



VOICES OF WOMEN

IN THE
DEDICATED GRANT MECHANISM
BRAZIL

EVIDENCE AND EXPERIENCES



WORLD BANK GROUP

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VOICES OF WOMEN

IN THE

**BRAZIL DEDICATED
GRANT MECHANISM:**

EVIDENCE AND EXPERIENCES

Acronyms

CAA-NM	Centro de Agricultura Alternativa do Norte de Minas
CAR	Rural Environmental Cadastre
CIF	Climate Investment Funds
CIFOR	Center for International Forestry Research
DGM	Dedicated Grant Mechanism
FIP	Forest Investment Program
GSC	Global Steering Committee
IPLC	Indigenous Peoples and Local Communities
IPTC	Indigenous Peoples and Traditional Communities
MIQCB	Movimento Interestadual das <i>Quebradeiras</i> de Coco de Babassu
NEA	National Executing Agency
NSC	National Steering Committee
NTFP	Non-Timber Forest Product
REDD+	Reducing Emissions from Deforestation and Forest Degradation
UN	United Nations

Glossary

Babassu	(<i>Attalea speciosa</i>) A species of Palm that is native to the northeastern region of Brazil.
Baru	(<i>Dipteryx alata</i>) A nut that is native to the Cerrado region.
Buriti	(<i>Mauritia flexuosa</i>) A species of palm that is native to the Cerrado region.
Geraizeiros	Traditional communities of the Cerrado that typically engage in cattle ranching and farming
Pequi	(<i>Caryocor Brasiliense</i>) A fruit that is native to the Cerrado region.
Quebradeira	A woman involved in the breaking of Babassu Coconuts. Typically located in the northeastern Brazilian states of Piauí, Tocantins, Maranhão, and Bahia.
Quilombo	A community that is a descendent of runaway slave communities from Brazil's colonial period or rural Afro-descendent communities that remained on lands abandoned by former slave owners.
Quilombolas	A member of a Quilombo.
Ribeirinhos	Traditional communities of the Cerrado that typically engage in fishing and farming
Vazanteiros	Traditional communities of the Cerrado that typically settle along river banks.

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Voices of Women in the Brazil Dedicated Grant Mechanism: Evidence and Experiences

Setting the Stage

Women's role in forests has been historically undervalued but has recently been a focus of numerous studies. Several recent studies have examined gender in Reducing Emissions from Deforestation and Forest Degradation (REDD+), tree and land tenure rights, natural resource value chains, division of labor in natural resource management, women's participation in forestry decision-making, women's use of non-timber forest products, among others (Colfer et al., 2017; Colfer et al. 2016; Agarwal, 2001; Shackleton et al., 2011). Many studies have found that when women participate in forestry decision-making deforestation is reduced and community well-being outcomes are higher (UN-REDD, 2011; Elias, 2016).

A study conducted by CIFOR highlights the importance of producing local level analysis on gender in REDD+ and other similar initiatives (Larson et al., 2018). It identified a need for women's participation that is both meaningful and empowering and suggested that women should be fully engaged in design, implementation, and decision-making processes. Explicit strategies for meaningful and empowering decision-making include women's empowerment, increased control over assets and the safeguarding of their rights (Bee & Basnett, 2016; Larson et al., 2018).

This case study adds to the body of work on gender and forestry by providing recent, on the ground examples of women's experiences in the Dedicated Grant Mechanism (DGM) (see box 1), and is particularly relevant to the gender entry points defined in the Climate Investment Funds (CIF) gender action plan (2016), which include increasing women's access to productive assets, particularly services and enterprise

development for improved economic opportunities for women (Climate Investment Funds, 2016).

This case study builds on the finding that “projects that involve women and address gender issues from the designing stage are more likely to provide better outcomes” (Marin and Kuriakose, 2017) by interviewing women who were involved in the design and implementation of their own livelihood sub-projects. All sub-projects included in this case study (see table 1) were designed primarily for and by women, which contrasts with other forest and gender studies (Larson et al., 2018; Agarwal, 2009). Recognizing the need for showcasing the tangible experiences of women in the DGM program, this case study aims to illustrate some of the potential benefits received and benefit sharing mechanisms among women in the Brazil DGM sub-projects. This case study contributes to the formulation of a baseline for the DGM in Brazil, in terms of the benefits these women are receiving, the benefits they have requested, and their benefit sharing mechanisms.

The objective of the Brazil DGM is “to strengthen the engagement of indigenous peoples and traditional communities of the Cerrado biome in the Forest Investment Program, Reducing Emissions from Deforestation and Forest Degradation, and similar climate change-oriented programs at the local, national and global level, and to contribute toward improving livelihoods, land use and sustainable forest management in their territories” (World Bank, 2015).

Methodology

This case study explores and highlights examples of women's experiences with DGM Brazil by focusing on women-led

BOX 1. THE DEDICATED GRANT MECHANISM: BACKGROUND AND STRUCTURE

The Dedicated Grant Mechanism (DGM) design document was approved in 2011 by the Forest Investment Program (FIP) Sub-Committee and is a stand-alone funding window within the FIP, and more broadly, the Climate Investment Funds (CIF). The DGM is composed of a global and national component and aims to strengthen the capacity of Indigenous Peoples and Local Community (IPLC) organizations. The national component provides grants to IPLCs to develop and support their own initiatives (sub-projects or micro-projects) and to strengthen their participation in FIP and other REDD+ processes at the local, national and global levels (Forest Investment Program, 2013).

