Government institutions, Non-State Actors and Private sector Organisations

VPA countries

GUIDELINES FOR PROPOSALS

**GHANA**

**Deadline for proposals submission:**

**8 September 2019, 16:00 (GMT)**

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Table of contents

[1. Introduction 4](#_Toc13133109)

[2. Context 4](#_Toc13133110)

[3. Programme objective, priorities and eligibility criteria 4](#_Toc13133111)

[3.1 Objective 4](#_Toc13133112)

[3.2 Eligible countries 5](#_Toc13133113)

[3.3 Specific objectives for proposals 5](#_Toc13133114)

[3.4 Requested budget 5](#_Toc13133115)

[3.5 Eligibility criteria 5](#_Toc13133116)

[4. Selection criteria and process 6](#_Toc13133117)

[5. Proposal submission 8](#_Toc13133118)

[8 How to write a project proposal 9](#_Toc13133119)

[9 Proposal Format 10](#_Toc13133120)

[Part I. Project summary 10](#_Toc13133121)

[Part II. Project Description 12](#_Toc13133122)

[Part III. Budget 14](#_Toc13133123)

[Annex 1 – List of priorities 17](#_Toc13133124)

[Annex 2 - Gender mainstreaming: list of proposed actions 18](#_Toc13133125)

# 1. Introduction

For the 2019 Call for Proposals, projects will be selected for funding **through a competitive one-phase process**. Eligible institutions are invited to submit a project proposal using the 2019 proposal format (see **chapter 7**). These proposals will be evaluated and scored by a panel of experts who will make the final selection of projects to be endorsed and funded. The final funding decision will be made by the Steering Committee of the Programme.

# 2. Context

Illegal logging poses a major challenge for the establishment and maintenance of efficient markets and sustainable logging practices in a global economy that increasingly demands assurances of legal and sustainable production of wood and wood products. Illegal behaviour in the logging sector results in lost government revenue, missed opportunities for industrial development, and increased environmental damage and social problems.

In 2003, the European Commission adopted the Forest Law Enforcement, Governance and Trade (**FLEGT**) Action Plan[[1]](#footnote-2), whose ultimate goal is to encourage sustainable management of forests. To this end, ensuring the legality of forest operations is a vital first step. The FLEGT Action Plan focuses on governance reforms and capacity building to ensure that timber exported to the European Union (EU) comes only from legal sources.

The Voluntary Partnership Agreement **(VPA)** is one of the pillars proposed in the FLEGT Action plan. It is a legally binding trade agreement between the EU and a timber-producing country outside the EU. The agreement helps timber-producing countries to stop illegal logging by improving regulation and governance of the forest sector and by ensuring that wood products comply with the legality requirements in place. Ultimately, the purpose of a VPA is to ensure that timber and timber products exported to the EU come from legal sources.

# 3. Programme objective, priorities and eligibility criteria

## 3.1 Objective

The FAO-EU FLEGT Programme supports implementation of the EU FLEGT Action Plan targeting assistance to stakeholders in tropical timber producing countries. Phase III of the Programme was launched in 2016 and is operational until 2021. The geographical scope of the Programme includes two groups of countries:

* Countries engaged in a Voluntary Partnership Agreement (VPA) with the EU; and
* Other eligible timber producing countries, which are not engaged in a VPA with the EU.

## 3.2 Eligible countries

The following countries are eligible to submit proposals during the present process:

|  |  |
| --- | --- |
| **Regions** | **VPA Countries** |
| Africa | Cameroon, Côte d'Ivoire, Central African Republic, Democratic Republic of the Congo, Gabon, Ghana, Liberia, Republic of the Congo.  |
| Asia | Indonesia, Lao People’s Democratic Republic, Malaysia, Thailand, Viet Nam |
| Americas | Guyana, Honduras. |

## 3.3 Specific objectives for proposals

In order to provide timely and strategic support, this Call will target a set of thematic priorities customized to fit the needs of each VPA country. The list of country-specific priorities (**Annex 1**) has been established based on the countries’ most recent VPA/FLEGT roadmap or strategy, in consultation with key stakeholders. Applicants should address one priority per project proposal. In the template applicants are requested to indicate which one of the country priorities listed in Annex 1 the proposal is addressing. As a crosscutting objective, project proposals should promote the inclusion of gender and youth in the forestry sector. Promotion of gender equality and youth participation will be taken into consideration during the evaluation of the full proposals. This includes strategies towards gender equality, increasing participation of women and youth into the decision-making process and the activities, strategies that involve changing the attitudes and behaviour of men and boys and breaking sex role stereotypes. Please see Annex 2 for recommendations. Applicants are strongly encouraged to integrate gender mainstreaming supported actions in their proposed activities.

