Gender and Socio-Economic Considerations in Environmental Programs and Projects: Lessons Learned in the Brazilian Amazon

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This paper analyzes the experiences of the Gender in Economic and Social Systems (GENESYS)/Brazil Project, a three-and-a-half year pioneering endeavor in the Brazilian Amazon, supported by the Office of Women in Development of the U.S. Agency for International Development (USAID) and USAID/Brasilia, to research the themes of socio-economics and gender in relation to the environment, and to incorporate and institutionalize gender considerations into the activities of organizations working on a major, multifaceted environmental program, the Brazil Global Climate Change Program (GCC).

This project worked with Brazilian environmental, labor and non-government organizations and U.S. counterparts to build up local capacity to investigate socio-economic and gender themes of relevance to dwellers of Amazonian communities, and to promote and monitor the inclusion of both men and women as participants and beneficiaries of program activities such as marketing of non-timber forest products. GENESYS/Brazil was an innovator in this arena, since when the project began, its implementors had practically no guidelines on how to carry out their mission with myriad heterogeneous organizations and communities in a setting as remote, large and complex as the Amazon.

The project had numerous challenges and successes which are documented in this paper. These experiences, along with the lessons learned from them are also discussed, and can be of great value to others designing or implementing natural resource programs and projects.
LIST OF ACRONYMS

CFPASP  Centro de Educação, Pesquisa e Assessoria Sindical e Popular in Marabá, Pará
CNS    O Conselho Nacional dos Seringueiros
ECOGEN  Ecology, Community Organization, and Gender
FUTURES The Futures Group International
FVA    Fundação Vitória Amazonica
GAD    Gender in Development
GCC    Global Climate Change
GENESYS Gender in Economic and Social Systems
ISPN   Institute for the Study of Society, Population and Nature
MERGE Managing the Environment and Resources with a Gender Emphasis
NGO    Non-governmental Organization
NTFP   Non-timber Forest Product
PESACRE Grupo de Pesquisa e Extensão em Sistemas Agroflorestais do Acre
REBRAF Rede Brasileira Agroflorestal
STR    Sindicato dos Trabalhadores Rurais de Paragominas
USAID  United States Agency for International Development
WHRC  Woods Hole Research Center
WID/R&D Women in Development/Research and Development
WWF    World Wildlife Fund
Environmental damage or stewardship is frequently affected by the actions of individuals and communities responding to their socio-economic situation.

The GENESYS Project so did to investigate these connections in the Brazilian Amazon, and to contribute to the institutional strengthening of local organizations working in this area.

**INTRODUCTION**

In recent years, there has been a growing focus on "people" and gender issues in discussions about natural resources, sustainable development and poverty alleviation. The international research and development communities are increasingly aware that the factors that drive men and women to either environmental destruction or stewardship lie at the heart of critical environmental issues such as land use management, deforestation, loss in biodiversity and climate change. Experiences which can help clarify the connection between human intervention and the environment, and possible alternatives to unsustainable environmental destruction, deserve closer attention. These experiences are particularly important because in many regions throughout the world, policies, programs and projects often continue to disregard the key--and frequently distinct--roles that men and women play in relation to the environment.

One initiative that has much to teach in this area is the Gender in Economic and Social Systems (GENESYS)/Brazil Project, a three and a half year pioneering endeavor in the Amazon implemented between 1991 and 1995. The project was supported by the Office for Women in Development (WID) of the U.S. Agency for International Development (USAID) to incorporate socio-economic and gender considerations into a major US$ 17.5 million environmental initiative of USAID/Brasília, the Global Climate Change Program (GCC). The aims of the latter are to identify and promote environmental and socio-economically viable alternatives to deforestation and sustainable use of the Amazon forest, institution building and policy reform in view of reducing the greenhouse effect caused by forest burning.

GENESYS/Brazil, a sub-project of the GCC Program, worked with local Brazilian environmental, labor and non-government organizations (NGOs) participating in the GCC Program, to investigate the connection between socio-economic and gender factors and the environment; to develop socio-economic research, gender and related monitoring and evaluation capabilities in local organizations, and to increase their capacity to promote marketing of non-timber forest products by local communities. The uniqueness of GENESYS/Brazil was that it was not an isolated and small women in development initiative. Rather, it incorporated the full complexity of carrying out socio-economic research, often with community input and participation; promoting models
in institutional strengthening in diverse organizations, and advancing alternative environmentally and economically sustainable activities for Amazonian dwellers. The project’s challenge—and ultimately its contribution—was to work in the complicated socio-economic and institutional realities of the Amazon to begin breaking misconceptions about, and resistance to, preconceived notions about women in development. By striving to incorporate broader gender considerations at several important levels of the GCC Program’s activities, GENESYS/Brazil pioneered inquiry and discussion on the present and potential future roles of men and women vis-à-vis the environment at the NGO and community level.

THE SETTING

The Brazilian Amazon, which makes up 57 percent of the territory of South America’s largest country, is a genuine magnet for those interested in natural resource issues. This region’s 5 million square kilometers of tropical forest contain some 50 percent of the plants and animals found on the globe, estimates which range from two million to 30 million species. The biological diversity in the Amazon is greater than in any other region of the world, with an assessed 20,000 species of flowering plants, 2,000 species of fish, 1,000 species of birds and 60 species of primates. This area contains 60-80 billion cubic meters of timber, enough to meet the world’s consumption of tropical wood for several centuries. Yet this tremendously rich biome suffers the daily threat of damage and destruction from practices that include road-building, ranching, subsistence farming, forest clearing/burning, logging and pollution of rivers from mining. Brazil is one of the five largest contributors to the greenhouse effect, predominantly because of the burning of its tropical forests.

The Brazilian Amazon is the stage for the replication of socio-economic issues that have not found solutions in other parts of the country. These problems include poverty and large income differentials; concentration of land ownership


**"Sustaining the Amazon," *Scientific American* (July 1992) 92.
and lack of access to land by the poor; inadequate social and government services; few employment opportunities, and widespread violence. These problems have been reproduced in the Amazonian region, home to 17 million people. Their severity is greater in areas of rapid frontier expansion such as eastern Pará, where the population increase is over 10 percent per year, in contrast to a two percent rate of growth in all of Brazil. Another example is in the state of Rondônia, where the influx of settlers driven out of the south of Brazil by the expansion of soybean production fueled a 16 percent population increase from the late 1970s into the 1980s. During this period, 20 percent of Rondônia’s forest was destroyed. In the state of Maranhão, 80 percent of the rural population is landless, and predictably most of the tens of thousands of gold miners wreaking environmental disaster in Yanomani Indian lands come from Maranhão. These are but a few examples of how environmental and socio-economic problems are intimately related.