Each national component includes a National Steering Committee (NSC) and a National Executing Agency (NEA). The NSC is the governing body of the DGM and is therefore responsible for sub-project selection and oversight, among other activities (see Table 2 for full list) (World Bank, 2015). The NEA is typically a non-governmental organization operating in the country that has experience working with IPLCs and has the capacity to comply with World Bank fiduciary requirements.

The DGM aims to enable the full and effective participation of IPLCs related to REDD+ at local, regional, and global levels with the understanding that indigenous and local communities are the most effective guardians of the world's forests.

sub-projects and technical assistance these women have received. Qualitative data was collected from semi-structured focus group discussions and individual interviews (figure 1, see annex A for complete list of interviews), with secondary sources of literature and data used to provide context. Interviews were carried out with a diverse range of sub-project beneficiaries for a well-informed view of how these sub-projects are managed and how the benefits are distributed among sub-project participants of different ages, races, roles, and geographic locations.

Interview respondents included 26 sub-project beneficiaries from five different sub-projects, all three women on the National Steering Committee (NSC), and four members of the National Executing Agency (NEA). Each site visit was accompanied by NEA members, and were chosen by the World Bank DGM Task Team Leader to represent sub-projects from both traditional communities and *quilombos*, as well as

sub-projects in different stages of implementation to have a holistic view of women's experiences from design to implementation. Three sub-projects are advanced in implementation while the other two sub-projects were in earlier stages or had not yet begun (see table 1). For more information on the interview methodology, please see annex B.

Six women representing three sub-projects were interviewed at the regional meeting of the Interstate Movement of the *Quebradeiras de Coco Babassu* (MIQCB) which took place in São Domingos do Araguaia, Pará where over 250 members of MIQCB from the states of Pará, Maranhão, Tocantins, and Piauí met. *Quilombo Pedra Preta* near Manga, Minas Gerais was visited next, where 17 women and four men participated in a focus group discussion. Four women were interviewed at the Central Veredas weaving cooperative in Arinos, Minas Gerais, which concluded the site visits. All interviewees were self-selected. During the interviews it was observed that

FIGURE 1 INTERVIEWS CONDUCTED

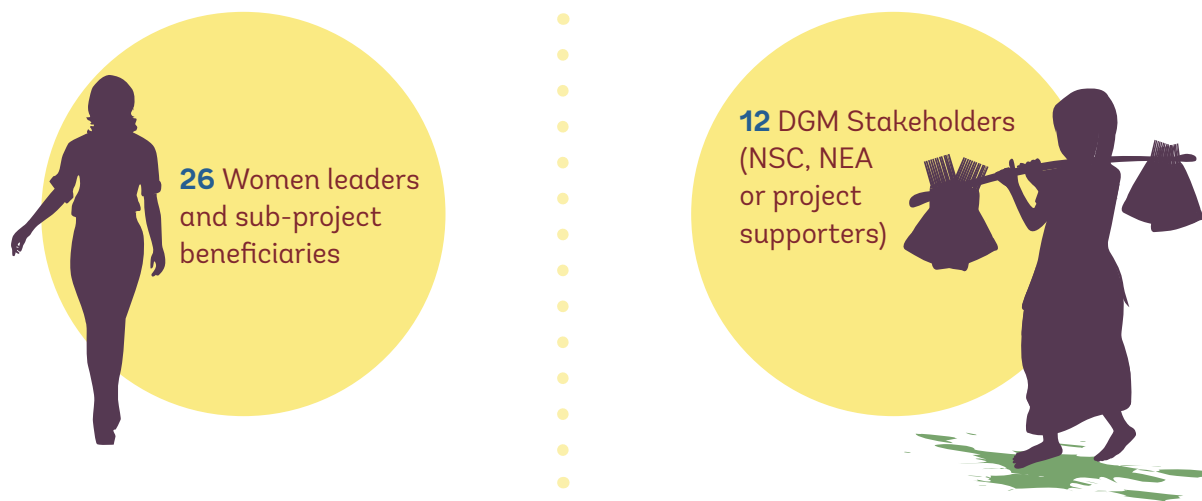


TABLE 1 DGM FUNDED SUB-PROJECTS INTERVIEWED

Sub-Project Title	Theme	Location	Objective	Sub-Project Lead	Amount of Funding (USD)
Babassu coconut flour	Market-oriented products	Bico do Papagaio (Tocantins)	To promote the strengthening of the productive chain of babassu.	Luzanira	\$28,776.60
Strengthening of the women workers group in the processing of babassu coconut	Natural Resource Management	Morro deo Chapeu do Piauí (Piauí)	To install a babassu oil processing unit, increasing production, and improving product quality.	Helena	\$37,412.34
Institutional Strengthening	Institutional Strengthening	States of Maranhão, Pará, Tocantins, and Piauí	To conduct regional meetings and the Eighth Meeting of the Coconut Breakers.	Rosario	\$23,983.50
Quilombo Pedra Preta	Market-oriented products	Quilombo Pedra Preta, Puris, and Brejo São Caetano (Manga, Minas Gerais)	To build a kitchen for the production and packaging of traditional sweets.	Marilia	\$28,780.18
Central Veredas	Market-oriented products	Arinos, Minas Gerais	Strengthening Traditional Production of Uruçuia Grande Sertão Handicraft Network	Maria N	\$28,724.27

FIGURE 2. DGM BRAZIL INTERVENTION AREAS



women were generally more forthcoming with their opinions in small groups or individually. This was especially notable at Quilombo Pedra Preta where an hour of discussion and the voices of a few outspoken women eventually led to most of the community speaking up.

