INTERNATIONAL TROPICAL TIMBER COUNCIL

PROPOSED ITTO POLICY GUIDELINES ON

GENDER EQUALITY AND EMPOWERING WOMEN (GEEW)

Prepared for the International Tropical Timber Organization (ITTO)
by
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1 November 2017

CONTENTS
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LIST OF ACRONYMS

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AE	Accredited Entity
CBD	Convention on Biological Diversity
CEB	UN Chief Executives Board for Coordination
CEDAW	UN Convention on the Elimination of All Forms of Discrimination Against Women
CFME	Community Forest Management and Enterprises
CGIAR	Consultative Group on International Agricultural Research
CIF	Climate Investment Funds
CIFOR	Center for International Forestry Research
CITES	Convention on International Trade in Endangered Species of Wild Flora and Fauna
COP	Conference of Parties
CPF	Collaborative Partnership on Forests
CSAG	Civil Society Advisory Group
DAC	Development Assistance Committee
ECOSOC	United Nations Economic and Social Council
ED	Executive Director
FAO	Food and Agriculture Organization of the United Nations
GCF	Green Climate Fund
GEEW	Gender Equality and Empowering Women
GEF	Global Environment Facility
GPC	Gender Practitioners Collaborative
ICRAF	World Agroforestry Center
IFAD	International Fund for Agricultural Development
ITTA	International Tropical Timber Agreement
ITTC	International Tropical Timber Council
ITTO	International Tropical Timber Organization
IUCN	World Conservation Union
IUFRO	International Union of Forest Research Organizations
JFSQ	Joint Forest Sector Questionnaire
M&E	Monitoring and evaluation
NGO	Non-governmental organization
OECD	Organization for Economic Cooperation and Development
REDD	Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
REDDES	Reducing Deforestation and Forest Degradation and Enhancing Ecosystem Services in Tropical Forests
SAP	Strategic Action Plan
SDG	Sustainable Development Goal
SFM	Sustainable forest management
TAG	Trade Advisory Group
TFLET	Forest Law Enforcement, Governance and Trade
TFU	Tropical Forest Update
TMT	Trade and Market Transparency
TP	Thematic Programme
UNCCD	UN Convention to Combat Desertification
UNDP	UN Development Program
UNECE	UN Economic Commission for Europe
UNEP	UN Environment Program
UNFCCC	UN Framework Convention on Climate Change
UNFF	UN Forum on Forests
UN-SWAP	UN System-Wide Action Plan
UN-Women	UN Entity for Gender Equality and the Empowerment of Women
WWF	World-Wide Fund for Nature

EXECUTIVE SUMMARY

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1.   Based on Activity 2 of the ITTO Biennial Work Programme (BWP) 2015-2016 (extended through 2017), Dr. James Gasana presented a report at the 51st Session of the International Tropical Timber Council (ITTC 51, November 2015, Kuala Lumpur), entitled "ITTO (draft) guidelines for achieving gender equality and empowering women" (ITTC(LI)/12 Rev.1). Based on Members' comments, it was decided that further work was needed before gender guidelines could be adopted by Council.

2.   Ms. Stephanie Caswell was engaged as a consultant to undertake this further work which is reflected in the present follow up report. Building on ITTC(LI)/12 Rev.1 and Members' comments at ITTC 51, this follow up report proposes "ITTO Policy Guidelines on Gender Equality and Empowering Women (GEEW)" for Council's consideration at ITTC 53 (27 November-2 December 2017, Lima). Consistent with guidance provided by the ITTO Secretariat, the proposed policy guidelines are designed to:

*   Be implementable by the Council, Committees and Secretariat;
*   Take forward Goal 5 of the 2030 Agenda for Sustainable Development;
*   Draw on and complement the gender policies, strategies and action plans of member organizations of the Collaborative Partnership on Forests (CPF);
*   Satisfy current gender-related requirements of the Global Environment Facility (GEF) and the Green Climate Fund (GCF); and
*   Provide the basis for further work by ITTO on gender issues.

3.   The proposed ITTO policy guidelines include the following sections: (I) Purpose, (II) Rationale, (III) Objectives, (IV) Principles, (V) Guidelines and (VI) Implementation Actions. Section V (Guidelines) focuses on eight core elements:

1. ITTO policies, plans and thematic programmes	5. Learning, knowledge management and communication
2. Project cycle	6. Networking and partnerships
3. Capacity building	7. Internal functioning
4. Statistics and information	8. Accountability

4.   The follow up report also provides for Council's consideration a proposed list of priority actions, aligned with these eight core elements, to implement the policy guidelines. One proposed action is to develop a new Appendix D to the ITTO Manual for Project Formulation (2009 edition) to provide supplementary guidance on gender analysis in project planning and design. The report offers an illustrative text for Appendix D, entitled "Guidelines for project-related gender analysis", which could be further refined by the ITTO Secretariat.

5.   The ITTO Secretariat circulated a draft of this follow up report to Members on 20 September 2017 inviting comments by 13 October 2017, with a subsequent extension to 26 October. As of 31 October, comments had been received from Colombia, the European Union, Finland, Madagascar, Peru, the Philippines and United States of America. These comments have been taken into account in the current report.

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PART I: CONTEXT

A.   INTRODUCTION

1.   Activity No. 2 under the ITTO Biennial Work Programme (BWP) 2015-2016 (extended through 2017[1]) provides for the development of "ITTO guidelines to incorporate gender equity in the Organization's activities, programmes and projects in member countries". In 2015, the Secretariat engaged Dr. James Gasana to assist in this activity. He presented his report, "ITTO (draft) guidelines for achieving gender equality and empowering women" (ITTC(LI)/12 Rev.1) at the 51st session of the International Tropical Timber Council (ITTC 51, 16-21 November 2015, Kuala Lumpur). Based on comments received, it was decided that further work was needed before guidelines could be adopted by the Council (see Annex 1).

2.   Ms. Stephanie Caswell was engaged as a consultant to undertake this further work which is reflected in the present follow up report. Building on the information and proposals contained in ITTC(LI)/12 Rev.1, as well as comments by Members at ITTC 51, the consultant was asked to develop **"implementable" ITTO gender policy guidelines for consideration at ITTC 53** (27 November- 2 December 2017, Lima) which:

- Draw on the gender policies, strategies and action plans of member organizations of the Collaborative Partnership on Forests (CPF)[2];
- Take into account current gender-related requirements of the Global Environment Facility (GEF) for its partner and project agencies (GEF agencies) and the Green Climate Fund (GCF) for its accredited entities (AEs); and
- Provide the basis for further technical work by the ITTO on gender issues.

