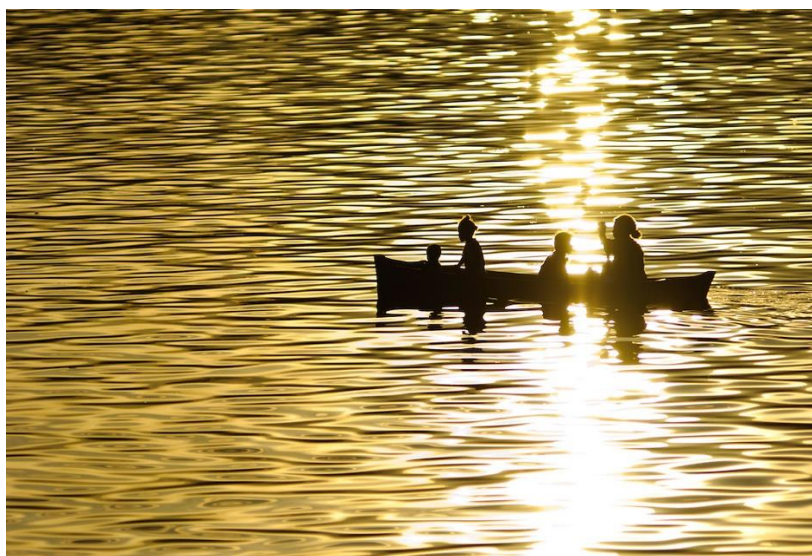


# **Blue Abadi Fund Gender Mainstreaming Plan**

**Gender Mainstreaming Plan for the Blue Abadi Trust Fund  
Bird's Head Seascape Initiative**

**Component C of Indonesia CFI Child Project**



**Prepared by Starling Resources  
March 2016**

**CONSERVATION  
INTERNATIONAL**  
Indonesia



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## **Introduction**

Conservation International, The Nature Conservancy, and WWF launched the Bird's Head Seascope Initiative in 2004, in recognition of the extraordinary value of the marine ecosystems surrounding Indonesia's West Papua province. Conservation efforts of the coalition have resulted in the creation of a network of over 3.6 million hectares of marine protected areas (MPAs) in Raja Ampat, Kaimana, Tambraeu and Teluk Cenderwasih. The MPA network, which represents over 20 percent of all MPAs in Indonesia, is being co-managed by communities and local government for biodiversity conservation and sustainable local economic development including fisheries and tourism. The marine ecosystems protected within this MPA network are widely regarded as the epicentre of global marine biodiversity, with more marine species found there than in any other place its size on the planet.

Within the MPAs, 20-30 percent of all critical habitats are fully protected in No-Take reserves, to serve as fish replenishment zones, while the majority of the remaining areas are managed access areas, restricted to sustainable use by local communities to enhance local economies and food security. The MPAs and local patrol teams that enforce them have successfully reduced overfishing by outside poachers by 90 percent, leading to significant increases in fish biomass, catch by local fishers, and local food security. Marine tourism is booming and is now, along with sustainable fisheries, the foundation of the local economy.

The West Papua government is now working with the NGO and philanthropic communities to transition the Bird's Head Seascope Initiative from an international NGO-driven and donor-funded initiative, to one that is effectively managed entirely by local institutions and that is sustainably financed. Once successful, it will be Indonesia's first fully sustainably financed MPA network and will serve as a model throughout the country.

To ensure the seascope's impacts on biodiversity, fisheries, livelihoods and food security are long-lasting, the Birds Head Seascope Coalition and the West Papua Government have launched Blue Abadi fund. Blue Abadi will provide the financing needed to fill identified gaps in MPA operating costs as well as support innovative local conservation and small-scale fisheries initiatives. Blue Abadi will further provide learning opportunities as to how innovative finance mechanisms can help ensure that valuable fisheries resources can be effectively managed long-term

## **Structure of the The Blue Abadi Trust Fund**

The Blue Abadi fund's structure consists of a trustee, governance committees, administrator and grant recipient.

*Trustee*

The Blue Abadi Fund will be owned by Vistra Trust Pte. Limited (Trustee) as part of a Singapore-based foreign trust. Funds will be invested by a professional investment manager selected through a competitive bidding process.