## 3.4 Requested budget

Budget submission will be in local currency. Maximum budget per project should not exceed 110,000 USD equivalent (in every country’s local currency).

## 3.5 Eligibility criteria

In order to benefit from a Programme grant, the following general conditions must be fulfilled:

1. The applicant must be registered in an eligible country (see list of eligible countries, **Section 3.2**) where the project is implemented;
2. The proposal is realistic and feasible considering the proposed budget and time allocation (maximum 12 months and 110,000 USD equivalent);
3. The applicant must be a government institution[[2]](#footnote-3),a civil society organization[[3]](#footnote-4), an organization/federation of the private sector[[4]](#footnote-5) or an indigenous and/or tribal group;
4. The proposal must identify a national priority as listed in **Annex 1**;
5. The proposal is complete and follows the required format (see chapter 7 “**Proposal Format**”);
6. All actions should take place in the country/ies[[5]](#footnote-6) where the applicant is based and/or directly operates. Applicant must also be actively involved in all stages of implementation.

The following types of action are not eligible:

* actions concerned only or mainly with individual sponsorships for participation in workshops, seminars, conferences, congresses;
* actions concerned only or mainly with individual research, scholarships for studies or training courses;
* action intended to raise funds or promote the visibility of the applicant or its partner(s);
* action intended to provide immediate personal and institutional financial gain;
* actions which consist exclusively or primarily in capital expenditure, such as infrastructure, large equipment or vehicles, etc.;
* actions which discriminate against individuals or groups of people on grounds of their gender, sexual orientation, religious beliefs or lack of them, or their ethnic origin;
* actions that do not include women in the decision making process;
* actions directly supporting political parties;
* actions which include proselytising activities;
* actions supporting activities that bear no relevance to the VPA (e.g. a proposal to carry out reforestation or tree planting);
* actions that use the funds to pay all/part of existing staff salaries for Government services;
* actions for retrospective funding for activities that have taken place prior to the submission of the proposal.

**Number of proposals per applicant**

An applicant may submit more than one project proposal under this call for proposals (for example, two project proposals targeting two different national VPA priorities). An applicant may at the same time be partnering with one or more other applicants. However, an applicant may not be awarded more than one grant under this call for proposals.

# 4. Selection criteria and process

All proposals submitted to the Programme will be evaluated according to the following process.

**Step 1: Verification of eligibility and internal evaluation**

The proposals received are filed by the Project Management Unit (PMU), and checked against the eligibility criteria defined in these guidelines (see point 3.5).

The proposals received and eligible, will then be evaluated by the PMU against the criteria defined in Table 1 below. Only the proposals that pass the internal evaluation will be reviewed by the Expert Panel.

**Step 2: External evaluation**

The PMU sends the proposals that have passed the first internal screening (PMU) to the members of the Expert Panel for their evaluation and scoring. Each proposal will be evaluated independently by at least two members of the Expert Panel. The Expert Panel scores the proposals based on the evaluation criteria presented in Table 1 below.

**Table 1: Evaluation criteria and scoring system for proposals**

|  |  |
| --- | --- |
| **Evaluation criteria**  | **Maximum Points** |
| 1. ***Strategy***
* Are the issues clearly presented, and is there a well-defined, suitable and feasible strategy to tackle these?
* Are the listed activities contributing to the achievement of expected results and the objectives?
* Are the activities presented achievable within the duration of the project?
* Have relevant risks and assumptions been taken into account?
 | 40 points |
| 1. ***Sustainability***
* Does the proposal demonstrate how the project results will be sustainable beyond the project duration?
* If further funding is required, is it clear how this will be secured?
 | 15 points |
| 1. ***Innovation and Capitalisation of lessons learned***
* Does the project include innovative or pilot approaches that could be replicated in other contexts, or does it contribute to similar programmes?
* Is the project contributing to the dissemination of ideas, lessons learned and best practices?
 | 15 points |
| 1. ***Adequate scale***
* Is the budget clear and detailed? Are costs properly justified?
* Is the budget coherent and reflecting planned activities?
 | 15 points |
| 1. ***Gender***
* Does the project promote inclusion of youth and/or reduction of gender inequalities in the forestry sector? Are women included in activities or in decision-making processes?
* Is there a gender analysis present or planned?
* Has the organization presented or demonstrated capacity or past track record in addressing gender issues?
 | 15 points |
| **TOTAL POINTS** | **100 points** |

A maximum of 100 points is available for the five criteria. In order to qualify for funding proposals must score at least 70 points and obtain at least 50 percent of the total points available for each criterion.

