

**METHODOLOGIES AND PRACTICES:
COMMUNITY DEVELOPMENT AND GENDER**

REPORT ON WORKSHOPS

Brazil Inland Fisheries
Sustainable Livelihoods and Conservation Project

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by

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1 - INTRODUCTION

This report describes the first steps taken towards the implementation of community development (CD) and gender strategies within the CIDA-funded Project Brazil Inland Fisheries Sustainable Livelihoods and Conservation Project (Projeto PPA - “Peixes, Pessoas e Água”).

As part of these strategies, a series of workshops were designed and delivered, and written material was devised in the form of a document that gathered concepts, methodologies, and examples directed to help municipal staff and community leaders in implementing a process for sustainable community development with a gender focus.

From a more integrated and participatory approach, the sustainable development of artisanal fishing communities can be implemented only with the support of all the members of the community, and in particular, of those who often constitute more than half of the population, women. Being involved in artisanal fisheries activities, women have become unavoidable actors in the socio-economic development of their communities. And yet, despite this fact, the importance of their contribution is often not well known. Therefore, it is important to discuss women's key role and issues related to gender in fishing communities.

The workshops were delivered during June and July 2005, and were very successful, in having brought together 81 community members and 26 municipal staff from 6 municipalities: Três Marias, Ibiaí, Pirapora, Buritizeiro, São Gonçalo do Abaeté, e Barra do Guaicuí (Várzea da Palma).

The workshops were organized in the form of presentations and discussions, group work, and plenary sessions. The workshops were concluded with certificate presentation to the participants.

All workshops activities continue to provide an opportunity for the team to hone its approach to successive stages of project implementation and future challenges to be faced. All the initiatives and efforts are being developed not only as a means to resolve the complex issue of sustainable development of fishing communities structured on community participation, but also to *learn* in the process of doing so. The activities have been designed to eventually enable the community to steer itself and to guide the project personnel as they develop further community planning skills and competence in information processing.

This report puts together the agenda of the events, related documents, comments and recommendations for the next steps in the implementation of CD and gender strategies. The report is organized in a main text and a series of annexes, describing the details and additional information about the events, as well as a narrative version of the workshops development in Portuguese.

The report also suggests a monitoring approach for evaluating the progress of CD and gender related projects and programs proposed by both communities and municipalities involved. It should also be emphasized that the activities held during this period are being incorporated in this report in order to create a first step towards a document framework of lessons learned and to create a powerful and comprehensive record to help lead the design of new projects.

2 - WORKSHOPS

2.1 Purpose

The purpose of the workshops was to discuss knowledge related to gender roles and issues in the artisanal fisheries sector of the region covered by the Project, both with the municipal officers as well as with the fishing communities. This knowledge is key to induce action responsiveness towards more equitable approaches with regards to women and vulnerable community sectors, at institutional and community levels.

The expected results included an increased awareness to particular problems faced by women and how change in attitudes, prompted by new understanding of gender roles, could sponsor new actions and strategies at local level. Recommendations were expected from the workshops in looking at eventual steps to be undertaken to further this knowledge as well as foster concrete actions in favour of more gender equity within the communities and municipalities involved in the project.

The general objectives of the workshops were to:

- Sensitize the target group to gender issues;
- Come up with gender-sensitive community and municipal CD plans which could be effectively implemented in a short period of time.

The work was done in plenary sessions in two workshops, which have been respectively called Phase One and Phase Two. The Workshop's 107 participants were drawn from the fishing communities and the six municipalities, with women constituting 54 % of the audience.

The Workshop Phase One targeted specifically the municipal officials, and the Phase Two worked with community members, and the municipal officials acting as co-

facilitators. The specific objectives of each Phase are described in the following section, where a brief account of the workshop's development and agenda are also given. For more details related to the agenda, information and material collected during these events, see annexes.

There were also a number of team meetings to discuss results and aspects of the development of the workshop and eventually adapt the works (for example, it was noted that the absence of a summary presentation of the PPA was necessary after the first meeting, as some of the participants were new to the municipalities). The discussions were also important in order to analyze the socio-cultural conditions, the technical-economic aspects, and the institutional issues raised during the work, these help to increase the effectiveness of groups' activities.

2.2 Program/Description of the Workshops

The objectives and agenda of the workshops are briefly described below. For more details, see the annexes.

Rules were applied to all workshops to foster participation. And a step-by-step process to develop a project was discussed to help the participants approach the tasks involved in such an undertaking. The rules included:

- Encourage the participation of all people
- Demonstrate respect for all group members
- Value everybody's time
- Be sure that all the points of view are heard
- Divide responsibilities and tasks
- Develop a non-hierarchical organizational structure
- Choose feasible plans/projects
- Have fun!

2.2.1 Phase One

Dates: 29 and 30 June 2005

Local: Pousada Rural Nevada/ Ibiaí- MG

Participants: Municipal staff from Ibiaí, Pirapora, Três Marias, Buritizeiro, Barra do Guaicuí (Várzea da Palma) and São Gonçalo do Abaeté; two fishing communities' leaders.