### *Governance*

The Trustee will take direction from a governance body, or Fund Committee, with nine volunteer members representing the following stakeholders:

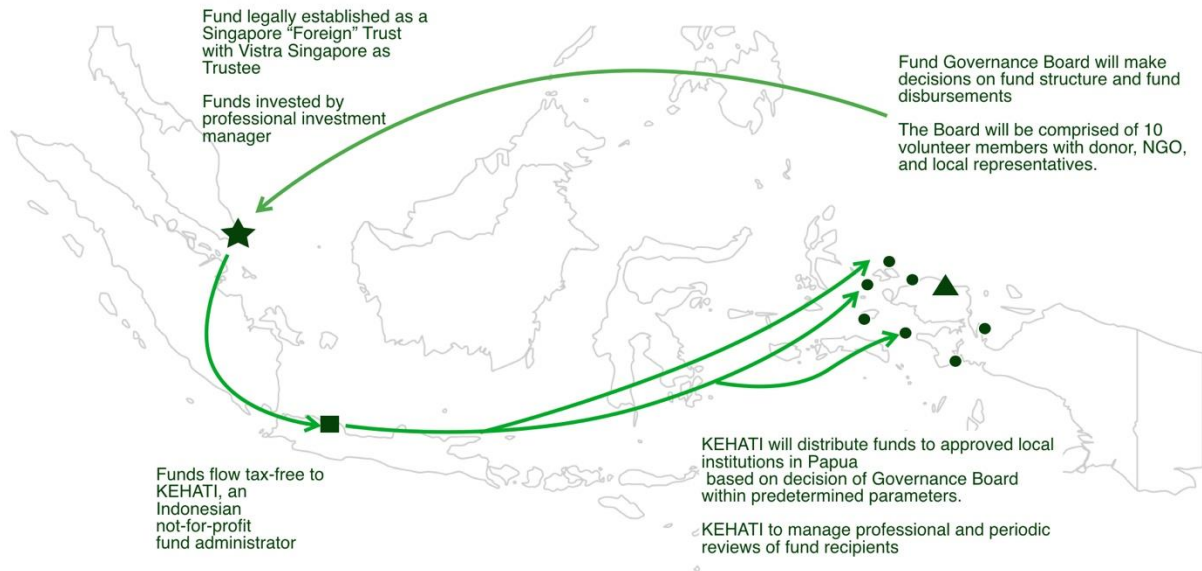
1. one member nominated by the Government of West Papua Province;
2. one member nominated by the Ministry of Marine Affairs and Fisheries (or any successor ministry);
3. one member of the Dewan Adat Propinsi Papua Barat (West Papua Provincial Traditional Council);
4. one member nominated by Walton Family Foundation;
5. one member representing other major donors;
6. one member nominated by CI;
7. one member representing other Founding Partners (WWF-ID and TNC);
8. one member drawn from private sector;
9. one member with financial investment expertise.

The governance body will be supported by three expert advisory committees, including a science advisory committee, a Papuan advisory committee, and a financial advisory committee. The governance body, or Fund Committee, will make final decisions on instructing the Trustee regarding investment and expenditure of the Fund.

### *Administration*

The Indonesian Biodiversity Foundation or Yayasan Keanekaragaman Hayati Indonesia (KEHATI) will act as the initial fund administrator for the Blue Abadi fund. KEHATI will be responsible for administering grants to the approved local partners in the Seascape, monitoring and evaluating grantee progress and compliance, and reporting annually to Blue Abadi Fund governance body and donors.

## Governance Structure for the Blue Abadi Fund



### Grantee

The Blue Abadi fund aims to disburse funds to local institutions to promote sustainable marine resource management. The following institutions will be eligible to receive funds from Blue Abadi:

- MPA management authorities in order to enforce fisheries management regulations established throughout West Papua's 3.6 million hectare MPA network, including spatial fisheries management, traditional management practices (ex: sasi), gear restrictions, vessel restrictions, and species-specific regulations;
- Local institutions to provide capacity development activities to local fishers, marine resource stewards and government MPA and fisheries managers annually, and;
- A small grants facility to support at least 10 innovative sustainable marine resource management and conservation pilot projects led by Papuan organizations each year.

