Sustainable Fish Asia (SUFIA)

Local Capacity Development (LCD) and Technical Support (TS) Activities

# Guidelines for the Implementation of the CTI-CFF GESI Policy

*An output of the Online Workshop on Socializing and Developing Guidelines for CTI-CFF GESI Policy Implementation (May 24, 2022)*

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# Introduction

The acceptance and adoption of the Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security (CTI-CFF) Gender Equality and Social Inclusion (GESI) Policy at the 16th Senior Officials' Meeting of CTI-CFF on December 16, 2021, was one of the achievements in integrating GESI within CTI-CFF. This means that the GESI Policy will be implemented at all relevant levels within CTI-CFF and in all of its activities and programs with member countries and partners. The adoption of the GESI Policy will ensure that CTI-CFF will be more sensitive and responsive to GESI issues that require more than just increasing the number of one gender or group in the organization. It also means having a better understanding of how formal and informal policies, practices, and procedures across the CTI-CFF organization will reinforce the implementation of the GESI Policy. This implementing guideline is one way to guide integration of the GESI Policy to any interventions or programs being implemented by the CTI-CFF in the Coral Triangle Area.

This document, "Guidelines for the Implementation of the CTI-CFF GESI Policy" was pre-drafted and presented at the online workshop on "Socializing and Developing Guidelines for CTI-CFF GESI Policy Implementation" organized by the USAID Sustainable Fish Asia (SUFIA) Local Capacity Development (LCD)[1] Activity in collaboration with the SUFIA Technical Support (TS)[2] Activity, on May 24, 2022. Inputs from participants were then included to strengthen the draft guidelines. This consultative process was the first of a series of consultations to encourage full participation of CTI-CFF members and partners in developing the implementing guidelines that they themselves will be implementing.

This document is a working document, thus will require further consultations and review by CTI-CFF members facilitated by the Women Leaders' Forum.

## *Purpose of the Implementing Guidelines*

The purpose of the implementing guidelines is to provide a roadmap to help CTI-CFF Regional Secretariat, member countries, and all development partners in implementing the CTI-CFF GESI Policy. These guidelines provide details on the practical steps and required actions to integrate GESI Policy in CTI-CFF programs and projects. The guidelines are also intended to provide practical tools in integrating the GESI effectively in the design, implementation, and monitoring and evaluation of programs and projects in the CTI-CFF.

The guidelines recognize a wide range of stakeholders in the CTI-CFF organization. These stakeholders include the CTI-CFF Regional Secretariat, member countries in the Coral Triangle region, donor agencies, development partners, and other organizations working in the Coral Triangle area. These organizations play a role in implementing the GESI Policy to ensure alignment with the Regional Plan of Action (RPOA) 2.0 goals of equity and inclusivity. Therefore, these implementing guidelines are also meant to inspire all people working in sustainable fisheries and marine biodiversity to promote and advocate for GESI integration in the region.

## *Who Will Use the Guidelines?*

The implementing guidelines are developed to support the implementation of CTI-CFF's GESI Policy within the CTI-CFF organization, including its activities and programs with member countries and partners. Thus the guidelines are applicable to all who are working with CTI-CFF in the region.

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[1] SUFIA LCD is implemented by RTI International.
[2] SUFIA TS is implemented by Tetra Tech.

The guidelines are based on the approved CTI-CFF GESI Policy and the draft RPOA 2.0 of the CTI-CFF. These guidelines present how the GESI Policy is related to the draft RPOA 2.0. They provide key messages regarding the strategic elements needed to implement the Policy and highlight a range of possible actions to take and pitfalls to avoid.

**The four strategic elements where GESI can be integrated are as follow:**

1. Policy
2. Human resources
3. Communication products, including speeches, newsletters, press releases, reports, and other publications
4. Program and projects implemented in the Coral Triangle area

The implementing guidelines should be seen as an organic document that will grow as more good practices are developed and shared.

# An Introduction to GESI Concepts

The key objective of this section is to provide understanding on the GESI concept and its relevance to the marine resource context. The key terminology on GESI adopts the most commonly used definition in the international community. These key terminologies were also used in the CTI-CFF GESI Policy. For some readers, this concept might sound familiar. For others, it might be new.

## What is Gender?

**Gender** is used to describe those characteristics of women and men that are socially constructed, while sex refers to those that are biologically determined. People are designated female or male at birth based on their perceived anatomy, and become girls or boys, and later women or men, as they grow and interact with their culture[3]. This learned behavior makes up gender identity and determines gender roles (World Health Organization, 2002). As a social construct, gender varies from society to society; it is context and time specific. Gender determines what is expected, allowed, and valued in a woman or a man in a given context and can change over time.

**Sex** refers to the biological characteristics of a women or a man. The biological sex of a person is generally designated at birth, according to obvious anatomical cues.

**Gender roles** are a set of social and behavioral norms that are considered to be socially appropriate for individuals of a specific sex. A gender's perceived role depends on the division of labor imposed by the social and cultural contexts of a particular area. It is affected by the values and norms of the local context. In some societies, there is a clear division of labor and areas of focus. This division of labor affects the interest and needs of varied gender and social groups as well as relations among them.

## Gender Analysis

**Gender analysis** is the systematic attempt to identify key issues contributing to gender inequalities so that those inequalities can be properly addressed. The gender analysis could be used to assess whether an activity is gender blind or has GESI issues.

A **gender blind** study or project lacks attention to the differential roles, responsibilities, resources, or experiences of men and women (International Food Policy Research Institute, 2011). Meanwhile a **gender sensitive** study is aware of the ways in which men and women will be differentially impacted by policies, programs, and so on (International Food Policy Research Institute, 2011).

**Gender mainstreaming (integration)** is 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 (United Nations Economic and Social Council, 1997). In this document, **integration** is the preferred term.

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[3] Some people discover their gender does not align with the associations of the sex they were assigned at birth, including people who identify as nonbinary (i.e., outside the categories of man and woman).

*Gender Equality and Social Inclusion*

**Gender equality** is when women and men enjoy equal rights, opportunities, and entitlements in civil and political life, in terms of access, control, participation, and treatment (Food and Agriculture Organization, 2017).

**Gender equity** means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different, but which is considered equivalent in terms of rights, benefits, obligations, and opportunities (International Labour Organization (2007).

**Social inclusion** is the process by which efforts are made to ensure equal opportunities—that everyone, regardless of their background, can achieve their full potential in life, leaving no one behind (United Nations, 2016).

**Social exclusion** is difficult to define because the people who are socially excluded are not the same everywhere; the exclusion depends on the social context. Social exclusion affects individuals who cannot participate in a development process or benefit from it because their identity, and the informal rules related to identity, deny them the right to participate (Barclay et al., 2021).

# The GESI Policy of the CTI-CFF

The Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security (CTI-CFF) is a multilateral partnership of six countries—Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, and Timor-Leste—working together to sustain extraordinary marine and coastal resources by addressing crucial issues such as food security, climate change, and marine biodiversity.

