



Food and Agriculture
Organization of the
United Nations



Government institutions, Non-State Actors and
Private Sector Organisations

VPA countries

**Supporting priority actions to participate in the
implementation of the VPA process**

Call for Concept Notes

Deadline for submission of Concept Notes:

15 September 2016, at 16.00 GMT

Notice

Only submission by email is permitted under this Call for concept notes.

This is a Call for concept notes. Applicants whose concept notes have been pre-selected will be invited to submit a full proposal. Relevance to the FLEGT objectives and the VPA process constitutes the major criterion in pre-selection.

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1. Introduction

The selection of projects for funding will be done through a competitive two-phased approach. First, all eligible institutions are invited to submit a concept note of maximum 3 pages through the present call for concept notes (see template in **Annex 1**). The concept notes will be evaluated by the Programme Management Unit (PMU), after which only proponents of selected concept notes will be asked to submit full proposals. The full proposals will be evaluated and scored by an Expert Panel who will agree on a final selection of projects to be endorsed and funded. The final funding decision will be made by the Steering Committee of the Programme.

2. Programme objective, priorities and eligibility criteria

2.1 Background

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 actions in the logging sector results in lost government revenue, missed opportunities for rural and industrial development, and increased environmental damage and social problems.

In 2003, the European Commission adopted the Forest Law Enforcement, Governance and Trade (**FLEGT**) Action Plan¹, 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.

2.2 Global objective

The FAO FLEGT Programme is a five-year demand-driven Programme launched in 2015 that supports stakeholders to put elements of the FLEGT Action Plan into practice. The 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 (also called non-VPA countries).

For the purpose of this Call for concept notes **only applicants from countries engaged in a VPA with the EU** (defined in point 2.3) are eligible to submit concept notes.

¹ FLEGT Action Plan: <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52003DC0251&qid=1435586269486&from=EN>

2.3 Definition of “VPA countries”

VPA countries are countries that have already negotiated or are in the pre-negotiation / negotiation phase of a Voluntary Partnership Agreement (VPA) with the European Union. The following 16 countries are concerned:

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, Myanmar, Thailand, Viet Nam.
Americas	Guyana, Honduras.

2.4 Specific objectives for this call for concept notes

The objective is to ensure that governmental institutions, civil society and private sector organizations² continue to identify, through a demand driven process, the highest priority actions to support and participate in the implementation of the VPA process.

Considering the importance of increasing participation of the private sector in the VPA process, particular attention is given to initiatives that support private sector engagement. Therefore, this Call has been divided in two lots corresponding to two distinct categories of projects. Concept notes have to be submitted in either Lot 1 or 2, and can cover up to a maximum of 1 output and up to 2 supported actions, as defined below.

Promotion of gender equality and youth participation will be one of the criteria to evaluate concept notes. As a crosscutting objective, concept notes should promote the inclusion of gender and youth in the forestry sector. 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](#) on Gender Mainstreaming for recommendations. Proponents are strongly encouraged to integrate gender mainstreaming supported actions in their proposed activities.

LOT 1: Supporting the private sector participation in the VPA process

Projects endorsed under Lot 1 will aim at enhancing the understanding of and compliance to legal frameworks by small and medium size businesses and promoting legal production and best management practices throughout the wood product value chain. Priority will be given to small and medium scale producer organizations supplying the domestic and regional markets. The term “Small and medium size businesses” as used here encompasses both small-scale forest resource operators producing raw material, and small and medium enterprises (SME) engaged in processing and placing forest products on the market.

Projects under Lot 1 will focus primarily on the following five (5) FAO FLEGT Programme Outputs, all containing a set of supported actions. We encourage the applicants to use this list to guide the development of innovative

² A private sector organization is a **non-profit** organization representing members of the private sector including trade unions, federations, organizations of chainsaw operators and charcoal producers, or other small-scale unions or associations representing small and medium sized enterprises operating exclusively in the forest sector. Private sector organizations can produce for domestic markets or export to regional and/or international markets. Direct support to private companies is not available through the Programme.

actions addressing stakeholder's specific needs and priorities, by selecting one (1), and a maximum of two (2) supported actions.