The specific objectives of the Phase One Workshop were:

- Discuss community development and gender themes related to local needs;
- Disseminate methodologies and practices to stimulate practices, strategies, and implementation of initiatives that enhance community development and gender equity;
- Build capacity within the municipalities' staff and communities leadership to work with the referred themes and methodologies; in order to, foster self-planning strategies and implementation of initiatives of income generation that take into account environmental conservation and preservation;
- Stimulate exchange between various local and regional institutions, as well as with Canadian partners to amplify the discussions about alternatives and challenges for the community development of the region;
- Establish information networks and social networks of mutual support between and within communities;
- Design a draft of a project for community development at each of the municipalities, particularly involving women but not exclusively.

Workshop Development: Phase One

The workshop's strategy was to bring all municipal officers and community leaders together, something that had never happened before. The exchanges of ideas and being

together to develop activities for the overall benefit of all communities involved have greatly contributed to the success of the workshop.

First Day (June 29)

- Compilation of participants' expectations
- Stimulated discussion through the question: “*What is community development?*”
- PowerPoint Presentation: Concepts and methodologies: Community Development and Gender (see Annex 6)
- Plenary Discussion
- Division of participants in groups by municipality, to develop the following tasks:
 - Each municipality had to reflect and think about a key-question, related to existing municipal programs/projects that affect the communities;
 - Each municipality had to choose one program/project and do a SWOT analysis of it; in order to, be prepared to propose a small project feasible in the next 6 months; this small project had to link gender and community development, and had to be developed and implemented with existing available or attainable resources
 - Presentation of the movie “*Narradores de Javé*”¹

Second Day (June 30)

- Discussion of the movie²
- Each municipality, based on the SWOT analysis of one local program/project, had to prepare a first draft of a small project, to be put in place in the next 6 months, with resources that either are available or are attainable; each project has to

¹ “*Narradores de Javé*” is a Brazilian movie that tells the story of the village of Javé, located in the margins of the São Francisco River, and that is going to be flooded by a power generation dam. The villages decide to compile the history of the place as a way to show its importance and historic value, and arguing against its flooding. Antônio Bia, a renowned local gossip/fabricator of tales, is the only educated man in the village and he is chosen to register in paper the history of Javé, at that point only told through oral histories. The movie offers an opportunity to show several layers of traditional knowledge and historical perception as well as idiosyncrasies of Javé’s people, their valour and sins.

² The movie was a great opportunity to discuss with the participants aspects related to culture, mutual respect and ethical values, and most importantly, that only working together and collaboratively can people achieve their goals for the community. It also showed the importance of being organized and strategic when pursuing the community’s goals.

- involve both themes, gender and community development³
- Presentation of municipal projects' drafts
 - Plenary Evaluation
 - Evaluation

2.2.2 Phase Two Workshop

The objectives of the Phase Two workshop were to:

- Explore gender equity and community development concepts and strategies, in a pragmatic and concrete way, with the fishing communities involved in the project;
- Offer the opportunity for the municipal staff to be co-facilitators and to practice the selected methodologies and tools with the involved fishing communities in order to enhance community development and gender equity;
- Discuss with the fishing communities their challenges, and from this analysis, in a pro-active and participative way, build solutions for the diagnosed problems;
- Induce a collective commitment towards the solution of diagnosed problems;
- Offer training opportunities to fishing communities' members in education and citizenry, to enhance their ability to become multipliers of new concepts.

Approaches and behaviour related to community development, income generation and gender equity.

- Build capacity (in Prefeituras and communities) for facilitation skills in themes and methodologies related to: strategic planning and implementation of local projects, income generation initiatives, gender equity approaches, and the responsibility for the dissemination of lessons learned in other communities and municipalities;
- Design a small project for community development, involving women in particular, but not exclusively.
- Stimulate information exchange and creation of networks within communities, between communities and municipalities, and within and between municipalities.

³ These projects, and their first results, are to be shown during a public event, "FEIRA DE PROJETOS COMUNITÁRIOS", to be organized and scheduled for December 2005.

Workshop's Development: Phase Two

The Phase Two workshop was directed to community members and municipal officials who had attended the workshop Phase One. There were two different venues for the workshop, due to the distance between participating municipalities and communities. Due to the fact that the workshops took place in different municipalities the relationship has been strengthened between the PPA's project and their staff, as the municipalities put resources into the workshops and helped to develop their agenda. This approach was meant to give municipal staff the opportunity to co-facilitate the activities, but also to create a participatory opening favourable to strengthening community-local government relationship.

The workshop's strategy was to bring municipal officials and community members together, something that had never happened before. The exchange of ideas was very rich and being together has facilitated the discussion and development of initiatives that will benefit all communities involved; this new collaborative spirit has greatly contributed to the success of the workshop.

