



Pacific handbook for human rights, gender equity and social inclusion in tuna industries



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MODULE 7

HR and GESI in fisheries management and science



Pacific handbook for

human rights, gender equity and social inclusion

in tuna industries

Module 7: HR and GESI in fisheries management and science

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Key points

- There are many more women involved in fisheries management in the Pacific now than there were in previous decades. But having more women employed is only one part of promoting GESI.
- We can see continuing bias in the relatively small proportions of Pacific Islanders and women in tuna fisheries management science, both as employees in national and regional agencies, and as consultants contracted for scientific and technical work.
- There are continuing inequities in opportunities for women in Monitoring Control and Surveillance (MCS) work, due to factors such as the heavier burden of family caring responsibilities given to women versus men employees, and stereotypes that women do not belong on fishing vessels.

The main human rights (HR) issue for people working in fisheries management and science is that of freedom from discrimination based on gender, ethnicity and so on. In this module, therefore, we focus on gender equity and social inclusion (GESI), which includes dismantling discrimination as a key goal.

Government responsibilities in fisheries management

The national Fisheries Management Acts are the main legislation guiding fisheries management. These invariably task fisheries agencies with managing fisheries resources for the benefit of the people. In the field of fisheries management we have focused on the first part of that – managing fish stocks as a natural resource – without as much thought into the second part – about the benefits to people. Governments have a responsibility to ensure management of ocean resources is in line with the idea of a healthy blue Pacific that can sustain people’s needs for food and livelihoods for generations to come. This means negotiating a fair and equal platform with big industrial players so that there are fair returns from access and license fees, minimising risks of bribery and corruption, combating illegal fishing and creating frameworks for decent work in seafood industries. Promoting HR and GESI in line with international commitments (Module 1 Annex 1) helps fisheries agencies meet their responsibility to ensure fisheries resources are used for the benefit of all people.

GESI in tuna fisheries management and science

Just as industrial commercial tuna fishing has been a very male-dominated area of work, fisheries management was also in the past predominantly a male field. Women generally worked in administrative roles. This has changed a lot in the Pacific Islands region since the 1990s. In 2019 the Pacific Islands Forum Fisheries Agency (FFA) appointed their first female Director General, Dr Manumatavai Tupou-Roosen. One interviewee noted that in the early 1990s at regional tuna meetings there were only ever one or two women in the room. Now it is the norm that there are many women in the room, including at the most senior levels, although at the top and second tier levels there are still more men than women. The numbers of men and women are more equal in lower level roles. A high number of women working in fisheries management enrol in the University of the South Pacific (USP) Pacific European Union Marine Partnership (PEUMP) training programmes for coastal and offshore Marine Stewardship Council (MSC) and postgraduate research. In the words of one stakeholder who works with fisheries agencies on tuna management, “the Pacific is blessed with a lot of really talented women”.

This pattern follows through in national fisheries agencies, although it varies from country to country. Interviewees noted that in countries such as Palau, Kiribati, Marshall Islands and Cook Islands there are a lot of experienced women fisheries managers at all levels. In other countries it is more male dominated. Twenty years ago in the Fisheries Department in Vanuatu nearly all staff were male; in 2021, 27 of 67 staff were women (23 permanent, four project staff). Nine women are in relatively high level roles, one is a manager, while 18 women are in junior positions. In PNG’s National Fisheries Authority (NFA) the senior Executive Manager roles are mainly men, with the Principal Legal Counsel and Director of Corporate Services being women. Many more Pacific Island countries and territories have a similar trend. Interviewees noted that with a mixed gender workforce the culture of the organisation has improved.

Case study: Berry Muller, Deputy Director, Marshall Islands Marine Resources Authority (MIMRA)¹



Berry Muller studied marine science and her career has progressed through many of the most important organisations for tuna fisheries management and science in the Pacific Islands region. Berry has had a professional attachment in the Oceanic Fisheries Programme in the Pacific Community. She has also worked with the subsidiary bodies of the Western and Central Pacific Fisheries Commission (WCPFC), as well as Parties to the Nauru Agreement and FFA committees. She has really appreciated being able to work alongside other women in fisheries who now also hold senior positions in their respective national fisheries agencies. Berry has also had valuable mentorship from senior men in fisheries management. Berry wants more young Pacific Islanders to pursue careers in fisheries because there are a lot of different areas to work in, so most people can find a good fit.

