Final Evaluation Report

Human Rights of Indigenous and Quilombola Women:
A Governance matter!

ACRONYMS

ANMIGA	National Articulation of Indigenous Women Warriors of Ancestry
ACONERUQ	Association of Black Rural Quilombola Communities of Maranhão
AMIMA	Articulation of Indigenous Women of Maranhão
APIB	Articulation of Indigenous People of Brazil
ATL	Free Land Camp
CESE	Ecumenical Coordination of Service
CIPM	Coordination of Policy Integration for Women
CONAQ	National Coordination of Articulation of Quilombos
DPU	Federal Public Defender's Office
FEPIPA	Federation of Indigenous Peoples of Pará
FPMAC	Pará Forum on Climate Change and Adaptation
MALUNGU	Coordination of the Associations of the Remaining Quilombo Communities of Pará
MPF	Federal Public Prosecutor's Office
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
SADPI MA	Assistant Secretary for the Rights of Indigenous Peoples
SDG	Sustainable Development Goal
SEDIHPOP	State Secretariat for Human Rights and Popular Participation of Maranhão
SEIRDH	State Secretariat for Racial Equality and Human Rights of Pará
SEIR	Extraordinary Secretariat for Racial Equality of Maranhão
SEJUDH	State Secretariat of Justice and Human Rights of Pará
SEMA	Secretary of State for the Environment and Natural Resources of Maranhão
SEMAS	State Secretariat for the Environment and Sustainability of Pará
SEMU MA	Secretary of State for Women of Maranhão
SEMU PA	Secretary of State for Women of Pará
SEPLAD	State Secretariat of Planning and Administration of Pará
SEPI	Secretary of State for Indigenous Peoples of Pará
UNEG	United Nations Evaluation Group

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Executive Summary

The purpose of this evaluation was to analyze the implementation and results of the project "Human Rights of Indigenous and Quilombola Women: a governance matter!", which was carried out between January 2021 and December 2023, with a budget of USD 1,500,000, funded by the Royal Norwegian Embassy in Brasilia. The evaluation covered the entire project period and the implementation sites in the states of Pará and Maranhão. The main objective of the project was to promote the inclusion and meaningful participation of indigenous and quilombola women through the training of both public managers and rights holders, with indigenous and quilombola women being the main beneficiaries. The main users of this evaluation are the Brazilian Government, particularly the state governments of Pará and Maranhão, UN Women and the Royal Norwegian Embassy, the donor of the project.

The evaluation design was a) theory-based; b) participatory; c) utilization focused; and d) gender-sensitive, using the Gender Effectiveness Scale. The evaluation used a mixed-methods approach and triangulated data from the various sources of information: official documents from UN Women, UN Women and partner government informants in the states of Pará and Maranhão, Civil Society Organizations at the local, state and national levels, and indigenous and quilombola women. The data collection methods were: 1) Document Review; 2) Interviews with Key Informants; 3) Focus Group Discussions; and 4) An *online* survey. In total, more than 60 people were consulted.

Conclusions

1. The project was very relevant for state and municipal managers and for quilombola and indigenous women in the perspective of the duty bearers themselves and benefited women. It was also aligned with the Convention on the Elimination of All Forms of Discrimination (CEDAW), the International Convention on the Elimination of All Forms of Racial Discrimination (CERD) and Convention 169 of the International Labor Organization (ILO) and in particular with Sustainable Development Goal (SDG) 5, with targets 1, 5 and 9. An important added value of UN Women was identified to all parties involved. Synergies were identified between this project and the Project Connecting Women, Defending Rights and the work with the National Coordination of Articulation of Quilombos (CONAQ) and the National Articulation of Indigenous Women Warriors of Ancestry (ANMIGA). The project could have increased synergies between partners with more intense coordination of the project that faced some challenges.

2. The evaluation identified important results with public managers in Maranhão and Pará, with emphasis on raising awareness among managers for the development of specific public policies for indigenous and quilombola women and greater openness to dialogue and engagement with this target group. In addition, the project assisted in the inclusion of specific chapters for indigenous and quilombola women in state policies to promote women's rights – an unprecedented achievement – and supported the creation of specific secretariats for the rights of women and the indigenous population in Pará and activated the coordination for women in the municipality of Penalva, in Maranhão. Indigenous and quilombola women have strengthened their ability to express themselves and voice their demands to the public authorities. There was an important visibility of quilombola and indigenous women for managers and a strengthening of women's understanding of their rights and an increase in their confidence for dialogue. The next step remains to be taken, which is to deepen the dialogue between the government and indigenous and quilombola women. There was a lack of a deeper and more effective connection between the two axes of the project. The project can be considered Gender Transformative (see methodology for the project's

gender scale) for training women and sensitizing governments in relation to new power relations. There is evidence of early impact in increasing women's engagement in dialogues with the government. However, this evidence is still anecdotal, it is necessary to build a more consistent participation process over time and that takes longer than a 3-year cycle of a project in the midst of the pandemic.