PHASE TWO: Workshop 1

Dates: 8, 9, 10 July 2005

Local: Escola Municipal Olinto Gançaves, Beira Rio, São Gonçalo do Abaeté

Participants: Community members and municipal officials from Três Marias and São Gonçalo do Abaeté

First Day (July 8th - evening only)

- Brief presentation of PPA's goals and objectives, illustrating past events and achievements; presentation of workshop's objectives and how they were linked to the PPA's project.
- Presentation of the movie "*Narradores de Javé*"

Second Day (July 9th)

- Discussion about the movie "*Narradores de Javé*": the discussion was designed to increase the awareness about the need of cooperation when facing community problems, as well as the necessary organization which is needed to find sustainable solutions for the communities' challenges.
- Resources Map: mapping the most important communities' resources; establishing the relation with gender roles for their use and control of existing local resources (neighbourhood and municipality as a whole); mapping social networks and activities developed by women and by men. This discussion was aimed to prepare the participants for the design of the community project (most of the participants were very surprised about how many resources were available to them)⁴. It was also important to discuss the importance of other activities beyond fishing⁵ inclusive with a proposal of a Fair with diverse products in the future. Emphasis was put into the first Neighbourhood Association in São Gonçalo do Abaeté (Bairro Nova Esperança) whose leader was present;
- Challenges Map: mapping of major communities' problems and challenges (at neighbourhood level); again, this was an important step in order to recognize and prioritize the communities' problems. It was a key advance in understanding the seriousness of the problems as well as the possibilities that the communities had to face them without recurring to external support⁶;

⁴ See Annex 3 for List of Resources by Community

⁵ In Dona Zezé words: "*As atividades feitas além da pesca, como a farinha, o mel, os doces, o artesanato, não são coisa pouca. Eu consigo sustentar melhor minha família com essas atividades*".

⁶ See Annex 4 for Challenges/Problems in each Community

- Resources/Challenges Map of the Children: the children also prepared a map where they pointed out their needs and requests;
- Plenary discussion
 - Revisiting the general Objectives of the workshop
 - Discussion of the existing resources⁷
 - Evaluation of participants' expectation⁸
- Design of community projects;
- Presentation of the movie "*As Domésticas*"⁹

Third day (July 10th)

- Discussion about gender roles and responsibilities based on the movie, especially regarding power relations and naive expectations.
- Mapping the Body: this technique increases awareness in women and men about their own bodies. Through this exercise, mapping pain and pleasure, participants became aware about how work and other activities reflect directly in their bodies. The men and women involved discover and are able to acknowledge their innermost and profound feelings, an important step that increases mutual and self-respect.
- Presentation of community projects
- Certificates and T-Shirt distribution

PHASE TWO: Workshop Two

Local: Escola Municipal de Ibiaí

Dates: 16, 17 July 2005

⁷ Testimony: Sueli (from São Geraldo neighborhood, Três Marias): "*Eu não percebia que existia tantas coisas no meu bairro! Achava que morava no lugar mais carente, mas depois dessa conversa vi tanta coisa útil lá*".

⁸ Testimonies: Rosa (Três Marias): "*Estamos vivenciando um engrandecimento. Sairemos daqui com vontade de partilhar esses conhecimentos. Precisamos cultivá-los*". Rovênia (São Gonçalo do Abaeté): "*Agora está brotando um espírito de associação em São Gonçalo. Não podemos esperar cair do céu, cruzar os braços*". Vicente (Bairro Beira Rio): "*Uma coisa que dá vontade de trabalhar é ver os resultados. Precisamos procurar resultados*".

⁹ The movie "*As Domésticas*" deals with the routine of women working as maids. It poses questions about power relations, gender relationships, expectations and disappointments of a group of women who does not have much choice in life, coming or living in urban peripheries.

Participants: Community members and municipal officials from Ibiaí, Pirapora, Buritizeiro, Barra do Guaicuí

First Day (16th July)

- Brief presentation of PPA’s goals and objectives, illustrating past events and achievements; presentation of workshop’s objectives and how they were linked to the PPA’s project.
- Resources Map¹⁰: key communities’ resources were mapped, indicating who controls and who uses these resources (existing local resources: neighbourhood and municipality as a whole); social networks and activities developed by women and by men were also mapped. At the same time, the problems were also mentioned, as there would be no time for a special session on this. The discussion generated by the dichotomy *resources and problems* was gauged to prepare the participants for drafting communities’ projects. Some of the key concepts used to rouse discussion and exploration of alternatives were: community, community development, and collective action. Some questions asked about the day-to-day of the community were – “how does the community function?”; “What are the critical problems?”; “What is being developed within the community?”; “How does the municipal government help the community?”; “Does religion have an important role?”; “What is produced in this region?”; “What is community traditional knowledge?”. An important part was also to call attention to the fact that economic development is just a part of the community development, and not all of the process that stirs the healthy and sustainable development of any community. Social roles are very important because they will be reflected in the holistic development of an integrated community¹¹.
- Presentation of maps and plenary discussion
- Presentation of the movie “*Narradores de Javê*”
- Discussion of the movie

¹⁰ This exercise helps participants to see their communities as a source of many possibilities that, most of the time, they had ignored or did not recognize as such

¹¹ Seu João, da Barra do Guaicuí, said that community is the place where “everybody shares”. According to him, a community can be “a little village, a family...” (*comunidade é aquela que “tem a participação de todo mundo”. Uma comunidade, segundo ele, “pode ser um arraiázinho; uma família ...”*).