Improving gender equity in fisheries management and science, however, is about more than just increasing the numbers of women employed in various roles. For example, one long-term tuna fisheries manager said that, through the years, she has witnessed some unacceptable interactions in regional tuna meetings, with senior men, such as Heads of Delegations, disrespecting their female support staff. It is not clear if such behaviour was because the support staff were junior or because they were women – either way, disrespecting staff is against the principle of social inclusion.

Improving gender equity is about changing the structures and cultures of organisations so that diversity is recognised, valued, accommodated and can improve the work of the organisations. In the Pacific Islands region, this goal has been pursued through *gender mainstreaming* work in the public service and regional organisations.

Gender mainstreaming²

Gender mainstreaming is being pursued as the main way to achieve gender equality in government and regional agencies throughout the Pacific Islands. Gender mainstreaming means assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels (Figure 7.1). 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 programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not continued. Mainstreaming itself is not a goal, it is a means to achieve equitable outcomes.

Mainstreaming gender equity requires the following actions.

- Before we make decisions, we think about the needs and concerns of women and men of all diversities and look at how our decisions are likely to affect them (Figure 7.1).
- When we design programmes or services, we think about the likely impacts on women and men of all diversities from all segments of the population.
- When we implement programmes and services, we make sure that women and men of all diversities can access them and benefit from them.



Figure 7.1 Gender mainstreaming - putting gender at the centre of everything we do

¹ Forum Fisheries Agency. (2019). Manumatavai Tupou-Roosen leading the Pacific way. *Moana Voices*, (2), 1–32. Retrieved from <https://www.ffa.int/moanavoices>
² For a definition of gender mainstreaming see: ECOSOC. 1997. Mainstreaming the gender perspective into all policies and programmes in the United Nations system. Chapter IV, Coordination Segment. Report of the Economic and Social Council of the 1997 General Assembly, Fifty-second Session. New York: United Nations Economic and Social Council (ECOSOC). <https://www.un.org/womenwatch/daw/csw/GMS.PDF>

Organisational practices around balancing work with family commitments is a key area for gender equity, since it is more common for women to have caring commitments as well as paid work. Government departments generally have paid maternity leave, but things can become more complex when women return to work. Some women note that travel for work can be really difficult in terms of arranging suitable childcare while they are gone. However, other women say that since work travel comes with an allowance, which means a net financial benefit, they can cover any additional costs related to childcare. In many Pacific Island countries and territories, relatives from the village come to help with housework and childcare, so if the income is good enough women can continue paid work once they have children, and the home duties will still be covered. Another option for Pacific women with paid work is to send small children to their home village to be cared for by grandparents and other relatives, which is seen as helping ground the children in culture and tradition and their extended family in a wholesome natural environment. In sum, there are a range of different ways Pacific women doing paid work arrange childcare, and one model does not fit all, but it remains an important GESI principle for workplaces to support people to make the arrangements that suit them. For example, flexibility in when and where staff perform their work – rather than expecting all staff will work from the office during set working hours – is commonly appreciated by staff as enabling them to meet both home and paid work responsibilities. Having childcare facilities in the workplace is another useful measure.

The FFA made progress in inclusive practices during the COVID pandemic, when some people needed to work remotely from their home countries. The FFA has a Gender Equity Framework that shows what oceanic fisheries management organisations can do to promote gender equality.

- In FFA's internal work there is a commitment to gender mainstreaming, including through building capacity for gender awareness, and improving recruitment processes.
- Progress towards improving gender equality will be measured and reported on regularly.
- A senior manager, the Director General of Corporate Services, will be held responsible for improving gender equality in FFA.
- In FFA's external-facing work there is a commitment to understanding and improving gender issues in the sector, including in fishing, processing, trading, management and anti-IUU (illegal, unregulated, unreported) activities.
- FFA will encourage the establishment of gender analysis and sex-disaggregated statistics for the sector.