The interview guidelines were developed to understand the potential benefits received and benefit sharing mechanisms

among women in the Brazil DGM. The same key questions were asked of all respondents, although the interviews were structured to allow respondents to discuss certain themes that were especially relevant to them. Considering that not all sub-projects had begun implementation, some of the interview questions did not apply in these cases (see annex B for the interview guidelines).

Background

The Brazil DGM is located in the Cerrado biome (figure 2), which is a tropical savanna grassland biome, and is considered the most biodiverse tropical savanna in the world. The Cerrado is also known as the “water box of Brazil” for its deep

aquifers and as the source of headwaters of three major river systems (Bailao et al., 2015). The Cerrado and the communities who live there have historically had less international recognition than the Amazon, and the DGM, through the FIP



Brazil Investment Plan, has sought to remedy this oversight. Under the DGM, the many diverse communities residing within the Cerrado—*quilombos*, indigenous peoples, and traditional communities—were brought together for the first time. The DGM and the FIP have helped elevate the Cerrado to higher international visibility as an important ecosystem worthy of protection.

People of the Cerrado

It is important to understand the diversity of people who have lived in the Cerrado for generations. There are numerous traditional peoples of the Cerrado, but they are typically organized into three categories: indigenous peoples, traditional communities, and *quilombos*.

BOX 2. NATIVE PLANTS OF THE CERRADO

The Cerrado has become the agricultural frontier of Brazil (Little, 2018), yet many of the species native to the Cerrado are not valued in national or international agricultural markets and have traditionally only been used by IPLCs in Brazil for subsistence. Endemic fruits and nuts in the Cerrado include baru and pequi (Guedes et al., 2017). The pulp from baru nuts can be used as a sweetener and the nuts can be consumed raw or roasted (Flynn, 2018). The seed from pequi fruits can also be consumed toasted and is similar to a cashew nut. Both are said to have antioxidant properties and have multiple uses including consumption and for skin and hair care. All the sub-projects visited are using native plants of the Cerrado for both consumable goods and artisanal craft products and are in different stages of marketing and commercializing their products for sale.

BOX 3. WOMEN IN THE CERRADO

Women have played an important role in the management of the Cerrado ecosystems for centuries, and more so than men, rely on non-timber forest products (NTFPs) for their livelihoods. For example, Wunder et al (2014) found that women collect more forest resources from common property in Latin America than men and Shanley et al (2011) found that women in Pará, Brazil value a broader range of species and plant parts (such as the fruit, bark, leaf, seed, etc.) than men. Women collect native fruits and nuts for their families and make crafts out of other local species to supplement their household income.

PEOPLE OF THE CERRADO



INDIGENOUS COMMUNITIES

Indigenous peoples have secure land rights to 12% of Brazil's land, with much of this being located in the Amazon; however, there are more than 80 indigenous groups throughout the Cerrado (CEA Consulting, 2016). Most of these groups practice hunting and agriculture.



TRADITIONAL COMMUNITIES

These communities are smallholders who have been farming the Cerrado both communally and individually for centuries. Traditional communities are often distinguished by where they live or what they do. For example, *Vazanteiros* and *Ribeirinhos* typically live in riverine environments, while *Geraizeiros* are often cattle grazers in the states of Minas Gerais and Bahia (CEA Consulting, 2016).



QUILOMBOS

Overall it is estimated that there are 16 million quilombo residents, or *quilombolas* as they are known, belonging to 2,926 communities in Brazil (Mendes, 2018). Many of these communities are in rural and isolated areas, where they may be subject to illegal forced evictions from neighboring landowners (Landlinks, 2011).

BOX 4. THE STRUCTURE AND DESIGN OF THE BRAZIL DGM

Brazil was one of the first countries in the Forest Investment Program (FIP) to implement the Dedicated Grant Mechanism (DGM) in 2015. There are 12 voting members of the National Steering Committee (NSC), of which three are women, as well as nine alternates of which three are also women. Alternatively, the National Executing Agency (NEA) is responsible for sub-project implementation and technical assistance, monitoring and evaluating sub-projects, with reporting obligations to the World Bank (see table 2 for the full list of responsibilities).

The NSC collectively determines the priorities of the sub-projects and clarifies the sub-project selection criteria (See figure 3 for the full list of criteria). The NSC is comprised of 8–13 traditional peoples of the Cerrado chosen as representatives of their communities. The three women of the NSC represent each one of these types of communities, and therefore help to ensure that each type of traditional community receives representation in the NSC.

The Centro de Agricultura Alternativa do Norte de Minas (CAA-NM) was selected through a competitive process as the NEA of the Brazil DGM. The NEA has been working with native communities and small farmers who live in the Cerrado for almost 30 years. The NEA has facilitated two calls for sub-project proposals, resulting in 45 sub-projects chosen in the first round out of 158 expressions of interest and 19 sub-projects chosen from 106 expressions of interest in the second round (DGM Brazil, 2017).

TABLE 2. RESPONSIBILITIES OF THE NATIONAL EXECUTING AGENCY AND THE NATIONAL STEERING COMMITTEE

National Executing Agency	National Steering Committee
Technical Assistance	Decides direction and priorities of sub-projects
Monitoring and Evaluation	Engage in national level REDD+ and FIP Processes
Reporting to the World Bank	Selects the NEA with help from the World Bank
Project Implementation Support	Chooses sub-project selection criteria and projects
	Supervises project implementation

Land and Gender Policies in Brazil

Brazil has 11 institutional bodies at the national level that share responsibility for different aspects of land rights and management (Damasceno et al., 2017). The new forest code, passed in 2012, requires the use of the Rural Environmental Cadastre (CAR), which helps collect information on remaining forests on privately held lands (Little, 2018). The forest code

also requires rural landowners to preserve 20–80% of the remaining forest on their land, and designates Permanent Preservation Areas, areas designated for protection to retain their ecological value (Damasceno et al., 2017).

