnitude of the social, economic, cultural and institutional barriers to gender equality (World Bank 2012, Nussbaum 2001, Sen 1999), and it also incorporates the gender-conditioned dimensions of access, control and power. Agency is itself underpinned by a process of **transformative change** that is necessary to challenge and correct gender inequalities where they are encountered.

The gender terminology has evolved to reflect the shift towards transformative change: whilst **gender-aware** and **gender-sensitive** approaches imply erring on the cautious side of "do no harm" or "account for gender without ruffling feathers", **gender-responsive** approaches proactively seek to seize opportunities to address gender inequalities and challenge the status quo to promote women's empowerment (GEF 2017).

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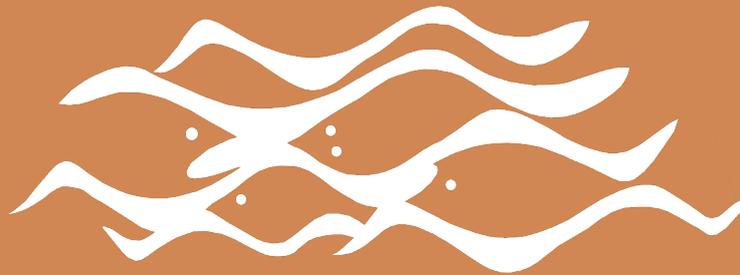
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