There are also broader issues of social inclusion relevant for tuna fisheries management and science. For example, the tuna stock assessment team in the Pacific Community (SPC) has largely been expatriate men. As with all SPC divisions, the aim is to have positions filled by nationals of member countries, and that is part of the recruitment and human resources strategy for the Offshore Fisheries Programme. The principle is that there should be at least one woman and at least one Pacific Islander on any recruitment panel, and if two candidates score equally against the recruitment criteria, the Pacific Islander candidates should be preferred. However, there is only a small pool of Pacific Islander nationals with the mathematical or statistical quantitative science skills needed for stock-assessment science. Universities in the Pacific often do not offer the right quantitative science courses needed for stock assessment, so SPC has recruited graduates from universities in the Americas, Europe, Australia and New Zealand. SPC has also worked to build skills through programmes for SPC and member country staff, such as the Pacific Islander Junior Professionals Programme, which involves a 12-month secondment to SPC to work on a project related to WCPFC Scientific Committee work. This experience often boosts the careers of people after their assignment, although it can lead to their recruitment to a regional organisation, meaning the national fisheries agency loses the skilled-up staff member.

Case study: Titilia Taito, research degree student at the University of the South Pacific



Titilia Taito is currently pursuing a Master of Science at the University of the South Pacific (USP) in Suva, with a scholarship from the PEUMP programme. She is in a cohort of four students, three females and one male, from the Pacific region. Due to setbacks from COVID-19, she was given an extension for her studies and should be finishing in early 2023. Her research focus is on coastal fisheries, with a particular lens on how gender can be tied to climate change adaptation measures.

Ms Taito encountered difficulties with her studies from COVID-19. During the lockdown period in Fiji (April–October 2021) she was not able to do the fieldwork needed for her studies. She communicated with her research supervisor from the university, and prepared for fieldwork once the lockdown period was over. She also had to change her supervisors, and had difficulties finding a reliable babysitter to care for the children while she was trying to study from home. This took a toll on her mental health, one challenge we are not accustomed to speaking out about. We ignore our feelings and just ‘bottle it up’. Ms Taito says, “I had the opportunity to share my experiences with some helpful USP teachers, it was very helpful to share with them how I was feeling. Also reading about mental health on social media did help. I was also able to get the help I needed online, including using positive self-talk and mediation”. USP lecturer Cherie Whippy-Morris says women with young children doing research training face particular challenges. University staff often have to give focused mentorship, including sometimes talking with the family, to encourage fathers to help share family duties. Ms Taito said that her husband has been very supportive, and he cared for the children during the two weeks she was out in the field. “In the city, the extended family support is not practised like in the communities, so with good support from my husband I was able to complete my fieldwork”.

Ms Taito’s fieldwork was working with communities on collecting data. One of the key highlights of her findings is “we live in the city with so many resources, and when you are out in the communities it is humbling to see what people are experiencing. They have day-to-day challenges with the environment and with the limited resources they have, life goes on”. She’s really enjoyed the experiences of working with communities, where she is collecting data during the day and in the evenings the invitation for kava is a must. “Kava sessions are integral when connecting to people in our communities. But it is very tiring because every night you have to consume kava, then the next morning get up early each day to make rounds around the village to conduct house-to-house



Figure 7.2 Titilia Taito’s family © Titilia Taito

surveys, then go snorkelling or hiking for pictures.” In working with communities Ms Taito has found that women are more financially driven than when she was growing up, when women usually waited for their husband to provide for them. Women she has interviewed are more involved in creating income, so as to be able to support their children, and they do so much for their communities too. In contrast Ms Taito found that the men she interviewed tend to use the money they earn for their own use.