Many different individuals and organizations are working to deal with these environmental and socio-economic problems. They include natural scientists studying disturbances to the Amazonian ecosystem; social scientists analyzing anthropological, sociological and economic variables, and committed political activists promoting social and political transformation. Recent research conducted by many of these individuals and organizations has documented in detail the causes and consequences of environmental degradation in the region.

Interestingly though, these analyses have largely ignored how the causes and consequences of deforestation might be related to socio-economic relations at the household and community level, where key decisions regarding the environment are made. Despite the existence of well-developed research institutions, a robust community of non-government organizations (NGOs) and growing influx of international funding, socio-economic analysis of environmental issues remains insufficient, and gender analysis practically non existent. The GENESYS Project in Brazil pioneered efforts to transform this situation by promoting and strengthening the capacity of local NGOs to integrate socio-economic and gender considerations into their research, environmental and community development programs.

7Le Breton, p. viii.
GENESYS/Brazil was part of a larger USAID project to institutionalize gender considerations into the agency's programs and projects. It responded to a directive of the U.S. Congress to incorporate and increase the number of women who are participants and beneficiaries of U.S. foreign assistance programs. The budget for the Brazil activity represented one of the highest amounts allocated to incorporate gender into an environmental initiative in one country.

The GENESYS/Brazil Project worked with a heterogenous group of organizations throughout the Amazon involved in environmental and agroforestry research and extension, and advocacy for rural labor.

PROJECT OBJECTIVES AND STAKEHOLDERS

GENESYS/Brazil, implemented between 1991 and 1995, was a component of two much larger initiatives—the broader GENESYS Project and the Brazil Global Climate Change Program. GENESYS was a US $18.9 million project funded by USAID's Office for Women in Development (WID) to, as stated in its Project Paper, "support the WID Office to institutionalize gender considerations in A.I.D. programs and projects and thereby increase women’s contribution to and benefit from economic and social development." The concrete purpose of GENESYS was to increase Bureau and Mission capacity to incorporate gender into USAID programs and projects such as the Brazil GCC Program. Both GCC and GENESYS were responses to separate mandates of the U.S. Congress to: 1) promote initiatives to reduce global climate change, and 2) incorporate and increase the number of women who are participants and beneficiaries of U.S. foreign assistance programs.

GENESYS/Brazil, a US $1.1 million project, was a buy-in by USAID Brasília into the broader GENESYS Project. It was implemented by the prime contractor on the GENESYS Project, Washington-based, The Futures Group International and its Brazilian partner, the Brazilian Agroforestry Network (REBRAF) based in Rio de Janeiro. GENESYS/Brazil represented about 15 percent of the overall GENESYS Project obligations through July 1994. The respective contributions of the WID Office and USAID/Brasília to GENESYS/Brazil activities were US $0.6 and 0.5 million. With the WID Office contribution, the GENESYS component in Brazil was about 6.3 percent of the total funds obligated to the Brazil GCC Program. Furthermore, the WID Office contribution represented one of the highest amounts allocated to incorporate gender into an environmental initiative in one country.

The GCC Program works with heterogenous NGOs involved with research, extension, and organized rural labor. GENESYS worked with these diverse GCC NGOs: 1) CEPASP (Centro de Educação, Pesquisa e Assessoria Sindical e Popular); 2) CNS (O Conselho Nacional dos Seringueiros); 3) FVA (Fundação Vitória Amazônica); 4) PESACRE (Grupo de Pesquisa e Extensão em Sistemas Agroflorestais do Acre), and 5) STR-Paragominas (Sindicato dos Trabalhadores Rurais de Paragominas).
The local organizations and their respective missions were:

**CEPASP**—Center for Education, Research and Popular and Technical Assistance, Marabá, Pará.

**Mission:** Defend the environment and advance sustainable development efforts through informal education and technical assistance to local rural labor unions and social movements.

**CNS**—The National Rubber Tapper’s Council, Macapá, Amapá.

**Mission:** Represent and defend the rights of rubber tappers and other forest dwellers Amazon-wide, by working to reorient regional development policies; providing social services, and supporting favorable pricing for products from “extractive reserves.”

**FVA**—The Vitória Amazônica Foundation, Manaus, Amazonas.

**Mission:** Identify and map conservation priorities in the Amazon basin; develop a plan for the management/protection of Brazil’s largest national park, the Jau, for the direct benefit of inhabitants of the Rio Negro basin.

**PESACRE**—The Group for Research and Extension on Agroforestry Systems, Rio Branco, Acre.

**Mission:** Study ecological and socio-economic aspects of forest management and agroforestry systems used in Acre; explore means to increase incomes of small producers and reduce environmental pressures.

**STR**—The Paragominas Rural Workers Union, Paragominas, Pará.

**Mission:** Defend rural workers’ rights; develop a political/union organization, and provide informal education and extension in agricultural production, natural resource management and health.

GENESYS/Brazil was called upon to provide training, research, technical assistance and logistical support to strengthen NGO capabilities to include socio-economic and gender considerations in the design, implementation, and evaluation of sustainable activities in extractive reserves, park buffer zones, and agroforestry projects supported by the GCC Program.

The logic of incorporating GENESYS into the GCC Program was to enhance the probability that GCC-promoted forest uses and management practices would be adopted. The hypothesis was that in the Brazilian Amazon, both women and men play important productive roles in all the extractive and agroforestry systems, as sources of traditional knowledge about the habitat, as collectors of forest products, as processors of products, and as sellers. Yet there had been little research and information about the division of labor and other gender considerations in the Amazon region in general, and in renewable resource management systems in particular. Consequently, it was argued that socio-economic information and sex-disaggregated data on the knowledge, skills and labor of both men and women must be considered, and should ultimately influence agro-forestry project activities and decision-making.

The specific GENESYS/Brazil scope of work included the following objectives:

1) Strengthen the capacity of Brazilian NGOs to incorporate gender considerations into their activities, plans and programs.

2) Assist NGOs in socio-economic research activities in their communities.

3) Improve the socio-economic, analytical and methodological skills of NGOs.

4) Improve project-level monitoring and evaluation.

5) Sponsor research to contribute to project socio-economic sustainability.
PROJECT ACCOMPLISHMENTS

The implementors of the project had to transform the objectives listed above into anticipated accomplishments. The latter would be benchmarks by which to judge what was actually achieved. The objectives were turned into the following specific targeted accomplishments:

1) Improving NGO socio-economic research skills and ability to do gender analysis.

2) Identifying and training local gender/social science specialists to integrate gender considerations into NGO workplans, and carry out needed socio-economic research.