3.   The consultant was also asked to recommend changes/additions to the ITTO Manual for Project Formulation (2009 edition) that could be made to strengthen guidance on integrating gender considerations in project design.

4.   Consistent with guidance provided by the ITTO Secretariat, the report is divided into two parts. Part I of the report provides context for the proposed ITTO gender policy guidelines contained in Part II. Specifically, Part I:

- Provides a brief overview of international forest-related gender documents, including elements commonly addressed in the gender guidance documents of CPF member organizations and the GCF, as well as an overview of the gender-related requirements of the GEF and GCF for their implementing agencies (Section B);
- Introduces the proposed ITTO gender policy guidelines contained in Part II of the report and proposes a list of priority implementation actions, one of which is to develop a new Appendix D to the ITTO Manual for Project Formulation (2009) to provide supplementary guidance on gender analysis in project planning and design (Section C); and
- Offers an illustrative text for a new Appendix D entitled "Guidelines for project-related gender analysis", which could be further refined by the ITTO Secretariat based on Council decisions at ITTC 53 (Section D).

5.   Part II of the report contains a specific proposal for "ITTO Policy Guidelines for Gender Equality and Empowering Women (GEEW)".

6.   A draft of this follow up report was prepared by the consultant in September 2017 based on a review of the source materials listed in Annex 2 (including ITTC(LI)/12 Rev1 and related comments by Members) and an extensive interview with Ms. Gabriella Richardson Temm, Senior Gender Specialist and Coordinator

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[1] ITTC 52 extended the BWP 2015-2016 through 2017.
[2] Current CPF member organizations are: CBD, CIFOR, FAO, GEF, ICRAF, ITTO, IUCN, IUFRO, UNCCD, UNDP, UNEP, UNFCCC, UNFF and World Bank.

of Gender and Social Issues at the GEF. The ITTO Secretariat circulated the draft to Members on 20 September 2017 inviting comments, particularly with reference to Part II, by 13 October 2017, with a subsequent extension to 26 October. As of 31 October, comments had been received from Colombia, the European Union, Madagascar, Peru, the Philippines and the United States of America. These comments have been taken into account in the current report.

7.   The consultant wishes to express her gratitude to Ms. Richardson Temm for sharing her valuable time and expertise. The consultant also wishes to thank the ITTO Executive Director and his staff for their excellent guidance and support over the course of this assignment.

B. OVERVIEW OF FOREST-RELATED GENDER GUIDANCE DOCUMENTS

8.   In the last decade, virtually all international organizations with a focus on conservation, natural resource management, the environment or sustainable development have recognized that gender equality is crucial to fulfilling their missions and mandates. In response, these organizations have elaborated specific policies, strategies and/or action plans to mainstream and promote gender equality in their programmes, projects, activities and internal operations. In considering a gender policy, ITTO can benefit from the approaches, policy interventions and experience of other organizations with significant forest-related mandates, including CPF member organizations and other ITTO partners.

1.   2030 Agenda for Sustainable Development

9.   By adopting the 2030 Agenda for Sustainable Development, all Member States of the United Nations recognize, through Sustainable Development Goal (SDG) 5, that gender equality and empowering women and girls is essential to achieving sustainable development (see Box 1). Gender equality and female empowerment is also widely recognized as crucial to achieving the other 16 SDGs and associated targets, including SDG 15, "life on land", which encompasses the goal to "sustainably manage forests".[3]

BOX 1: SDG 5 AND ASSOCIATED TARGETS

SDG 5: Achieve gender equality and empower all women and girls. SDG 5 targets are[4]:

5.1 - End all forms of discrimination against all women and girls everywhere
5.2 - Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
5.3 - Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
5.4 - Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
5.5 - Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
5.6 - Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
5.a - Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
5.b - Enhance the use of enabling technology, in particular information and communications technology,

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[3] In August 2017, the UN-Women Executive Board adopted the UN-Women Strategic Plan 2018-2021 which outlines the organization's strategic direction, objectives and approaches to support efforts to achieve SDG 5.
[4] SDG 5 and other SDGs list both numeric and alpha-numeric targets.

to promote the empowerment of women
5.c - Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

2. UN-SWAP

10.   In 2012, the UN Chief Executives Board for Coordination (CEB), building on existing UN resolutions and decisions, endorsed the UN System-Wide Action Plan (UN-SWAP) on "gender equality and empowerment of women" (GEEW[5]) as an accountability framework to mainstream gender equality throughout the UN system and the functions of its institutions. Spearheaded by UN-Women, UN-SWAP provides a framework based on 15 performance indicators to systematically revitalize, capture, monitor and measure performance and accountability, and to enhance coherence related to gender among UN programmes, funds, specialized agencies, commissions and other entities (see Table 1).

Table 1 – UN-SWAP performance indicators

Element	Indicator
Strengthening accountability	1. Policy plan 2. Gender responsive performance management
Enhancing results-based management	3. Strategic planning 4. Monitoring and reporting
Establishing oversight through monitoring, evaluation and reporting	5. Evaluation 6. Gender responsive auditing 7. Programme review
Allocating sufficient human and financial resources	8. Financial resource tracking 9. Financial resource allocation 10. Gender architecture 11. Organizational culture
Developing/strengthening staff capacity and competency in gender mainstreaming	12. Assessment 13. Development
Ensuring coherence, coordination and knowledge information management at global, regional and national levels	14. Knowledge generation and communication 15. Coherence

11.   UN-SWAP also identifies four critical factors for success in mainstreaming GEEW in any UN organization's work:

a.   Commitment of senior management;
b.   Endorsement and implementation of a gender equality policy;
c.   Adequate staffing, resources and capacity for promoting gender equality; and
d.   Clarity of responsibility and accountability for the work of the organization on GEEW.

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[5] The UN-SWAP reference to "gender equality and empowerment on women" (GEEW) is reflected in SDG5 and can be expected to increasingly become a term of art in the field of gender.

3. Policies/strategies/action plans of CPF organizations and the GCF

12. Member organizations of the CPF include conventions, UN agencies and programmes, treaty-based organizations (like ITTO), and international unions and networks. While these bodies are highly diverse in terms of their governance structures, mandates, modalities, membership and financial and human resource base, nearly all CPF organizations, as well as the Green Climate Fund (GCF), have established gender policies, strategies and/or action plans as a means to improve the effectiveness of their programmes, projects and activities and to further gender outcomes (see Table 2). A number of these organizations have developed technical guidelines, manuals, field guides and other operational documents to assist in the implementation of their gender guidance documents. In 2012, the Rio convention secretariats (CBD, UNCCD, UNFCCC) jointly published the "Rio Conventions Action on Gender".