FAO FLEGT Output 3.1

Private sector composition, scale, incentives, economics and market dynamics are better understood.

Supported actions:

- 3.1.1 - Commission and/or undertake studies on the wood supply and processing sectors, including artisanal level, to characterise volumes, values, efficiency, profitability and impact of legality requirements.
- 3.1.2 - Characterise and document timber flows at local, national and regional levels and identify intervention points to improve compliance with FLEGT and similar systems.
- 3.1.3 - Undertake studies on barriers and impediments in timber product trade and develop harmonised parameters and data collection to facilitate compliance checking.

FAO FLEGT Output 3.2

Private sector stakeholders understand their obligations for legal compliance and the demands that are influencing markets.

Supported actions:

- 3.2.1 - Raise awareness on all aspects of FLEGT Action Plan through improved access to information and enhanced communication within and between private sector actors and various scales and others.
- 3.2.2 - Promote better understanding of EUTR and related trade and certification standards leading to more cost-effective systems.

FAO FLEGT Output 3.3

Policies and legal frameworks are reviewed and revised to promote fair access to forest resources, increase productive employment in the forest sector and act as an engine for poverty reduction.

Supported actions:

- 3.3.1 - Commission and/or undertake comprehensive review of rights and tenure leading to identification of barriers and providing basis for equitable reform
- 3.3.2 - Investigate and adapt systems to ensure applicability and facilitate uptake including by Small and Medium enterprises and local groups engaged in small-scale logging.
- 3.3.3 - Cost-benefit studies conducted to underpin legal reforms leading to simplified and incentivised legality compliance processes, including barriers and opportunities around compliance.

FAO FLEGT Output 3.4

Private sector stakeholders have the skills to comply with legal frameworks and access markets.

Supported actions:

- 3.4.1 - Support training and skills building including training of trainers for all aspects of FLEGT Action Plan, including national legislation and regulations and changed practices such as legality audits.
- 3.4.2 - Undertake training and skills building relating to changed field activities and business administration that support FLEGT related outcomes.

FAO FLEGT Output 3.5

Private sector stakeholders are empowered to self-organize, to participate fully in revised governance processes and improve access to necessary finance for FLEGT compliance.

Supported actions:

- 3.5.1 - Support effective trade and industry bodies in exchange of knowledge and experience on FLEGT Action Plan and secure representation in governance discussions in producing and consuming countries
- 3.5.2 - Support to improve international communication and networking between timber trade federations - Support private sector organizations to contribute to market reforms that reduce the illegal use of forest resources and benefit poor people and which promote legal and sustainable industry.
- 3.5.3 - Identify barriers to compliance and seek innovative solutions including access to finance and other resources that aid and support compliance

LOT 2: Supporting the VPA negotiation/implementation process

Projects under Lot 2 aim at enhancing the support in the preparation for negotiation and implementation of Voluntary Partnership Agreements.

Projects under Lot 2 will focus primarily on the following four (4) FAO FLEGT Programme outputs, all containing a set of supported actions. We encourage the applicants to use this list to guide the development of innovative actions addressing stakeholder's specific needs and priorities, by selecting one (1), and a maximum of two (2) supported actions.

FAO FLEGT Output 1.1

Stakeholders understand their respective roles in the VPA process.

Supported actions:

- 1.1.1 - Country priorities identified through inclusive consensus-based approaches together with actions to meet challenges to improved forest governance.
- 1.1.2 - Differing awareness of roles is clearly defined and followed.
- 1.1.3 - Awareness-raising on all aspects of forest governance and FLEGT Action Plan, including stakeholder rights and responsibilities, through appropriate modalities at all levels.

FAO FLEGT Output 1.2

Stakeholders have the knowledge, skills and technical information needed to fulfil their role in the VPA process.