3) Producing a gender differences "minimum data set."

4) Identifying socio-economic and gender-focused indicators of project results.

5) Developing a participatory research approach for working with communities.

6) Producing a marketing report on a specific non-timber forest product, and disseminating training materials on how to implement market analysis and planning for other non-timber forest products (NTFPs).

Those analyzing the anticipated and actual accomplishments must understand that although these anticipated accomplishments may look clear, straightforward and logical on paper, at the beginning of the project there were very few, if any, guidelines on how to carry them out, anywhere, let alone in a place as remote, large and complex as the Amazon. There were no concrete previous success stories to follow; the road simply had not been travelled before. Furthermore, the project worked with multiple heterogeneous organizations and communities, and many of the themes and activities—such as gender-differentiated data sets and indicators, or marketing of non-timber forest products—were relatively new in the development field. GENESYS/Brazil was thus a pioneer in attempting to identify and follow a highly ambitious agenda without a clear map of how to get to the desired destination.
These were some concrete project accomplishments:

1) GENESYS training and technical assistance allowed the NGOs to carry out surveys, and improve their skills in socio-economic research and gender analysis.

2) GENESYS identified and trained eight NGO staff members to serve as local gender/social science specialists, and integrate gender considerations into the workplans of five NGOs.

3) GENESYS surveys produced a substantial amount of sex-disaggregated data at separate NGOs, but a gender differences "minimum data set" proved more difficult to organize.

4) GENESYS aided the NGOs to begin identifying socio-economic and gender-focused indicators of project results.

5) In at least two of the NGOs, GENESYS was a catalyst in the development/use of a participatory research approach for working with communities.

6) GENESYS provided technical assistance and training, and produced a seminal manual and workbook to guide organizations and communities in the marketing of non-timber forest products.

7) GENESYS initiated a process that led to unanticipated results, the most important of which are the creation of networks throughout the Amazon, the use of innovative approaches to training, and the translation of documentation on gender into Portuguese.

Given this reality, the concrete accomplishments are substantial:

1) The NGOs improved their socio-economic research skills and ability to do gender analysis.

GENESYS/Brazil provided close to 600 person-days of technical assistance to support socio-economic research and investigation of gender considerations. In addition, it delivered six training courses on gender awareness/analysis and research-related themes including rapid rural appraisal, marketing of non-timber forest products, and monitoring and evaluation. Nearly 80 people (51 percent women) representing 22 organizations working in the Brazilian Amazon were systematically trained. The influence and impact of these individuals is likely to be felt over time. For example, some have already begun to give presentations or courses on the themes taught in GENESYS courses. However, it must be remembered that most of the GCC NGOs in the Brazilian Amazon are non-research organizations. Although they are still unable to independently do sophisticated gender analysis or carry out work that meets academic standards of appropriate research design, questionnaire development, data analysis, interpretation, comparison and replicability, their research skills and use of research have improved. Furthermore, even though they are male-dominated, the NGOs do now understand the purpose of gender information and analysis.

2) GENESYS identified and trained eight NGO staff members to serve as local gender/social science specialists to carry out socio-economic research and integrate gender considerations into the workplans of five NGOs.

Instead of hiring outside social scientists/gender experts, GENESYS/Brazil picked individuals already working with the NGOs to work part-time (ten hours per week) for the project. Over the life of the project, six women and two men worked as the GENESYS "Gender Specialists." They were given training, technical assistance and logistical support to incorporate gender and socio-economic elements into the activities of their respective NGOs. Conveying these new concepts and approaches was not an easy task. The project had to work with both the individual specialists and their organizations to generate awareness of and commitment to project objectives. In particular, GENESYS had to transmit the notion of the "invisibility" of women and other rural
Creative symbolism and humorous attention-getting devices were employed to promote awareness and commitment to project objectives. For example, enormous "GENESYS glasses" were used to correct "gender-blindness" and allow the wearer to see the "invisibility" of rural women.

Project implementors struggled with the concrete meaning of a "gender differences minimum data set" and discovered the difficulty of assembling it from data collected by multiple organizations that had different informational needs and data collection methodologies.

stakeholders, and why this oversight might be deleterious to overall environmental and developmental objectives. The process of obtaining this commitment was designed to be creative and symbolic. For example, project leadership promoted the idea of a GENESYS "vision" and mission by using enormous glasses and ears (os oculos e as orelhas GENESYS). These were attention-getting devices to get people to think about whether they were "gender blind" or deaf, and could thus not "see the invisibility" and "hear the silence" of women and other stakeholders who are often not seen, heard or listened to, and thus ignored by projects. GENESYS also had to develop the specialists' capacity to work in groups; do critical thinking about gender in terms of efficiency and equity; understand and manage differences; and transmit information to others.

As a result of this process, it was anticipated that gender considerations and sex-disaggregated information would become incorporated into the organizations' socio-economic research, project design and evaluation activities. The strategy has begun to bear fruit. To varying degrees gender is being taken into account by the NGOs in their choice of survey and questionnaire design; in strategic planning; and in activities such as literacy promotion, marketing and training.

3) GENESYS surveys produced a substantial amount of sex-disaggregated data at separate NGOs, but a gender differences "minimum data set" proved more difficult to organize.

Although one of the project's objectives was to produce a gender differences "minimum data set," at the project's outset there were no guidelines as to what it should include or for what it would be used. Furthermore, in the process of implementing the project, GENESYS/Brazil discovered how little research had been done on gender and gender differences in the Brazilian Amazon. By sponsoring extensive bibliographic searches from databases in the United States, Europe, Latin America and Brazil, the project documented that literature on gender, and research relating to gender and the environment in the Amazon are either sparse or at an early stage. Yet due to GENESYS surveys, there are now initial sex-disaggregated data in spheres such as age; health; education; migration; participation in community organizations; labor force employment; division of labor in agricultural and processing activities; land tenure/titling; possession of vital records and legal documentation; and access to marketing, credit and media. Unfortunately the
Project-sponsored surveys yielded sex-disaggregated data in spheres such as age; health; education; migration; participation in community organizations; labor force; employment; division of labor in agricultural and processing activities; land tenure/titling; possession of vital records and legal documentation; and access to marketing, credit and media. Unfortunately, the same data were not systematically collected by all of the NGOs. Part of the reason for this gap was that since GENESYS supported "participative research," the various NGOs used distinct methodologies to gather different types of sex-disaggregated data. Consequently, these data were not necessarily comparable, nor was it always possible to aggregate them. Yet all NGOs did become aware of the importance of data on both men and women, and one organization used separate male and female questionnaires in its survey. It produced results that a senior specialist for a major international conservation organization, the World Wildlife Fund (WWF), characterized as "invaluable," since she stated it was one of the first of its kind she had encountered in the context of a conservation project.