### Gender Dynamic Within the Bird's Head Seascape

Indonesia is home to a labyrinth of political, cultural and socio-economic systems that contribute to discriminatory action against women as resource users, owners and stewards. Deeply-engrained patriarchy marginalizes the vast majority of Indonesian women causing less access to education, health, economic opportunities, justice and participation in decision-making<sup>1</sup>. Formal education levels are low

<sup>1</sup> Reality or Rhetoric? (Inside Indonesia, 2012): <http://www.insideindonesia.org/reality-or-just-rhetoric-2>

across the Bird's Head Seascape and with fewer girls finishing high school than boys<sup>2</sup>. A lack of formal education combined with paternalistic culture have hindered women's attainment of leadership positions, especially within provincial level government and local resource management institutions<sup>3</sup>. The Bird's Head Seascape is also home to a wide-variety of indigenous groups who rely solely on near-shore fisheries for food security and livelihoods. Indigenous women are especially vulnerable to patriarchy as they are often left out of male-dominated tribal decision-making processes over resource use or rights<sup>4</sup>. Statistics produced from the Indonesian National Bureau of Statistics (2011) stated 16,594,000 women were active laborers in the agriculture, fishing and forestry sectors nation-wide as compared to 25,881,000 men<sup>5</sup>. While fishing activities, especially involving the use of boats and activities on the high seas, is often perceived as a men's activity, women in the region also play an important role in the sector as they engage in near shore fishing and "*bameti*" – the harvesting of shell fish after the tide abides) for household consumption and local trade. Women also contribute significantly to post-harvest processing and packaging for private sector exports to local and domestic markets, and spearhead the sale of fish and fish products in local markets. Given the region's dependency on seafood as a protein and food source for households, the incorporation of women in an ecosystems based approach to fisheries management is essential to ensuring the long term sustainability of marine resources.

Furthermore, women in the Bird's Head Seascape lack access to credit or financial resources limiting their access to economic opportunities<sup>6</sup>. Access to financial resources for women in the marine stewardship sector coupled with sustainable resource cultivation training could play an important role in raising awareness of women's resource rights and contribute to the strengthening of women's networks, mobility and participation in the workforce.

Blue Abadi has the potential to play a key role in advancing women's access to financial resources not only contributing to sustainable marine stewardship but to equity between men and women in resource ownership, control and use in the Bird's Head Seascape. Blue Abadi's gender mainstreaming strategy is designed to ensure that both women and men:

- Receive culturally compatible social and economic benefits from Blue Abadi funded projects;
- Do not suffer adverse effects during the fund management and disbursement processes;
- Have equitable access to requesting and receiving Blue Abadi funds;
- Recognize and acknowledge management roles and responsibilities related to the governance, administration and disbursement of Blue Abadi funds; and
- Receive full respect for their dignity and human rights.

## Gender Mainstreaming Strategies for Blue Abadi

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<sup>2</sup> Report on Human Development Index (West Papua Province Bureau of Statistics, 2014):

[http://irjabar.bps.go.id/website/pdf\\_publicasi/Indeks-Pembangunan-Manusia-Provinsi-Papua-Barat-2014.pdf](http://irjabar.bps.go.id/website/pdf_publicasi/Indeks-Pembangunan-Manusia-Provinsi-Papua-Barat-2014.pdf)

<sup>3</sup> West Papua in Figures (West Papua Province, Bureau of Statistics, 2015): [http://irjabar.bps.go.id/website/pdf\\_publicasi/Provinsi-Papua-Barat-Dalam-Angka-2015.pdf](http://irjabar.bps.go.id/website/pdf_publicasi/Provinsi-Papua-Barat-Dalam-Angka-2015.pdf)

<sup>4</sup> Making Change Happen: Indigenous and Rural Women in Defense of Land, Territories and Women's Rights (Just Associates, 2014):

[https://www.justassociates.org/sites/justassociates.org/files/web\\_mch5\\_2014.pdf](https://www.justassociates.org/sites/justassociates.org/files/web_mch5_2014.pdf)

<sup>5</sup> Labor and Social Trends in Indonesia 2014-2015 (International Labor Organization, 2015): [http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms\\_381566.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms_381566.pdf)

<sup>6</sup> Indigenous entrepreneurship by Papuan women in the informal agricultural sector in Manokwari-West Papua Province in Indonesia (Wambrauw, L., 2013): <https://researcharchive.lincoln.ac.nz/handle/10182/5395>

Gender mainstreaming will ensure that both women and men equitably participate in and receive benefits from the Blue Abadi fund. Blue Abadi will:

- Systematically integrate gender dimensions into governance, administration and granting levels of trust fund planning, implementation and monitoring;
- Establish functional systems and procedures for governance committee members, implementing agency staff and grantees to undertake gender integration in programs;
- Develop core gender competencies through training and mentoring to integrate gender into trust fund policies, projects and activities, and;
- Create a gender accountability system with procedures to collect gender mainstreaming results and impact.