3. The project was able to deliver all the planned products on time and with quality. The quality of the professionals involved was fundamental to this success. However, from an operational point of view, the project had many challenges with an implementation at the state and especially municipal level considering that UN Women does not have an adequate presence at the state level and low logistical capacity to operate in remote territories. Many adaptations were made by UN Women to enable the delivery of the products, indicating adaptive management (hiring UN volunteers in the communities, supporting small projects in the community, among others). There were challenges identified in the coordination between the consultants involved in the project, who had very different training profiles. The project did not stop its implementation during COVID-19, even in face of so many uncertainties. There were important partnerships built in the project, with emphasis on the Secretariat of the Environment of Pará, which helped to guide the connection between gender and the environment in the State.

4. There is important evidence of the sustainability of the project through two Plans for the Promotion of Policies for Women with a specific chapter for indigenous and quilombola populations. In addition, the project contributed to expanding and multiplying policies with a focus on these populations, such as the Guardian Women project, in a context in which there was previously a void of specific policies for women from these groups. Specific secretariats for women were created both in the Government of the State of Pará and coordination for women was activated in the municipality of Penalva in Maranhão. Awareness was generated among public servants about the inclusion of indigenous and quilombola women. The biggest sustainability risk is related to changes in government, as the new secretariats have many temporary positions and with the change of government and change of team, a lot of knowledge is at risk of being lost. The project made the right choice by involving women and communities that were already inserted in a context of mobilization.

5. The project was innovative in its methodology of bringing the intersections of race, gender and ethnicity, helping to build an agenda and articulate a discourse around this theme through documents and training for both governments and indigenous and quilombola women. Quilombola women had a more expressive participation in the project. The connections between gender and the environment were very expressive in the state of Pará, considering the strong engagement of the state government's Secretariat of the Environment and the debates guided by the technical chamber on gender of the Climate Change Forum. There is also a very strong connection between the challenges of indigenous women and their relationship with the land, which makes the environmental agenda very natural for this group of women.

Lessons Learned

1. The use of local structures and community mobilization agents facilitate the implementation of projects when they operate in remote communities in the interior of Brazil.

2. In the case of mobilizing governments for new agendas in dialogue with Brazilian states, it is necessary

to consider the time needed to build relationships and to consider that the production of knowledge tools for these new agendas are time consuming.

3. The training of UN Women consultants in Brazil is necessary so that they can understand their mandate and play their role. It's important to dedicate time to team building, especially on new and sensitive topics. The time dedicated to team coordination is critical to the success of the project.

4. UN Women's projects in Brazil, in partnership with States and civil society, need clear closures, with feedback involving all partners within a formal accountability process.

5. In projects with the aim of building political dialogue between government and civil society in Brazilian states, it is necessary to take the appropriate time to build dialogue.

6. Projects that involve increasing the political participation of different groups need to be inclusive in their management and accountability process during implementation, thus seeking stable interlocutors.

7. The implementation of state level projects is very useful to promote dialogue and generate learning on new topics of work of UN Women in Brazil.

Recommendations

1. Considering the identified relevance of the project's design in sensitizing state and municipal governments on the importance of the explicit inclusion of indigenous and quilombola women in public policies and also the relevance of the project in empowering these women for greater incidence in public policies, it is recommended in the design of future projects to support these groups of women, to consider that it is necessary to allocate adequate time for mobilization and articulation of partnerships and also that it is necessary to collaborate with other economic empowerment projects, considering that this is a recurring demand of the rightsholders, in addition to intervention in governance and political empowerment. This articulation has the potential to make projects more synergistic with greater potential for impact.

2. Considering the significant results achieved within the scope of this project to build the capacities of managers and also of indigenous and quilombola women, the design of inclusive public policies and the strengthening of women's organizations, especially quilombolas, it is recommended in future governance projects and in the mobilization of historically excluded groups, to connect the work with public managers and civil society from the beginning of the implementation with a view of deepening the dialogue between the two groups, promoting frequent political dialogue events between them and involving stakeholders more directly in the governance of the project, also considering longer-term projects that allow the maturation of political dialogue.

3. Considering the challenges in the implementation of projects carried out in partnership with state and especially municipal governments and the challenges in managing multi-stakeholder project partnerships, it is recommended in future projects to consider the involvement of local partners in the implementation of the project in municipalities and the training of consultants hired for projects to cover the mission of UN Women and the neutrality of the United Nations system and also invest in the

expansion of the visibility of UN Women projects in Brazil.