4) By the end of the project, GENESYS/Brazil was able to begin identifying socio-economic and gender-focused indicators of project results.

Part of the difficulty in attaining this objective was that an appropriate instrument to assist in the formulation of indicators was not available. Furthermore, it would have been very laborious to identify appropriate indicators for the numerous projects being undertaken by the NGOs. Yet by the end of the project, GENESYS had developed a tool for assisting the process of identifying socio-economic and gender indicators, and for developing monitoring and evaluation plans.* The approach was disseminated during a highly successful monitoring and evaluation training workshop, which was attended by the GENESYS Specialists and individuals from other Amazonian organizations.

5) In at least two of the NGOs, GENESYS was a catalyst in the development/use of a participatory research approach that enabled communities to collect socio-economic data and apply the findings to issues affecting them.

GENESYS sponsored research that enabled one of the rural labor NGOs to involve members of the community in the planning and implementation of a survey. Survey results...
Before the GENESYS Project, marketing guidelines for non-timber forest products in the Brazilian Amazon did not exist. The GENESYS goal was to help local NGOs better assess marketing situations, and formulate appropriate decisions and solutions to specific marketing problems, taking into account the respective roles of men and women, and the barriers each face.

A reviewer from a leading marketing school in São Paulo, the country's financial capital, characterized the GENESYS manual as "one of the most important marketing books produced in Brazil," not because it answers all questions, but because it incorporates the challenge of environmentalism with social and economic questions.

6) GENESYS produced a manual and workbook for the marketing of non-timber forest products (NTFPs). Furthermore, the project provided technical assistance, carried out training, and disseminated training materials on how to implement market analysis and planning for NTFPs.

Before the GENESYS Project, marketing guidelines for non-timber forest products in the Brazilian Amazon did not exist. GENESYS made the first systematic attempt to produce a manual that would help local NGOs to better assess marketing situations, and formulate appropriate solutions to specific marketing problems and questions. The ultimate goal was to raise family income in a sustainable fashion. GENESYS tried to develop a new approach to integrate economic, social and environmental issues into marketing decisions. It was a difficult endeavor due to the complexity and relative novelty of the issues, and the difficulty of finding qualified personnel. Yet the project produced a second, revised version of a user-friendly marketing manual, which a reviewer from a leading marketing school in São Paulo, the country's financial capital, characterized as "one of the most important marketing books produced in Brazil," not because it answers all questions, but because it incorporates the challenge of environmentalism with socio-economic issues. Furthermore, in the workbook that accompanies the manual, users are urged to symbolically use the GENESYS glasses to focus on relevant gender issues in the marketing chain, and to begin to analyze the visible and invisible barriers men and women might face at each level.


**Ibid, p. 9.
GENESYS played a catalytic role in the creation of personal and professional networks among NGO staff working in the Amazon. These networks were initiated and maintained through a number of innovative training courses that combined components of critical thinking and technical skills with music, art, dance and participation of community members.

7) GENESYS initiated a process that led to unanticipated results, the most important of which were the creation of networks throughout the Amazon, the use of innovative approaches to training, and the production and translation of Portuguese-language documentation on gender.

The comparison between intended and actual accomplishments shows that GENESYS/Brazil was quite successful. Yet the analysis of concrete accomplishments tells only part of the story. For behind these achievements there was also a less tangible process, an approach to implementation that led to some very positive unanticipated results that are equally, and perhaps even more valuable in terms of sustainability of project goals. For example, one of the great unforeseen achievements of GENESYS/Brazil was the catalytic role that it played in the creation of personal and professional networks among those working across the Amazon. GENESYS/Brazil was the only GCC cooperator able to work directly with all of the GCC NGOs, and with U.S. implementors such as the University of Florida, the World Wildlife Fund, The Woods Hole Research Center, and others that generally work in only one or two sites. This networking role led to the establishment of personal and professional bonds that will hopefully continue after the end of the project.

GENESYS also developed a reputation for carrying out unique and highly original training courses that exposed potential trainers to creative training methodologies and sessions. These included use of a male-female capoeira (marsh arts/dance) troupe to stimulate discussion on changing gender roles; art; training props such as the GENESYS glasses and ears; actual "key" indicators to open the treasure chest of sustainable development and improved standard of living in the Amazon; participation of an influential Amazonian environmental women's group, the Quebradeiras de Babaçu; participation of community members in training; use of teams of trainees to do research in communities near where the courses were held in support of the NGO's information needs; and a unique "aquatic workshop" on an Amazonian river boat into Brazil's largest national park, Jau. Furthermore, because almost no Portuguese-language documents on gender were available, GENESYS/Brazil produced numerous documents and supported the translation of an impressive amount of documentation which was disseminated to organizations throughout Brazil.
Yet even with the anticipated and unanticipated achievements, the broader and more important questions are: Did the project make a difference and have an impact on the organizations involved? Will they as a result be able to better meet the needs of the Amazonian communities—the men and women—with which they work? Did the project accomplish its broader objective of increasing USAID Mission capacity to incorporate gender into the GGC Program and projects? Perhaps one way to judge is by citing excerpts of correspondence that took place near the end of the project. The first was a letter sent by the Brazil-based Project Coordinator to the Gender Specialists in which she reflected upon the process and accomplishments of GENESYS/Brazil. It read:

"To speak of "gender considerations" is no longer a seven-headed monster for any of us. ... It is true that we are only at the beginning, starting to collect the benefits of the work. There is still a long road to follow before women and men have equity vis-à-vis the benefits of projects. There is much to be done, but I feel that the commitment exists on the part of each of you, to go forward. ... The fact is that you now know more about gender issues than most researchers that are working in the Amazonian region. The responsibility is now yours to use and disseminate that knowledge, to use the GENESYS glasses to turn visible what is invisible, and the GENESYS ears to hear the silence."

The reply by one Gender Specialist was as follows:

"I received your letter ... which stimulated me to write this letter to you as GENESYS representative in Brazil. I want to tell you simply what GENESYS represents for my NGO, as well as for my growth as an advisor to it. My organization will be ten years old this year... much work has been done, but only in 1992 did I have the opportunity to enter the organization as a result of GENESYS, despite the fact that [this NGO] lived within me since 1984.