*Strategy 1: Systematically integrate gender dimensions into governance, administration and granting levels of Blue Abadi planning, implementation and monitoring*

In order to ensure that gender is sufficiently integrated into Blue Abadi planning, policy and procedure development and implementation, a gender advisor will be commissioned to gender mainstream work flow and activities throughout the project cycle. As the Blue Abadi institution is currently in development, it is imperative that the gender advisor work closely with Conservation International and the BHS partners' Sustainable Financing Working Group throughout the design of the Blue Abadi to ensure gender is sufficiently institutionalized in fund processes. Following fund capitalization and operationalization, the gender advisor will work and mentor Blue Abadi governance committees, administrator and grantees during the first year of Blue Abadi implementation focusing on integrating gender-sensitive consultation and communication into fund implementation as well as ensuring the Blue Abadi institution implements gender-sensitive protocols established in Blue Abadi design phase. Furthermore, the gender advisor will oversee the first evaluation of Blue Abadi gender mainstreaming after the completion of the first year of the funding cycle.

Specific actions, indicators and targets required to systematically integrate gender in all dimensions of the project cycle include:

<b>Actions/Activities</b>	<b>Indicator(s)</b>	<b>Target Group</b>
<i>Gender advisor conducts gender mainstreaming activities throughout the project cycle</i>	<ul style="list-style-type: none"> <li>• Sustainable Financing Working Group consults gender advisor who participates and is consulted throughout Blue Abadi design phase</li> <li>• Gender advisor mentors and trains governance committees, administrator and grantees on gender mainstreaming protocol established during design phase</li> <li>• Gender advisor oversees first evaluation of Blue Abadi gender mainstreaming efforts</li> <li>• The Blue Abadi institution consults and delivers information to valuable stakeholder consisting of both men and women during the planning, implementation and monitoring phases of the project, as well as in general project communications.</li> </ul>	<ul style="list-style-type: none"> <li>• BHS Sustainable Financing Team</li> <li>• Fund Committee</li> <li>• Advisory Committees</li> <li>• Administrator</li> <li>• Grantees (MPA Management Bodies, Local Institutions and Small Grant Recipients)</li> </ul>

Specific design, implementation, monitoring and evaluation activities the gender advisor will oversee are detailed in the proceeding strategies.

*Strategy 2: Establish functional systems and procedures for governance committee members, implementing agency staff and grantees to undertake gender integration in programs*

It is critical that Blue Abadi incorporate gender inclusive provisions within institutional policies, procedures and management strategies in order to guarantee Blue Abadi funds equitably benefit both women and men into the future. Provisions for the equitable funding of both women and men will ensure that all projects address gender within their proposals, design, implementation and M&E, and that women-led projects will be encouraged. The integration of gender requires active oversight and contribution into the development of key Blue Abadi governance and administration documents including internal operating procedures for the Fund and Advisory Committees as well as the Administrator, the Blue Abadi Operations Manual, and the the Blue Abadi Strategic Plan.

Specific actions, indicators and targets required to integrate gender into Blue Abadi systems and procedures include:

Actions/Activities	Indicator(s)	Target Group
<p><i>Blue Abadi Fund and Advisory committees internal standard operating procedures and processes are gender equitable and inclusive</i></p>	<p>Blue Abadi internal Fund and Advisory Committee procedures will consult with both men and women in drafting and review process. The following procedures will include provisions for gender inclusivity:</p> <p><i>Committee Nomination and Appointment Process</i></p> <ul style="list-style-type: none"> <li>• Fund and Advisory Committees will maintain equitable representation of both men and women</li> <li>• Appointing entities of Fund Committee members must rotate three-year appointment terms amongst male and female appointees</li> <li>• Terms of Reference for Fund Committee appointment processes will encourage women to be equally considered in the nomination process</li> </ul> <p><i>Committee Proceedings</i></p> <ul style="list-style-type: none"> <li>• Both men and women will have equitable space and time to participate in committee proceedings</li> <li>• The votes of both men and women committee representatives will carry equal weight, and in no circumstances will votes be undermined or discarded on the basis of gender</li> <li>• Fund Committee members will be required to review and revise Blue Abadi governance documents through a gender lens ensuring equitable representation of both women and men in Blue Abadi strategic direction and operations</li> </ul> <p><i>Annual Report</i></p> <ul style="list-style-type: none"> <li>• Fund and Advisory Committees will be required to report on how many male and female representatives are appointed to each Committee</li> </ul> <p><i>Harassment and Ethics</i></p> <ul style="list-style-type: none"> <li>• Non-discrimination and sexual harassment policies will be established for Fund and Advisory Committee members</li> </ul>	<ul style="list-style-type: none"> <li>• Fund Committee</li> <li>• Advisory Committees</li> </ul>