The 1988 constitution grants women and men equal rights in all legal respects (Brazil, 1988), and other major achievements in the past few decades include the establishment of

FIGURE 3 PROJECT SELECTION CRITERIA (DGM BRAZIL, 2017)



PROJECTS SHOULD BE...

- ...Participatory. The role of women, youth, and elders will be considered.
- ...socially and environmentally sustainable
- ...have a multiplier effect
- ...be technically coherent

the Secretariat for Policies for Women, which mainstreams gender equality through National Plans of Policies for Women. Furthermore, each state in Brazil has a government institution dedicated to mainstreaming gender equality (World Bank, 2016). Brazil has joint land titling, which allows both men and women to be listed on a land deed and helps balance land use decision-making (World Bank, 2018a). Brazil has taken a gender responsive approach in its National Biodiversity Strategy and Action Plan and integrated the gender commitments made by the UN Convention on Biological Diversity in its Gender Plan (IUCN, 2017). However, Indigenous and Afro-Brazilian women continue to face numerous disadvantages. For example, violence against Afro-Brazilian and Indigenous women increased by more than 100% over the past decade in the north and northeast regions of Brazil (World Bank, 2017).

Gender in the Brazil Dedicated Grant Mechanism

The DGM sub-project selection criteria emphasized that sub-projects should engage women in proposal design and include them as co-implementers (Douthwaite et al., 2019). The end goal of DGM Brazil is for 30% of beneficiaries to be women and progress has shown that this target has already been exceeded (see figure 4) (World Bank, 2018b). Overall, there are 11,041 women benefitting from the DGM in Brazil, and 1,344 women involved in women-led sub-projects (direct correspondence, September 2019).

Prior to the first call for sub-project proposals, the NEA held workshops to reach target communities and encourage them to submit sub-project proposals, but for the second call for proposals, the strong network of the NEA was relied upon to reach target communities. A larger percentage of the selected projects in the second round were led by women, with five out of 19 selected sub-projects, compared to eight out of a total of 45. Once sub-projects were chosen, an initial site visit took place, where a gender sensitive analysis was done to provide a baseline before project activities began. Furthermore, special capacity building programs for women have been developed. These programs will take place in three phases, with five days in each phase. Most recently, 56 women participated in the first phase of this training.

Women identified several types of non-monetary benefits that they perceived as being directly or indirectly provided by the DGM. Each benefit listed is not mutually exclusive, and the list is meant to capture the non-monetary benefits perceived by the women interviewed. These non-monetary benefits include:

- ▶ Capacity building
- ▶ Technical and leadership training
- ▶ Improved coordination



Babassu Coconut

- ▶ Equipment
- ▶ Empowerment
- ▶ Validation

Background on Case Study Sub-Project Visits

All five sub-projects represented in this case study are part of three women-led organizations: the *Quebradeiras de Coco Babassu*, the Quilombo Pedra Preta Women's Association, and Central Veredas. The benefits received and benefit sharing mechanisms are similar within each group in the case of the *Quebradeiras de Coco Babassu*, and therefore differences will be noted across organizations rather than across sub-projects.

Quebradeiras de Coco Babassu

Three first-round DGM sub-projects support the Interstate Movement for the *Quebradeiras de Coco Babassu* (MIQCB), which calls for the open access and communal use of babassu palm trees and was started by a small group of women in 1991. The term *Quebradeiras* refers to women who collect and break open babassu coconuts, a species of palm that is native to the Matopiba region of Brazil (the states of Maranhão, Tocantins, Piauí and Bahia), located in the northeastern region of the Cerrado. *Quebradeiras* may live in *quilombos* or may be part of another traditional community of the Cerrado. The women of MIQCB sought out funding from the DGM for each of the sub-projects that are supporting them.

During the regional meeting of MIQCB interviews took place with leaders of three of the DGM sub-projects and four other sub-project beneficiaries (table 1). All three sub-projects represented were from the first call for DGM sub-project proposals, which concluded September 2016 when the first round of sub-projects was chosen. Women stakeholders interviewed included the president of MIQCB, and the general coordinator who is tasked with fundraising for both the movement and the cooperative.

In 1991 the *Quebradeiras* only sold the nut from the babassu coconut, while other babassu products, such as soap, oil,

FIGURE 4. SUB-PROJECTS LED BY WOMEN AND WOMEN BENEFICIARIES



and flour were made only for their family's personal use. The movement has grown over time and in 2009 the women formed a cooperative that now sells these products to international cosmetics companies and throughout the Cerrado.

According to Maria T, one of the Brazil NSC members and founders of the movement, there were two motivations in starting the movement: 1. To increase women's autonomy, and 2. To protect the babassu palm while diversifying and increasing demand for babassu products. MIQCB has succeeded in establishing a "free babassu law" in seven states where babassu is common, which allows landless communities to legally collect the babassu coconut (If not us then who, 2013). The Matopiba region is the new agricultural frontier in Brazil, and babassu palm forests are being cleared for cattle, eucalyptus, soy, oil palm, and other crops (The Guardian, 2015). It is estimated that over 100,000 families depend on babassu coconuts for their livelihood (The Guardian, 2015).