I began to work for GENESYS in May 1992. I found it difficult, all for me was new, all was hard, the first job was the tabulation of data of the 1992...
An NGO staff member expressed these views:

"I want to tell you simply what GENESYS represented for my NGO, as well as for my growth as an advisor to (it)...GENESYS for me was a school I had never had, I met many people, with each of these persons I learned a lot... According to what we have been told, GENESYS will end now...What a pity that the spring was so short, when we began to harvest the flowers, spring was ending...The research and market study promoted by GENESYS was important because it was participative and gave the opportunity to the directors of the Marketing Cooperative and the Women's Group to directly participate in the work. This is not only my view, but also that of the Women’s Group and of the Cooperative."

In hindsight, it becomes clear that the implementation approaches developed by the project were a response to the difficulties that emerged. Among the most important challenges were: 1) resistance to an externally-generated mandate; 2) lack of understanding of the concept of gender, and dearth of tools for gender analysis; 3) lack of a model for institutionalization of gender considerations within highly heterogeneous implementing organizations; 4) limited knowledge of actual gender roles, and divergent needs for socio-economic information among organizations, and 5) lack of monitoring and evaluation tools and mechanisms.

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GENESYS for me was a school I had never had, I met many people, with each of these persons I learned a lot. In January 1994, I was elected President of my NGO by the Board, all of this has enriched my knowledge, the challenges have been so many....

According to what we have been told, GENESYS will end now in October, and I only have to thank you and say that it was great to meet you, with whom I learned a lot. What a pity that the spring was so short, when we began to harvest the flowers, spring was ending, that is why it was not possible to realize the research and promotion of products....

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These words express some of the distance travelled, both literally and figuratively, on an unknown road in the Brazilian Amazon between the project’s beginning and end. The changes that have occurred, and the new directions being taken by persons within the NGOs that have worked with GENESYS/Brazil, are particularly impressive when the challenges faced by implementing staff are examined with the wisdom available only ex-post.

**CHALLENGES CONFRONTED**

The implementation of the ambitious design framework of the GENESYS Project in Brazil met numerous challenges. In hindsight, it is clear that the implementation approaches developed by the project were a response to the difficulties that emerged. It may be that many of these problems are common to projects of this nature, particularly those that are gender-focused. Among the most important challenges were: 1) resistance to an externally-generated mandate; 2) lack of understanding of the concept of gender, and dearth of tools for gender analysis; 3) lack of a model for institutionalization of gender considerations within highly heterogeneous implementing organizations; 4) divergent needs for socio-economic information and limited knowledge of socio-economic realities and gender roles, and 5) lack of monitoring and evaluation tools and mechanisms. Each of these challenges is discussed in turn.
Resistance to an Externally Generated Mandate

The GENESYS/Brazil Project represents one of the longest sustained and most amply funded attempts of the USAID/WID environmental portfolio to implement the mandate of the U.S. Congress to make men and women equal beneficiaries and participants of U.S. foreign assistance programs. The Percy Amendment, which set that mandate into law, sprung from lobbying within the United States by those supporting equal opportunity for women overseas. Some people feel that the transfer of this mandate to other countries through U.S. foreign aid programs thrusts an externally generated, "top-down" agenda onto program and project implementors. This view has been voiced by individuals from USAID, the U.S. organizations funded by the Agency, and local counterpart institutions.

The directive poses no problem where a propensity to support it exists. Where it does not, the resistance to the mandate will become quite apparent. GENESYS/Brazil encountered behavior ranging from disinterest to benign neglect, and at times outright hostility. Furthermore, although the broader GENESYS Project was designed to devise means to incorporate gender considerations within USAID, GENESYS/Brazil had to work primarily with in-country organizations. Part of the problem among local organizations stemmed from the widespread suspicion of outsiders, and particularly of USAID, an agency that was compromised by its support of policies sponsored by the former Brazilian military dictatorship. With some organizations, resistance to USAID was at least as great, if not greater, than worries about the WID mandate.

Lack of Understanding of the Concept of Gender and Dearth of Gender Analysis Tools

There was widespread confusion on the part of people working with the project about the GENESYS mandate, and on the conceptual differences between sex and gender roles, and women in development versus gender in development.
Another problem was the dearth of gender analysis tools applicable to situations confronted in the Amazon.

Among the methods and tools for gender analysis disseminated by GENESYS/Brazil were activities profiles; resources, activities and social mapping; agricultural calendars; rapid rural appraisals; and survey questionnaires. Yet projects in the Amazon have site-specific conceptual and practical challenges for which new methodologies and tools are necessary to facilitate: 1) gender analysis of production and marketing of non-timber forest products; 2) analysis of constraints to participation in community agro-forestry projects by sex; 3) shadow-pricing women’s and children’s labor; 4) analysis of organizational affiliation and participation by sex; 5) incorporation of gender into questionnaire design, and how to sex-disaggregate data that already exists; and 6) development of men’s, women’s and mixed sex micro-enterprise for non-timber forest products and environmentally sustainable agro-forestry projects.

Another early challenge was the lack of a model of how to institutionalize gender considerations into organizations. Eventually the attributes of institutionalization were defined in a series of stages: 1) Awareness of importance of gender issues for development outcomes; 2) Commitment to addressing gender issues in the institution's activities; 3) Capacity to formulate relevant questions; 4) Capacity to carry out gender and social analysis; 5) Capacity to apply findings of gender and social analysis to the institution's portfolio; 6) Capacity to do systematic monitoring and evaluation of gender-specific program impact; and 7) Systematic reporting of gender-relevant lessons learned, and subsequent program adaptation.

In addition to the sparsity of relevant gender methods and tools, none of these were available in Portuguese. Translations were not always applicable to local realities, and project participants eagerly requested Amazonian examples to illustrate concepts and tools. Some of these were developed as training materials.

**Lack of Gender Institutionalization Model for Highly Heterogeneous Implementing Organizations**

Another major difficulty for GENESYS/Brazil was that a model of how to institutionalize gender considerations did not exist at the beginning of project activities. Furthermore, because the project was not able to find many social scientists or gender specialists who were available, willing and able to work in the Amazon, project management decided to choose staff members from each of the NGOs as "Gender Specialists." Yet even with this staff, at the early stages of the project, implementors did not know how to begin incorporating and institutionalizing gender into an organization's activities. In the last year of the project, the GENESYS Project in Washington defined the elements of "institutionalization":

1) Awareness of importance of gender issues for development outcomes;
2) Commitment to addressing gender issues in the institution's activities;
3) Capacity to formulate relevant questions;
4) Capacity to carry out gender and social analysis;
5) Capacity to apply findings of gender and social analysis to the institution's portfolio;
6) Capacity to do systematic monitoring and evaluation of gender-specific program impact;
7) Systematic reporting of gender-relevant lessons learned, and subsequent program adaptation.