Table 2 – List of gender guidance documents of CPF organizations and the GCF
(Not exhaustive)

Organization[6]	Policy/strategy/action plan
CBD	2015-2020 Gender plan of action of the CBD CBD Technical Series No. 49: Guidelines for mainstreaming gender into national biodiversity strategies and action plans (2010)[7]
CIFOR-ICRAF[8]	Gender in CGIAR research programs on forests, trees and agroforestry: A strategy for research and action (2013)
FAO	FAO policy on gender equality (2013)
GCF	Mainstreaming gender in Green Climate Fund projects (2017) GCF Gender action plan 2015-2017 Gender policy of the Green Climate Fund (2014)
GEF	GEF Gender equality action plan (GEAP) 2014-2018 GEF Policy on gender mainstreaming (2012)
IUCN	IUCN Policy on gender equity and equality (2007)
UNCCD	UNCCD Advocacy policy framework on gender (2011)
UNDP	UNDP gender equality strategy 2014-2017
UNEP	UNEP policy and strategy on gender equality and the environment (2014)
UNFCCC	Lima work programme on gender and subsequent COP decisions (2015-2018) UNFCCC Gender mandate guide (2014)
UNFF[9]	ECOSOC resolution 2007/33: Mainstreaming a gender perspective into all policies and programmes of the United Nations system (2007)
World Bank	World Bank Group gender strategy (FY 2016-2023) CIF Gender policy (2017)

13. In addition to mainstreaming gender issues into policy and project work, the gender guidance documents listed in Table 2 also address internal governance, including gender balance within secretariats, staff competency on gender issues, and enhancing the participation of women in governing bodies, regional offices and other institutional organs. Nearly all secretariats have a senior gender equality focal point or team. Some organizations, like IUCN and UNEP, have established large gender equality offices comprised of technical experts, policy advisers, practitioners, trainers, researchers, and project and budget managers. The IUCN Global Gender Office often provides technical advice and assistance to other organizations on gender issues.

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[6] FAO, UNDP, UNEP and UNFF are also subject to UN-SWAP.
[7] Prepared for CBD by IUCN
[8] CIFOR and ICRAF are part of the CGIAR system.
[9] UNFF is a subsidiary body of ECOSOC and subject to ECOSOC's gender-related resolutions.

14.   Given the wide differences among CPF member organizations, their gender-related guidance documents also differ in form and content. However, they all address, in one way or another, a number of similar elements (see Table 3). These core elements can be understood as key to promoting gender equality, regardless of the nature, scope and capacity of the organization.

Table 3: Elements common to many forest-related gender guidance documents[10]

Core elements	Structural elements
• Policies/programmes • Project cycle • Results-based management • Capacity building • Knowledge management • Communication and outreach • Networking • Funding/resources/budgets • Governance and institutional structure/Gender balance in secretariats and bodies • Staff competencies • Accountability/reporting	• Statement of purpose • Rationale (i.e. why gender equality is important) • Goals/objectives • Principles/Guiding principles • Procedures/guidelines/commitments • Implementation framework • Targets/actions • Indicators • Review/revision

4.   Gender requirements of the GEF and GCF

15.   Both the GEF and GCF have established minimum gender equality criteria or requirements which agencies and organizations must meet in order to be considered for eligibility for programme or project financing.

16.   **GEF.** The GEF Council adopted the GEF "Policy on gender mainstreaming" in 2011.[11] The policy states, *inter alia*, that all GEF agencies must have established a policy, strategy or action plan that promotes gender equality and satisfies minimum criteria for gender mainstreaming. The Council adopted the GEF "Gender equality action plan (GEAP) 2014-2018" to implement its gender policy.

17.   The GEAP focuses on several core elements listed in Table 3, including GEF programming and policies, project cycle, knowledge management, results-based management and capacity development. The GEAP also sets out seven minimum gender mainstreaming requirements that GEF agencies must meet in order to be considered for accreditation to receive programme/project funding, as well as four requirements for the GEF Secretariat (see Box 2).

18.   **GCF**. In 2015, the Board of the GCF adopted the "Gender policy for the Green Climate Fund" and the "Gender action plan 2015-2017" (referred to as the "GCF gender policy and action plan"), These documents commit the Fund to gender-responsive climate action programmes and projects and make clear that gender perspectives are an "essential decision-making element for the deployment of its resources".

19.   Together, the GCF gender policy and action plan address a number of core elements listed in Table 3, including governance and institutional structure, capacity building, resource allocation and budgeting, knowledge generation and communications, and accountability; as well as several of the structural elements (e.g. background, rationale, objectives, principles, implementation framework, review and revision).

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[10] In some gender guidance documents, core elements are combined, while in others they are further disaggregated.
[11] The GEF policy is under review and may be updated at the GEF Council session in November 2017.

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BOX 2 – GEF GEAP 2014-2018 REQUIREMENTS

To be considered for GEF accreditation, an organization is required to[12]:
1. Have the institutional capacity for gender mainstreaming
2. Consider gender elements in project design, implementation and review
3. Undertake gender analysis as part of project design
4. Have measures to mitigate/minimize adverse gender impacts
5. Integrate gender-sensitive activities, including gender-responsive approaches
6. Monitor and evaluate gender mainstreaming progress
7. Include gender experts in projects

The GEF Secretariat is required to:
1. Strengthen gender mainstreaming capacities among its staff
2. Designate a focal point for gender issues
3. Work with GEF agencies and other partners to strengthen gender mainstreaming with a more systematic approach to programming
4. Develop alliances with networks that work on gender equality

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20.   To be considered for accreditation under the GCF, an organization must be able to demonstrate, *inter alia,* that it has the capacity to integrate gender equality throughout the project cycle and ensure the leveraging of gender "co-benefits". This applies to all GCF-funded programmes and projects, not only those intended at the outset to center on women or have a gender focus.

21.   In August 2017 during World Water Week (27 August-1 September, Stockholm), the GCF released "Mainstreaming Gender in Green Climate Fund Projects", a practical manual developed in collaboration with UN-Women to ensure that gender considerations are central to all GCF-supported initiatives and are fully integrated into the Fund's programmes and projects. The manual sets out three core requirements for all project proposals submitted for funding consideration (see Box 3) and includes examples of a gender assessment and action plan and gender performance indicators.

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BOX 3 – GCF GENDER REQUIREMENTS

To be considered for GCF accreditation as an AE, an organization must[13]:
1. Have the necessary policies, procedures and competencies in place to implement the Fund's gender policy and action plan
2. Have the capacity to mainstream gender equality considerations into its entire project cycle to ensure the leveraging of gender co-benefits

Project proposals submitted by AEs for GCF funding must include:
1. A gender analysis, including an overview of the gender equality situation in a country and/or targeted sector(s), description of gender issues that may be relevant to the project, and gender-sensitive development impact opportunities;
2. A gender action plan covering gender-responsive activities, gender performance indicators and sex dis-aggregated targets; and
3. A gender sensitive M&E framework which incorporates mandatory gender indicators in the project results framework.