	<p>detailing reporting, penalization or termination procedures for Fund and Advisory Committee members who partake in discriminatory, demeaning or abusive activities</p> <p><i>Monitoring and Evaluation</i></p> <ul style="list-style-type: none"> <li>• Fund Committee will be required to review gender mainstreaming impact report to verify both men and women are benefitting from Blue Abadi funds</li> </ul>	
<p><i>Blue Abadi Operations Manual has provisions to ensure fund operations are gender inclusive</i></p>	<p>The Blue Abadi Operations Manual will consult with both men and women throughout the drafting and review process. The Operations Manual must include:</p> <ul style="list-style-type: none"> <li>• Committee structure design encourages equitable representation of men and women on Fund and Advisory Committees</li> <li>• Guidelines established for ensuring that all projects have a strong gender component in granting scheme, and that encourage women-led projects</li> <li>• Manual outlays terms for the non-funding of grants that contribute to gender-based discrimination or exploitation, or those that are gender blind.</li> <li>• Manual mandates gender mainstreaming of funding administration and disbursement procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Fund Committee</li> <li>• Advisory Committees</li> </ul>
<p><i>Blue Abadi Strategic Plan has measures in place to encourage women-led projects and requires projects to incorporate a strong gender component</i></p>	<p>The Blue Abadi Strategic Plan will consult with both men and women throughout the drafting and review process. The strategic plan must include:</p> <ul style="list-style-type: none"> <li>• Criteria for project funding is inclusive of socio-economic and environmental activities that benefit both women and men</li> <li>• Criteria for projects and organizations ineligible for funding include provisions for projects or organizations that are discriminatory or exploitative to men and women, or which are gender-blind, meaning they do not address gender dimensions at all in the project.</li> <li>• Plan includes Administrator and grantee protocol for consulting with both men and women</li> <li>• Plan includes Administrator and grantee protocol for communicating information about Blue Abadi to both men and women</li> </ul>	<ul style="list-style-type: none"> <li>• Fund Committee</li> <li>• Advisory Committees</li> </ul>
<p><i>Blue Abadi Administrator internal procedures are gender equitable and inclusive</i></p>	<p>Blue Abadi Administrator procedures will consult with both men and women in drafting and review process. The following procedures will include provisions for gender inclusivity:</p> <p><i>Personnel Policies</i></p> <ul style="list-style-type: none"> <li>• Both women and men are targeted and included in Administrator recruitment processes</li> <li>• Both women and men are interviewed for positions within the Administrator</li> <li>• Both women and men are considered for leadership positions within the Administrator</li> <li>• Leave of absence policies for female and male staff include provisions for appropriate maternity or paternity leave</li> <li>• Staff performance evaluations do not discriminate based on gender</li> <li>• Staff performance evaluations measure gender-based discriminatory behavior conducted by Administrator staff</li> </ul>	<ul style="list-style-type: none"> <li>• Administrator</li> <li>• Proposal Review Committee</li> </ul>