4. Considering the sustainability achievements of the project, especially with regard to the continuity of mobilization of quilombola communities, in the design of future projects, it is recommended the involvement of communities that already have a minimum level of organization and mobilization in order to ensure adequate conditions of sustainability and the inclusion and expansion of the training component whenever possible, considering that it creates conditions for change in the long term.

5. In view of the results obtained with this project, which had an innovative focus on gender, race and ethnicity, and the demand of stakeholders to continue the project, it is recommended that this project continue either in the same states mobilized or in other states, taking advantage of previous experience and mobilizing resources that can be used for the continuous inclusion of groups historically excluded from the political process.

I. Context

1.1. Context and institutional role of UN Women

UN Women's mandate is to work for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action, and peace and security. One of the results foreseen in the UN Women Brazil Strategic Note for 2017-2023 is that:

> *Women, especially those facing multiple forms of discrimination, are increasingly involved in decision-making processes; and influence the formulation, implementation, and monitoring of national and subnational laws, policies, plans, and budgets.*

This brings the context that UN Women is helping to meet the needs of women in Brazil, especially those who face multiple forms of discrimination, as is the case with indigenous and quilombola women. Quilombolas refer to the descendants of former slaves in Brazil. In Brazil, there are 305 indigenous peoples who speak 274 languages (Census, IBGE, 2022) and 1,693,535 self-declared indigenous individuals (Census, IBGE, 2022) and a population of 1.32 million quilombolas (Census, IBGE, 2022). Census data indicate that 80 thousand indigenous people lived in Pará in 2022 and 57 thousand in Maranhão, while 269 thousand quilombolas were registered living in Maranhão and 135 thousand in Pará in the same year.

With a history of socioeconomic inequalities, quilombola communities are particularly vulnerable to various forms of violence. According to the National Coordination of Quilombo Articulation (CONAQ), gender violence and land conflicts predominate in most cases of quilombola murders in Brazil. Similarly, indigenous peoples face similar challenges, especially in relation to land disputes. Although always below the national average, violence against indigenous peoples persists, limiting the possibilities of respect for their history and cultural heritage.

However, it is important to highlight relevant progress in the inclusion of these populations. Regarding political participation, the 2020 elections were historic, electing five indigenous Members of Parliament. This was a significant milestone, as only two indigenous people had previously served as parliamentarians in Brazil's history (Mário Juruna in 1982 and Joênia Wapichana in 2018), a number that nearly tripled in just one election. In other spheres, Brazil has nine indigenous mayors and 205 indigenous councilors across the country, according to the National Confederation of Municipalities.

The quilombola population is also gaining more space in the Brazilian political scene. In the 2020 elections, more than 50 quilombolas were elected to high-level positions (a mayor, a deputy mayor and 50 councilors). According to UN Women, based on CONAQ data, in 2020 about 500 quilombolas ran for office and 79 were elected (15.8%), two of whom were for positions in City Halls - one in Cavalcante (Goiás) and the other in Chapada da Natividade (Tocantins) - and 68 for positions in City Councils. According to the same source, the numbers correspond to 0.036% and 0.12% of male and female mayors; female and male councilors elected in the country. The other nine people make up winning candidates as female or male deputy mayors. CONAQ points out that only the South region has not elected any quilombola to the municipal Legislative or Executive Branch. CONAQ celebrates and emphasizes that: "This result is also important for the empowerment of the

territory and the community, and will serve as a model for all of Brazil."[1] However, there is still a lack of political representation for quilombola women, as evidenced by the absence of data indicating the number of quilombola women holding any official political office in the country.

Indigenous and quilombola women face a challenging reality in claiming their rights. In many communities, the lack of official recognition and access to information about their fundamental rights results in marginalization and social exclusion. These women often struggle to secure not only their rights to land and culture, but also basic rights such as education and healthcare. Despite having a deep knowledge of their needs and priorities, they face significant obstacles that make it difficult for them to articulate and assert these rights before government authorities and institutions.

Awareness of their rights can have a transformative impact on indigenous and quilombola communities. When these women recognize themselves as rights holders, they become more empowered to demand meaningful change in their realities. Sensitization promotes a strengthening of community identity and cohesion, allowing them to mobilize more effectively to influence public policies, access resources, and actively participate in decision-making processes that affect their lives. This empowerment not only improves the position of women in their communities, but also contributes to building more just and equitable societies where human rights are respected and promoted.