The CTI-CFF works collaboratively with development partners, and nongovernmental organizations: the U.S. Agency for International Development (USAID), Australian Government, Asian Development Bank (ADB), Global Environment Facility (GEF), World Wildlife Fund, The Nature Conservancy, Conservation International, Coral Triangle Center, German Corporation for International Cooperation, Southeast Asian Fisheries Development Center (SEAFDEC), and World Conservation Society.

As a multilateral initiative and part of the international community, the CTI-CFF is also responsible for supporting and promoting the global gender agenda to eliminate gender inequalities through gender integration policy.

The GESI Policy of the CTI-CFF was accepted and adopted by the Senior Officials' Meeting in December 2021. This is a foundation for the CTI-CFF to implement GESI principles throughout the organization and all activities implemented in the CTI-CFF.

All member states and development partners believe that, although complex, when they are understood and operationalized within a specific cultural, historical, and socio-economic context, gender equality and social inclusion can help achieve the CTI-CFF mission. GESI integration improves livelihoods and social security, including higher economic productivity and more effective governance of marine resources. The CTI-CFF is also aware of the diversity within groups of women, men, and youth and varied social groups that require particular attention. This inclusive focus will ensure that key gender gaps are reduced in ways that benefit all citizens, not just those who are the most visible, or vocal.

## Purpose of the GESI Policy

The purpose of the GESI Policy is to provide direction for the CTI-CFF member states, development partners, and the Regional Secretariat in promoting and integrating GESI in all activities in the CTI-CFF.
The GESI Policy is one way to address the current gender inequalities—rebalance the unequal power relations, reduce disparities, ensure equal rights and opportunities, and respect all individuals regardless of their social identity in the CTI-CFF areas. The policy is inclusive of all genders.

## Alignment with International and Regional Commitments

The GESI Policy is guided by international and regional commitments as outlined in the GESI Policy document.

1. The Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)
   All the six member states have ratified CEDAW, which recognizes that women and men have equal rights to participate in and benefit from development, and gender inequality is a barrier to successful development.

2. The Beijing Platform for Action
   The Beijing Platform for Action, adopted at the 1995 Fourth United Nations World Conference on Women in Beijing, is a tool to promote gender equality at all levels. The implementation of the Beijing Platform for Action, including through national laws and international and sectoral cooperation, must promote gender integration, including in biodiversity subjects.

3. Sustainable Development Goals (SDGs)
   The SDGs emphasize "Leave no one behind." Therefore, all women, men, youth, and different social groups should participate in and benefit from development. The adoption of 2030 SDGs, especially Goal 5, will help achieve gender equality and empower all women and girls. Goal 5 of SDG aims at ending all discrimination against women and girls. This is not only a basic human right, but also crucial for a sustainable future; it is proven that empowering women and girls helps economic growth and development. In addition, the SDGs specifically call for the sustainable use of marine resources (SDG 14).

The CTI-CFF GESI Policy is also aligned with the regional commitments of member states of the CTI-CFF:

1. Association of Southeast Asian Nations (ASEAN) Declaration on the Gender-Responsive Implementation of the ASEAN Community Vision 2025 and SDGs.
2. The ASEAN SEAFDEC Gender Strategy: Integration of gender in SEAFDEC and its programs. The SEAFDEC Gender Strategy strives to integrate gender perspectives into the SEAFDEC organization and its programs, projects, and activities to ensure that men, women, and youth at all levels access equitable benefits in the sustainable development and management of fisheries and aquaculture.
3. The Revised Pacific Platform for Action on Advancement of Women and Gender Equality 2005–2015 (RPPA).
4. The Pacific Leaders Gender Equality Declaration and the Pacific Plan (2005, revised 2007).

## Alignment of the GESI Policy with the Draft RPOA 2.0

The GESI Policy is a foundation for achieving CTI-CFF missions, goals, and objectives to provide livelihoods and food security benefits for all gender and different social groups in the Coral Triangle area. It is clearly one target in Objective B of the RPOA 2.0 (*Figure 1*), especially target B2: GESI. The GESI aspect also applies many components of Target B1: Food Security and Livelihoods and Target B3: Climate Resilient Community. In addition, GESI must be also incorporated in Objective C.
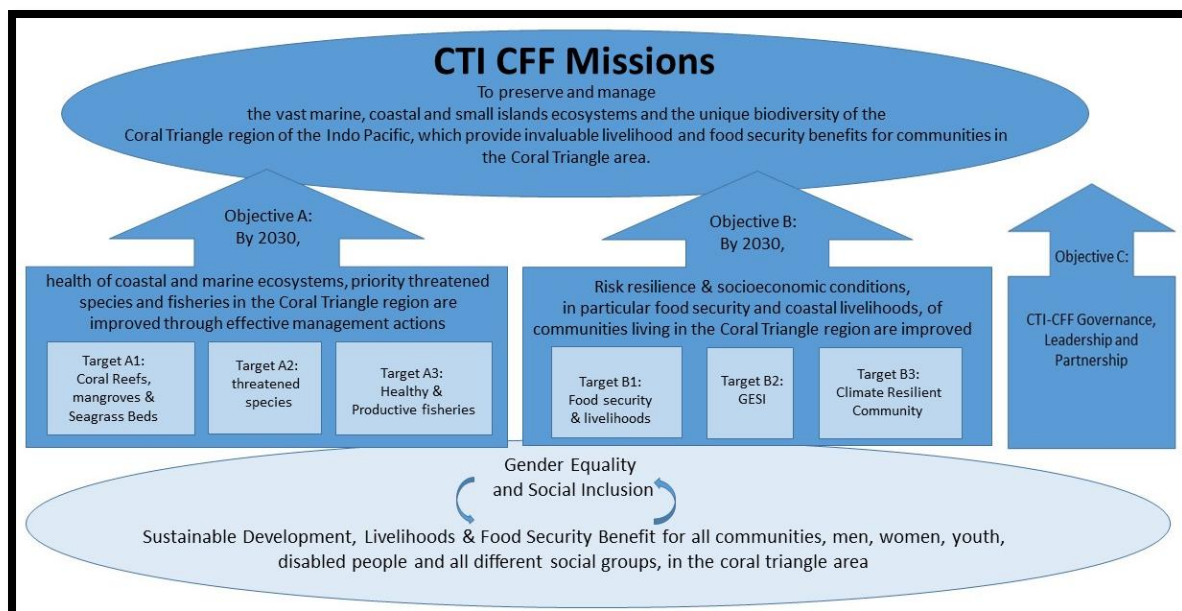
**CTI CFF Missions**

To preserve and manage
the vast marine, coastal and small islands ecosystems and the unique biodiversity of the
Coral Triangle region of the Indo Pacific, which provide invaluable livelihood and food security benefits for communities in
the Coral Triangle area.