	<ul style="list-style-type: none"> <li>• Non-discrimination and sexual harassment policies will be established for the Administrator detailing reporting, penalization or termination procedures for Administrator staff who partake in discriminatory, demeaning or abusive activities</li> </ul> <p><i>Annual Report</i></p> <ul style="list-style-type: none"> <li>• The Administrator will be required to report on how many male and female representatives are working within the organization including their positions and daily responsibilities</li> <li>• The Administrator will be required to report the gender composition of the Proposal Review Committee</li> </ul> <p><i>Grant Administration Procedures</i></p> <ul style="list-style-type: none"> <li>• The request for proposal process will target both men and women, and approach both men's and women's groups</li> <li>• Request for proposals announcement will include language encouraging applications from both men and women, and require projects to address gender aspects</li> <li>• Proposal template will ask grantee to indicate how many women and men will benefit from project</li> <li>• Proposal template will ask grantee the roles and responsibilities of both men and women in the project and how they may be impacted (positively or negatively) by the project</li> <li>• Proposal template will include guidance on creating gender sensitive indicators in monitoring and evaluation section</li> <li>• Grantee contracts will be aligned with gender sensitive consultation, communication and non-discrimination clauses set forth in Blue Abadi Operations Manual and Strategic Plan</li> <li>• Grantees will report on gender sensitive indicators outlined in submitted proposal</li> <li>• Administrator will monitor project according to gender indicators outlined in grantee proposals</li> <li>• Administrator will visually monitor projects to ensure equitable participation and benefit by both women and men in project</li> <li>• Administrator will consult with project beneficiaries to ensure grantee is acting in a non-discriminatory manner to both male and female beneficiaries.</li> </ul> <p><i>Proposal Evaluation Process</i></p> <ul style="list-style-type: none"> <li>• Proposal review committee must be established with an equitable ratio of men to women</li> <li>• Proposal review committee must adhere to gender sensitive funding criteria and allocations set forth in the Blue Abadi Strategic Plan</li> <li>• The gender advisor will design guidance on what the review committee should be looking for and how to judge the effectiveness of the gender component</li> <li>• Proposal review committee will act in a non-discriminatory manner toward the proposals submitted by both women and men</li> <li>• Proposal review committee must adhere to Blue Abadi non-discrimination and sexual harassment policies</li> </ul> <p><i>Monitoring and Evaluation</i></p> <ul style="list-style-type: none"> <li>• The Administrator will be required to review gender mainstreaming impact report to verify both men and women are benefitting from Blue Abadi funds</li> </ul>	
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Strategy 3: Develop core gender competencies through training and mentoring to integrate gender into

*Blue Abadi governance committees, administrator and grantee projects and activities*

The Blue Abadi fund has the potential to make tremendous impact on the well being of and conservation efforts by both women and men. In order to make sure that the Blue Abadi governance committees, administrator and all grantees understand gender dimensions of Blue Abadi operations, impact, project development and implementation, as well as the importance of equitably including both women and men in marine resource stewardship, a total of six gender trainings will be conducted. Trainings will include curriculum on existing Blue Abadi procedures as well as best practices and lessons learned in implementing gender and conservation programs. Trainings will give participants the tools to conduct gender mapping and gender analysis, and provide practical guidance on how gender can be effectively mainstreamed at the institutional and programmatic levels of Blue Abadi. Follow up mentoring will be conducted with the Administrator and Blue Abadi grantees to ensure that training has been sufficiently understood and is integrated into programs and projects.

Blue Abadi grantees will be further supported to increase knowledge and understanding of gender-sensitive marine stewardship by facilitating the sharing of best practices in gender-sensitive marine stewardship in an annual capacity building workshop for Blue Abadi grantees. Grantees will have the opportunity to present lessons learned from Blue Abadi projects through a gender lens addressing how projects impact men and women differently in their communities. The workshop will also provide a forum for grantees to learn new strategies that promote gender equity from peers and experts, as well as follow up on gender concepts from gender training.

Specific actions, indicators and targets required to develop core gender competencies include:

<b>Actions/Activities</b>	<b>Indicator(s)</b>	<b>Target</b>
<i>Gender training for Blue Abadi Fund and Advisory Committees</i>	A minimum of one training will be conducted with the Blue Abadi Fund and Advisory Committees that covers the following gender aspects: <ul style="list-style-type: none"> <li>• Importance of using a gender lens in conservation finance</li> <li>• Gender analysis and mapping</li> <li>• How MPAs impact men and women’s needs differently</li> <li>• Analyzing Blue Abadi impact through a gender lens</li> <li>• Socialization of institutional processes and procedures that reduce gender inequity</li> </ul>	<ul style="list-style-type: none"> <li>• Fund Committee</li> <li>• Advisory Committees</li> </ul>
<i>Gender training and mentoring for Blue Abadi Administrator</i>	A minimum of one training will be conducted with the Blue Abadi Administrator that covers the following gender aspects: <ul style="list-style-type: none"> <li>• Importance of gender in conservation</li> <li>• Gender analysis and mapping</li> <li>• Creating gender sensitive indicators</li> <li>• Analyzing project impact through a gender lens</li> </ul>	<ul style="list-style-type: none"> <li>• Administrator</li> </ul>