Second day (17th July)

- Discussion and drafting of the communities' projects
 - Presentation of communities' projects;
 - Presentation of the movie "*As Domésticas*"
 - Debate about the movie and discussion about gender roles and responsibilities
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- Mapping the Body: this technique increases awareness in women and men about their own bodies. Through this exercise, mapping pain and pleasure, participants became aware about how work and other activities reflect directly in their bodies. The men and women involved discover and are able to acknowledge their innermost and profound feelings, an important step that increases mutual and self-respect.
 - Evaluation of the work developed
 - Distribution of Certificates and T-Shirts

3 - COMMENTS

The basic principle in sustainable development strategies is community participation and the participatory approach to development. The principle of the participatory approach to sustainable development is key in promoting a positive impact, but it brings up preoccupation over the degrees and opportunities accorded to gender equality, involvement and participation of all community members, especially in the face of the division of roles and responsibilities, and the segregation or negligence of women. Although women form a crucial link in the upkeep of society, they have often been left out in major decisions concerning their own lives and the promotion of better living for the household.

The workshops discussed the community development process having as an axis the involvement of women¹² in this process and in the creation of income generation alternatives. For this discussion it was key to have municipal officials together with community members in order to spark the collaboration necessary to overcome the endemic lack of resources and the lack of institutional support in developing gender-sensitive social inclusion strategies¹³ for self-development, within environmentally friendly principles.

Changes in the understanding of women's role in sustainable development are increasingly informing policies' approach for women and the most significant transformation in practical perspectives is the acknowledgement of women's triple roles in production, reproduction, and community managing work. Women in traditional societies - like the Brazilian region where PPA is being implemented - are obliged to take care of the family; feed and clothe the family, and to train and educate the children regardless of their men counterpart's contribution. The women bear the moral obligation of doing all the domestic work of cooking, washing, cleaning, sweeping, and fetching water and, when necessary, the fuel wood they use in cooking, with hardly any men participation.

Despite the numerous tasks and responsibilities and the important role women play in society, their rights and freedoms are often segregated. They play very significant roles in the socio-economic development of society and the state. However, women occupy the lowest ranks in terms of educational and training opportunities and privileges. They have often been deprived of the opportunity to contribute to decisions both about their

¹² Along the SF river banks, women are very involved in artisanal fisheries activities. However, fisheries development institutional projects are often biased towards men, and the involvement of women in planning activities and decision-making processes is very limited. Fisheries policies and programs addressing the specific issues of women are virtually nonexistent. Women do not have special programs for their training in technological improvements, do not have access to credit and finance and enjoy limited attention in terms of expansion of their activities.

¹³ Many factors contribute to the inferior position and lack of rights and privileges of women in society. Tradition and culture, social and religious norms and values; political and economic factors all contribute to the lowering of the status of women in society and contribute to the form of dominance to which women are subjected to. There is a tendency to separate roles and responsibilities for men and women in society and therefore exclude women from sharing equal rights, opportunities and privileges, and prevent them from effectively participating in the sustainable development of the community. The existing traditional norms have also restricted the levels and degrees of participation by women members of the community and they suppress the ideas and potentials of women.

households and about sustainable development issues because of their inferior positions in society¹⁴.

In the fishing communities, active participation requires the empowerment of fisherfolks. It demands motivation, active involvement, and organisation. Active participation demands that the fishing communities - that are the ultimate beneficiaries of programs and projects - participate in determining their needs and priorities and contribute to the sustainability of actions and initiatives. This requires that beneficiaries are organized and form an integral part of the information gathering system. However, women are not fully involved in decision-making processes and their level of organisation and response to their needs are limited. Hence there is a need to involve women in the fisheries issues in terms of freely expressing their needs and aspirations and effectively shaping their future.

Although fishing is predominantly the role of men, a number of women are also fishers. The workshops' discussions have indicated that despite their involvement in fishing, women face various constraints, and they lag behind in the equitable distribution of incomes. In the fishing communities, many women are, in addition to fisheries activities, also separately engaged in vegetable gardening or farming. They could also at times engage in various other economic activities such as trading in various food commodities (see footnote 5, for example), sewing, and other income generating activities to augment the family income, particularly during periods of low fish catches.

The quote from Paulo Freire below has been a great inspiration for the workshops, as it speaks about their general purpose; to consider the fundamental importance that everybody has - and especially women - in the community development (CD) process:

People always know something valuable. People do not arrive "empty", they arrive "full" of knowledge and wisdom. People bring together their life's experiences, their visions and their knowledge of the world".

¹⁴ Women generally work for long hours: 16 to 18 hours per day; they are highly active in the productive sector of the economy and generally shoulder virtually all the domestic work in the house. On top of their household activities, they engage in crop farming, marketing and distribution often with crude tools and limited facilities that take longer time to accomplish work.