Historically women and Pacific Islanders have been less visible than expatriate men in the field of fish stock assessment, but there are now some junior women entering the SPC Oceanic Fisheries Programme (OFP) team. We can see the demographic shift in a comparison of photographs from regional technical meetings of fisheries scientists hosted by the Pacific Community from the early 1980s (Figure 7.3) and a recent one from 2022 (Figure 7.4).



Figure 7.3 Regional technical meeting for fisheries, South Pacific Commission (now the Pacific Community), 1982
Source: photo supplied by Meryl Williams.

Note: Meryl was the only woman scientist in this photo. Other women in the photo include the secretary for the tuna programme, an interpreter, the head of publications and one other person who worked in communication or administration.



Figure 7.4 - Regional technical meeting on fisheries in 2022 showing the demographic change with more women in technical roles with SPC and some Pacific women from national fisheries agencies representing their country. © SPC

The bias towards expatriate men also exists in fisheries management consulting for tuna in the Pacific. This is another aspect of fisheries management and science, where work not done in-house by national agencies or regional bodies, is contracted out to consultants. 'Non-Anglo' people who have stepped into the field of fisheries consulting in the Pacific have experienced bias against them, with the assumption that they do not have the required skills and knowledge for this work, and an expectation that they will be paid less.³

In addition to fisheries science as such, the other kinds of careers available in national fisheries agencies and regional fisheries organisations include legal advice, public policy planning, economics, and monitoring evaluation and learning (MEL) (see Module 2).

The ideas presented in this module on improving GESI in fisheries management are quite basic. For a more thorough approach to including gender in fisheries management see:

Mangubhai S. & Lawless S. (2021). Exploring gender inclusion in small-scale fisheries management and development in Melanesia. *Marine Policy*, 123, 104287. <https://doi.org/10.1016/j.marpol.2020.104287>

HR and GESI in Monitoring Control and Surveillance (MCS)

MCS is one area of oceanic fisheries management that historically has been seen as particularly unsuited to women, because of the enforcement tasks involved, and because it involves onboard observer activities. One of the people interviewed for this handbook said when she worked with observer teams and boarded vessels she received 'catcalls' from crew. Because she was part of a team, however, she did not feel unsafe. Catcalls and similar 'compliments' to women can be experienced by women as threatening, especially in an all-male or mostly male environment. Experiencing catcalls in working environments can also make women feel like they are being singled out as a sexual object, which undermines their professional role.

It has been thought that the job of an oceanic fisheries observer is not right for women because observers live and work alongside all male crew for weeks or months at a time, with objections around sharing sleeping, bathing and toilet facilities. These concerns are similar to those for women working as fishing crew. Another reason why there are fewer women in MCS than other areas of fisheries management is because promotion to higher management level in MCS has often depended on having experience as an onboard observer. There are, however, non-observer roles that give equally valid experience for MCS, such as port monitoring, so the essential criteria for promotion are being expanded in some organisations, with the result that more women are taking up management roles.

Many women do want to work in MCS, as shown in intakes for the Certificate IV Fisheries Enforcement and Compliance Course, in which 33% of participants were women in 2018.⁴ Online observer training in MCS hosted by FFA has seen more women applying. As of 2021 the FFA MCS programme air surveillance staff were all male. The patrol boats staff were mixed, but there were still more women doing shore-side tasks and more men going to sea. Part of this may be due to women preferring to work on shore for family reasons (see the point about flexibility raised earlier). It is important to understand the GESI factors underlying such preferences and to avoid reinforcing gender inequities by assuming all women will want to, or should, stay ashore.

3 Blaha F, Gonelevu S. & Katafono K. (2021). Being Non-Anglo Fisheries Consultants in the Pacific. Poplar & Ivy. Retrieved from <https://www.shackletontrust.org/being-non-anglo-fisheries-consultants-in-the-pacific>

4 FCG ANZDEC. (2018). Review of Certificate IV Fisheries Enforcement and Compliance Course, report for Forum Fisheries Agency. Auckland: FCG ANZDEC.