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5.   Evolving gender terminology and the "gender continuum"

22.   The terminology used to articulate gender goals continues to evolve. In recent years, "gender equality" has come into common use as a broad concept and development goal which encompasses

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[12]ITTO would need to meet these requirements to be considered for eligibility as a GEF implementing agency.

[13] ITTO would need to meet these requirements to be considered for eligibility as an AE of the GCF.

"gender equity". With the adoption of UN-SWAP and the 2030 Agenda for Sustainable Development, the dimension of female empowerment has been added to gender equality. References to "gender equality and empowering women and girls" are likely to become the norm as gender policies, strategies and action plans are updated and further elaborated in future.

23.   While there are no hard and fast definitions of these various terms, the differences among them could be characterized as follows:

- "Gender equity" is essentially the process of being fair (equitable) to women and men. Equity is an aspect of equality.

- "Gender equality" means women and men have equal rights and opportunities, both under the law and in practice, to economic and social goods, resources, services, rewards and decision-making. Gender equality does not mean that men and women become the same, but that the rights and opportunities of men and women are not dependent on or constrained by sex.

- "Empowering women" reflects the fact that it is generally women who historically have been inequitably treated and excluded or disadvantaged in terms of rights and opportunities. A critical aspect of achieving gender equality is empowering women to fully participate with men as equal members of society.

24.   A continuum of gender terms has also evolved as a way to describe the degree to which development programmes, projects and activities address gender issues. While the terminology varies somewhat from organization to organization, and some continuums have more gradations than others, there are generally three categories of gender "awareness" that may be assigned to a programme or project (see Box 4).

BOX 4: THE GENDER CONTINUUM FOR PROGRAMMES/PROJECTS

Gender blind: The programme/project does not take any gender considerations into account. No gender analysis is conducted.

Gender-sensitive: The programme/project examines gender roles, norms, relations, issues and potential programme/project impacts through a gender analysis and seeks to generate gender co-benefits in programme/project design.

Gender transformative or responsive: The programme/project works to positively change gender roles, norms and relations and empower women in this regard.

C. INTRODUCTION TO PROPOSED ITTO GENDER POLICY GUIDELINES (PART II)

1.   Proposed ITTO gender policy guidelines

25.   While all CPF member organization have significant forest-related activities, many have broad development mandates that go well beyond forests, as well as considerable financial, technical and human resources. In contrast, ITTO focuses specifically and uniquely on "issues relating to the international trade and utilization of tropical timber and the sustainable management of its resource base", as set out in the ITTO Mission Statement.

26.   Bearing this in mind, Part II of this follow up report contains proposed "ITTO Policy Guidelines on Gender Equality and Empowering Women (GEEW)" which are designed to:

- Reflect ITTO's mandate and operational modalities;

- Be implementable by the Council, Committees and Secretariat;
- Provide guidance on mainstreaming gender throughout ITTO's policy and project work;
- Adapt the elements in Table 3 to the ITTO context;
- Satisfy the gender equality requirements for GEF and GCF implementing agencies; and
- Take forward SDG 5 and associated targets consistent with ITTO's mandate.

27.   To this end, the policy guidelines are comprised of the following sections: (I) Purpose, (II) Rationale, (III) Objectives, (IV) Principles, (V) Guidelines and (VI) Implementation Actions. Section V (Guidelines) focuses on eight core elements (see Box 5).

BOX 5: CORE ELEMENTS OF PROPOSED ITTO GENDER POLICY GUIDELINES	
1. ITTO policies, plans and thematic programmes	5. Learning, knowledge management, communication
2. Project cycle	6. Networking and collaboration
3. Capacity building	7. Internal functioning
4. Statistics and information	8. Accountability

28.   Ideally, ITTO's gender policy guidelines, once finalized, will be taken into account in any future revisions of ITTO policy documents and project manuals, will inform and complement future ITTO guidelines on environmental and social risks and impacts assessment which the Council may adopt[14], and will be reviewed and revised as needed to reflect experience gained and developments in the field of gender equality.

2.   Proposed priority implementation actions

29.   Table 4 proposes a list of priority actions or next steps, aligned with the eight core elements in Box 5, which could be taken by ITTO to implement the gender policy guidelines, once adopted. A number of the actions could be initiated or undertaken within existing resources. Other actions have cost implications that would require additional voluntary contributions from Members for their implementation. The Secretariat may wish to propose for Council's consideration selected actions from Table 4 for implementation under the BWP 2018-2019.

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[14]The 50th session of the ITTO Committee on Reforestation and Forest Management considered "Revised draft guidelines for environmental and social risks and impacts assessment in ITTO projects" (CRF(L)/5).

Table 4 – Proposed list of actions to implement ITTO's gender policy guidelines

GEEW Policy Element	Action
1. Policies, plans and thematic programmes	1.1 Include GEEW as a strategic priority in the next ITTO SAP. Elaborate specific actions, indicators and desired outcomes consistent with the GEEW Policy Guidelines.
	1.2 Review and as needed update/supplement ITTO policy series to better address gender issues, inputs and outcomes, where appropriate.[15]
	1.3 Review ITTO's Thematic Programmes (TPs), the ITTO-CITES Programme and the ITTO-CBD Joint Initiative, to better integrate gender, including in monitoring protocols, where appropriate.
2. Project cycle	2.1 Supplement the gender guidance contained in the ITTO Manual for Project Formulation (2009 edition) with a new Appendix D to provide guidance and reference tools on conducting an effective gender analysis.
	2.2 Update ITTO project-related manuals to include guidance on gender-related results-based management (outcomes, impacts, etc.), including gender-sensitive results indicators and sex-disaggregated data.
	2.3 Based on 2.1 and 2.2 amend the evaluation criteria applied by the Expert Panel for Technical Appraisal of Project Proposals to ensure proper consideration of gender issues in proposal evaluation.
	2.4 Consult with GEF and GCF gender focal points on measures needed to satisfy their gender requirements/criteria for implementing agencies.
3. Capacity building	3.1 Include a training module on gender integration in all ITTO training workshops on proposal preparation to ensure Executing Agencies and project coordinators have the skills needed to properly integrate gender issues into project planning, design, monitoring and evaluation.
	3.2 Provide training to all ITTO staff members so they understand the importance of GEEW and how to integrate gender issues in their work.
4. Statistics and information	4.1 Compile and maintain a database on the participation of women in ITTO bodies, bureaus, expert panels, working groups, and the ITTO Fellowship Programme.
	4.2 Consider ways to incorporate a gender perspective into the Biennial Review and Assessment of the World Timber Situation.
	4.3 Work with FAO, UNECE and Eurostat on ways to incorporate gender into the JFSQ.
	4.4 Include gender-relevant news in ITTO Tropical Timber Market reports when possible.
	4.5 Conduct a study on gender roles in forest industry, manufacturing and trade.