Supported actions:

- 1.2.1 - Training needs assessments and skills audits for FLEGT VPA at a range of levels undertaken.
- 1.2.2 - Potential alliances across and with stakeholder groups identified and supported through improved coordination and active creation of alliances.
- 1.2.3 - Conduct training actions that address needs of VPA implementation.

FAO FLEGT Output 1.3

Priority activities supporting the implementation of VPAs undertaken by stakeholder groups, particularly by communities and indigenous groups and by small and medium scale enterprises.

Supported actions:

- 1.3.1 - Platforms and mechanisms developed for improved local level forest governance including rights and tenure issues, conflict resolution and participatory management.
- 1.3.2 - Modalities and communication systems strengthened to enhance effective engagement of communities and indigenous groups in VPA design and delivery, including community scale logging activities.

FAO FLEGT Output 1.4

Innovative, effective and inclusive law enforcement processes are developed and tested.

Supported actions:

- 1.4.1 - Knowledge of and capacity for independent monitoring built, especially within civil society and community/indigenous groups, including effective collection, exchange and use of information.
- 1.4.2 - Strengthen female participation and gender equality in stakeholder discussions, projects activities, and governance dialogue through support to woman and community rights to forest management & governance.
- 1.4.3 - Existing forestry legal frameworks and national strategies analysed and improved to address illegal logging through broad-based approaches.
- 1.4.4 - Support cross-border collaboration to reduce/eliminate opportunities for illegal trade.
- 1.4.5 - Legal timber procurement policies developed, for public and/or private sector stakeholders.

Applicants must clearly specify under which lot and FAO FLEGT output and supported actions they are submitting the application. Concept notes should cover up to 2 supported actions, corresponding to the relevant output and lot.

2.5 Financial allocation provided by FAO

The overall indicative amount made available under this global Call for concept notes is US\$ 3,300,000 to be financed by the Programme. FAO reserves the right not to award all available funds. Similarly, this amount could be increased should more funds become available.

The funds will be distributed according to the following indicative allocation per lot:

- Lot 1 (private sector): US\$ 1,100,000
- Lot 2 (VPA negotiation/implementation process): US\$ 2,200,000

Where the financial allocation indicated above cannot be used due to insufficient quality or number of proposals received, FAO reserves the right to reallocate the remaining funds to other components of the Programme.

Each project will have a maximum of 15 months implementation and a FAO budget allocation of maximum US\$ 110,000.

2.6 Pre-screening criteria

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

1. The concept note has to be realistic and feasible considering the envisaged budget and time allocation (maximum 15 months and 110,000 US\$);
2. The applicant is registered in an eligible country (see list of eligible countries engaged in a VPA, **Section 2.3**), in which the project is implemented;
3. The applicant is a government institution³, a civil society organization⁴ or an organization/federation of the private sector⁵;
4. The concept note identifies the "Lot", a FAO FLEGT Programme Output and at least one, and a maximum of two of the related supported actions listed above;
5. The concept note is complete and follows the required format (see **Annex 1** "Concept note form");
6. The funding requested from FAO does not exceed the maximum limit of US\$ 110,000.
7. All actions should take place in the country/ies⁶ where the applicant is based and 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 only to promote the visibility of the applicant or its partner(s);
- actions intended to provide immediate personal and institutional financial gains;
- actions which consist exclusively or primarily in capital expenditure, such as infrastructure, large equipment or vehicles and other resources;
- 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 directly supporting political parties;
- actions supporting activities that bear no relevance to the VPA (eg. 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 concept note.

³ Commerce Departments, Business development offices and other Government offices not directly related to forestry are also eligible

⁴ 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.

⁵ 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.

⁶ The project and project proponent should be clearly established in one country but it could involve participation of other VPA and non-VPA countries.

Number of concept notes per applicant

An applicant may submit more than one concept note under this call for concept notes. An applicant may at the same time be partnering with one or more other applications. However, an applicant may not be awarded more than one grant under this call for concept notes.