Case study: women observers on fishing vessels⁵



Only a small percentage of fisheries observers in the Pacific Islands region are women, but they do exist. Rachael Luru from Papua New Guinea has worked as an observer on tuna fishing vessels for many years. It is tough work for anyone, staying for weeks or months on tuna fishing vessels out at sea. It is particularly difficult for women because of the all-male environment onboard tuna fishing vessels where bathrooms and sleeping arrangements are shared, and men may watch or touch women. Purse seine vessels generally have better facilities than longline vessels. Rachael continued with observer work even after she had children. In a video interview with Rachael she says it was hard to leave her children to return to work at sea, but providing for her family is important, and observer work is an important service to the Pacific Islands region. Plus, she loves her job.

Presumably men also find it hard to continue with observer work once they start a family. Observer work on fishing vessels can be risky for women, but it is also risky for men. The Human Rights on Fishing Vessels section of this handbook (Module 3) shows that men fisheries observers have been beaten up and/or have disappeared, presumed murdered. It has been proposed that fisheries observers should work in pairs for safety. It is also likely that the work of onboard observers will be increasingly replaced by automated video surveillance on vessels. Then the observer work would be onshore – monitoring the video transmissions. Onshore observer work would be safer for women and men and possibly make it easier to offer equal opportunities in observer work. Until then, observer work can be a springboard for fisheries management careers, and is vital work, so it is important to support women and men to work safely as onboard observers.

The Tuvalu Maritime Training Institute trained the first Tuvaluan woman fisheries observer in 2021. The same year, the Marshall Islands Marine Resources Authority had one woman among their observers. Several women have been through the Cook Islands observer training programme. Although none were working as observers in 2021, the manager of the Cook Islands Observer Programme was a woman. Vanuatu Fisheries Department has three or four women observers working on purse seine or carrier vessels, not on longliners because these are seen as unsafe for women due to hard working and living conditions, and the lack of separate facilities for women. Longliners are difficult for men observers also, so the Fisheries Department is working on e-monitoring for longliners, with 16 currently fitted. A 'dry' observer working onshore with video surveillance material will conduct the monitoring. This work could be done by women as easily as by men.

Case study – First Fijian female fisheries shiprider helps combat IUU⁶



In 2018 Fiji signed a Shiprider Agreement that allows Fijian defence and law enforcement officers to join US Coast Guard and Navy vessels for monitoring and enforcement activities in relation to illegal fishing and other maritime concerns. This is one of several international partnerships that help Pacific Island countries and territories protect their huge maritime territories from illegal fishing. In February 2022 fisheries officer Sereana Logavatu was the first Fijian woman to be a Shiprider, participating in a seven-day mission on board the USCGC Stratton. There were female US Coast Guard officers aboard as well.

5 Pacific Community. (2020). Rachael Luru, balancing being an at-sea observer and a mum. Pacific Community Website. Retrieved from <https://www.spc.int/updates/blog/2020/01/rachael-luru-balancing-being-an-at-sea-observer-and-a-mum>; FCG ANZDEC. (2018). Review of Certificate IV Fisheries Enforcement and Compliance Course, report for Forum Fisheries Agency. Auckland: FCG ANZDEC.

6 Fiji Sun. (2022, March 7). First Fijian Female Fisheries Shiprider Helps Combat IUU. Fiji Sun, 19. <https://www.facebook.com/fisheriesfiji/photos/sereana-logavatu-is-the-first-female-from-the-ministry-to-be-a-shiprider-onboard/4840584032724120/>





Case study – shaming women who go to sea

One of the factors discouraging women from working at sea is stereotypes about women's behaviour whereby a woman going onboard a fishing vessel may be seen as shameful.

The woman may be seen as inviting trouble, by going to work with men away from land. Some people say women have no business leaving their homes to work on vessels out at sea, surrounded by men, so they should not complain if something bad happens to them.