Objective A:
By 2030,

health of coastal and marine ecosystems, priority threatened species and fisheries in the Coral Triangle region are improved through effective management actions

Target A1:
Coral Reefs, mangroves & Seagrass Beds

Target A2:
threatened species

Target A3:
Healthy & Productive fisheries

Objective B:
By 2030,

Risk resilience & socioeconomic conditions, in particular food security and coastal livelihoods, of communities living in the Coral Triangle region are improved

Target B1:
Food security & livelihoods

Target B2:
GESI

Target B3:
Climate Resilient Community

Objective C:

CTI-CFF Governance, Leadership and Partnership

Gender Equality and Social Inclusion

Sustainable Development, Livelihoods & Food Security Benefit for all communities, men, women, youth, disabled people and all different social groups, in the coral triangle area

*Figure 1. The Alignment of the GESI Policy with the RPOA 2.0*

## GESI Policy Goal and Objectives

The ultimate goal of the GESI Policy in the CTI-CFF is to bring benefits to all women, men, youth, persons with disability, and social groups in the Coral Triangle area with the improved marine, coastal, and small islands ecosystems. This means that work conducted within the CTI-CFF area must incorporate GESI in the plan, implementation, and evaluation of projects and programs, and should bring benefits to all communities and gender.

The GESI Policy objectives are:
a.  All genders and social groups concerned, including the poor, the vulnerable, and those who are excluded from society, and their issues, are addressed in the laws, policies, programs and projects.
b.  People of all genders have equal access to and ability to participate in and influence the decision-making process.
c.  Effective GESI measures are integrated in the CTI-CFF institutional changing process to improve the quality of the CTI-CFF institution.

These objectives will guide CTI-CFF (Regional Secretariat, member countries, working groups, cross cutting initiatives, development partners, and project implementers) in integrating GESI in their work and operations.

## Strategies in GESI Integration

There are five main strategies in integrating GESI within CTI-CFF:

1.  Promote economic empowerment for all genders and draw attention to the contributions of all genders to marine-related activities, such as food and livelihood security, and to community well-being.
2.  Promote participation, leadership, and visibility in all forms of decision-making, of all genders.
3.  Reinforce GESI integration by:
    a.  Ensuring a GESI responsive policy, target, and planning in the CTI-CFF

> i. Strengthening institutional arrangement for GESI integration, including internal changes and leadership in GESI
>
> ii. Capacity-building
>
> b. Promoting strategic communication on the GESI Policy
>
> c. Including measures for integrating GESI in the CTI-CFF

4. Identify strategic partnerships and synergies.
5. Provide time, funding, and resources.

The GESI integration strategy works at several levels (**Figure 2**). It starts at the strategic level, with CTI-CFF as the regional organization, applied at the country member level. The GESI Policy of CTI-CFF is built upon and in harmony with what member states have developed (Fitriana, 2021). At the programmatic level, the GESI Policy and values could be reflected in the objectives of the CTI-CFF. Finally, the GESI Policy must be integrated at the project level, where GESI mostly faces challenges in implementation. The project level contributes to the achievement of objectives and missions of the CTI-CFF.
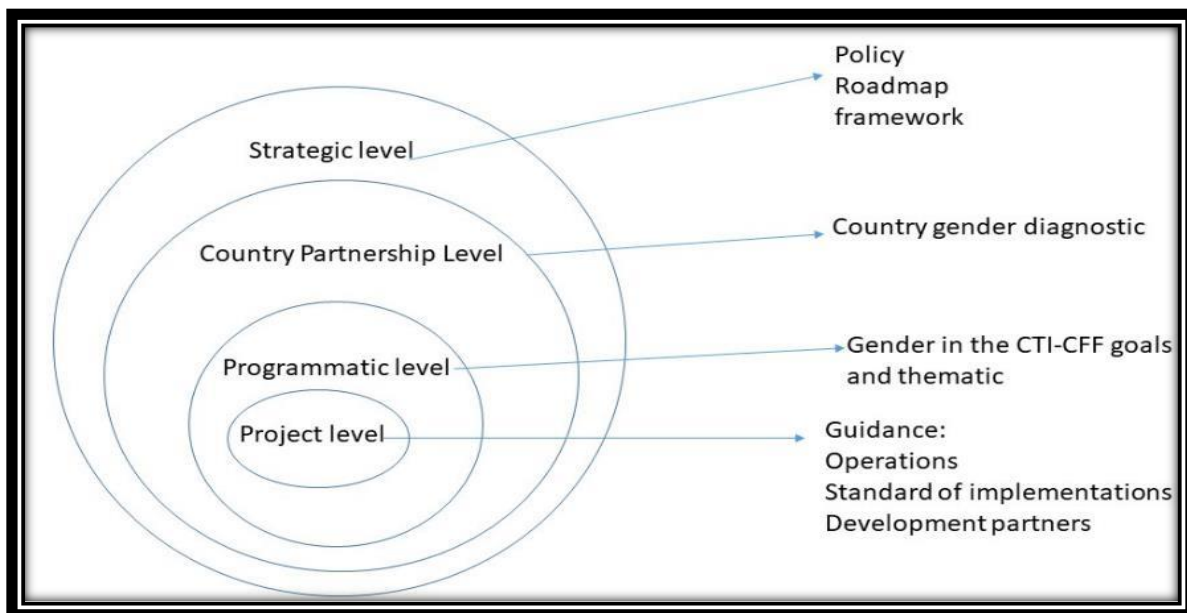


*Figure 2. Levels of Implementation of the GESI Policy*

# Strategic Elements in the Guidelines

## *Approach in Developing the Implementing Guidelines*

The CTI-CFF GESI Policy will be implemented by several actors, such as:

1. Regional Secretariat
2. Member countries composed of the national coordinating committees and technical working groups
3. Development partners
4. Broader partnerships and project implementers

In order to implement GESI integration strategy effectively, there must be a strong institutional framework and mechanisms. The institutional framework covers the following:

- Policy
- Human resources
- Communications

When an institution has integrated GESI into its policy and is equipped with capable human resources, it is expected that GESI will be integrated fully and contribute to better equality and inclusivity. A supported institutional framework would ensure the effective implementation, coordination, and sustainability of the GESI integration strategy. Meanwhile, communications products are one way to confirm the GESI integration has taken place, documented and disseminated among stakeholders. The communication products include speeches, newsletters, press releases, reports, and other publications.

GESI will also be implemented in the programs and projects on the ground. Therefore, these guidelines help implement GESI at the institutional, program, and project implementation level. Guidelines to help implementing the GESI Policy at these levels focus on four strategic elements (*Figure 3*).