	<ul style="list-style-type: none"> <li>• Consultation procedures</li> <li>• Socialization of institutional processes and procedures that reduce gender inequity</li> </ul>	
<i>Gender training for Blue Abadi proposal review committee</i>	<p>A minimum of one training will be conducted with the Blue Abadi proposal review committee that covers the following gender aspects:</p> <ul style="list-style-type: none"> <li>• Importance of gender in conservation</li> <li>• Gender analysis</li> <li>• Analyzing gender sensitive indicators</li> <li>• Guidelines for understanding gender impact of proposed projects</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal review committee</li> </ul>
<i>Gender training and mentoring for Blue Abadi grant recipients</i>	<p>A minimum of three trainings will be conducted with Blue Abadi grantees that cover the following gender aspects:</p> <ul style="list-style-type: none"> <li>• Importance of gender in conservation</li> <li>• Gender analysis and mapping</li> <li>• How to develop equitable conservation activities for women and men</li> <li>• Creating gender sensitive indicators</li> <li>• Consultation procedures</li> <li>• Organizational protocol</li> </ul>	<ul style="list-style-type: none"> <li>• MPA Management Bodies</li> <li>• Local Institutions</li> <li>• Small Grants Recipients</li> </ul>
<i>Best practices in gender-sensitive marine stewardship workshop</i>	<p>An annual best practices workshop with all Blue Abadi grantees and will discuss:</p> <ul style="list-style-type: none"> <li>• Gender mainstreaming results</li> <li>• Gender inclusive projects</li> <li>• Participation of women and men in projects</li> <li>• Challenges in delivering gender-integrated conservation projects</li> <li>• New ideas for gender-integrated marine conservation projects</li> </ul>	<ul style="list-style-type: none"> <li>• MPA Management Bodies</li> <li>• Local Institutions</li> <li>• Small Grants Recipients</li> </ul>

**Strategy 4: Create a gender accountability system with procedures to collect gender mainstreaming results and impact**

The gender mainstreaming impact assessment identifies how Blue Abadi has strategically mainstreamed gender aspects in the institutional management and programmatic delivery of the fund and to identify achievements, challenges, lessons learned and provide recommendations. It is regarded as an opportunity for Blue Abadi to increase its understanding of what has “worked” or “not worked” in the attempts to mainstream gender concerns across governance, administration and granting levels of the fund.

Specific actions, indicators and targets required to ensure accountability on gender and analyze gender mainstreaming impact include:

<b>Actions/Activities</b>	<b>Indicator(s)</b>	<b>Target</b>
<i>Gender mainstreaming impact assessment</i>	<p>An impact assessment of the Blue Abadi fund will be designed to measure the extent men and women have benefitted from the project at institutional and programmatic levels. The following suggests key indicators to be included in impact assessment design:</p> <p><i>Institutional inclusivity of gender through policies and procedures</i></p> <ul style="list-style-type: none"> <li>• Ratio of female: male Fund Committee members</li> <li>• Ratio of female: male Advisory Committee members</li> <li>• Ratio of female: male staff within Administrator</li> </ul>	<ul style="list-style-type: none"> <li>• Fund Committee</li> <li>• Advisory Committee</li> <li>• Administrator</li> <li>• Grantees (MPA Management Bodies, Local Institutions and Small Grants Recipients)</li> </ul>

	<ul style="list-style-type: none"> <li>• Presence of standard operating procedures on gender-based discrimination and harassment</li> <li>• # of reports of gender-based discrimination and harassment</li> <li>• Presence of standard operating procedures on safety in the workplace</li> <li>• # of reports of gender-based safety in the workplace issues</li> <li>• % of funding allocated to women-led projects</li> <li>• % of activities that have gender equality as a principal objective</li> <li>• % of activities that have gender equality as a significant objective;</li> <li>• % of activities that will contribute in some way to gender equality, but not significantly</li> <li>• % of activities that are not expected to contribute noticeably to gender equality.</li> <li>• # of women in leadership role within Administrator</li> <li>• # of proposals submitted by women's groups</li> <li>• # of proposals funded to women's groups</li> </ul> <p><i>Programmatic impact on both women and men</i></p> <ul style="list-style-type: none"> <li>• # of women and men reached by each grant</li> <li>• # of women and men consulted in grant design</li> <li>• # of women and men consulted in grant implementation</li> <li>• # of women and men consulted in grant monitoring</li> <li>• % of women and men reporting socio-economic benefit from grant</li> <li>• % women and men reporting adverse socio-economic benefits from grant</li> </ul>	
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