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[15] ITTO's policy series includes:
- Criteria and indicators for the sustainable management of tropical forests (2016)
- Voluntary guidelines for the sustainable management of natural tropical forests (2015)
- Guidelines for thematic programme profiles and thematic programme documents as set out in Decision 4(XLVIII), Annexes 2 and 3 (2012)
- ITTO-IUCN guidelines for the conservation and sustainable use of biodiversity in tropical timber production forests (2009)
- Guidelines for the selection of consultants, procurement and payments of goods and services (2009)
- ITTO guidelines for the restoration, management and rehabilitation of degraded and secondary tropical forests (2002)
- ITTO guidelines on fire management in tropical forests (1997)
- ITTO guidelines for the establishment and sustainable management of planted tropical forests (1993)

5. Learning, knowledge management, and communication	5.1 Incorporate GEEW into ITTO's knowledge management activities, including upscaling success stories and lessons learned.
	5.2 At appropriate intervals undertake a review on how ITTO programmes, projects and activities have positively impacted/transformed gender norms and share results.
	5.3 Devote a TFU issue to raising awareness of the role of women in achieving ITTO objectives.
	5.4 Highlight ITTO GEEW Policy Guidelines and implementation activities on ITTO's web site.
6. Networking and partnerships	6.1 Explore with CSAG and TAG ways to enhance women's participation in their work and opportunities to develop joint GEEW initiatives.
	6.2 Participate in meetings/initiatives to further develop a network of forest gender experts from CPF organizations, GCF, UN WOMEN, GPC and interested CSAG and TAG organizations, building on existing efforts related to forests and gender.
	6.3 Encourage UN WOMEN and other international women's organizations to participate as observers in Council sessions.
	6.4 Explore the feasibility of launching a joint initiative/MOU with UN-WOMEN on gender in the tropical forest sector.
7. Internal management	7.1 Designate a senior staff person to serve as ITTO gender focal point and ensure he/she has the necessary skills.
	7.2 Promote gender balance within the ITTO staff at all levels and conduct gender-sensitive recruitment and hiring.
	7.3 Include an appropriate competency on gender sensitivity in the position descriptions of all professional staff.
	7.4 Enforce the Standards of Conduct for the International Civil Service, including a "zero tolerance" policy for discrimination within the Secretariat on the basis of gender.
	7.5 Promote gender balance in the composition of ITTO expert panels and working groups, the nomination of Council officers, and the selection of consultants.
8. Accountability	8.1 Report to Council regularly on progress in implementing the GEEW Policy Guidelines, including in the ITTO Annual Report.
	8.2 Ensure executing agencies report regularly on gender elements in project reports and other outputs.

D. NEW APPENDIX D TO ITTO MANUAL FOR PROJECT FORMULATION

30.	One of the actions proposed in <u>Table 4</u> is to develop a new <u>Appendix D</u> for the 2009 edition of the ITTO Manual for Project Formulation (Action 2.1) which would provide supplementary guidance on gender analysis in project planning and design until such time as the manual is scheduled for a full review and update. Appendix D would complement existing Appendix A on "Guidelines for ensuring stakeholder participation in the project cycle". It would also build on guidance contained in the body of the Manual (particularly Chapter II, Part 2) which states, *inter alia,* that: "The stakeholder analysis should include a gender analysis. This will help to:

- Identify gender-based differences in resource access
- Determine how different members of target communities will participate in and be affected by project interventions
- Incorporate gender equity and empowerment in the project design process
- 'Gendering' the logical framework by defining indicators relating to gender equity and empowerment."[16]

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[16] Consideration can be given to strengthening the current text in Chapter II, Part 2 of the Manual for Project Formulation when the manual as a whole is reviewed and updated. This could include, *inter alia*, replacing current references to "gender equity" with "gender equality and empowering women".

31.   The guidance in the manual demonstrates ITTO's early awareness of the importance of gender analysis in project formulation, which is widely considered a crucial first step to understanding gender roles and power relations. However, conducting a high quality gender analysis and integrating its findings into a project proposal can be challenging. A new Appendix D could provide users of the manual with added guidance and reference tools in this regard.

32.   Annex 3 of Part I of this report offers an illustrative text for a new Appendix D entitled "Guidelines for project-related gender analysis". This text could be further refined by the ITTO Secretariat based on the gender policy guidelines adopted by Council and the advice of gender experts from ITTO Members.

ANNEX 1

EXTRACT FROM ITTC 51 REPORT (Paragraphs 315-324)

DEVELOPMENT OF ITTO GUIDELINES TO INCORPORATE GENDER EQUITY IN THE ORGANIZATION'S ACTIVITIES, PROGRAMMES AND PROJECTS IN MEMBER COUNTRIES – DECISION 2(L) (AGENDA ITEM 18)

315.   The consultant, Dr. James Gasana, presented an overview of draft guidelines on gender equality and the empowerment of women (Document ITTC (LI)/12). He emphasized that ITTO lacks tools and assessments that are specifically designed to promote gender equality, and that most Thematic Programmes are gender-blind. He recommended gender issues be considered in ITTO work at all levels, including equal representation in decision-making processes; a focus on programmes to empower women, including the advancement of women's forest tenure rights and promotion of women's small enterprises, time-appropriate gender balancing of staff, and the allocation of resources to implement this work in each BWP.

316.   The delegate from Mexico highlighted the development of national forest guidelines that aim to address the institutional and social barriers women face.

317.   The delegate from Norway, supported by the EU, proposed that the draft guidelines be revised into more accessible language to facilitate their implementation.

318.   The delegate from Indonesia noted the necessity for gender analyses at the project design stage, given that customary and traditional law varies from region to region.

319.   The delegate from Costa Rica urged the ITTO to be a leader in gender equity.

320.   The delegate from Papua New Guinea proposed the establishment of a working group to take this issue further.

321.   The delegate from the EU noted that all countries are committed to gender equality, not just equity, as enshrined in the 2030 Agenda for Sustainable Development, and proposed clearer mention of the roles and responsibilities of relevant actors, human rights, the work of UN Women, and adequate outreach and training to accompany the guidelines.