Based on their scores, the Expert Panel will provide a ranking of proposals that they recommend for funding.

The Expert Panel will prepare an evaluation report summarizing the results of the evaluation process.

**Step 3: Checking for duplication and/or overlap**

The list of proposals established by the Expert Panel is forwarded to other FLEGT supporting institutions for review and comments and to reduce the risk of duplication of funding.

These proposals shall also be sent to EU Delegations and FAO Representations of the countries concerned for their technical advice.

**Step 4: Approval by the Steering Committee**

The PMU will share the Expert Panel’s evaluation report to the Programme Steering Committee for review and final endorsement and recommendations.

**Step 5: Information and contracting**

After proposals are endorsed by the Steering Committee, the PMU will inform all applicants of the results. For the selected proposals, the PMU will conduct an institutional and financial management assessment (called Due diligence) before initiating the negotiations of Letters of Agreement.

# 5. Proposal submission

Proposal are written in English, French or Spanish. They should be submitted by email. Shortly after the submission deadline the applicant will receive a notice informing them of the registration of the proposal.

The proposals must be sent to the following address:

**FAO-EU FLEGT Programme**

**Food and Agriculture Organization of the United Nations (FAO)**

**Viale delle Terme di Caracalla - 00153 Rome - Italy**

**E-mail:** **FLEGT-cfp@fao.org**

The proposals must be submitted no later than:

**8 September 2019, 16:00 GMT**

# How to write a project proposal

All project proposals should be completed using the Proposal Format (See chapter 7 **below**). There should be a concise and clear description of the project. Please keep in mind the following:

* The objective of the project should be expressed in a single, concise statement.
* Applicants are invited to provide details on the expected results and activities to achieve the results. Each result or output should be described in one sentence, supported by a list of key activities and deliverables.
* The project should be contributing to one of the national priorities identified in the list of **Annex 1.**
* Applicants are required to provide a detailed budget of the requested FAO financial contribution.

Additional annexes will not be considered.

# Proposal Format

## ***Part I. Project summary***

1.1 Project title

Indicate the project title.

1.2 Targeted national priority

Indicate here the national priority selected among those priorities identified by the Programme and listed in Annex 1.

***Example****:*

***Project title:*** *Implementation of a traceability system in Forest communities*

***National priority selected (from the list provided in Annex 1):*** *Support the implementation of traceability systems*

1.3 Applicant’s contact information

|  |
| --- |
| * Name of the organization:
* Office address:
* City and postal code:
* Country:
* E-mail:
* Telephone:
* Website:
 |

1.4 Information on the contact person within the organization

|  |
| --- |
| * Name of contact person:
* Title:
* E-mail:
* Telephone:
 |

1.5 Requested funds

|  |  |
| --- | --- |
|  | **Total (in local currency)**  |
| Requested funds: |  |

1.6 Information on the government references

Civil society and private sector organizations submitting a proposal must provide the names of at least two officials in the forestry administration who have knowledge of the project proposal.[[6]](#footnote-7) Each government reference must be accompanied by at least the name of the person, his/her title, email and telephone number. Check the appropriate box: [[7]](#footnote-8)

* Government references ❑
* Not applicable ❑

Please include the following information:

* Name of Government Reference 1:
* Title
* Ministry :
* E-mail :
* Telephone :
* Name of Government Reference 2 :
* Title:
* Ministry:
* E-mail :
* Telephone :

1.7 Declaration and signature

**I hereby certify that all information contained in this proposal is accurate and true. This proposal is not currently and has not been previously funded by another institution.**

**Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

*(signature and name of applicant)*

## Part II. Project Description

2.1 Background (maximum ½ page)

Please describe the problem addressed, explaining its context and causes. Confine the description to relevant forest-related policy, legislation, law enforcement and socioeconomic issues and explain how the project addresses the priorities of the FAO-EU FLEGT Programme, and the priorities of the forestry sector at the national level.

2.2 Objective

The project objective should be expressed in a concise statement, identifying the ultimate goal of the project. The objective should contribute to overcoming the problem presented in section 2.1, and should be achievable considering the financial resources available.