In 2021 a woman government employee who worked on a Fijian fishing vessel out at sea was sexually harassed by crew on the fishing vessel. She talked about her experiences with one of the daily newspapers, as part of a discussion about human rights problems in the offshore fishing industry. However, after the interview was published, there was backlash against this woman expressed on the Fiji Seafarers Facebook page. Many of the abusive posts were from women, in Fijian language. The posts blamed the woman for the harassment she experienced, saying that it was her fault for going on a fishing vessel. Some posts accused her of going on the fishing vessel specifically to seek sexual advances, and shamed her for being promiscuous, or called her a prostitute. People said that 'good women' stay at home with their husbands and children, and fish only inside the reef, and if women chose to go on offshore fishing vessels they are to blame if something bad happens to them.

There were hundreds of posts like this, and none of the leaders in the Facebook community, including captains, spoke out against the shaming. If people, including leaders, allow such shaming to go unchallenged it can imply they agree with it. This case shows the huge gap in understanding gender equity in offshore fishing. Working on fishing vessels as crew or as an observer is important work, and this work should be open to everyone who has passion for or an interest in the job. If the job has stigma, and women doing this work are publicly shamed for it, women are less likely to take up work on fishing vessels. Families are less willing to support their daughters to pursue work on fishing vessels because of the safety issues both on board and being out in the open sea for extended periods of time. As people become more familiar with the idea of women working on fishing vessels, such as with the SeaQuest training initiative of an all-women fishing vessel, hopefully the stigma will subside.

Addressing this kind of shaming is part of the work needed to reach the stage where women can work safely alongside men on fishing vessels. A lot of preparation, training and goodwill is needed. For example, everyone in companies needs specifically targeted courses on social inclusion, and reducing gender based violence and workplace harassment. Captains and officers of vessels need training to ensure a safe working environment. Women need upskilling to handle the physical and mental stresses of working on a fishing vessel. Company managers need to be prepared to support all this training and put in place safeguards to protect both women and men on board vessels, for example, by having separate logbooks for women crew to ensure all grievances are addressed, or a safe space for discussing abuses. Community leaders also need to undergo training that addresses gender rights, sexual harassment and human trafficking in the industry. A community approach to work on such abusive shaming requires all stakeholders to have a shared understanding of gender equity and to work together.

GESI in food safety management and science

Women are firmly established at all levels of food safety science in Pacific tuna industries. Women are managers in the Competent Authorities (CAs) for regulating food safety for exports to the EU in Papua New Guinea, Solomon Islands, Fiji, and Marshall Islands. In Marshall Islands all of the Competent Authority staff are women. In PNG's CA women are involved in management, policy development, review of standards and operating procedures. Competent Authority staff from inspector level up have university degrees in applied chemistry or food technology.

Women are also prominent in food safety in the Quality Assurance or Quality Control sections of large tuna processing plants in the Pacific. SolTuna's Quality Assurance Manager is a Solomon Islander woman.

Action points: checklist of things fisheries managers can do to improve GESI in tuna fisheries management and science

Embrace the gender mainstreaming activities being rolled out in member country public service administrations in fisheries agencies.

- Aim to achieve gender parity in numbers of women and men at senior levels – this is one indicator for mainstreaming, but GESI requires more than just the presence of women. Achieving mainstreaming means changing the culture of organisations to be inclusive. See Module 1 for further details on GESI mainstreaming.
- Ensure there is no pay discrimination between women and men doing the same jobs in fisheries agencies.
- Ensure women and men have equal access to education, training and other forms of skills development needed to progress in the workforce. This means considering how to include people with carer responsibilities (usually women) in skills development if travel away from home is required. Flexibility is important.
- Put a spotlight on women role models in fisheries management and science, like the FFA's Moana Voices pieces,⁷ so that women and men can more easily see women as senior in fisheries management and science.
- Provide mentorship opportunities for women and other underrepresented social groups to improve equity in workplaces.
- Include recruits with social science backgrounds relevant for fisheries management, to help promote changes in values, behaviours, beliefs and norms in fisheries management. For example:
 - GESI can be improved through transparent discussions on the impact of on-board and onshore tuna industry activities on women – fisheries managers with social science training rather than biology training will be better placed to generate these discussions.