3. Evaluation process

All concept notes submitted to the Programme shall be evaluated as follows:

- The Programme Management Unit (PMU) will register all received concept notes.
- All concept notes received will be pre-screened by the PMU using the criteria presented in point 2.6.
- Concept notes that pass the pre-screening will be further evaluated by the PMU according to the evaluation criteria presented in Table 1. A maximum of 100 points is available for the 10 criteria combined. A total of 70 points and a minimum of 50% points per criterion are required to be selected for the submission of a full proposal.
- The PMU shall inform all applicants who submit concept notes of the evaluation results of their concept note. Applicants who have submitted concept notes that fulfil the pre-screening criteria and score at least 70 / 100 points as per requirement noted above, will be asked to **submit a full proposal within 2 months after notification**. These applicants will receive Guidelines for writing the full proposals with a description of the evaluation criteria and selection process.

During the evaluation process, a balanced geographical distribution will be sought as much as possible, depending on the quality of the concept notes received.

Table 1: Evaluation criteria and scoring system for concept notes

Evaluation criteria	Score
1. How coherent is the overall design of the project? In particular, does it reflect the analysis of the problems involved; take into account external factors and relevant stakeholders?	/20
2. Are the results and activities consistent with the project's objective?	/10
3. Are the anticipated results achievable within the budget and time-frame?	/10
4. Does the project seek collaboration with other partners at the national or regional level?	/10
5. Is the project innovative and provide added value to what is already in place?	/15
6. Does the concept note effectively specify the means that will be deployed in order to sustain the project, or at least its outcomes, in the long term?	/10
7. Does the project promote inclusion of youth and/or addresses gender issues in the forestry sector?	/15
8. Does the applicant present sufficient managerial capacities?	/10
TOTAL	/100

4. Concept note submission

Concept notes in English, French or Spanish should be submitted by email. Shortly after the submission deadline the applicant will receive a notice informing them of the registration of the concept note.

The concept notes must be sent to the following address:

FAO 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 concept notes must be submitted no later than:

15 September 2016, 16.00 GMT

5. How to write the concept note

All concept notes should be completed using the Concept note form (See **Annex 1 below**). The description of the project should be presented in a very concise manner. The concept of the project will be presented in no more than three A4 pages. While no specific guidelines are imposed to describe the main idea of the project, please keep in mind the following:

- The objective of the project should be expressed in a single, concise statement.
- Applicants are encouraged 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 in line with the priorities of the VPA process under way in the country of intervention and/or should contribute to the Private Sector's VPA engagement or preparedness.

In the Concept Note, applicants are only required to provide an estimate of the requested FAO financial contribution. Only when applicants are invited to submit a full proposal they will be required to present a detailed budget.

Only the Concept Note will be evaluated. It is therefore of utmost importance that this document contains ALL relevant information concerning the action. No additional annexes are expected.



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ANNEX 1

CONCEPT NOTE FORM

**Deadline for submission of Concept Notes:
15 September 2016, 16.00 GMT**

1. Applicant - General details	Full Name		
	Acronym		
	Country ⁷		
	Legal Status		
	Address		
	Contact person	Name	
		Tel	
		E-mail	

2. Applicant – Managerial Capacities	Annual Turnover / Budget		US\$
	Governance structure <i>Please briefly describe the structure of the organization, roles and responsibilities of the resource persons involved.</i>		

3. Lot addressed		Lot 1: Private Sector <input type="checkbox"/>	Lot 2: VPA Support <input type="checkbox"/>
4. Programme Output and Supported action(s)	#1	<i>[select one output]</i>	<i>[select one output]</i>
	#2	<i>[select a maximum of two Supported actions]</i>	<i>[select a maximum of two Supported actions]</i>

5. Main targeted country	
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6. Requested FAO Contribution (maximum 110 000 US\$)		US\$
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7. Duration (maximum 15 months)		Months
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8. Title, objective, expected results and main activities
- Title
<div style="border: 1px solid black; height: 40px;"></div>

⁷ Country in which the applicant is registered

- Objective (50 words)

Describe what the project aims to achieve in terms of its topic and the changes that should take place as a result of the project.