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Given the social diversity existing in the Amazon, strong and focused management and control of research methodologies and questionnaire design by trained social scientists are needed to allow eventual data use and comparisons at different sites. This requisite for expert knowledge at times conflicted with the grass-roots NGOs' participatory and "popularized" approach to research, used as a means of combatting the status differentiation and paternalism that tend to prevail in the region.

In GENESYS-supported work, the degree of community participation in the research cycle varied.

This framework was communicated and discussed with the local GCC NGOs. Yet these organizations were heterogenous and included a research institute of natural scientists, a consortium of members from academic, government and non-government agencies and rural worker unions. Consequently, the organizational agendas, interest and educational levels of staff members were extremely varied. The heterogeneity affected the nature of technical assistance, logistical support and training, and required adaptation to each of the various situations encountered.

Divergent Needs for Socio-economic Information and Limited Knowledge of Socio-Economic Realities and Gender Roles

Socio-economic research in the Amazon can be challenging since relatively little is known about the socio-economic characteristics of communities, in part because of the continual external and internal migration in the region. Furthermore, there is widespread social differentiation among groups that include rubber tappers, small farmers, indigenous tribes, ranchers, miners and loggers. In such a diverse setting, strong and focused management of research methodologies are needed to allow eventual data use and comparisons. Yet this type of management was not easily implemented due to an important Amazonian socio-economic consideration which affected the GENESYS-sponsored research. Since the social dynamic in the Amazon has traditionally fostered strong paternalism, the counter-tendency, particularly among grass-roots and labor-oriented organizations, has been to encourage communities to actively participate in endeavors and decisions that affect them. Socio-economic research has not escaped this trend, and many different staff members of the NGOs and community members have been involved in the research process to various degrees.

In GENESYS-supported work, the degree of community participation in the research cycle varied. One community had a voice in what a survey would cover; in other communities, the local NGO and donors determined survey content. In most instances there was little community involvement in data analysis, although most organizations had plans to communicate the research results to the community. To the extent that research becomes more participatory or "popularized," unless it is carefully monitored by a trained social scientist, it runs the risk of losing its "scientific"
NGOs and their clients often have very practical research and information needs, related to their desire to serve their clientele and gain access to government services and legal rights. These information and research needs were at times, quite different from the research agenda of externally funded projects and programs such as GCC. The fact that GENESYS-funded research was also destined to partially serve outside program/project management and reporting needs was not generally very well understood by the NGOs.

qualities and standards which include a valid research design which permits replicability and incorporates expert knowledge in a subject area.

In the case of gender considerations, for example, some persons assumed that little expertise or specialized knowledge were required. As a member of one of the NGOs put it vis-à-vis the title of the "Gender-Specialist" colleague: "We do not like the term specialist, here we are all specialists." An external project like GENESYS thus appeared to create internal status differences, which tended to go against the more egalitarian ethos of the labor organizations. In contrast, this problem manifested itself less in the NGOs that were research-oriented, even when the NGO staff members overseeing the research were not social scientists.

Furthermore, NGOs and their clients often have very practical research and information needs. In the project area, examples of these needs included gaining access to government programs and services; gaining land title; fighting reduction in services (e.g. closing down of schools); identifying affiliation to unions; and setting up park management plans. These information and research needs of the NGOs were, at times, quite different from the research agenda of externally funded projects and programs such as GCC. The fact that GENESYS-funded research was also destined to partially serve these outside program/project management and reporting needs was not generally very well understood by the NGOs. For example, the NGOs have had a difficult time comprehending the function of monitoring and evaluation to meet the U.S. congressional mandate, and the need to show impact on target populations, not just expenditure of funds for agendas pertaining to local interests.

The interaction among the competing agendas and different methodologies used for data gathering produced varied results. The lack of social science expertise naturally encouraged the use of relatively simpler techniques such as rapid rural appraisal techniques (the sondeo) and participatory rapid rural appraisal. However, the sondeo does not produce in-depth information, so more formal surveys were also chosen. In cases where the latter methodology was used, it required extensive technical assistance which, given the limited availability of expertise, led to extremely long time lines for field work and research analysis. Yet even with technical assistance, it proved difficult to synthesize and validly compare research findings into data sets such as one for "gender differences."
There are numerous monitoring and evaluation tools, yet the challenge was adapting them to include gender in three of the major components of the project: research, institutional strengthening, and strategies for environmentally and economically sustainable income generation.

The project learned several valuable lessons:

1) The process of integrating gender considerations into organizations is slow, and requires strategies that produce short-term benefits to a targeted organization.

2) Without specific attention to gender and women in development issues, socio-economic research does not necessarily provide information on differences between men and women's roles, responsibilities and rights, and women may continue to remain "invisible" and bypassed by technical assistance and other project activities.

3) Socio-economic research skills within NGOs are not easily developed without trained social scientists and technical assistance, but simpler rapid rural appraisal methods can meet many information needs.

4) The quality and relevance of repeated exposure to socio-economic and gender issues appear to influence how these are incorporated by an institution, as does existence of a key individual or group continuously promoting awareness of, and commitment to, them.

5) A system of monitoring and evaluation of socio-economic and gender indicators is critical to reinforce the link between research findings and planning, and to improve project implementation and reporting.

Another problem in doing research to elucidate gender differences, is that there were few guidelines on questionnaire design. This type of information-gathering corresponds to the second stage of the institutionalization process, which is to ask the right questions. In the Brazilian Amazon, almost any question that sheds light on gender roles and differences is the right question, yet few of these have been asked. GENESYS discovered this fact by sponsoring extensive bibliographic searches in the United States, Europe, Latin America and Brazil. As a result, the project documented that literature on gender and research relating to gender and women in the environment in the Amazon are either sparse or at an early stage. GENESYS was thus literally opening up unchartered territory.

Lack of Monitoring and Evaluation Tools and Mechanisms

Although a component of the project design was to assist in the process of monitoring and evaluation of gender issues, an appropriate tool to guide in the process was not available until the end of the project. There are, of course, numerous monitoring and evaluation tools; the challenge is adapting them to include gender. Part of the difficulty stemmed from the lack of baseline data, and the need to identify socio-economic and gender indicators in three of the major components of the project: research, institutional strengthening, and strategies for environmentally and economically sustainable income generation.

LESSONS LEARNED

Valuable lessons can be learned from the accomplishments and challenges of the GENESYS/Brazil project. One of the

'Woortman, Ellen, John Sydensticker and Donald Sawyer. Gênero e Meio Ambiente na Amazônia Legal, GENESYS/Brazil and ISPAN, 1994.