Central Veredas

Central Veredas is a second-round DGM sub-project, and just began preparation activities in November 2018. Women from Arinos, in northwestern Minas Gerais state, and its surrounding areas came together to form Central Veredas, a weaving cooperative producing linens, blankets, and embroidery with natural dyes from plants of the Cerrado, as well as boxes made from the leaves of the buriti palm. The group interview involved four women, two of whom are weavers for Central Veredas. The women from Central Veredas were encouraged to apply by Copabase, a local agricultural cooperative.

The Central Veredas store opened in 2011, with 220 women weavers contributing across 9 different cooperative groups. Many of the weavers involved in Central Veredas are also beekeepers, and make honey, jams, pequi oil, manioc flour, spice mixes, roasted baru nuts and dehydrated bee pollen.

Central Veredas is also supported by Copabase, which helps Central Veredas with technical and legal support.

Quilombo Pedra Preta

The DGM is supporting a second-round sub-project located in Quilombo Pedra Preta. Quilombo Pedra Preta is located near Manga, Minas Gerais. The group interview was conducted in the community center of Quilombo Pedra Preta, and 17 women and four men attended. Three communities are involved, including Pedra Preta, Puris, and Brejo São Caetano, but the kitchen will be built in Quilombo Pedra Preta. Cassilia, a social worker from the nearby town of Manga found the call for proposals online and encouraged the community to apply. Community members stated that they have never received multilateral funding support and the DGM will be their first exposure to working with this type of program.

As part of the DGM sub-project in Quilombo Pedra Preta, the community plans to build a kitchen to make cakes, breads, and jams out of native fruits of the Cerrado that grow on their traditional lands. The kitchen will have the equipment for baking, packaging and labeling the products. The recipes have been passed down for generations, but the women are hoping for trainings on how to preserve the fruits, and how to produce and package their goods for commercial sale. They plan to sell their goods in the nearby cities, up to 60 kilometers away. One day they hope to sell their goods as fair trade certified.

Voices from Women

The findings from interviews are organized into five themes. A synthesis of responses showed these five consistent themes across all respondents, which are: 1. Management and control of decision-making and benefit sharing, 2. Skills, capacity, and knowledge, 3. Role of men and changing gender norms, 4. Agency, and 5. Support needed, and challenges faced. These themes were noted to have been important and relevant across all sub-projects represented.

THEME 1. Management and Control of Decision-Making and Benefit-Sharing

Women are the sole decision-makers on sub-project activities and the use of funds, although the decision-making process varied from each organization. Decisions in each sub-project are made collectively, and depending on the size of each organization, there may be a small group of women that is responsible for making final decisions. Not all the women's organizations have traditionally received income, and each has formed in response to a need, either to coordinate the growing number of women participants or to manage new financial resources.

Quebradeiras de Coco Babassu

The *Quebradeiras de Coco Babassu* have been operational longer than the other two groups and are the largest of the three. The *Quebradeiras* are the sole decision-makers in the sub-projects they are leading and control each step in the supply chain

of babassu coconut products. There are over 250 women members of MIQCB, all of which are sub-project beneficiaries of at least one sub-project. The *Quebradeiras* rotate leadership positions every three years at their regional meetings based on a democratic election process. Leadership positions include six regional managers and 10 coordinator roles.

Central Veredas

There are about 200 women involved in the Central Veredas cooperative, who each belong to one of 9 communities, each represented by a president and three representatives who make decisions on pricing of products and profit distribution.

Quilombo Pedra Preta

Quilombo Pedra Preta has a leadership body that plays a coordinating role among the three *quilombos* that make up

Maria T (left) and Anália and Lucely (right).



the community association. They previously had a women's association from 2007–2014 to promote women's activities, but the community was said to be less supportive then. The

women's association was recently revived after the women saw the DGM call for sub-project proposals.



THEME 2. Skills, Capacity, and Knowledge

Only the three sub-projects of the *Quebradeiras de Coco Babassu* have received DGM funds as of February 2019. Central Veredas and Quilombo Pedra Preta are still in the process of receiving DGM funds but have received initial trainings from the DGM, with help from the NEA. **Women are in charge of managing all revenue and have received training when they have requested it from the NEA. Women interviewed considered new skills to be a non-monetary benefit as well as a necessity for implementing sub-projects.**

Each sub-project has benefitted or is hoping to benefit from the purchase of equipment or efficient practices that will lead to an increased production of goods and a reduction in time and effort. Specific training is needed, such as handling and packaging, while other sub-projects need targeted sales training.

Quebradeiras de Coco Babassu

The women of MIQCB are in control of all their sources of funding, and all respondents said that they do not think it is likely that men will try to control this income in the future. According to Rosário, the president of MIQCB, the DGM grant has provided many tangible benefits, such as transportation to meetings, training support, the purchase of machinery, new knowledge about time saving practices, and increased profits from the sale of products. The trainings and machinery have enabled the women to make their products more quickly and easily, so they can sell to a wider customer base

and increase production. They have **added nutrition labels and expiration dates to their products, and they have packaged their products in a way that preserves the quality, all which fetches a higher price.** They needed both trainings to learn how to package and label products as well as the equipment to be able to do so in their own facilities. Their increased control of each step of the babassu supply chain has made them less reliant on intermediaries, whom severely underpaid them for the babassu nut. The *Quebradeiras* control the management of DGM grants and the distribution of revenue received from sub-project activities.

“The DGM has enabled us to produce at the level of commercial standards, which means that we can now sell in stores. Our profits have gone up by more than 100% since we made this change.”