- Expected results and activities (500 words)

Give sufficient information so that the results, preferably no more than 3, can be clearly understood. For each result, list suggested indicators of achievement, covering BOTH quantitative and qualitative progress.

Under each result, list the activities proposed with a brief explanation of each activity. There should be at least two activities per result and preferably no more than four or five. State the key deliverable(s) that each activity should achieve.

9. Relevance (500 words)

State which theme the proposal addresses and how it complements other ongoing work. Briefly describe the problem to be addressed, how the proposal will address this problem and why the strategy was selected. Indicate how the outcome at the end of the project will be sustained.

10. Gender and youth (300 words)

State briefly those aspects of the proposal design that focus on gender mainstreaming and/or youth inclusion. How is the proposal different as a result of the gender and youth focus? Has it be designed to meet specific gender or youth needs?

Remember that simple steps can make a huge difference, for example on Gender mainstreaming: building on existing initiatives from advocacy groups, analyzing the different roles of men and women in the sector, monitoring of gender related indicators, or integrating advocacy in your activities.



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ANNEX 2

Gender Mainstreaming Guidelines

The present document provides supporting guidance for proponents to mainstream gender in project formulation. The guidelines are composed of two parts. The first one offers some food for thoughts on the importance of including gender considerations into project activities, together with concrete examples and available tools to better assess and promote women empowerment and participation in different domains. The second one is a non-exhaustive list of gender-mainstreaming actions, aligned with the Programme objectives, which should serve as reference for proponents to structure their gender interventions for the purpose of this Call for Proposal.

Part 1

Overview

Forestry has typically been regarded as an arena mainly for men's work, business and governance. Research, however, shows that women are the primary users of forests. In spite of this, they are frequently among the most marginalized community members with respect to decision making on forests, and often lack access to key productive resources such as land and credit. Those who rely on forests for their livelihoods are in fact among the poorest people on the planet, and they are disproportionately female. There is a wealth of evidence, however, to support the fact that having both men and women effectively participating in decision-making processes improves the long-term and sustainable management of forests, the ultimate goal of the FLEGT process. The FAO FLEGT Programme encourages Service Providers to take a gender-sensitive approach to project activities for two key reasons : (1) to ensure that Programme actions do not perpetuate the « gender gap », and (2) to ensure that the Programme benefits from the added value (see 10.2) of integrating women into its work. *For more information, please see: [Gender in Agriculture Sourcebook, World Bank, 2007.](#)*

What can be gained by mainstreaming gender into forestry projects?

- Capturing the specific knowledge, skills and experiences of women as primary forestry users, and the different roles, rights and responsibilities of men and women, as well as their particular access to and use patterns and knowledge of forests;
- Ensuring the accuracy of information on drivers of deforestation and forest degradation;
- Ensuring efficient measures for the sustainable management of forests, forest conservation and restoration;
- Improving the equitable sharing of benefits from REDD+;
- Ensuring consistency with the human rights based approach to development.

What are the costs of ignoring gender?

- Inaccurately identifying the primary stakeholders of forests and forest management;
- Setting up an inequitable system for sharing of benefits;
- Perpetuating inequality in land and resource use rights;
- Continuing marginalization of women in decision-making;
- Limiting the sustainability and effectiveness of FLEGT outcomes.

What can I do as a Service Provider to integrate gender into Programme work?

Integrating a gender-sensitive approach to Programme work involves long-term commitment, including monitoring of impacts. However, if care is taken to *build on existing and planned activities*, there are some basic steps that can be taken to ensure gender is more adequately addressed in project interventions. Suggestions according to three main spheres of influence/work are provided below:

A. **Normative/Policy Sphere** – *this refers to supporting gender mainstreaming in national forestry policies and debate and enhancing inclusiveness decision-making processes.* Projects working towards the reform of policies and legislation can take a more gender-sensitive approach by:

- **Collecting gender-disaggregated data** and conducting/encouraging **gender analysis** to better understand men and women's different roles and constraints for more informed policy making and legal reform. For example:
 - **Context:** institutional constraints preventing women from active participation for example in the fields of right to land and/or access to natural resources.
 - **Activity:** give access to information and training to allow for remunerative employment and entrepreneurial opportunities; support a new community forestry policy that is gender sensitive; look for productive and reproductive activities of women and men and identify labour bottlenecks (e.g. men and women's different workloads); make sure that women's mobility is not restricted; and follow up on the related labour and decent employment concerns.
 - **Resources:** profile resources of men and women such as land, trees, equipment, extension training, inputs, and benefits derived (e.g. food, fuel, income).