Strategic elements needed to integrate the GESI focus on:

1. Policy
2. Human resources
3. Communication products, including speeches, newsletters, press releases, reports, and other publications
4. Programs and projects implemented in the Coral Triangle area
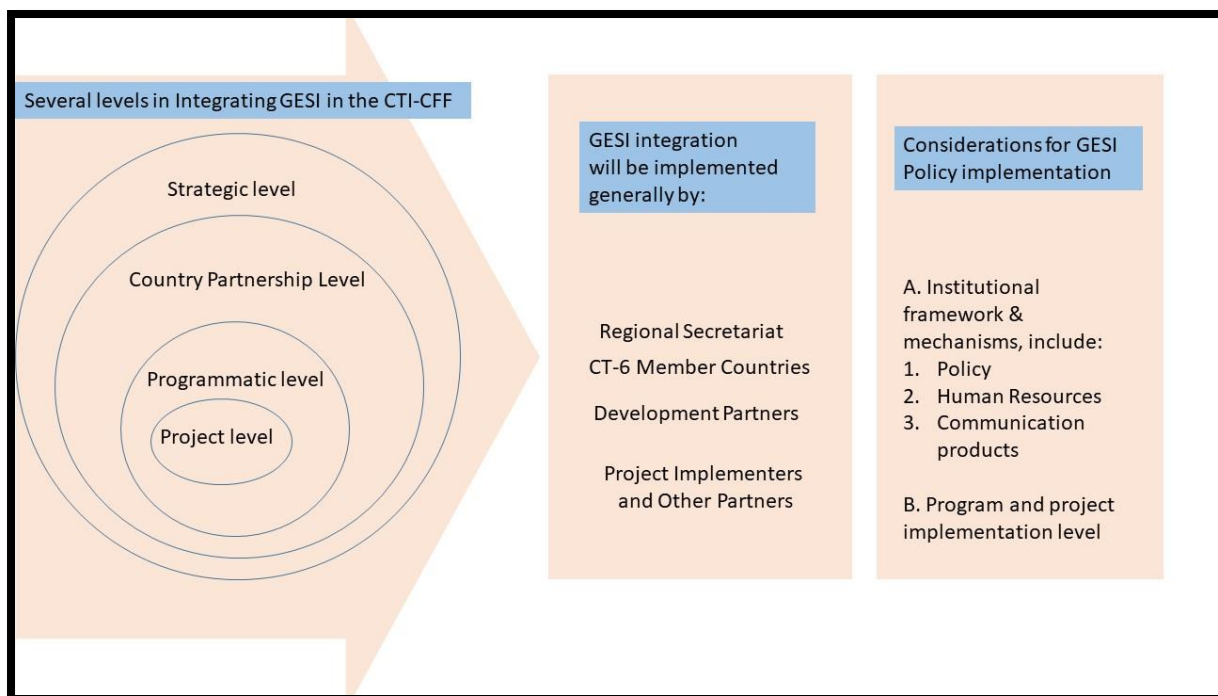
*Figure 3. Approach in Implementing the CTI-CFF GESI Policy*

In presenting the implementing guidelines, three main points need to be considered, as follow:

- ▪ The key message
- ➢ Possible actions to take
- ⇒ Pitfalls to avoid

These guidelines provide a key message in integrating GESI within the strategic elements. The guidelines also highlight a range of possible actions to take and pitfalls to avoid in integrating GESI approaches into the organization at all levels. The guidelines focus on the four strategic elements needed to integrate GESI.

# Strategic Element 1: Policy

A policy is a basis and one way to ensure GESI concerns are integrated effectively. When an organization has fully integrated GESI considerations into its policy, they provide for all staff.

*Key messages:*
- The GESI Policy provides direction and guides integration of GESI approaches into organizational and project implementation level.
- The GESI Policy creates an enabling environment to provide equal opportunity and rebalance the unequal power relations, reduce disparities, and encourage respect for all individuals regardless of their social identity.
- The GESI Policy must be disseminated as part of the integration process.

*Key actions to consider:*
- **Assess whether there is a GESI Policy or different form of such a statement in the organization's policy.**
  The CTI-CFF has adopted the GESI Policy. This adoption has achieved outcome Indicator B.2.1 of the RPOA CTI-CFF. For other organizations, developing partners might assess the GESI Policy within their organizations and partners to identify their vision of GESI integration and align it with the GESI integration in the CTI-CFF.

- **Ensure the GESI Policy is supported with implementing guidelines that support integration and provide direction within the organization and partners**.
  The development of implementing guidelines for the GESI Policy CTI-CFF is an ongoing process. This current initiative is one way to accomplish this and to achieve outcome B.2.1. In addition, as outlined in the RPOA 2.0, Output B2.2.1 GESI Guideline for private sector partnerships, there will be following guidelines for collaborating with the private sector.

- **Establish GESI support mechanisms to ensure the GESI Policy is implemented effectively.**
  As part of the RPOA 2.0, By 2030 GESI Policy socialized, integrated, and implemented. There must be a strategy to disseminate the policy, so all stakeholders recognize and are able to implement the policy. Socialization of the GESI Policy needs a supporting mechanism to ensure all inquiries about GESI get a response. For example, by providing questions and an answer sheet, a team can respond to an enquiry about GESI.
  In addition, the Women Leader's Forum could be part of the evaluation committee for projects/activities implemented in the CTI-CFF. This is to ensure the GESI Policy is implemented effectively.

- **Design policies based on evidence and recent research to avoid negative impact to GESI integration initiatives.**
  In developing a policy, consider GESI approaches. Several questions need to be considered:
  - Are sex-disaggregated data presented and various social groups recognized in the situational context of the policy?
  - Are there any potential positive or negative impacts due to the implementation of the policy on different gender and social groups?

- **Widely disseminate the GESI Policy and statement in simple terms both within and outside the organization.**
  The GESI Policy must be disseminated using a simple statement and attractive format. For example, produce GESI communication products, provide a brief summary of the GESI Policy as one of the communication products, disseminate the GESI Policy to other working

groups in the CTI-CFF, and produce multi-media communications products on the GESI Policy and related topics.

### *Pitfalls to avoid:*

⇒ Establishing a theoretical statement that does not reflect the societal change and situational context.

⇒ A policy or statement that contradicts international benchmarks or instruments.

⇒ The GESI Policy or statement is only recognized within gender specific interventions or activities. There is limited discussion and action to address the GESI perspective in sectoral policy, for example. The sectoral policy might also have an impact on GESI concerns.

⇒ The GESI Policy and strategies are acknowledged and coordinated at the organizational level but lack coordination at the implementing / project level.

# Strategic Element 2: Human Resources

Human resources play a key role in GESI integration at CTI-CFF. All work related with human resources should be performed with consideration to GESI principles, at all organizational levels. Lack of knowledge and awareness on the importance of GESI and its accompanying issues among policymakers and staff could be a hindrance to the implementation of the GESI policy within an organization. This section discusses aspects to consider on GESI integration with human resources.