322.   The delegate from Benin suggested that implementation of the guidelines include integration into future ITTO Action Plans.

323.   The delegate from the U.S.A highlighted that almost all ITTO members have ratified the Convention on the Elimination of all Forms of Discrimination against Women and so proposed the gender disaggregated monitoring of employment in timber-related high-level positions.

324.   The Chairperson closed discussion on this item by concluding that further work was required before the Council could adopt gender guidelines.

ANNEX 2

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ANNEX 3

ILLUSTRATIVE TEXT FOR A NEW APPENDIX D
TO THE ITTO MANUAL FOR PROJECT FORMULATION

"Guidelines for project-related gender analyses"

A. Introduction

1. Chapter II, Part 2 (page 24) of the ITTO Manual for Project Formulation (2009 edition) states that a project proposal should include a stakeholder analysis that describes, *inter alia*, "the characteristics and size of the target and beneficiary groups (e.g. by age, gender and ethnic composition)". It also states that: "The stakeholder analysis should include a gender analysis. This will help to:

- Identify gender-based differences in resource access
- Determine how different members of target communities will participate in and be affected by project interventions
- Incorporate gender equity and empowerment in the project design process
- 'Gendering' the logical framework by defining indicators relating to gender equity and empowerment."[17]

2. Appendix D provides additional guidelines on conducting a gender analysis. Appendix D flows from ITTO's Policy Guidelines on Gender Equality and Empowering Women (GEEW) and supplements the "Guidelines for ensuring stakeholder participation in the project cycle" contained in Appendix A of the Manual for Project Formulation.

B. Gender analysis

3. Gender analysis is typically a subset of social analysis. It is tool used to identify, understand and explain differences between males and females that exist in communities, countries, sectors and/or segments of societies, and thereby ensures a project is "sensitive" to gender issues. Gender analysis is also used to identify the relevance of gender norms and power relations in a specific context (e.g. country, geographic, cultural, institutional, economic). In the ITTO context, a gender analysis will typically examine and document:

- The group(s) or community(ies) of women relevant to the project (e.g. indigenous, local, professional), the spheres in which they operate (e.g. rural, urban, public, private), and the cultural context.
- Differences in the status of women and men and their differential use of, access to and benefits from forest-based assets, resources, opportunities and services;
- The influence of gender roles and norms on the division of time between paid employment in the forest sector and unpaid work (e.g. collection of wood and non-wood forest products);
- The influence of gender roles and norms on leadership and decision-making in the public and/or private forest sector, constraints and opportunities, and entry points for narrowing gender gaps and empowering women; and
- Potential differential impacts of the project on men and women, including potential negative impacts.

4. The gender analysis framework will vary somewhat depending on the nature, scope and scale of the proposed project (e.g. whether it focuses on tropical forest management, forest industry and/or the tropical timber trade, and at what level). Regardless of the type of project, the gender analysis will help ensure that

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[17] Consideration can be given to strengthening the current text in Chapter II, Part 2 of the Manual for Project Formulation when the manual as a whole is scheduled for review and update. This could include, *inter alia*, replacing current references to "gender equity" with "gender equality and empowering women".

projects not only "do no harm" but also contribute to promoting equality and closing the gender gap where relevant.

5.   A gender analysis should be undertaken early in the project planning phase. In this way, an understanding of gender roles and power relations can be built into the project and inform its design, objectives, interventions and desired outcomes. The results of a gender analysis will also help:

- Ensure that the views of both men and women are taken into account in project formulation;
- Ensure that projects "do no harm" and avoid unintended consequences that increase inequalities between women and men;
- Identify data and knowledge gaps a project may wish to address; and
- Develop gender performance indicators where appropriate for project monitoring, reporting and evaluation.

6.   Most gender analysis frameworks involve collecting quantitative and qualitative sex-disaggregated information and statistics on a similar set of issues, sometimes referred to as "domains". Depending of the type and location of the project, sources of quantitative sex-disaggregated data may include national and international databases, NGOs, donor agencies, and the results of previous gender assessments in the country/locality or project topic(s). Qualitative information may be generated through interviews with potential stakeholders, with both men and women involved, and project partners.

7.   A gender analysis may take various forms depending on the project context, size, available resources, and existing sex-disaggregated data. It may be a stand-alone study or integrated into other project data collection and/or analysis processes, such as social and environmental risk and impact assessments.

8.   Given its benefits, a gender analysis is generally considered <u>highly cost-effective</u>. According to the Green Climate Fund, gender mainstreaming and analysis does not necessarily signify additional projects costs and may well increase project effectiveness and efficiency[18].   Based on the experience of some development assistance agencies, a gender analysis budget of US$10,000 is usually adequate for projects under US$10 million.[19]

C. Examples of questions to be asked/answered

9.   As noted above, the specific issues or domains a gender analysis will seek to address will vary to some extent depending on whether the project deals with the tropical forest resource base, forest industry development, or the international trade in tropical timber, and whether it is local, national, regional or international in scale. The following are examples of the types of questions that could frame a gender analysis[20]. <u>These questions would need to be adapted to fit the nature and scope of the project and some may not be applicable to all projects.</u>

<u>What is the project context?</u>
- What demographic data disaggregated by sex and income are available?
- What are the respective roles, interests, needs and/or priorities of women and men?
- What is the legal status of women? What laws, policies and institutional practices influence the roles of men and women?
- What are common beliefs, values and stereotypes related to gender?

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[18] Source: Mainstreaming gender in Green Climate Fund projects (2017)

[19] Source: Land O' Lakes, Inc. International Development (2015)

[20] These sample questions are based on those commonly listed in gender analysis guidance documents, including Mainstreaming gender in Green Climate Fund projects (2017).

Who has what?
- What are the levels of income and wages of women and men in the forest sector?
- What are the levels of education typical for boys and girls?
- What is the forest land tenure and resource use situation? Who controls access to or owns the forest? Do women have rights to forest land and resources?
- Do women and men have access to extension services, training programmes, etc.?

Who does what?
- What is the division of labor between men and women in the forest sector?
- How do women and men participate in the formal and informal forest-based economy?
- How are women represented relative to men in the forest-based workforce?
- What specialized knowledge and skills do men and women have related to forests?
- How do women and men participate in non-market uses of forest resources?

Who decides?
- Who controls/manages/makes decisions about forest-based resources, assets and finances?
- How do women and men participate in forest planning and decision-making and at what level? How much influence do women have in decision-making?
- Do men and women belong to forest-based cooperatives, trade unions or other types of economic, political or social organizations?