For more information, please consult: [Gender Analysis and Forestry Training package](#); [Training manual on gender integrated planning in climate change and REDD+](#).

- **Building the capacity** of women to effectively participate in decision-making processes. If a project is already involved in capacity building for stakeholders, ensure that at least 30 percent of participants are women, and that relevant information is physically accessible and language-appropriate for women as well as men. *For more information on effective stakeholder engagement, please see: [Tool Kit on Gender Equality Results and Indicators](#); [Field Guide to Adaptive Collaborative Management and Improving Women's Participation](#); [Enhancing Stakeholder Participation in National Forest Programmes](#).*
- **Monitoring and Evaluating gender-sensitive interventions.** Encourage the development of gender-sensitive monitoring and evaluation systems with gender-specific indicators. Examples of indicators include:
 - Number and percentage of women involved in the formulation and review of forest policies, in the decision making processes in the forestry sector in all types of organisations, in the capacity building training sessions.
 - Extent to which land ownership clarification and reform specifically considers women, indigenous peoples and other vulnerable segments of society.
- **Sharing information-sharing and raising awareness**
 - As relevant, carry out gender analysis and disseminate findings to other forest (and non-) sector stakeholders, or help raise awareness and share information on existing studies.
 - Ensure information on key issues such as legality compliance, land tenure, including on issues such as *Free, Prior and Informed Consent* and so on are shared with and made accessible to women.
 - Ensure gender-sensitive mediums are used to communicate with local communities based on literacy rates and mobility constraints of a particular country and context (e.g. radio, music, role-play, etc.) For example: Information sessions about obtaining credit can change the attitudes of people who thought they could never get a loan; booklets explaining land rights in simple terms and in the local language change perceptions, practices and customs regarding land ownership and use, especially with respect to women; a mobilization campaign on conserving natural resources encourages communities to better manage their biodiversity and to highlight their knowledge; training in decision-making and negotiation skills help to boost self-confidence; listeners' clubs, networks, civil society organizations and farmers' organizations promote experience-sharing, advocacy, debate and action: they are forums in which discussion plays a central role. *For more information, please see: [Communicating Gender for Rural Development](#).*

Example. Panama's REDD+ process uses « active listening » around its National REDD+ Strategy.

A Women's Chanel was developed and undertaken as part of Panama's active listening process with stakeholders around its National REDD+ Strategy. A 7 minutes video was then prepared on this process, and is available in [English](#) and [Spanish](#). There is also a report summary available in Spanish [here](#).

B. Organizational sphere – *this refers to project/institutional-level changes that can be made to operate in a more gender-sensitive fashion.*

- Ensure project training activities also target women and their specific needs. For example, projects aimed at capacity building for SMEs (e.g. organization into cooperatives and producer organizations, access to formal training; business and marketing skills) should aim to include women specifically to increase their role and leverage in value chains. For more information, please see: [FAO's market analysis and Development](#); [Promoting decent employment in forestry](#).
- Include indicators on gender in your project logical framework, such as:
 - Number of women in training/capacity building activities;
 - Number of gender-sensitive communication tools used and channels employed;
 - Number of awareness raising products/case studies (new or existing) disseminated to different stakeholders on the importance of mainstreaming gender into forest sector initiatives.
- Keep a **gender monitoring worksheet** to assess the degree to which women are involved in project activities. For examples, please see: [Tool Kit on Gender Equality Results and Indicators](#); [Field Guide to Adaptive Collaborative Management and Improving Women's Participation](#).
- **Identify a gender focal point** for your project, and **allocate budget accordingly** so gender is taken seriously.
- Be an **advocate for gender equality** by promoting dialogue on gender at a community, national or regional level, as possible and by encouraging private sector institutions, as appropriate, to leverage and enhance a gender-sensitive environment where it exists.