## *Key messages:*
- Secured and committed leadership at the highest level is critical to the successful implementation of GESI Policy. Leaders must clearly articulate GESI in governance, verbal communication, decision-making processes, and in all actions. A commitment from the leadership level is strategic and will influence the remaining levels in the organization.
- Clear roles, responsibilities, and mandates in implementing GESI initiatives, which are cross-cutting issues. GESI is expected to be everyone's concern, although it is necessary to have a lead group or focal team to coordinate, monitor and ensure its implementation. Therefore, a clear mandate is needed.
- Equipped and acknowledgeable staff recognizing GESI in conducting relevant work will enable and accelerate GESI integration.
- A strategic partnership and synergy are crucial to ensure GESI is integrated in CTI-CFF activities. Integration of GESI in the CTI-CFF requires greater effort and commitment from all stakeholders.

## *Key actions to consider:*
- **Ensure committed leadership to implement the GESI Policy and effective coordination mechanisms for GESI integration are in place.**
  - Leadership on GESI is critical to successful implementation of the Policy.
  - One way to ensure this is to make the GESI Policy part of the orientation of new leadership. Then it can be expected to be embedded in the leader's vision and management.

- **Assess whether available resources, including staff, are adequate to implement the GESI integration. Several actions to consider:**
  - Initial assessment of staff capacity for integration of the GESI Policy.
  - The GESI Policy is included in staff orientation, so all staff are aware of these concerns.

- **Ensure human resources capacity in implementing the GESI Policy, including establishing a focal point/unit and powerful line of coordination.**
  - Ensure that there is constant communication between human resources or the GESI focal point and member countries/partners either through Women Leader's Forum focal points or whoever is representing them.
  - Have a dedicated GESI specialist as per outcome Indicator B2.1 of RPOA 2.0.
  - The GESI focal point or unit has a clear line of coordination with other sectors. This will enable the GESI focal point to ensure GESI concerns are incorporated in the organization, project, and activities.

- **Continuously strengthen the capacity of management and staff on GESI for their respective work.**
  - Provide GESI-related training to all managers and staff, including coaching and mentoring programs to assist with GESI-related issues.

- ➢ **Assess whether the organization's policy mentions clearly that activities implemented must provide equal opportunity to all men, women, youth, and other social groups.**
  - Women and disadvantaged groups are sometimes more shy or they lack information to participate in an activity, thus there is a need to ensure that participation of various genders is encouraged by clearly mentioning that at least 30%[4] of activity participants must be composed of those usually under-represented. For e.g., if there are less or no women and youth participating, then more of them should be encouraged to attend and then an increase of a certain percentage year on year.
  - Special and advance efforts might be needed to include all stakeholders and participate equally.

- ➢ **Collaborate with the government agency that is responsible for the community's well-being, including women's well-being, and collaborate with partners who are more knowledgeable on GESI on the ground to ensure GESI principles are incorporated.**
  - Include key ministries/agencies and stakeholders in GESI trainings or GESI-related workshops. This should be an ongoing process to engage them.

- ➢ **Invest resources in training and promoting collaborative approaches.**
  - Ensure human resources capacity by conducting workshops to share learnings in integrating GESI approaches. Sharing experience and examples from case studies with varied geographical settings as well as scopes and approaches will help identify ways to integrate the GESI Policy.
  - The result of the workshop can be documented as a resource for enhancing the capacity of human resources in GESI integration.

- ➢ **Consider initial training or workshops for women and other disadvantaged groups to prepare for a particular activity.**
  - This activity is particularly applied when we work with partners on the ground. Some target beneficiaries are not used to getting involved in interventions, and in public speaking, even more so in talking about marine or fisheries resources. Therefore, initial preparation is needed to build confidence in participating in an activity.

*Pitfalls to avoid:*
  - ⇒ The mandates, authority, and coordination mechanism are partially defined and leave space for misinterpretation, overlapping, and implementation gaps.
  - ⇒ The GESI institutions and focal points/units are under-resourced and far from the power.
  - ⇒ The focal point or unit for GESI integration have limited capacities or unclear responsibilities and unclear coordination mechanism to fully implement the mandates.
  - ⇒ The gender expert is not available/accessible to conduct gender analysis.
  - ⇒ Always listening to the same voices and avoiding new views and ideas.
  - ⇒ Limited resources to conduct gender analysis and monitoring the impact of a project on GESI.

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[4] The 30% is a global norm and standard for governments, political parties, trade unions, and professional and other representative groups to adopt as a minimum proportion of women in leadership positions, with a view to achieving equal representation (The UN Economic and Social Council resolution 1990/15).

# Strategic Element 3: Communication Products

Communication products, knowledge-sharing, and information management should reflect GESI considerations. This is to ensure all gender and social groups' concerns are documented, heard, and incorporated in the project communication products. Communication products include verbal communication, speeches, newsletters, press releases, reports, and other publications.

### *Key messages:*
- The GESI Policy, action plans, and targets must be disseminated to all CTI-CFF member countries and development partners in order to have a significant impact.
- Communication products should reflect GESI considerations.
- Communication products and lessons learned should include gender-disaggregated data to ensure all gender and social group concerns are documented, heard, and incorporated in project communication.
- It is important to send a message to all implementing and broader partners regarding the CTI-CFF commitment in integrating GESI.

### *Key actions to consider:*
- **Ensure high-quality gender-disaggregated evidence to support decision-making and policy development.**
- **Include quantitative and qualitative information that represent dis-aggregated data of various actors / gender and social groups, including their roles and responsibilities.**
- **Present diverse actors (men, women, varied social groups) in infographics.**
- **Ensure that all communication products present all gender and social group concerns.**
  Several actions:
  - Communication products should highlight how CTI-CFF has engaged all social and marginalized groups (indigenous groups, ethnic groups) that are not usually involved in decision-making.
  - The CTI-CFF website should have a tab on GESI.
  - Ensure there is a review mechanism of any communication products that come out to ensure all gender and social groups are included.
- **Clearly acknowledge group diversity, such as ethnic groups, sex, social class, age, and other intersectional factors.**

### *Pitfalls to avoid:*
⇒ Avoid words or sentences that diminish one gender or women's or men's roles and responsibilities. See Figure 4 on the principles of gender responsive communication.
⇒ Stereotyping a certain gender.

| | | | |
|---|---|---|---|
| **1** | *Ensure that women and men are represented.* | **4** | *Challenge gender stereotype: eliminate the use of inaccurate representations and stereotypes.* |
| **2** | *Avoid exclusionary forms. It is therefore important to select words carefully to avoid assumptions about values, functions, roles, and capacities.* | **5** | *Use equal forms of address. The fourth principle is about not reinforcing gender stereotypes. For example, women are usually addressed by their marital status, wife of, daughter of, or even sister of.* |
| **3** | *Create a gender balance. A neutral language is recommended. For example homeland instead of mother land; workers or human resources instead of man power.* | **6** | *Promote gender equity through titles. Titles and occupations may reflect inequitable assumptions about women and men.\** |