The objective should be achievable within the timeframe of the project (12 months maximum).

2.3 Gender (maximum ½ page)

Summarize how the project will contribute to gender mainstreaming, and reducing gender inequalities in the forestry sector. In the following section, you should also identify specific project outputs which could have a potential positive impact on the livelihoods of women in the sector, and promote equal access to information and decision making processes. See Annex 2 for suggested activities.

2.4 Organization background and partnerships (maximum ½ page)

Provide in one paragraph a description of your organization and its background.

In a second paragraph, describe, if applicable, any partnership foreseen for the implementation of the project and any previous work experience with said partners, as well as the framework and mechanism for collaboration anticipated under this project.

2.5 Project outcomes, activities and work plan (maximum 3 pages)

List the project outcomes. Each outcome should be described in one sentence, supported by a list of key activities.

Each activity should be described in one paragraph, with a clearly outlined methodology (for example, for an event or workshop, include the location, the number of days and participants ; for a publication or similar output, include the details on the production, number of copies, etc.). In a word, please provide enough details for the reviewer to understand how you will implement this activity. Provide also an indicative timeline for these activities. For each activity, identifyat least one tangible deliverable that can show that the activity was implemented.

When relevant, proposals should include a small launching workshop to inform relevant stakeholders about the project objectives, expected results and to finalize the project action plan. They should also include a close-out workshop at the end of the project to present results, lessons learned and possible steps forward.

The applicant should establish a communication and visibility strategy and describe this in one result and activities in the proposal. This may include publications (brochures, publications, posters, CD / DVD, website, radio / television / printed media, a documentary, promotional items, or any other means to promote the FAO FLEGT Programme and its donors (EU, the Swedish Cooperation, the UK Department for International Development and FAO).

The project duration should not exceed 12 months.

|  |
| --- |
| **Example:**Outcome 1: Community Forests (CF) have the capacities to ensure legality and traceability *Activity 1.1:* Produce training material for the CF managers.Under the supervision of the project manager, an expert in legality and traceability will work during 5 days to produce the training material for the CF. *Deliverable(s):* training material *Activity 2.2*: Organize 1 training in legality and traceability.10 CF managers will participate in this training. It will be organized in Yaoundé during 5 days. It will be delivered by the expert who produced the training material. The training will focus on the legality and traceability requirements in the context of FC, with a theoretical part followed by exercises and practice. After the training, an assessment will be run to evaluate the level of the participants. *Deliverable(s)*: report on the training, and results of the assessmentOutcome 2: *Activities, deliverables…*Outcome 3: Communication and visibility of the project is ensured throughout the project **[strongly recommended in all proposals]***Activities, deliverables…* |

Indicative work plan[[8]](#footnote-9)

Please provide an indicative work plan of the completion of the activities for each month. Example of work plan:

|  |  |
| --- | --- |
| **Activity description** | **Months after project signature** |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** |
| **Outcome 1** |  |  |  |  |  |  |  |  |  |  |  |  |
| Activity 1.1 | x |  |  |  |  |  |  |  |  |  |  |  |
| Activity 1.2 |  | x |  |  |  |  |  |  |  |  |  |  |
| **Outcome 2** |  |  |  |  |  |  |  |  |  |  |  |  |
| Activity 2.1 |  |  |  |  |  | x |  |  |  |  |  |  |
| Activity 2.2 |  |  |  |  |  |  | x |  |  |  |  |  |
| Activity 2.3 |  |  |  |  |  |  |  | x |  |  |  |  |
| **Outcome 3** |  |  |  |  |  |  |  |  |  |  |  |  |
| Activity 3.1 |  |  |  |  |  |  |  |  |  |  |  |  |
| Activity 3.2 |  |  |  |  |  |  |  |  |  |  |  |  |

All projects must submit to the PMU an inception report (tentatively within the first three months after project signature), one or two progress reports during the implementation phase (depending on the length of project), and a final report within a month after the closure of the project. The reporting timeline will be defined by the PMU once the project is approved for support.

## ***Part III. Budget***

Please develop the budget using the Excel spreadsheet attached (annex 3). The budget must be developed in the local currency of the country in which the project will be implemented[[9]](#footnote-10).

Please submit the budget, in Excel format (\*.xls), duly completed with the project proposal.

**Recommendations for developing the budget:**

Ensure correct formulas are applied throughout the excel sheet, and check for accuracy before submission.