Improve GESI in tuna fisheries science and technical consulting

Approach 1: improve the public image of fisheries as a career area with diverse opportunities for women

- Schools, colleges and training organisations could target women and girls in careers fairs to show the range of different careers possible, from at-sea observers to fisheries management and science. For example, the Maritime Training College in Kiribati has been targeting school careers counsellors to spread the word.
- Make opportunities for women working in fishery roles to give talks at public occasions, about their career paths, to give personally positive examples for young women.
- In all of the above, focus on removing the stigma that exists around women working in offshore fisheries – lift the idea of this area of work, show it as worthy of respect and an honourable career.

⁷ <https://www.ffa.int/moanavoices>

Approach 2: increase practical opportunities to enter fisheries science and technical consulting

- Establish scholarships for nationals of Pacific island countries to do graduate degrees in the applied mathematics and statistics courses needed for fisheries science.
- Boost the capacity to teach applied mathematics and statistics in Pacific universities.
- Ensure these opportunities are distributed in a gender equitable manner. For example, gender quotas could be applied in scholarships and internships created for fisheries science.
- Strengthen the pool of experienced technical consultants from Pacific Island countries and territories. Contracting agencies should strengthen their recognition of these consultants' skills. For example:
 - FFA and the Pacific Community could call for expressions of interest from suitably qualified Pacific Islander consultants to form a list of preferred consultants. National fisheries agencies could do this with local citizens.
 - Where there is no suitable Pacific Islander consultant available, regional or national fisheries agencies could require non-Pacific Islander consultants to collaborate with junior Pacific Islander consultants, to build their experience.
- Increase GESI expertise among fisheries scientists and technical consultants by encouraging them to take the post-graduate course on Gender and Environment, with a component on Gender and Fisheries offered at USP.

Improve HR and GESI in MCS activities.

- Ensure MCS career pathways are based on all of the kinds of MCS work that builds relevant expertise, and not only onboard observer work, which can act to discriminate against women and other people less willing or able to spend long periods at sea.
- Develop e-monitoring as an inclusive approach to MCS activities, alongside more conventional on-board observation.
- Actively discourage the shaming of women who work on fishing vessels, for example, through stakeholder engagement activities (see Module 8). This includes leaders making public statements condemning such shaming if it emerges on social media.
- To protect the human rights of fisheries observers, both men and women, pursue the implementation of the FFA Harmonised Minimum Terms and Conditions (HMTTC) for Access by Fishing Vessels section 9 on observer safety. Improving HR and GESI on fishing vessels in general will also improve these issues for fisheries agency staff who board vessels in the course of their work (see Module 3).



Tip: making sure checklists are effective by using MEL

Sometimes checklists do not work very well. For example, we say people are taking a 'tick box approach' when they do what the checklist says in a shallow way, rather than deeply working to achieve the goal behind the checklist. This is why MEL is necessary – to reveal whether activities are achieving the intended goals, and, if not, to adapt the activities to be more effective (see Module 2). For example, one objective of implementing items from this checklist might be: 'achieve equality of opportunity for Pacific Islanders and women in fisheries management and science work, including as employees and as contracted consultants'. What indicators would reveal whether that objective is being achieved? What data is required for those indicators?

Acronyms

CA	Competent Authority, agency responsible for food safety for seafood exports.
FFA	Pacific Islands Forum Fisheries Agency
GESI	gender equity and social inclusion (outside this handbook the word 'equality' is usually used, rather than 'equity', in GESI)
HR	human rights
HMTC	Harmonised Minimum Terms and Conditions for Access by Fishing Vessels
MCS	Monitoring Control and Surveillance
MEL	Monitoring Evaluation and Learning
MSC	Marine Stewardship Council
OFP	Offshore Fisheries Programme that does tuna stock assessments at the Pacific Community
PEUMP	Pacific European Union Marine Partnership
SPC	Pacific Community (formerly Secretariat of the Pacific Community)
USP	University of the South Pacific