The entry into an organization where an external mandate is introduced requires a great deal of cultural sensitivity, tact and interpersonal skills. "Making the case" also requires a carefully thought out analysis and presentation of the efficiency and equity reasons why integration of socio-economic and gender considerations is important to the organization's programs.

fundamental facts discovered by the staff and participants of GENESYS/Brazil was how little is actually known, how much still remains to be investigated and revealed about the roles men and women play in the complex reality of the Amazonian region. Furthermore, even with the data available, new tools and methods to carry out socio-economic and gender analysis need to be developed, and the information derived from the analysis should be fed back into project and organizational activities.

Yet despite these limitations, GENESYS/Brazil was the first actor in the Amazon to systematically begin the process of incorporating gender issues into environmental projects, and into the organizational culture of a number of NGOs that implement them. Many seeds were planted through the different activities sponsored by GENESYS. As was seen in the discussion of accomplishments, some of these seeds have even begun to germinate. One has to start from somewhere to promote socio-economic and gender considerations, and projects that follow GENESYS/Brazil will not begin with a blank slate. The University of Florida's MERGE (Managing Environment and Resources with a Gender Emphasis) Project, which has begun working in Brazil, Ecuador and Peru, is a case in point. Projects that follow the same or similar goals, be it in Brazil or elsewhere, should carefully consider the following important lessons derived from over three years of GENESYS field experience:

1) The process of integrating gender considerations into an organization is slow. The first steps of generating awareness and commitment are critical, and to be successful require thoughtful strategies that produce some short-term results that benefit the targeted organization.

The entry into an organization where an external mandate is introduced requires a great deal of cultural sensitivity, tact and interpersonal skills. One of the reasons GENESYS/Brazil was successful in gaining entry into the organizations was the highly developed observation, communication and interpersonal skills of the Brazil-based Project Coordinator. But in addition to these skills, to "sell" "people-focused" development and gender, the organization must be persuaded that integration of socio-economic and gender issues advances its own goals. Those promoting the project from the outside must have arguments and reasons to show how this is so. "Making the case" will require a
Even with its mandate, GENESYS experience shows that it was easy for consultants and NGO staff to neglect or overlook gender issues, and the role and position of women, while focusing on common socio-economic research units such as the household and family.

carefully thought out analysis and presentation of the efficiency and equity reasons why integration of socio-economic and gender considerations is important to the organization's programs. Arguments specifically tailored to each organization could show that project implementation might be more successful—for example, that the organization's knowledge of its client base and influence could increase—or that it is more equitable and democratic to not exclude half of the population from project activities and benefits. This process is not necessarily easy, but generating awareness and commitment can be accomplished by almost anyone working on environmental and development projects who is willing. What it takes is vision, time and the use of methods developed by those with expertise in the field of socio-economics, gender and organizational change and development.

2) Without specific attention to gender and women in development issues, socio-economic research does not necessarily provide information on differences between men's and women's roles, responsibilities and rights, and women may continue to remain "invisible" and by-passed by technical assistance and other project activities.

If women as well as men are to be incorporated into project and NGO activities, specific focus on gender issues in general, and the role of women in development in particular, is crucial. For example, the evaluation done on GENESYS/Brazil showed that even in this project with a strong gender/WID mandate, 55 percent of technical assistance went to marketing, 34 percent to socio-economic research, and only 11 percent was exclusively devoted to incorporation of gender considerations. Furthermore, in several cases, sex-disaggregated information was not collected in project-financed formal surveys, although some were designed in such a way that it was possible to disaggregate ex-post. Project experience shows that it was easy for consultants and NGO staff to neglect or overlook gender issues, even while focusing on common socio-economic research units such as the household and family.

For this reason, it is important to have tools that show survey designers how and when to sex-disaggregate questionnaires. For example one of the documents in the GENESYS Tool Kit shows how to sex-disaggregate information from a rural survey to make explicit significant differences between men's
GENEYS experience shows that for interests of women and other "invisible" stakeholders to come to the forefront, it is necessary to have people, projects and institutions constantly raising awareness and commitment to their existence. It is also necessary to devise and encourage mechanisms that will provide local women and girls with the resources and means to openly manifest their needs.

Building up NGO socio-economic research capacity, even at a very minimal level, required a great deal of technical assistance. Yet even less than "ideal" socio-economic information can be used for many applications, and can be a powerful catalyst for planning and promoting community organization and participation.

and women's participation in local and regional economies. This type of tool contributes to correcting the commonly held view of the household as a detached unit in which the principal income-generator and decision-maker is the male head of household.

Project implementors can also include gender considerations in consultants' scopes of work, and link payment to the satisfactory addressing of gender and women in development concerns. In conjunction, it is necessary to educate NGO representatives of the availability of such types of technical assistance.

GENEYS experience shows that for interests of women and other "invisible" stakeholders to come to the forefront, it is necessary to have people, projects and institutions constantly raising awareness and commitment to their existence. Those in leadership positions should be encouraged to remind project staff of the importance of considering gender and women's participation, and to reward those that do so. It is also necessary to devise and encourage mechanisms that will provide local women and girls with the resources and means to openly manifest their needs.

3) Socio-economic research skills within NGOs are not easily developed without trained social scientists on staff or high levels of technical assistance, yet with less training and outside technical assistance rapid rural appraisal and participatory rural appraisal can meet many NGO information needs.

Most GCC NGOs in the Brazilian Amazon are not research organizations. Building up their socio-economic research capacity, even at a very minimal level, required a great deal of technical assistance. The socio-economic research that they can do independently probably rarely meets academic social science standards of replicability and comparability. Skills are weak in research design, questionnaire development, data analysis and interpretation. However, academic standards of socio-economic research may not

Caro, Deborah, Gender and Household Dynamics: A Tool for Analyzing Income and Employment Data from Surveys, GENESYS/USAID/G/R&D/WID, July 1994. This survey was designed to gather information on non-farm income sources and farm and non-farm employment from all members of the household age 6 or older.
always be that important in the context of the local NGOs. Less than “ideal” socio-economic information can be used for many applications, especially if it meets the needs and interests of the local organizations, and if the users of the findings do not require extremely high levels of accuracy and refinement. Furthermore, socio-economic research can be a powerful catalyst for planning, regardless of how scientific it is, and NGOs can use it as a tool to promote community organization and participation. But at the very least, NGOs interested in research must come to understand the problem of bias, and the trade-offs between the choice of method used, research quality and accuracy, cost and timeliness.

4) The quality and relevance of repeated exposure to socio-economic and gender issues appear to influence how these are incorporated by an institution, as does the existence of a key individual or group continuously promoting awareness of and commitment to them.