CD can be thought of as to recognize that every person, when a participant in a meeting or workshop, brings her/his valuable insight that is going to be added to the knowledge of the group and expand it. All participants are fundamentally involved in the creation of *collective knowledge*, learning from the unique experiences and wisdom of each person.

The fishing communities, the artisanal fishermen and fisherwomen, and their families are the focus of this project. They represent a pilot-community for new forms and ways to overcome poverty. The project is looking for innovative approaches that foster the social inclusion of vulnerable populations, a group where seasonal workers, women, and youth are over-represented. CD is not an answer for all community ills, but is a shift towards nurturing collaborative strategies between all partners, and as such, becomes a way to maximize the pro-active use of existing scarce resources (human, financial, social, physical, etc.).

CD is a process that endeavours to reconstruct linkages between people's experiences in order to realize their potential and their effectiveness on fighting social exclusion. It is a process that allows the "community's capital"¹⁵ to surface. CD can build trust among neighbours, translating into watching each other's children, materially helping when there is need, etc. It is only through the positive interaction among people that this trust can be created. The interaction between individuals and households in their complex community can create new assets such as networks, institutions, attitudes, etc.

Ultimately, CD looks to foster processes that not only strengthen the community fabric but also fosters the *community economic development*, which expands the pool of livelihood assets available to the individuals and households within that community, thus increasing the chances of a sustainable process of overcoming poverty.

¹⁵ An acceptable definition of community's capital is the total value of accumulated assets within a community, i.e., the total sum of the assets held by all the individuals and households. It happens when the community get together and collaboratively develop, for example, informal street markets, lending circles, a community-built sewage system. Community capital is not depleted over time, but is being constantly maintained and renewed as capital is being used, as it is continuously "reproduced".

The PPA project has only a facilitator role within the CD process. It is the whole community, which involves the community members, as well as its managers (the local level officials) that will make the necessary changes in attitudes and behaviour to guarantee the sustainability and continuity of the social, economic, and cultural development processes. CD is a holistic concept, which integrates all dimensions of life. These dimensions have to work in a harmonious way, reinforcing each other and engaging all community members – especially women¹⁶ – in the collective exploration of the innate capacity of people to cooperate in search of a better life for their families. Many issues have also been raised: violence against women and the difference in how time “flows” to women and men. The “elasticity” of women’s time was discussed, as everybody acknowledges the simultaneity of their tasks. Also highlighted were the importance of institutional support, like daycares and schools in liberating women’s time for personal development and for a more active role in society.

It is important that the workshop’s small projects are supported in their implementation; they respond to community questions and problems, and are an important step in the path to self-reliance and sustainability. Community members come up with their own answers, make their own connections, and even change directions if they feel they need to. The entire process is educational and builds capacity. While community members are discussing co-operation or visions for the future they are building capacity by co-operating and building assets. Throughout the process community members also become aware of how connections and inter-relations can exist between assets, community members, and existing activities, and they will be encouraged to find new connections and bring them to the process.

A clear finding for all participants was that fishing communities have a great collection of resources and potentials. The workshops generated opportunities for discussing its

¹⁶ The growing income gap between men and women even more starkly illustrates social inequity in Brazil, where the top 5% of the resident population received 40% of the national income (1993) while the bottom 25% of the economically active population received 6.4% of the nation’s wealth. The divide is further exacerbated by other social and economic inequalities based on race, class, and ethnicity. It has been frequently noted that women and Afro-Brazilians receive lower salaries than other demographic groups. Black women earn only 27.6% of white men’s earnings. Source: Fundação Instituto Brasileiro de Geografia e Estatística.

challenges (education, citizenship rights, and responsibilities, etc.) and for preparing them to become multipliers of new concepts and attitudes, especially reviewing women's roles and increasing social inclusion through the search of alternatives for household income generation.

Evaluation

The level of understanding, integration and commitment of the participants can, to some extent, measure the success of the workshop. These can be evaluated by reflections such as:

“Communities are like a quilt, formed by many patches, some brighter, some duller, some stronger and some frail. It is also like a net, an interlaced fabric of people who are linked by common interests, common history, etc.”

“Fishermen and fisherwomen constitute a community. Municipal officials also are part of the community, as they share the same city, suffer the same problems and, sometimes, only have access to the same resources. Women's role is crucial in the process of weaving the community patterns”.

“It is important to listen to all voices, because this helps to reflect about our own values and beliefs, and how we can also reproduce them and maintain their integrity.”

Some of the important acknowledged results were:

- Exchange between communities and municipalities
- Creation of social networks and information networks that will support the income generation alternatives and promote the best use of the existing community resources
- Municipal officials' capacity building to be facilitators in community development processes.