Who benefits?
- How will the project benefit women and men?
- Will the services/products of the proposed interventions be accessible to and benefit both men and women?
- Will the proposed interventions increase the incomes of both women and men?

D. Example of gender questions in the logical framework

10.   When formulating projects, the project's logical framework (logframe) can offer an important opportunity for gender mainstreaming. Key questions to ask when designing a project logframe relate to impacts, outcomes, outputs and activities. Examples of key questions are listed in Table 1.

Table 1 – Examples of key questions on gender issues in the logframe

IMPACT	• Is gender equality one overall objective that the project aims to contribute to? • Are men and women (of different ages and socio-economic groups) going to benefit equally from the project?
OUTCOMES	• Does the outcome include any clear reference to women and men and existing inequalities between them? • Does the intervention have the potential to improve women's access to self-provisioning and other productive resources, services, technologies, training and employment opportunities? • Does the intervention have the potential to improve women's decision-making regarding resources?
OUTPUTS	• Do the outputs respond to the different needs and priorities of men and women, as identified by the gender analysis? • Do the outputs challenge/redress existing gender inequalities and discriminatory norms and practices?

ACTIVITIES	• Are women and men given equal opportunities to plan, participate in and monitor the project's activities? • Do the planned activities take into account the roles and responsibilities of men and women in order to ensure equal opportunities for and benefits from participation?

(*Source*: FAO Field Guide to Mainstream Gender in Forestry, 2016)

E. Gender-sensitive versus gender-transformative projects

11.   By incorporating a gender analysis during the project design phase, all ITTO project proposals are expected to be "gender-sensitive", i.e. aware of and sensitive to gender issues as they apply in the project context and seek gender "co-benefits" in project design and outcomes. Project proposals that go beyond gender-sensitivity to actively enhance gender equality and empower women are referred to as "gender transformative".

12.   Gender transformative projects are those that critically assess and work to positively change gender roles, norms and relations within ITTO's fields of work. They include one or more objectives which aim to raise awareness of gender roles and norms among women and men and to transform those norms through actions that close the gaps in gender equality and promote women's rights, power, voice, economic opportunities, skills and benefit-sharing. Table 2 provides examples of the types of project objectives that can be considered gender-transformative.

Table 2 - Examples of gender-transformative project objectives

Topic	Project objective	
Awareness raising and information	• Enhance recognition of the role of women in sustainable management of tropical production forests, use of forests for self-provisioning, and forest-based income generation, value chains and markets • Raise awareness of gender gaps and their negative impacts on the tropical timber economy • Generate improved information and data on the contribution of women to the forest sector and timber economy at all levels • Increase women's awareness of their forest-based economic opportunities	
Rights	• Strengthen forest-related policies and legislation to promote gender equality at national, sub-national and/or local levels • Enhance implementation of applicable laws and policies • Strengthen women's rights to forest land tenure and ownership and access to forest resources • Resolve conflicts between statutory and customary rights	
Economic empowerment	• Support women's forest enterprises at various levels • Improve women's access to financial services and capital, including micro-financing and credit • Improve women's access to forest product markets • Improve women's access to enabling technology, including information and communication technology, and wood processing techniques • Strengthen women's participation in forest value chains • Promote equal pay for women for equal work	

Power and voice	- Facilitate women's participation in forest user groups - Enhance women's participation and influence in forest-related decision-making at local, national and international levels - Promote women in management and leadership positions in forest institutions, national forest authorities, private companies and concessions - Strengthen women's forest-related networks at various levels - Monitor how actual practice reflects agreed procedures
Skills	- Improve women's access to forest-related education and training opportunities (technical, vocational, professional) - Improve women's access to extension services - Enhance women's employment and livelihood skills, including in value-added forest-based processing industries
Benefits	- Support equitable distribution and sharing of benefits derived from forests for men and women - Support equity between women and men in the generation of benefits derived from forests

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PART II:

PROPOSED ITTO POLICY GUIDELINES ON
GENDER EQUALITY AND EMPOWERING WOMEN (GEEW)

I.   PURPOSE

1.   ITTO is committed to gender mainstreaming and enhancing gender equality outcomes across its policy and project work. ITTO's Policy Guidelines on Gender Equality and Empowering Women (GEEW) institutionalize this commitment. The Policy Guidelines serve as a framework for gender integration and mainstreaming in ITTO policies, plans, programmes, projects, activities and internal functioning and are intended to enhance the impact and effectiveness of the Organization's operations in all areas and at all levels.

II.   RATIONALE

2.   Through the adoption of the 2030 Agenda for Sustainable Development, all ITTO Members recognize the crucial role of gender equality to realizing sustainable development and are committed to advancing Sustainable Development Goal 5: To achieve gender equality and empower all women and girls. In this context, ITTO recognizes that:

- Gender equality and empowering women are essential to achieving sustainable forest management, including the sustainable management of tropical timber producing forests, which is a core ITTO objective.

- Women participate in the forest sector in diverse ways and within different cultural and geographic contexts, including as part of indigenous and local communities, as migrants, as farmers, and as workers, technicians and professionals.

- In many rural communities, particularly in producer countries, men and women typically play different roles in forestry and agroforestry systems. Women are often primary collectors and users of forest resources, such as fuelwood, wild foods and medicinal herbs, have traditional knowledge of forest management practices that are often inherently sustainable, and make specific contributions to tropical forest value chains which are important for household incomes and well-being.

- Due to a variety of interrelated cultural, social, economic and institutional factors, which vary from country to country and sometimes within countries, women are often disadvantaged in the forest sector. Specific disadvantages vary depending on the sphere(s) in which the women operate, which may be rural, urban, indigenous, local, national, technical, professional, public and/or private.

- Despite their crucial role in forest management, many women are limited in their control over forest land; access to financial resources, technology, education and training; share in forest-based benefits; and decision-making opportunities.

- Women are also often disadvantaged in tropical timber-based industries where they may not have equal access to employment opportunities or receive equal pay for equal work.

- In many Member countries, women are underrepresented, particularly at senior levels, in forest authorities, institutions and organizations, as well as in tropical forest-based processing and manufacturing industries and international trade groups. This hampers their ability to influence, and bring their perspectives to bear on, public and private sector decisions.

- In addition to cultural biases, the lack of sex-disaggregated data and statistics on the role of women in forestry, particularly in trade and industry, hampers the development of policy interventions to address gender inequalities.

- The potential of women to engage in, contribute to and benefit from the international forest-based economy as leaders, participants and agents of change, has yet to be fully realized. More work is needed by all stakeholders at all levels, including the ITTO.

III.   OBJECTIVES

3.   The objectives of the Policy Guidelines are to:

- Enhance the effective integration and mainstreaming of gender considerations in all aspects of ITTO's policy and project work.