—Flavia, the commercial advisor of MIQCB



Francisca

According to Francisca the profits are spread evenly among the women involved in production through decentralized accounting done by each of the regional groups.

Luzanira, the president of Asumbip, an organization associated with MIQCB, is leading a DGM sub-project in Tocantins to process and commercialize babassu flour. Her community needs to refurbish a building to process the flour hygienically and efficiently, and trainings paid for with DGM funds have already begun that focus on better practices for flour production. The DGM is also funding equipment that will save her community time and energy and allow them to increase flour production to 150 kilograms per day, up from 100 kg per day currently.

THEME 3. Role of Men and Changing Gender Norms

Women's responses from each sub-project in this case study showed that the role men are playing differs slightly among the sub-projects, but that men are generally supportive of their wife's involvement in DGM sub-projects and have a

Central Veredas

With the DGM funds Maria N and Wanderlúcia hope to receive more trainings on marketing and sales that will help them expand their online sales, which they see as a more successful route than sales in their store. They plan to identify other methods for reaching customers, for example through social media and sales events and are still in the process of planning future trainings.

The women of Central Veredas are concerned that they won't have the upfront capital to fulfill future orders, and occasionally the women use their own savings to finish an order. **The women foresee DGM funds helping with this cash flow mismatch in the future by providing more upfront capital.**

Quilombo Pedra Preta

Several trainings are planned for the women of Quilombo Pedra Preta in the future; however, trainings are underway for the sub-project leaders in the community. The DGM sub-project coordinator is 21-year-old Marília, and she attended a communications training for other DGM sub-project coordinators that was organized by the NEA.

This DGM sub-project is the first time that women have been able to contribute to their family's income, and most women expressed hope that eventually the whole community could be involved.

minimal role in sub-project decision-making and control of funds. Men's contribution to the household has increased since the start of DGM funding.

All three women of the NSC said there are many examples of sub-projects that are led by men, yet most sub-project participants in the DGM are women. In sub-projects that are led by men, trainings are held for women to help them be more involved. But all three stated that women in these sub-projects generally have no problem voicing their opinions in meetings. In every site visit, they take note of how many women attend meetings and participate.

There is a huge variation in how women participate and how gender roles are observed in communities. In communities where women are less involved in community decision-making in general, some NSC members said that they would like

“One important step [in the community vision] is getting the skills and equipment to add a seal [that identifies the community as a quilombo], as well as a nutritional facts label and expiration date.”

—Rosalina, from Quilombo Pedra Preta

Rosalina (center). Photo: Paula Lanza



...men have always dreamed
on women's ideas but now
women can make
their own dreams happen.

—Anália, from the NSC

to be more involved, but don't want to go against their husbands, and often don't feel supported by the community.

According to Lucely, the Brazil representative to the DGM Global Steering Committee (GSC), *quilombos* are traditionally more matriarchal and women are used to taking leadership roles. In her community men don't want to be more involved, they're happy to let women make the decisions. Anália said that in many indigenous communities this is not the case, although even among indigenous communities there is a wide variation. For example, there is one community that does not allow women to attend meetings, while others have women in decision-making positions.

Quebradeiras de Coco Babassu

Respondents from sub-projects associated with MIQCB stated that men have a minimal role in sub-project implementation, and are generally supportive of their wife's involvement, with a

few exceptions. Being involved in a sub-project like this for the first time can be, according to Francisca, very emotional for the women, because it means that they are out of the house more often which can be a source of contention with their husbands. However, many of these women have traditionally been the breadwinners of their families and are almost always the only source of reliable and steady income, as many men are seasonal workers on farms, according to Helena from Piauí.

Central Veredas

There are only 3 men currently involved in Central Veredas, two with buriti and one with weaving. "As we make more money, men might become more interested and want to make more decisions, but that's not the case right now" thought Wanderlúcia. According to both women household responsibilities still come first. "But most husbands are supportive," said Maria N, "and they're even more supportive when we are bringing home money." "My husband helps me collect the buriti to make my boxes", said Wanderlúcia.

Quilombo Pedra Preta

"At the beginning, the men were jealous and felt excluded, but they were more supportive when they were able to be involved in the construction of the kitchen" said Geni. Three men attended the group interview at Quilombo Pedra Petra, and one of whom, Miguel, said "Women are more responsible than men, they will stick with this project and lift up the whole community".

THEME 4. Agency

Respondents stated feeling justified for the fact that their sub-project was chosen, which gave them motivation for implementing the sub-project, and for seeking out more funding from other sources. **All three women of the NSC**

noted how the DGM funding has broadly led to more empowerment of women in DGM supported communities. Women are able to ask for what they want, and to feel like what they do is valuable. "The focus of the DGM is especially

relevant to women, because collection of native fruits, nuts, and other non-timber forest products are traditionally women's activities both in Brazil and in other DGM countries", said Maria T.

Quebradeiras de Coco Babassu

When asked how the DGM has helped their efforts, Rosário, the president of MIQCB replied "I can't even express how much it has helped".

According to Rosário, "We now feel like our lives are validated. We have visibility". "Our minds have shifted", said Luzanira, "we're all more motivated". "The funds have motivated us to keep going", said Francisca

Central Veredas

"We used to be ashamed and now we are proud of what we do. Even our grandchildren are proud of us now" says Maria N.

Quilombo Pedra Preta

"We already feel empowered, but we will be really proud when our products are out there in the world" said Creusa. "Women can do whatever they want".

“I can't even express how much it has helped.”

—Rosário, president of MIQCB

“Before we were ashamed of what we did, and now we feel proud.”