- Involvement of institutional and local level in order to share the responsibility in the promotion and support of sustainable solutions for the community
- Awareness of the participants' self-worth, belonging and self-esteem, encouraging a shared sense of social and community responsibility
- Valorization of existing resources, acknowledging the opportunities they bring to find income generation alternatives and ways to improve community and households quality of life
- Recognition of the need to strengthen these resources and share with other communities
- Discussion about the importance of other activities beyond fishing¹⁷, and a proposal for a community fair with diverse products in the future
- Increased awareness of the importance to create or strengthen existing community organizations
- Acknowledgement of specific children needs
- Acknowledgement of the women's triple role, as many of the participants, in spite of intuitively understand the meaning of these roles, did not completely realise what they really involved.

Being the first time such a workshop was held at these communities, it was felt necessary to collect comments that could improve succeeding workshops. The following comments were made:

- Expectations were satisfied, and some even felt that it surpassed their expectations.
- As per the length of workshop, most considered it to be excellent and others thought it was just long enough.
- Regarding workshop goals and objectives, all participants agreed that the goals and objectives of the workshop have been attained.

¹⁷ See footnote 5.

- In relation to awareness of gender issues, at the beginning of the workshop very few people expressed knowledge of the issues. But at the end all of them professed to a better understanding of the gender issues.
- Subject area coverage: more time should have been spent on all the topics and more time should have been spent on community participation.
- General comments were that the coordination of the workshop and the presentation of the resource persons were appreciated by the participants. They expressed a desire to have such programmes regularly and community-based ones that can be supported by donors and national authorities.

4 – RECOMMENDATIONS and NEXT STEPS

The project recommendations acknowledge the very considerable work already being undertaken. The recommendations seek to propose, consolidate and extend existing initiatives, which demonstrate best practice, and to focus attention to areas that should receive priority in future action. Given the inter-connected nature of the problems facing CD, strategies cannot be developed in isolation but need to be devised and implemented in a co-ordinated fashion to ensure the most efficient and effective use of efforts and resources. It is with this in mind that the following recommendations are made for building on the success of the project:

- promote more seminars and workshops on gender issues;
- promote and sustain the youth component of the project;
- promote and support the organization of Municipal Youth Conferences;
- monitor the implementation of the communities and municipal small projects;
- promote training and information sessions related to income generation;
- promote a Community Economic Development (CED) Regional Seminar;
- promote a *Solidarity Economy Fair*;
- organize a regional seminar about *Fishing as a Community Resource*;
- pursue institutional relationships on a permanent basis as a collaborative and pro-active exercise;
- help in improving adult literacy within the fishing communities;

- address assertively the need for public environmental education and stewardship related to fishing;
- develop and implement a participatory process for evaluation and monitoring;
- begin activities to produce the final outputs.

Emphasis have to be put on the approach '*planning the planning*' on an ongoing basis, in order to foster agreement between all partners, and serving on the necessity to monitor the project at different levels, i.e. community, local, regional, government, etc. This is key to determine the effectiveness of project activities and turn information gathered into practical knowledge.

Regarding gender issues, it is clear that there is a need to promote more seminars and workshops to foster the linkage of all the women's communities and to encourage discussions related to other common issues. Gender should be constantly addressed considering the focus of the initiatives around environmental awareness and stewardship. It is important to underline that all these initiatives are to be analyzed by residents and officials, within the gender perspective, in order to inform municipal policies and propose changes for existing services. The same approach is also recommended for youth initiatives.

It is recommended that the youth component of the project be sustained on a continuous basis, after the next events in September, and that the project should also examine the possibility of supporting and organizing of Municipal Youth Conferences. The general objectives of these conferences would be to build proposals for public policies to address the needs of the municipalities' youth¹⁸. It is important to foster the debate of ideas and propositions about the diverse visions of the world of local youths. One of the key elements of these Conferences is to address issues related to the connection between

¹⁸ The Conferences should be developed in partnership with the Prefeituras, also addressing several issues, among them programs, projects, and a formalized and institutional space in the local government. Another objective could be to increase youth representation through participatory instruments and dialogue with civil society, in order to stimulate youth to think about the municipality's future through existing forums and programs, such as master planning, councils, etc

environment and other themes. It is desirable to look for a wider network of sponsors, as the events should also explore the opportunity to establish more links between youth of Canada and Brazil, an additional opportunity to strengthen and establish the sustainability of the project.

The planning activities within the fishing communities and municipalities must involve and be informed by monitoring and input from the implementation of the community and municipal small projects, including information from workshops, training sessions, and public meetings. This input is going to be an essential tool to understand the nature of the problems faced by the communities and how viable solutions can be attained, and as such establishing guiding strategies to minimize and mitigate community ills. The activities suggested in the next development phase should emphasize the process of ongoing planning by:

- Designing and implementing a system to monitor results
- Fostering replicability of the lessons learned
- Improving links to policy and institutional changes by integrating social, economic, biophysical, and institutional elements which will be merged in a holistic sustainable development community plan
- Organizing activities for substantive planning (social, economic) and strategies for implementation (financing, regulation, education, etc.)
- Experimenting continuously with innovations in order to find the most effective ones for projects such as this
- Acknowledging unanticipated consequences and collecting support beyond the project's physical boundaries
- Developing a community plan approach that integrates environmental issues with physical, socio-economic, and institutional issues, and that is responsive to local characteristics

Training and information sessions are needed related to income generation, which is critical considering that unemployment - particularly difficult for women and youth - is a constant problem in the communities.