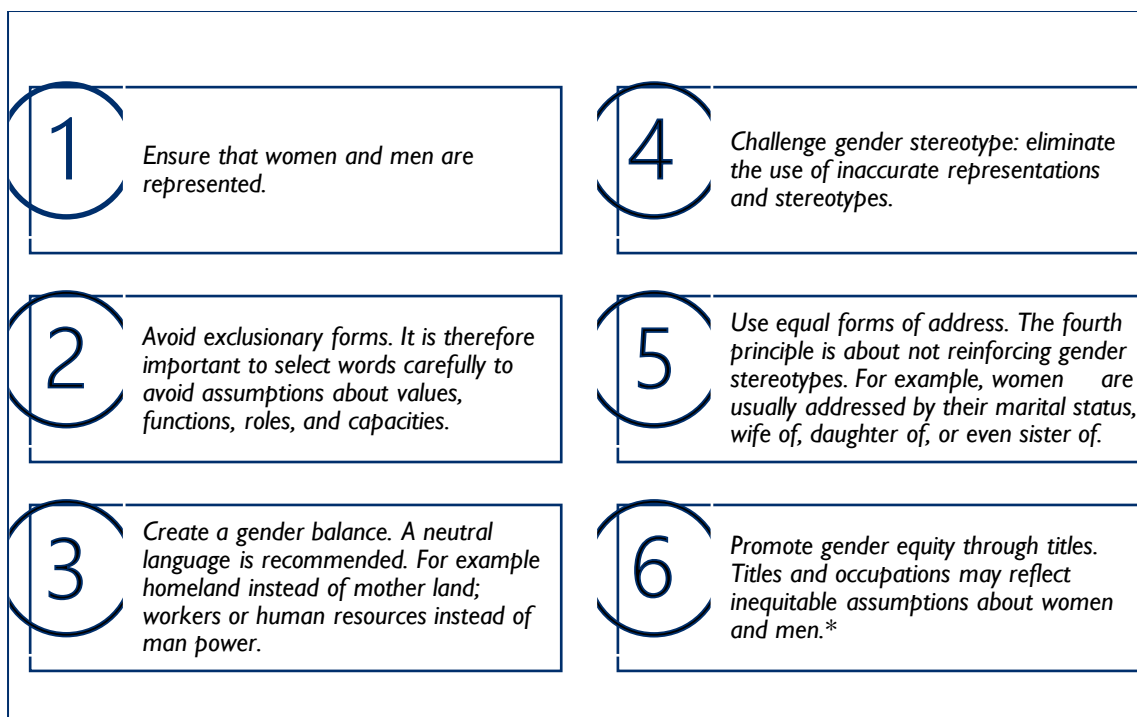*Figure 4. The Six Principles of Gender Responsive Communication. Source: United Nations Development Programme (UNDP). (2018). Guide Note to Gender Sensitive Communication. New York.*

*Gender-sensitive language should be used for more inclusive and equitable representations of both genders. For instance, photographer instead of cameraman; chairperson instead of chairman.

# Strategic Element 4: Program and Projects Implemented in the Coral Triangle Area

The GESI Policy must be integrated at all program and project levels. Project implementers on the ground would usually face challenges in addressing GESI concerns due to various reasons, one of them is the lack of capacity, knowledge and skills on GESI integration.

*Key messages:*
- All levels in the CTI-CFF must integrate GESI aspects by understanding different needs and interests of the various people and social groups they are involved in, and the potential to be marginalized or disadvantaged due to gender and other social barriers; and try to seek solutions to address these issues in the design, implementation, evaluation, and management of all activities.
- GESI is not an additional issue, and needs to be integrated in all programs and projects.
- Program and project objectives should provide equal benefit to men, women, and all social groups.
- The strategic plan is endorsed by senior leadership within the organizational structure.
- Define measurable goals and indicators linked to high-level outcome targets to achieve gender equality priorities.
- Monitoring, evaluation, and reporting are used to reveal whether a program addresses different priorities and needs of women, men, youth, and varied social groups in the program and project design.

*Key actions to consider:*
- **Ensure program and project objectives provide equal benefit to men, women, and all social groups.**
  One way is by developing a GESI integration checklist that project proponents can use when designing and evaluating projects and subsequent implementation. This can use the list of questions attached from the draft of the GESI Policy report (Fitriana, 2021) (Attachment A).

- **Improve sex/gender-disaggregated data and information on GESI.**

- **Conduct GESI and stakeholder analysis to provide information on diverse needs, interest, and potential barriers to participating in activities and potentially being affected, impacted, and marginalized due to implementation of an activity as well as ways to address the issues.** Figure 4 shows a gender dimension framework as one example for conducting gender analysis.

- **Group diversity is clearly acknowledged in the context and situation analysis of all gender, youth, and marginalized groups.** SEAFDEC (2020) suggests various individuals or groups can perform gender analysis depending on the needs of the program or project. It can be performed in-house by a team composed of a gender expert in the organization/agency and program/project staff, or outsourced, or a combination of in-house and outsourced.
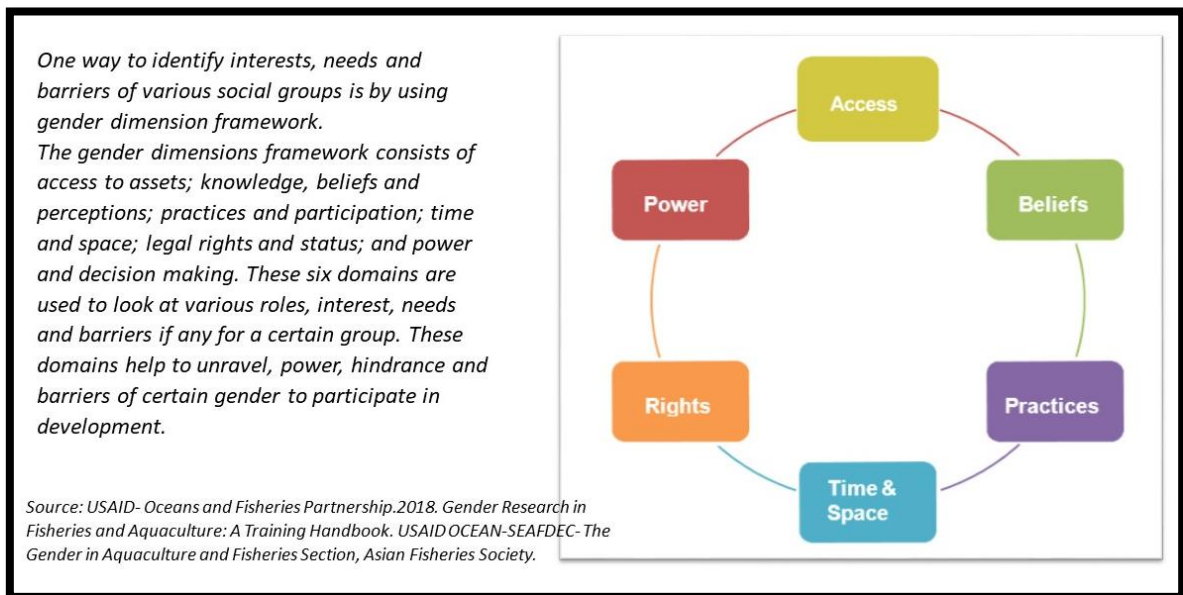
*One way to identify interests, needs and barriers of various social groups is by using gender dimension framework.*
*The gender dimensions framework consists of access to assets; knowledge, beliefs and perceptions; practices and participation; time and space; legal rights and status; and power and decision making. These six domains are used to look at various roles, interest, needs and barriers if any for a certain group. These domains help to unravel, power, hindrance and barriers of certain gender to participate in development.*