—Maria N, from Central Veredas



THEME 5. Support Needed and Challenges Faced

When asked in interviews what their vision was for the future and what obstacles they face in reaching this vision, many women had ideas in mind, while others readily admitted they are not used to thinking of future possibilities. Notably, all *quebradeiras* had already thought of their answer to this question and had concrete barriers in mind that could prevent them from reaching their goal, while women from the

other sub-projects had more difficulty conceiving of future goals and activities.

Respondents from all three sites mentioned gaining skills through trainings or exchanges as something that they would like to do more of in the future. The most common challenges and obstacles mentioned include a lack of financing, losing momentum, and insecure land rights. Transportation to market centers and the skills required for selling and marketing products were also common challenges.

Women who do not own the land where they collect the non-timber forest products for their livelihoods are concerned about accessing these products. This is an especially daunting challenge for the *quebradeiras*. Going forward, Anália from the NSC thinks that a new sub-project with a specific gender focus would need to be developed to really change mindsets on gender. She thinks that the DGM would need to be broader than forests if it was to effectively focus on livelihood improvement for women, to include themes such as education and health. She also thinks that the guarantee of land rights is the greatest challenge women face going forward, which was echoed by Maria. Lucely thinks that the exchanges facilitated by the DGM have been invaluable to members of the NSC and hopes they continue.

Quebradeiras de Coco Babassu

The land where the babassu coconut palms grow is typically owned by large-scale farmers growing eucalyptus or raising cattle, both of which have expanded in the region in recent years (Action Aid, 2017). Rosário said the *quebradeiras* are trying to increase access to the babassu tree by creating laws that allow the women to access the trees on private property, where most of the trees grow. To gain access, they



Maria N weaving at the Central Veredas store

must pass municipal level laws. “The law was voted on in my municipality and passed, but then the farmers wanted to strike it down, so it was not signed” said Rosário.

Luzanira has a vision for her flour processing plant to have a small office and store, which would allow the women to come together and sell their flour. Helena is leading a DGM sub-project in Piauí to spearhead trainings in her community on financial management and good production techniques but would like to expand. Francisca has never received formal training, and everything she learned was passed down from other women. She thinks more leadership training could help strengthen sub-project implementation.

Central Veredas

Maria N and Wanderlúcia want to improve the internal coordination of Central Veredas. In order to do this, they plan to

“We already feel empowered, but we will be really proud when our products are out there in the world.”

—Creusa, from *Quilombo Pedra Preta*

fund more periodic meetings to strengthen their internal focus and coordination. In the future, the women hope to be able to train teenagers and children on traditional weaving practices to ensure that the tradition is passed on. Maria N hopes more women become involved in the future and hopes that the DGM funds will help provide motivation and momentum.

From left to right: Marília, Geni and Cassilia. Photo credit Paula Langa



“We understand that the payoff won’t be immediate, but we will try to work hard to sell our sweets.”

—Dermita, from Quilombo Pedra Preta

Quilombo Pedra Preta

Quilombo Pedra Preta plans to build a kitchen with the DGM grant to make sweets and juices from the native fruits of the Cerrado that grow on their traditional lands. The women are hoping for trainings on how to preserve and package their goods for commercial sale. They plan to sell their goods in cities, up to 60 kilometers away. They believe that certifying their goods as fair trade and Quilombo would help expand their customer base. The biggest challenge, according to community members will be to maintain momentum.

Conclusions

As observed in discussions with women leading and participating in DGM sub-projects that are women-led, there are many ongoing positive changes in these women’s lives.

The DGM is providing support that women themselves requested —capacity building trainings on project management; trainings for building specific skills related to the livelihoods of women; more frequent meetings; coordination among women when they are unable to meet; and equipment. Many women stated that before they would not ask for this support, but now they feel more justified to ask for what they need. In communities where women are less supported, the DGM structure could help these women feel justified in conceiving of sub-project activities, expressing their opinions, and requesting support. For example,

the NEA played an important role in helping the women of Quilombo Pedra Preta realize that they wanted to sell more types of products than they originally thought, and that they also needed support in commercializing these products. As mentioned by the women members of the NSC, support is provided for women in all sub-projects through separate trainings for women.

The non-monetary benefits from the DGM received by all sub-projects were especially notable. The women interviewed have received training, support for equipment and facilities, and have gained useful skills that have saved them time and increased the marketability of their products. All women interviewed expressed their opinion that the DGM should continue to fund these activities.

A phrase heard countless times at each site was “we used to be ashamed and now we are proud”. Whether this change has been started by the DGM or bolstered because of it, it is an undeniably crucial shift in the mindset of these women. Women in each of the communities visited had their own unique set of circumstances and challenges, but they all expressed this similar feeling that **the recognition they received made them prouder of what they do.**

Opportunities and Future Work

While there are many potential obstacles for these women in the implementation of their sub-projects, their optimism was contagious. The *Quebradeiras de Coco Babassu* could be a model for other communities for their endurance, coordination, and growing commercial success – especially in light of some of the toughest obstacles that any DGM community is facing regarding their access to the Babassu trees. Their willingness to continue fighting over the past 30 years has only recently resulted in growing international attention, which has contributed to their increased profits and visibility.

This could be a positive example for other sub-projects who have admitted that lack of motivation could be an obstacle to their own success in the future.