NGOs with a history of involvement with socio-economic issues and professional interaction with social scientists with a gender orientation (as is the case of PESACRE with staff from the University of Florida) appear to be more likely to incorporate gender into activities such as project design, implementation, and monitoring and evaluation. In the Brazilian Amazon, prior to GENESYS most GCC NGOs had not had this kind of exposure and experience.

The presence of a key individual or group constantly promoting these concerns also appears critical. With PESACRE, these key people have been both NGO staff and outsiders. For this reason, it makes sense to identify and support “gender” experts from academic, research or technical assistance institutions, preferably near the local institutions, to assist in the promotion of a gender focus. Yet outsiders can also provide some of the cutting-edge tools and research that have been developed elsewhere. Mechanisms should also be set up to allow these local experts to network and share experiences with counterparts in other locations, both nationally and internationally. As a follow-up to GENESYS, USAID/Brasilia is promoting precisely this kind of opportunity by supporting the University of Florida’s MERGE Project cited above. Means to reward and give legitimacy to gender concerns also need to be developed and implemented, such as through promotions and access to activity and travel funds.
GENESYS/Brazil can provide field-tested guidelines for those wishing to integrate gender and socio-economic considerations in similar projects:

1) Generate awareness and commitment at the highest level of the organization by effectively "making the case" in terms of efficiency and equity.

2) Clarify early on to all important parties the differences between sex and gender, and women in development (WID) versus gender and development (GAD).

3) Work to develop a research culture of "asking the right questions" through critical thinking skills and hypothesis testing with the participation of local communities.

4) Disseminate gender analysis tools for field testing and develop new tools applicable to specific settings.

5) Identify key individuals and build networks and synergy, and reward successes in integrating gender.

6) Use training and targeted technical assistance for institutional development, and simultaneously promote gender considerations.

7) Identify indicators of success and set up monitoring and evaluation system early.

8) Disseminate lessons learned.

9) Be creative, original and innovative.

5) A system of monitoring and evaluation of socio-economic and gender indicators is critical to reinforce the link between research findings and planning, and to improve project implementation and reporting.

Two of the NGOs used results of GENESYS-supported research for planning. Indeed, the research provided previously unavailable baseline and management data. Other NGOs are still focusing on the collection and analysis of data. Yet technical assistance and training are essential to ensure that there is a feedback loop between data gathering, monitoring and project implementation. In the process, socio-economic and gender indicators need to be identified and tracked, with sex-disaggregated data to measure the inclusion of both men and women as project beneficiaries. Even with its mandate, GENESYS/Brazil did not find this task easy, but it could have been facilitated by earlier development of an M&E plan. Other implementors can profit from this experience.

The identification of indicators will assist in the reporting process. With a monitoring and evaluation plan tied to indicators, it is easier to identify what to report, and how to track progress. For example, the GENESYS Project could have asked NGOs to report the participation of women native to men in important community meetings or as part of survey teams, or to monitor questionnaires to ensure information on male/female differences in literacy, major health problems, or access to technical assistance on pilot agroforestry techniques.

GUIDELINES FOR FUTURE PROJECTS AND PROGRAMS

The main lessons derived over more than three years of GENESYS/Brazil field experience can be used to derive more specific guidelines for those wishing to integrate gender and socio-economic considerations into their projects and programs. The most important of these are:

1) Generate awareness and commitment at the highest level of the organization by effectively "making the case" in terms of efficiency and equity. This undertaking is the first step of the institutionalization process. The organization must be effectively persuaded that the incorporation of socio-
Perhaps the most critical guideline is that the processes used in implementation are as important as the content of the ultimate goals. Project implementors should attempt to be creative, original and innovative.

economic and gender considerations advances its own agenda and effectiveness.

2) Clarify early on to all important parties the differences between sex and gender, and women in development (WID) versus gender and development (GAD). Institutions need to decide where they stand on WID and GAD. This step helps to strengthen the process of "commitment." The best expression of commitment is through incorporation of gender into strategic planning documents, and M&E targets and indicators. When this approach is taken by several collaborating project entities such as donors, expatriate and local implementing agencies, synergy and chances of success are enhanced.

3) Work to develop a research culture of "asking the right questions" through critical thinking skills, and hypothesis testing with the participation of local communities. Critical thinking skills and hypothesis testing can be done with both less formal and more formal research methodologies, and GENESYS/Brazil developed training modules to build this capacity in NGO staff. Helping those involved in projects distinguish between fact and opinion about sex and gender, factual statements that are provable, factual statements that are false, fallacious reasoning, and how to determine what information is available will do much to help local development organizations ask the right questions to advance the process of correct gender analysis. Communities should also be brought into this process.

4) Disseminate gender analysis tools for field testing and develop new tools applicable to specific settings. Once the organizations begin to ask the right questions, gender analysis will help to elucidate the different roles of men and women, the constraints on each, and the inequities that may be hampering development efforts. Local and outside expertise can be used to develop and adapt gender analysis tools to specific circumstances. Sometimes there will be an iterative loop between the questions initially posed and gender analysis, with the latter leading to a reformulation of the former.

5) Identify key individuals to build networks and synergy, and reward successes in integrating gender. Persons who are committed to gender issues are absolutely critical. These people should be supported and linked with those having similar interests. They should also be given
incentives and rewards such as promotions, grants and travel opportunities to legitimize their efforts and encourage others to emulate them.

6) **Use training and targeted technical assistance for institutional development, and to simultaneously promote gender considerations.** Gender-informed training and technical assistance that provide needed technical skills to an organization can be used to advance its institutional needs and the promotion of gender considerations. Both can be promoted simultaneously. For example, general development of monitoring and evaluation plans and systems can be coupled with identification of gender indicators; development of general marketing plans can be linked with analysis of specific barriers to women and men in marketing. Attention to gender should also be included in consultants scopes of work, and payment can be contingent on its satisfactory inclusion.

7) **Identify indicators of success and set up a monitoring and evaluation system early.** The incorporation of a monitoring system for tracking gender and socio-economic indicators is critical to maximizing and measuring the efficiency of project activities. To the extent that it is possible, these should be generated at the time an organization expresses commitment to incorporating gender into its activities and programs.

8) **Disseminate lessons learned.** Dissemination of successful and less successful experiences is important for networking, improving efforts to integrate gender, development and refinement of tools, strengthening organizational development, and improving the access of both men and women to program and project benefits.

9) **Be creative, original and innovative.** At all stages, use techniques such as the GENESYS glasses, or innovative technical assistance and training approaches to "make the case." These attention-getting strategies are very effective when properly designed and used. For maximum effectiveness, they should always be tailored to mesh with the local reality and culture.