*Source: USAID- Oceans and Fisheries Partnership.2018. Gender Research in Fisheries and Aquaculture: A Training Handbook. USAID OCEAN-SEAFDEC- The Gender in Aquaculture and Fisheries Section, Asian Fisheries Society.*

*Figure 5. Gender Dimension Framework in Gender Analysis*

➢ **Integrate the results of GESI analysis into the program and project cycle (planning, implementation, monitoring, and evaluation).** Use the questions attached in the draft of the GESI Policy report (Fitriana, 2021) (Attachment A).

➢ **Develop GESI sensitive indicators; try to segregate the actors engaged by GESI concerns.**
This will enable monitoring of the progress in accomplishing GESI integration. For example, the GESI perspective is integrated in the RPOA 2.0 monitoring and evaluation indicators, under Outcome B2.1.1.b. In addition, GESI considerations must be incorporated in the Coral Triangle Atlas.

➢ **Start monitoring by assessing GESI in the objectives of a project or program.**
   o Assess whether the objective will bring equal benefit to all gender and social groups.
   o Assess whether the objective will marginalize a particular group.

➢ **Focus monitoring and evaluation on results of action, processes of implementation, and outcomes from the GESI perspective.**
For example, consider with whom the activity in a project was done and how it was done. In addition, quantitative data must be complemented with process changes in the relevant outcomes.

➢ **Provide equal participation and representation of women, men, youth, and varied social groups in the committees and decision-making process.**
A program and project have to define the level of participation expected for all varied social groups, either being informed, attending, joining the discussion, or involved in the decision-making.

➢ **Strengthen the capacity of targeted beneficiaries, especially the marginalized groups of women, men, youth, and varied social groups.**

➢ **Consider the nature of the various social groups where the activities are implemented to ensure communication and outreach initiatives are GESI sensitive.**
- o Men, women, youth and other social groups access, interpret, and respond to information in different ways; therefore, information sharing to target each group and communities should consider the challenges faced in terms of understanding and interpreting the message.

### *Pitfalls to avoid:*

⇒ Gender/GESI analysis is conducted to cover the requirements of project or program implementation.

⇒ Lack of ability and concern to integrate the gender analysis into the project cycle.

⇒ GESI is not just about having an activity targeted specifically for women or girls. It should consider all sex, age, and varied social groups integrated in all aspects of programs or projects.

⇒ Insufficient data and information collected according to a GESI perspective and not easily accessible.

⇒ An open invitation for participation might hinder women and disadvantaged social groups from participating. Another barrier for wider audience participation is limiting the participation advertisement to the "usual" participants. When implementing an activity, try to enable all gender and social groups in meetings, stakeholder consultations, or other activities.

⇒ Gender neutral does not mean accommodating all women, men, youth, and varied social groups. Oftentimes, it could lead to more invisibility of various groups as the tendency is to generalize and avoid specificity. Therefore, be cautious as to the intent of being gender neutral. For example, if the purpose is to avoid stereotyping, it is advisable to use gender neutral terms, such as "chairperson" instead of "chairman" or "middleperson/trader" instead of middleman. However, when it comes to identifying respondents or participants, it is better to be gender-specific so that gender-disaggregated data can be generated and each group is given a voice and opportunity to participate. This is much better than just saying "villagers" or "community members".

⇒ Implementing activities that maintain stereotyped roles, for example, perceptions of women as homemakers. For example, interventions to improve the income of women in coastal areas would usually provide training on food processing. Women are recognized to prepare food for the family, then fish processing training was introduced. However, the women in that particular area are mostly fish traders who have limited time to process fish. Fish traders have different needs and interests. They were invited to and participated in the training but they lacked the time to use the skills learned in the short term, although what they learned might be useful in the future. It would have been more beneficial if a needs assessment was first conducted (as part of the GESI analysis) so these women traders could have expressed what they needed in terms of training or infrastructure to help them in their trading business.

⇒ Participation is not only about attendance, but also about how each participant's voice was heard and taken into account. A number of women attending a decision-making meeting does not mean that women have a voice in the decision-making process if they were not giving inputs or if their opinions were not asked to speak. Equal and meaningful participation should be encouraged. See Figure 5 for some tips.

⇒ Ineffective communication that causes selected participation. Information should be disseminated using appropriate media for specific social groups and gender. Using one media only or formal media might hinder women's ability to assess and absorb the information.

**12 Tips for Creating a Space Where Everyone Can Participate**

*Prior to Session*
    1. Secure Access to Communities
    2. Ensure Participants are aware of the Opportunity to discuss in small groups
    3. Choose an appropriate Venue
    4. Prioritize youth and female facilitators
    5. Choose the right day and time for sessions
    6. Don't overburden local women with duties for workshops
    7. Provide separate spaces for youth
*During Session*
    8. Take power from over speakers
    9. Give power to under speakers
    10. Identify community members likely to be left out
    11. Consider ways to facilitate the final session so all views are heard
*After Session*
    12. Seek feed back

Source: The WorldFish, Pacific Community (SPC), and the University of Wollongong. (2021). *Community Based Management Plan Review: Facilitation Guide. Noumea, New Caledonia: Pacific Community. 20 p.*

*Figure 6. Tips to Encourage More Participation and Better Communication*

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# Annex A: Key Questions in Preparing Project Proposals, and Implementing and Reviewing Projects

These key questions in preparing project proposals, and implementing and reviewing projects was adopted from the report in drafting the GESI Policy (Fitriana, 2021).