For future work, it would be important to follow these sub-projects through to completion and observe how the benefits received by women participants change over time. Following up with women on their goals and challenges would also be crucial, to understand if their future goals change and if the challenges they anticipated were indeed challenges they face at the onset of the sub-project. Another interesting aspect would be to see if and how profits grow over time,

and if contrary to what all the women interviewed predicted, some men in fact will demand more control over these profits.

Understanding more about how women are benefitting from the numerous other DGM sub-projects in Brazil that are not women led could be a natural next step. Undoubtedly, women play a very important role in many of these sub-projects, even if they are not leading the sub-project. Examining some of the factors and conditions that have led to different mind-sets on gender among both women and men in these communities would be important future work.



Dermita (right). Photo credit Paula Lanza

Annexes

Annex A. Interview List

*Italics denotes interviewees who are not beneficiaries of sub-projects

Site 1. São Domingos do Araguaia, Pará	Site 2. Quilombo Pedra Preta, Minas Gerais	Site 3. Central Veredas, Arinos, Minas Gerais	NSC Members	NEA Members
Flavia A	Luziana S	Maria N	Maria T	Álvaro Carrara
Rosário C	Rosalina B	Wanderlúcia M	Anália T	Paula Lanza
Francisca N	Lidiane M	Monique B	Lucely M	Welerson Amaro
Helena G	Elenice M	Dionete A	Mayk Arruda	Mayk Arruda
Luzanira L	Miguel M			
Maria T	Creuza M			
	Kelly C			
	Renata F			
	Creunice M			
	Rosania A			
	Dejaneide N			
	Eva B			
	Cristiana R			
	Dermita C			
	Claudiomar L			
	Celso R			
	João Z			
	Jucilene R			
	Cassilia R			
	Marília R			
	Geni P			

Annex B. Interview Methodology

Format:

1. In depth individual interviews (self-selected)
2. Focus groups (self-selected)
3. Field observations

Pre-interview Questions:

1. Do you mind if I record you?
2. Could you state your name and your role?

Short description and use of work:

I am working on a study to help the World Bank understand how the DGM has impacted/affected women in project areas. These impacts include both tangible changes, such as more income, food, or less time, as well intangible impacts such as a stronger sense of community, or leadership, or a slight change in community dynamics between men and women, or among women. This study will help the World Bank to address issues that are relevant for women's lives in future projects.

Questions for everyone:

1. Can you describe the role of women in DGM up to this point?
2. Do you see any barriers or obstacles to women's participation in DGM? And, specifically, in the main micro-enterprises of DGM?
3. Has attention to gender issues changed during the DGM design and implementation process?
4. Are there any examples of female leadership in DGM?
5. Was a gender integration assessment done before formulating the NSC micro-loan selection criteria? Has this evaluation influenced the direction of the intervention?

6. Does the participation of women in DGM affect their overall workload?
7. Are there project activities that have become self-sustaining?
8. Are there certain project activities or projects that communities are prioritizing in the future?
9. Which window is this project under? Natural Resource management, immediate threat response, market-oriented productive sub-project?
10. What is the project cost? How much has been disbursed?

Questions for the NEA:

1. How are indicators measured?
2. What kind of information is collected from the projects?
3. Are there success stories for projects? And of projects led by women especially?
4. How has DGM allowed communities to be innovative in ways they could not be? And if not, why not?
5. What is the qualification component of the project? What types of activities are involved in this?
6. Are the 6 projects designed with and for women, part of the 12 that are led by women?
7. How many total projects are there in the second call for proposals?
8. Have the benefits of subprojects begun to be traced? If so, how and if there is any initial discovery?
9. Are there any training and capacity building programs for women in particular? And if not, have you tracked women's participation and involvement in these activities so far?

10. The PAD mentioned beneficiary assessment methodologies and a gender sensitive analysis—have these been produced or used at all yet?
11. Why are land dispute issues not able to be funded under the DGM?

Questions for the NSC:

1. How were the criteria selected for project selection?
2. How were the NSC members chosen?
3. Was there a gender quota in the NSC?
4. Do you think that the gender composition of the NSC affected the direction of the DGM?
5. Will the membership of the NSC be rotating in the future?
6. What actions were taken to ensure the participation of women in projects when women were not in charge of project implementation? How did NEA and NSC contribute to these actions?
7. What are some obstacles to increasing women's leadership in DGM subprojects?
8. Are there success stories for projects? And of projects led by women especially?

For women beneficiaries:

*Baseline can be considered 3 years ago—any new income/changes/benefits in the last 3 years ago?

1. What activities are being supported by DGM in your community?
2. Who provides the work for these activities?

3. Have you been provided with any assistance from outside the community?
4. Are there changes in your lives that have been supported by DGM?
5. Were there any restrictions on your daily activities in the past that this grant has alleviated?
6. Is there new income for women and is this income controlled by women also supported by DGM?
7. If so, how important is this new source of income for you? (smaller, bigger)
8. What are the non-monetary benefits for women of the (new) activities funded by this grant?
9. What activities have led to these benefits?
10. What effort in hours or savings, if any, are women experiencing as a result of the new activity (s) supported by the DGM?
11. Is there anything you would like to do in the future that you are not currently doing with which this grant can help you?
12. Is there anything that is keeping you from getting involved with this project the way you want it to be?
13. Do you think these benefits will continue once the project has finished? Why or why not?
14. If you were able, which one thing would you change that would make the biggest difference to your community?

Annex C. Project and Gender Details

PROJECT DETAILS

Type of community	Number of projects	Combined amount of funding (USD)	Phase 1	Phase2
Quilombo	2	\$66,092	1	1
Indigenous	3	\$112,890	2	1
Traditional Community	8	\$231,727	5	3

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