Please ensure particular attention is brought to the following points:

***Section 1- Human resources***

* Ensure all HR costs are reflected in this section. This includes project staff and consultants, but also retribution to experts for tasks such as desk studies, field needs assessments etc.
* For permanent project staff, please indicate the percentage of the salary covered by FAO funds.

***Section 2 - Staff travel***

* Ensure expenditures indicated here clearly indicate which activities they relate to, number and function of travellers.
* *Per-diem* should be reasonable and include all costs incurred for the travellers (i.e. food and accommodation, local transports etc.)
* *Per-diem* rates should not be excessive and in line with national practices;

***Section 3 - Equipment***

* Provide accurate and reasonable estimated costs, and demonstrate items listed here correspond to actual project needs (a bullet point can be added in the corresponding activity if necessary). FAO FLEGT will expect project implementers to purchase only material relevant to project implementation.

***Section 4 - Operating costs***

* Provide accurate and reasonable estimated costs, and demonstrate expenses listed here correspond to actual project needs (a bullet point can be added in the corresponding activity if necessary).
* Only administrative or management costs directly linked to project implementation can be charged to the project as long as they are clearly described.

***Section 5 - Workshops/Trainings/Conferences***

* Ensure the number of estimated participants is systematically indicated, and all costs detailed per number of participants. Favour inexpensive facilities, and consider that working locally reduces excessive travel.
* Short events for large numbers of people may be useful for general awareness-raising type of activities. However, for training and skills transfer, workshops should be small and of adequate duration. Training activities should also be followed by exercises/practice of acquired skills.
* As much as possible, projects should favour a balanced participation of men and women when selecting beneficiaries.
* Ensure an appropriate balance of costs between project activities and human resources and the organisation of workshops. A majority of funding should be dedicated to the implementation of activities and achievements of outputs/outcomes.

***Section 6 – Communication and visibility***

* Ensure reasonable costs for publications considering the targeted readers.
* No payments shall be made to media actors for coverage. The services of a media agency should be used. Only in cases where advertising pages/radio slots/TV commercials are clearly required by a specific activity can payments be made.
* Ensure visibility articles listed are relevant and useful to the project objective, and their costs reasonable. Avoid give-away items with little impact on actual visibility of the project.
* List only website or IT costs relating to site hosting. Maintenance of websites by webmasters, or fees for developing applications for instance, should be listed in Human Resources.

**Remember!**

* Excel formulas should be used to calculate costs on the basis of unit costs and number of units, do not simply type the figures into the cells separately.
* You need a total cost for each budget line, make sure the total formula includes all the relevant cells.
* When you total the column, make sure you add all the subtotals.
* All these errors have occurred in earlier proposals. Please check your Excel budget file before you submit it!



# Annex 1 – List of priorities

**GHANA**

1. **Private Sector Capacity Building to comply with Ghana LAS**

Upscaling and expanding support to private sector (medium and small enterprises) to enhance their capacity to comply with the Gh-LAS requirements to obtain FLEGT Licenses (export market).

1. **Addressing bottlenecks in the domestic market for legal timber**

Support measures aimed at increasing both supply and demand of legal wood for domestic market consumption. This can include, among others, actions to demonstrate and trace legality of timber sold in the domestic market (also imported timber); capacity building of local domestic actors at all level of the timber value chain, as well as sensitization of consumers.

# Annex 2 - Gender mainstreaming: list of proposed actions

The following is an indicative list of activities that should serve as reference for the Service Providers in the formulation of their gender-specific activities.

The proposed actions are grouped under four categories, with corresponding objectives. There is no expectation that all activities would be addressed but applicants are strongly encouraged to include/make reference to some of these activities in the development of their project interventions.

1. **Normative and policy dialogue**: Mainstream gender in national forestry policies and debate; enhance inclusiveness in the decision-making process.

Examples of activities:

* 1. Consider including gender-disaggregated data collection and/or gender-specific indicators in the development of national forest policies, building on relevant work undertaken by other stakeholders and relevant organizations on gender monitoring, evaluation and indicators.
	2. Promote/conduct gender analysis as a tool for better informed policy-making (baseline studies to inform laws reform, formulation of ad-hoc policies etc.).
	3. Ensure that stocktaking exercises associated with the formulation and revision of national forest policies adequately account for the differences in uses of forest and non-forest resources between women and men.
	4. Build women capacity to participate in decision-making processes (facilitate access to decision-making bodies through provision of ad-hoc support services, including awareness raising, capacity development activities etc.).
	5. Ensure that women are effectively engaged as members of relevant stakeholder groups consulted for the draft of national forestry laws and regulations.
	6. *Assess* how gender considerations can be incorporated into national forest laws and regulations and how they can contribute to their effective implementation.
	7. Request that gender experts review draft national forestry regulations in order to assess gender sensitivity and provide guidance on improvements.
	8. Identify indigenous and local communities’ experts on forest governance and gender mainstreaming to support the integration of gender considerations into national forestry policies.
	9. Review relevant policies to identify gender differences, including in policies related to forest governance, tenure and use rights, employment, health, local governance, decision-making and access to financial resources, and consider steps to address these.
	10. Gather and disseminate local and national case studies on the benefits of gender mainstreaming in forest governance and more in general sustainable use of natural resources (forests).
	11. Ensure that those responsible for high-level decision-making and international negotiations under the VPA agreement are aware of gender commitments at national and international level.
1. **Organizational level**: Promote gender equality and active participation within organizations.
	1. Provide training and awareness raising on the links between gender and better forest governance, sustainable use of natural resources (forest) and improved livelihoods to interested staff, indigenous and local communities and policymakers.
	2. Establish a list of gender experts that staff can access to support their work, including experts from indigenous and local communities.
	3. Consider establishing a gender review body or agreement, including indigenous and local communities that can provide input on the gender sensitivity of documents and regulations prepared to support the implementation of VPA agreements or any other legally binding processes or products.
	4. Consider adopting gender-responsive budgeting when assigning resources for implementation of projects.
2. **Implementation and delivery:** link gender aspects to the achievement of Programme outcomes (reduce poverty, decrease adverse environmental impacts, promote better forest governance, enhance opportunities for more sustainable livelihoods and market integration)
	1. Ensure gender balance in capacity building to enable effective participation in implementation processes and consider providing dedicated capacity building for women’s groups, as appropriate.
	2. Develop and disseminate information material on the linkages between gender and better forest governance in different languages that can equally be understood by men and women.
	3. Monitor and report on the participation of men and women in implementation processes.
	4. Consider the different needs of men and women when designing and implementing specific actions in support of the implementation of project/Programme activities.
	5. Consider the different risks faced by men and women as a result of actions undertaken to achieve project/Programme objectives.
	6. Ensure that men and women’s access to and use of forest resources are equally taken into consideration and assessed during the implementation of a project.
	7. Include gender-disaggregated data when reporting on project progresses and achievements.
	8. Collect and disseminate case studies and best practices on impacts monitoring, evaluation and indicators for gender mainstreaming in the forestry sector.
3. **Partnerships:** build partnership to promote gender mainstreaming among different stakeholders and actors, at the national and regional level.
	1. Take stock of gender-related commitments at the national and international level.
	2. Engage ministries responsible for gender and/or women in planning and implementation of project activities.
	3. Identify and/or establish collaborations with other relevant national or regional stakeholders that are already gathering and using gender-disaggregated data and/or incorporating gender considerations in their actions.
	4. Engage women’s groups already active in related sectors such as agriculture or land use rights.
1. FLEGT Action Plan: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2003:0251:FIN:EN:PDF> [↑](#footnote-ref-2)
2. Commerce Departments, Business development offices and other Government offices not directly related to forestry are also eligible [↑](#footnote-ref-3)
3. For the purpose of this guideline a civil society organization is defined as a not-for-profit organization that pursues an issue(s) and values defined by its members or constituency and that contributes to the common good or public interest. [↑](#footnote-ref-4)
4. For the purpose of these guidelines a private sector organization is defined as a not-for-profit grouping, union or association of private sector businesses or individuals working toward a common interest that is aligned with the public interest. [↑](#footnote-ref-5)
5. The project and project proponent should be clearly established in one country but it could involve participation of other VPA and non-VPA countries. [↑](#footnote-ref-6)
6. At this stage, it is not required to provide an official approval by the forestry administration. The references provided shall only aim to ensure that the submission of the project to the FAO-EU FLEGT Programme is known by the heads of the forestry administration. [↑](#footnote-ref-7)
7. If the applicant is a government institution, no reference shall be provided and the box “not applicable” should be checked. [↑](#footnote-ref-8)
8. The work plan provided is only an example. The numbers of outputs and activities are variable, depending on the project. No preference will be granted to projects with more or fewer outputs or activities in the work plan. [↑](#footnote-ref-9)
9. For Liberia and Democratic Republic of Congo, the budget must be done in USD as this is the used currency. [↑](#footnote-ref-10)