These lists of questions are designed to help team members in writing project proposals, implementing and reviewing projects, to check the understanding of the gendered significance of, potential findings and consequences of their work. GESI values have to be integrated since the beginning of a project/activities. Gender analysis in combination with stakeholder analysis can be conducted at the beginning of a project to understand different roles; needs; interests; the constraints preventing all gender and varied social groups from accessing to and benefiting from the various resources; and potential benefits and impacts. This analysis contributes to problems formulation and thus strategy to address the challenges and achievement of outcomes. The figure below presents the summary of the list of questions.
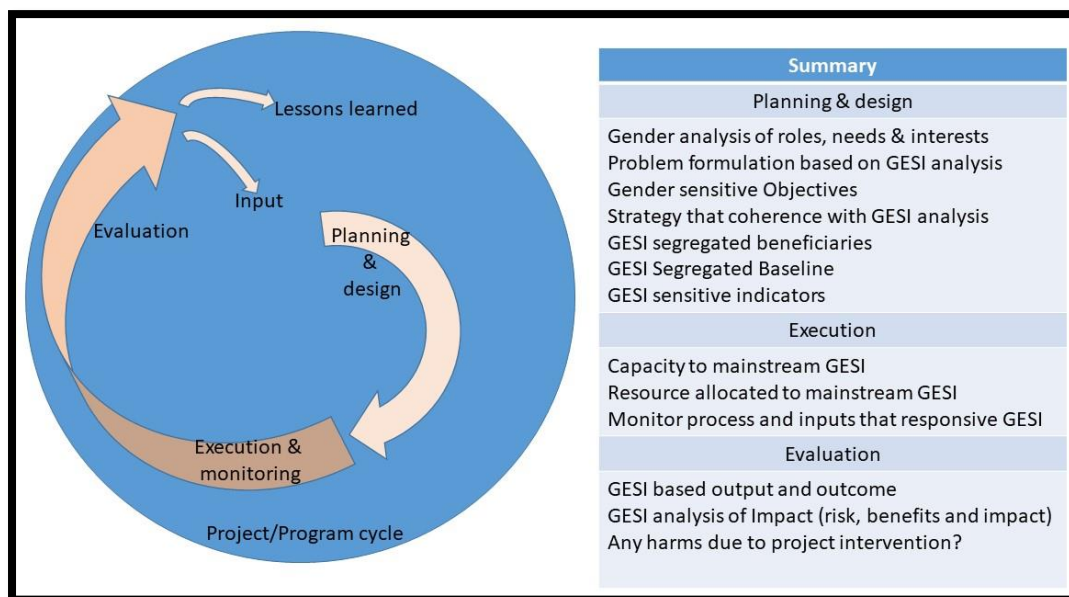


Source: Fitriana (2021). Draft of Gender Equality and Social Inclusion (GESI) Policy. The CTI-CFF Regional Secretariat.

**Proposal development stage:**

1) Problem identification & formulation
   a) Is the gender perspective highlighted in background information?
   b) Are gender segregated data provided in background information?
   c) Did all gender, in particular women, involve in the consultation process of project proposal development?
2) Objective
   a) Does the objective articulate clearly about all gender benefits?
   b) Does the objective seek to correct gender imbalance through addressing practical needs of all gender?
   c) Does the project address all gender's interest and needs?

3) Beneficiaries Selection
   a. How does a project select the targeted beneficiaries?
   b. Does a project consider all gender and different social groups in targeting beneficiaries?

4) Activities
   a) Do proposed activities involve all gender?
   b) How does a project address social group exclusion?
   c) How does a project address to promote all gender's participation in decision making process?
   d) Does a project have a coherent approach between gender analysis and strategy in addressing the gender concerns? (How different roles and interest may be affected by the program/intervention?

5) Expected outputs and outcomes
   a) Does the output consider all gender to participate in activities?
   b) Does the output measure voice of all gender in decision making?
   c) Does the outcome measure benefits to all gender?

6) Monitoring and evaluation
   a) Are the indicators and baseline gender-segregated?
   b) How are women consulted for monitoring and evaluation process?

7) Risks and Benefits
   a) Has the project calculated the risk, impacts and benefits to all gender?
   b) Does the project bring stakeholder changes in gender relation and perspective?

8) Resource Plan
   a) Is the need of gender training accommodated in the project?
   b) Does the project allocate resources for gender analysis of its intervention and risk analysis?
   c) Does the project allocate dedicated staff or focal point to ensure gender is integrated in the project?

## Implementation

1. Does the implementing organization have capacity in assessing gender responsive approach?
2. Does the staff have capacity and aware of gender and able to implement activities sensitive to Gender throughout project implementation?
3. Does the project provide opportunity for women to participate in a meaningful way?
4. Does the project provide support to advance all gender in participating in project activities? For example, pre preparation to women's group to increase self-esteem such as information, confidence in appearing in public spheres, allow meeting's time and venue to be accessed by women.
5. What are the main drivers for different stakeholders to participate in the intervention?
6. Which male stakeholders can be important for gender interventions, and in what way (spouses, community leaders, men in institutions)?
7. Who has access to which information? Does a project provide information inclusively?
8. Does the project intervention provide opportunity to improve women's participation in decision making mechanism? For example, co-management.
9. What is the proportion of all gender's participation in the project? in terms of involvement, level and quality of their involvement

## Monitoring and Evaluation

1. Does the project progress achieve any specific objectives related to women or men or varied social groups?
2. Develop GESI sensitive Monitoring and Evaluation framework.
3. How does a project assess the intervention not causing time burdens and hardship?
4. Monitor and evaluate the progress of project against the gender-based indicators
5. Is there any sufficient resources and capacity to carry out regular monitoring and evaluation?

## Reviewing projects

1. Does the project have clear gender objectives and outputs?
2. Did the project recognize the different ways of men and women interact with their environment?
3. Does a project mention about women and men in problem formulation?
4. Does a project involve women in the activities?
5. How did the project select the beneficiaries?
6. To what extent did the project assess opportunities, risk, impacts and benefits to men and women?
7. Did the project allocate dedicated staff and focal point to ensure gender integration?
8. How did the project enhance capacity of staff in understanding gender and gender analysis?
9. In the ToR of staff, did the project mention that staff must be aware of gender sensitivity and gender integration in all activities? The ToR should include GESI responsibilities.
10. To what extent do the indicators performance reflect on the identified gender opportunities and barriers?
11. To what extent does the project improve all gender's understanding on joint decision making and sharing tasks and responsibility?
12. Question to target beneficiaries and community:

    At household level:

    a. Is there any changes in roles and relations during this project implementation?

For example, are women taking on activities that before were considered male only? Are men taking on activities that were considered female only? Who makes the decisions about the household budget?

b. Is there any negative effects due to project intervention? For example, any domestic violence as a result of participation in this project
c. Any double burden impact due to project activities?


At productive/community level:
a. Are women more active now in decision-making?
b. How decision are made now in the village? And in the community?
c. Are women more involved now in public meeting and decision making process? For example are women consulted?

At governance/policy making level: How supportive governments and leaders in your gender integration work?

# Annex B: List of Participants

**Workshop on Socializing and Developing Guidelines
for CTI-CFF GESI Policy Implementation
May 24, 2022**

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