Another event, in partnership with municipalities and other partner institutions, could be a Community Economic Development (CED) Regional Seminar, which would focus on experiences related to CED initiatives for local and regional possibilities assessment, especially the ones linked to added value to fishing products. The objective of the seminar would be to expand the knowledge about income-generating opportunities for fishing communities' residents. The seminar would be also useful for municipal staff that deals with other parts of the municipality and are not in direct contact with the fishing communities, as well as other institutional agents from other areas that face similar issues.

The proposed seminar will have the purpose also to foster continuous discussion about CED principles and concepts, and try to identify initiatives with collaborative potential that could be implemented by municipalities either individually or together at Prefeitura / Sub-Prefeitura level. The understanding is that collaboration is possible with other actors in the various neighbourhoods and regions to promote economic development that is dynamic, socially just, and environmentally responsible (with attention to sustainable development). The core framework for all CED initiatives must include attention to gender issues, a focus on tourism, and sustainable production of marketable products and services. However, the approach for economic development should not dismiss emphasis on strengthening the entrepreneurship initiatives of residents.

Even before the eventual happening of the CED seminar, it is recommended the project's support for the training and support for co-ops, as well as support for individual small business initiatives (micro entrepreneur).

CED initiatives would support and promote a big *Solidarity Economy Fair* with all the local entrepreneurs and small producers. In order to improve the communities' ability to develop income generation activities, mini-courses could be offered during the Fair, like lessons in cooking, craft making, gardening, etc. It will be also an excellent (but not

unique) opportunity to show the communities' and municipalities' projects, and have people discussing them and exchanging ideas.

The organization of a regional seminar about *Fishing as a Community Resource* in the COMLAGO region would promote integration between fishing activities (amateur fishing), fishing communities, and public agencies, creating conditions for economic activities, and establishing a compromise between social and environmental development of the region. It would address ways to develop enterprises as viable and compatible economic activities within the municipalities by considering the main difficulties of this kind of enterprise and looking for solutions to the main problems in a sustainable and socially just approach¹⁹.

Improving adult literacy, both for women and men, is also an important activity within these communities. It is not the PPA responsibility to do that, but the project can play an important role in supporting actively existing programs for adult literacy, for example, giving to these programs' information and the opportunity to be included and distributed in the regular bulletin about the project activities in the communities (information about public events, campaigns, etc.).

Institutional relationships are being developed as a collaborative exercise with a sense of cooperation as teams work towards the goals and objectives of the project, and this should be pursued on a permanent basis. A clearer understanding of the problems, with information being shared on a continuous basis, and considering the complexity of the

¹⁹ One of the serious problems linked to environmental degradation is caused by, among other factors, the lack of information about protection and conservation, in particular, of the river and the lake. Another serious barrier is the lack of efficient partnerships between entrepreneurs and the public agencies that are responsible for providing technical expertise on fishing and environmental legislation. Recreational fishing is poorly monitored, which generates several environmental, sanitation, social, economic, and legal problems. However, the demand, identified by the municipalities and a large number of people interested in this leisure option, could make this activity one of the most viable as an economic alternative for the region. This seminar would try to define ways to implement and monitor enterprises that stimulate a non-predatory, non-degrading, environmentally sound leisure practice with the best quality outcome for all users, including tourists, entrepreneurs, environmentalists, public agencies and fishing communities. The public could be, besides the fisherfolk, owners of commercial enterprises linked to amateur fishing, representatives of public agencies involved in environmental protection, representatives of civil society – NGOs, universities, research institutes, etc.. The event could help to face numerous difficulties, including the one regarding financing of pilot-model project, and it will gather formal support for the establishment of a uniform standard for the activities, and a clear set of policies to deal with amateur fishing within the framework of sound environmental protection.

issues involved, will make the existence of conflicts recognizable, and allow for it to be dealt with in a transparent way. The institutional collaborations are starting to transcend political boundaries, as the participant municipalities are taking into consideration working around the same goals of improving approaches for CD and gender sensitive-strategies, and possibly CED initiatives.

The need for public-addressed environmental education and stewardship was clearly observed and talked about. The project could promote the youth engagement in local campaigns and events that would enhance information and promote public actions towards the conservation and protection of the river and its fishes, like *clean-the-riverbank day*, *fish stocking week*, *adopt/plant-a-tree weekend*, etc.

A participatory process for evaluation and monitoring should be developed and implemented. However, this process should be less about describing progress against a set of objectives and measures and more about building capacity, diagnosing constrains, pointing out opportunities, and fostering the best way to make the project succeed²⁰. The goal should be to make the project work for its participants and to enable them to act on what they are learning.²¹ The question of indicators is also an important aspect to be addressed. Before deciding on indicators, it is necessary to be clear on what is being assessed and why. The real challenge with indicators²² are using them carefully as part of a combination of ways to capture information and insight into human activities, but also looking into their meaning, value, and significance among the range of stakeholders.