C. Constituency sphere: Mobilize gender expertise and build partnerships – *this refers to engaging other actors to enhance the impact of project actions.*

- Engage gender experts and women's groups already active either in forestry or other sectors (e.g. agriculture).
- Engage ministries responsible for gender and/or women in planning and implementation of project activities.
- Identify and/or establish collaboration with other entities working on similar initiatives and adopting a gender-sensitive approach, such as UNREDD+, WOCAN, RECOFTC and CIFOR.
- Engage women's groups already active in related sectors such as agriculture or land use rights.

Example. NFP Facility Partnership engages local experts:

SUDAN:

In October 2011 the Babiker Badri Scientific Association for Women Studies, an association that intends to enhance women's status towards equality, empowerment, development and full realization of their human capacity, was selected as one of the implementing actors for the NFP Facility Partnership in Sudan. Activities aim at utilizing the media to make the public, and in particular women, aware of the importance of Sustainable Forest Management, including impact on their livelihoods and the role of forest and trees in mitigation of climate change.

TANZANIA:

In February 2010 through implementing organization "the Tanzania Association of Women Leaders in Agriculture and Environment", activities were carried out focusing on the review of women's involvement in the forestry sector including their roles and legal rights to promote their participation in the sector.

NFP Facility Partnership- Sudan & United Republic of Tanzania

More information: [FAO. 2012. Gender Stocktaking in the Forestry Department.](#)

Part II

FAO FLEGT Programme

Gender–Mainstreaming list of supported Actions

The following is an indicative list of supported activities that should serve as reference for the Service Providers in the formulation of their gender-specific activities. The supported actions are grouped under four categories, with corresponding objectives. There is no expectation that all activities would be addressed but proponents 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 supported activities:

- i. 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.
- ii. Promote/conduct gender analysis as a tool for better informed policy-making (baseline studies to inform laws reform, formulation of ad-hoc policies etc.).
- iii. 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.
- iv. 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.).
- v. Ensure that women are effectively engaged as members of relevant stakeholder groups consulted for the draft of national forestry laws and regulations.
- vi. Assess how gender considerations can be incorporated into national forest laws and regulations and how they can contribute to their effective implementation.
- vii. Request that gender experts review draft national forestry regulations in order to assess gender sensitivity and provide guidance on improvements.
- viii. Identify indigenous and local communities' experts on forest governance and gender mainstreaming to support the integration of gender considerations into national forestry policies.
- ix. 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.
- x. 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).
- xi. 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.

2. **Organizational level:** Promote gender equality and active participation within organizations.
 - i. 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.
 - ii. Establish a list of gender experts that staff can access to support their work, including experts from indigenous and local communities.
 - iii. 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.
 - iv. Consider adopting gender-responsive budgeting when assigning resources for implementation of projects.

3. **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)
 - i. 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.
 - ii. 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.
 - iii. Monitor and report on the participation of men and women in implementation processes.
 - iv. Consider the different needs of men and women when designing and implementing specific actions in support of the implementation of project/Programme activities.
 - v. Consider the different risks faced by men and women as a result of actions undertaken to achieve project/Programme objectives.
 - vi. 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.
 - vii. Include gender-disaggregated data when reporting on project progresses and achievements.
 - viii. Collect and disseminate case studies and best practices on impacts monitoring, evaluation and indicators for gender mainstreaming in the forestry sector.

4. **Partnerships:** build partnership to promote gender mainstreaming among different stakeholders and actors, at the national and regional level.
 - i. Take stock of gender-related commitments at the national and international level.
 - ii. Engage ministries responsible for gender and/or women in planning and implementation of project activities.
 - iii. 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.
 - iv. Engage women's groups already active in related sectors such as agriculture or land use rights.