- Build the capacity of ITTO and its Members to promote gender equality and empower women in the tropical forest sector.

- Strengthen the role of women in ITTO's governance structure, including in the work of the Council and Committees, ad hoc expert panels and working groups, and the Secretariat.

IV.   PRINCIPLES

4.   The Policy Guidelines reflect and flow from the following guiding principles:

- Gender equality is a core value of ITTO. Achieving ITTO's objectives will be accelerated by efforts to close the gender gap and empower women at all levels.

- Integrating a gender perspective means promoting equal opportunities, rights, voice, influence, leadership and benefits for women at all levels and in all spheres of ITTO's work.

- Gender equality is a matter of human rights. In order to achieve gender equality, it is often necessary to overcome historical biases and empower women to exercise their rights and fulfill their potential to contribute as full and equal members of society.

- Gender equality is an issue that concerns both women and men, recognizing that the roles of men and women in forestry systems may differ across cultures. Involving men is essential to bring about changes in attitudes, behavior and biases that disenfranchise women.

- Achieving gender equality depends on generating information on the current situation of women in specific forest sector settings and cultural contexts and identifying social, economic and technological inequalities between men and women.

- Implementation of the Policy Guidelines will be consistent with applicable laws of ITTO Member countries and seek to advance the goals of relevant international instruments, including the 2030 Agenda for Sustainable Development and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

V.   GUIDELINES

5.   The Policy Guidelines address and provide guidance on eight core elements: (1) ITTO policies, action plans and thematic programmes, (2) ITTO project cycle, (3) capacity building, (4) statistics and information, (5) learning, knowledge management and communication, (6) networking and partnerships, (7) internal functioning and (8) accountability.

Element 1 – ITTO policies, action plans and thematic programmes

- ITTO's policy papers and guidelines will integrate a gender perspective and mainstream gender considerations wherever relevant.

- ITTO's strategic action plans will incorporate gender mainstreaming as a strategic priority, as well as a key cross-cutting strategy to achieving other priorities set out in the plans.

- To the extent possible, ITTO thematic programmes will include one or more objectives focused on raising awareness of gender roles, norms and relations and promoting gender equality in the programme context.

Element 2 – ITTO project cycle

- The ITTO project cycle will integrate and mainstream gender issues. Gender equality will be addressed in all phases of the project cycle, including project formulation, implementation, monitoring, review and evaluation.

- The needs and interests of women and men, including their effective participation and outcome benefits, will be equally taken into account and promoted within ITTO-funded projects.

- All ITTO projects will be "gender-sensitive" and will examine gender roles, norms, relations and potential project impacts through a gender analysis and seek to generate gender co-benefits in project design.

- Wherever possible, ITTO projects will be "gender transformative" by including one or more objectives focused on raising awareness of gender roles, norms and relations and positively changing (transforming) those roles, norms or relations to improve gender equality and empower women.

- In all cases, the gender analysis will[21]:

  o Be appropriate to the project field (e.g. forest management, forest industry, trade), as well as the project scale (local, national, regional, international).

  o Include the collection of quantitative sex-disaggregated data where possible, as well as qualitative information provided by stakeholders, both women and men.

  o Generate information and data to inform project design, interventions and desired outcomes, including budget allocations.

- Men and women will be provided with equitable opportunities to be included in stakeholder consultations and decision-making during project formulation, implementation and evaluation.

- ITTO will promote the collection, analysis and use of gender equality indicators and sex-disaggregated data in project monitoring, reporting and evaluation.

- ITTO will utilize a results-based management approach in monitoring, reporting and evaluating gender-related project outcomes and impacts, with evidence of actual results used to make course corrections as needed.

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[21] Additional guidance on gender analysis is contained in the ITTO Manual for Project Formulation.

Element 3 - Capacity building

- ITTO will seek to enhance the capacity of Members to establish, strengthen and implement laws, regulations and policies designed to achieve gender equality and empower women, particularly within the tropical forest sector.

- The Executive Director will promote a shared commitment to gender equality within the Secretariat and ensure that staff members have the understanding, training and capacity needed to carry out these Policy Guidelines.

Element 4 – Statistics and information

- In addition to its programme and project work, ITTO will integrate gender in its data collection and statistical processes, with a view to generating sex-disaggregated data for all applicable organizational functions and categories of information. This will include data collected through national reporting on ITTO's criteria and indicators for sustainable management of tropical forests.

Element 5 – Learning, knowledge management and communication

- ITTO will enhance learning on gender equality as part of its knowledge management activities, including sharing experiences and lessons learned, upscaling best practices from different situations and cultural contexts, and working to develop a better understanding of gender and the international tropical timber economy.

- The Secretariat will develop tools, products and platforms suitable for a variety of audiences to raise awareness of the importance of gender equality to achieving ITTO's objectives and to communicate the Organization's efforts and achievements in mainstreaming gender in its policy and project work.

Element 6 – Networking and partnerships

- The Council, Committees and Secretariat will work with TAG and CSAG to strengthen gender mainstreaming in the ITTO.

- The Executive Director will develop alliances with organizations and networks that work on gender equality, in particular UN-Women, and explore opportunities to develop joint gender equality initiatives with CPF partners.

Element 7 - Internal functioning

- ITTO will strengthen efforts to seek gender balance in the Council bureaus, expert panels and working groups.

- The Executive Director will ensure an office atmosphere and culture that is respectful of women employees at all levels, enables them to reach their full potential, and promotes inclusion and transparency.

- The Executive Director will take gender into consideration in engaging consultants, awarding procurement contracts, and appointing members of Thematic Programme Advisory Committees.

Element 8 – Accountability

- ITTO will establish an accountability mechanism and timeline to track progress and measure success on gender integration and mainstreaming within the Organization's policy and project work and management practices.

- The Executive Director and permanent Committees will monitor and regularly report to Council on the implementation of these Policy Guidelines.

- ITTO programme and project managers will ensure Executing Agencies and other partners report regularly on gender integration in ITTO-funded programmes and projects, which may include developing gender sensitive indicators to measure progress.

VI.   IMPLEMENTATION ACTIONS

6.   The Policy Guidelines will be operationalized through actions taken within existing resources, as well as through priority activities identified by the Council in ITTO's Biennial Work Programmes (BWPs) which require additional voluntary contributions from Members, beginning with the BWP 2018-2019.[22] The Secretariat will propose implementation activities for Council's consideration for inclusion in the BWPs.

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[22] Table 4 of Part I of this follow up report provides a list of proposed priority actions to initiate implementation of the GEEW Policy Guidelines. The Council may wish to consider these proposed actions at ITTC 53.