Activities related to dissemination of the final outputs are recommended to take place and continue through next year. During the next months, information regarding the final outputs should be collected, issues related to formatting and design are to be decided, a

²⁰ The process should be designed including those most directly affected, to analyse the data together; this inclusiveness means agreeing to with a negotiation approach regarding what/who/when/etc. is going to be monitored and evaluated.

²¹ The focus on “processes” highlights the need for less mechanical, more experimental and interactive approaches to monitoring qualitative activities. There are a number of techniques that could attend to this approach, like participants surveys, oral histories, focus groups and a series of approaches from the PRA school.

²² It is not the information generated by indicators that is critical but the interpretation put on it answering to the “so what” question. Indicators also do not respond questions to do with the “why”. Indicators must be understood and proposed as a supplement to an open-ended, interactive dialogue with and amongst participants.

common project identity has to be created for all of the manuals, a timeline has to be defined, and a plan for the production of outputs created. Special attention should also be put in the language used for the material to be produced, as it is critical for their validity the ability to be clearly understood by the audience.

These are some of the suggested outputs:

Biomapping: Biomaps should be developed for all participants' fishing communities (colonies). The final version could contain a collection of all data and maps for the region.

Oral History: The collection of oral histories by communities' residents should be developed in a participatory approach. This publication should serve as a guide for a deeper understanding of the existing community issues as well as to be a registry of the history of the colonies.

CED Manual: A manual for community economic facilitators should be adapted for the specific needs of the region and fishing communities, to be printed and distributed for use by facilitators of the CED process in all municipalities and communities of the project.

Youth Participation Manual: A manual that outlines participatory planning methods for youth should be planned. The objective is to provide a document that details how to expose youth to the experience of applying participatory methods and to stimulate the facilitation of a learn-by-doing model using the environment as a tool. The objective will be to engage in participatory planning with youth to identify development issues facing them, as well as to identify alternatives and solutions to the challenges they face.

EcoTourism Manual: For example, a regional trails manual, which would involve the community in all aspects, should be developed. The increased participation of

the community in important environmental preservation issues with income generation opportunities is an important project development.

Women and the Environment: A collection of experiences relating to the gender dimension of the project should be collected and organized. A booklet of this nature involves participation of community members and provides their perspective on the path to understanding the gender and environment connections (a community quilt could be the “art” that represents this work).

Video (s) Production: Production of video (s) should be explored in order to highlight some of the project achievements through images, interviews, and brief presentations from key stakeholders about critical points (a draft proposal for a women’s video was submitted to WFT in May, 2005).

Other *General Recommendations* for the overall project development are:

- Promote continuous learning from ongoing management activities; systematically applying that learning in such a way as to make the best possible decisions and to adjust actions and management strategies in light of new information and changing circumstances (building in adaptability);
- Promote sharing information and spaces for reflection both inside and outside the boundaries of the project. Knowledge acquisition from outside experience helps avoid needlessly re-inventing the wheel. There is a constant effort to document experience for the purpose of learning and extracting lessons that can be transferred to other project applications as well as other places;
- Promote learning-by-doing testing as a basis for action. Experimentation is occurring through demonstration projects and practical activities that help in determining the feasibility and effectiveness of management techniques and strategies that are being considered for replication on a larger scale or in other places. Implementations of practical demonstration projects are an important feature of the project;

- Create and foster participatory processes that actively engage significant stakeholders in collective reflection and decision-making. Active participation in collective reflection processes and decision making is crucial because it:
 - Enhances problem solving because the process is open to all significant stakeholders, with multiple and reciprocal pathways for information flow
 - Resolves conflicts by promoting an open process in which disparate interests and views are considered, provides more space for ideas and knowledge to be shared, and bargaining among the interested parties when there are conflicts
 - Empowers the validity of results and builds a constituency for the decisions based on them, and it helps develop a sense of “ownership” of solutions that erodes initial resistance to change and encourages experimentation and innovation
 - Builds and preserves trust and credibility. This is vitally important in uncertain situations, (for example, where the flow of financial resources depends on several variables outside the process)

It is clear that the project is having a positive influence at community and local institutional levels; it is increasing communities’ perceptions about their responsibilities towards the conservation and care of natural resources and the environment. The project is also working in the sharing of methods to integrate social, economic, biophysical, and institutional elements into a comprehensive vision of sustainable and equitable development

It is important to emphasize that the project team should continue to actively pursue the strengthening of partnerships that could be conducive to effective working arrangements aimed at meeting the project goals. The strengthening of the partnerships provides opportunities for the exchange of ideas and information between Brazilian, Canadian, and other collaborating institutions, and shall offer a strong support mechanism upon which the project’s activities have to be based. Furthermore, the strengthening of the

partnerships will provide a shared respect for the challenges faced by all stakeholders and will encourage participants to develop the practical hands-on experience necessary to manage and adapt to future changes.