Indigenous and quilombola women have specific needs due to their locations, cultural traditions, and ethnic differences. As the Sustainable Development Goals uphold the commitment to "Leave No One Behind," recognizing and supporting these communities honors the global commitments to an inclusive society. Although Brazil is a middle-income economy, there is still considerable exclusion and thus pockets of marked vulnerability of certain groups due to historical ethnic and political exclusion.

In this context, managers or duty bearers have the obligation to create a favorable environment that allows the realization of rights and the inclusion of the voices of marginalized groups, such as indigenous women and quilombolas. This responsibility becomes even more critical in situations of vulnerability, where the recognition and action of these decision-makers are essential to ensure that the rights of these women are respected and promoted.

In a complementary way, managers and duty bearers have the responsibility to create and implement public policies that meet the specific needs of these women, promoting their inclusion and protection. Lack of engagement on the part of duty bearers can perpetuate social exclusion, hindering these women's ability to be heard and respected. To transform this reality, it is essential that these leaders are committed to gender, race, and ethnic equality, ensuring that legislation and policies not only exist, but are effectively applied and monitored. This responsibility not only promotes social justice but also strengthens democratic governance, contributing to more sovereign and resilient societies. It is about promoting capacities and strengthening both from the point of view of the public apparatus and civil society, in a permanent dialogue, where demands are heard and policies are effectively designed and implemented.

1.2. Project Description

The project "Human Rights of Indigenous and Quilombola Women: a matter of governance!", was carried out between January 2021 and December 2023, with a budget of USD 1,500,000.00 funded by the Royal Norwegian

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[1] Note published on November 17, 2020 by CONAQ and taken from https://amnb.org.br/eleicoes-2020-conaq-comemora-vitoria-de-mais-de-50-quilombolas-eleitos-para-o-executivo-e-legislativo-em-nove-estados/

Embassy in Brasilia. The evaluation covered the entire project period and the implementation sites in the states of Maranhão and Pará. The main objective of the project was to promote the inclusion and meaningful participation of indigenous and quilombola women through the training of both duty bearers and rights holders, with indigenous and quilombola women being the main beneficiaries. The main users of this evaluation are the Brazilian Government, particularly the state governments of Maranhão and Pará, UN Women and the Royal Norwegian Embassy, the donor of the project. The table below summarizes the logical chain proposed by the project.

Table 1. Project summary

Impact 1: Women lead, participate in, and benefit equally from governance systems.	
Outcome 1.1: Indigenous and quilombola women benefit equally from policies, plans, and budgets that meet their needs and priorities in the target municipalities of the states of Maranhão and Pará.	
Output 1.1.1: State and municipal institutions in Maranhão and Pará have improved capacity to formulate, implement, and monitor policies, plans, and budgets that respond to gender, race, and ethnicity issues.	Output 1.1.2: Indigenous and quilombola women in the target municipalities of the states of Maranhão and Pará have enhanced capacity to meaningfully participate in and influence decision-making on state and municipal policies, plans, and budgets that respond to gender, race, and ethnicity issues.
Budget	USD 1,500,000
Implementation Period	January 2021 to December 2023
Locality	States of Maranhão (municipalities of Grajaú and Penalva) and Pará (municipality of Mocajuba for the entire project and Santa Luzia for the rights holder component)

The project is under one of UN Women's overall impact areas globally and focused on the inclusion of Indigenous and Quilombola women through public policies in selected municipalities in the states of Maranhão and Pará. The project aimed to mobilize both d (government duty bearers at the state and municipal levels) and indigenous and quilombola women. Duty bearers were involved through training, policy-making, and implementation, while Indigenous and quilombola women were involved through training and social mobilization activities at the local, state, and national levels. The municipalities involved were Grajaú and Penalva in Maranhão and Mocajuba in Pará. Santa Luzia do Pará was also selected to participate in the project, but was only involved in the training component of indigenous and quilombola women. In addition to SDG 5, which deals with gender equality, the project also had linkages with SDGs 5, 10, 16 and 17, as can be seen in Table 2 below.

Table 2. Interface between the Sustainable Development Goals and the project activities

ODS	Goals	Project activities
SDG 5 - Achieve gender equality and empower all women and girls	1 - End all forms of discrimination against all women and girls everywhere	The project's main focus was the inclusion of quilombola and indigenous women in public policies and governance structures in Pará and Maranhão.
	5 - Ensure the full and effective participation of women and equal opportunities for leadership at all levels of decision-making in political, economic and public life	The project contributed to the training of indigenous and quilombola women to expand their political participation.

	9 - Adopt and strengthen sound policies and applicable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	The project had actions to promote inclusive policies and legislation for indigenous and quilombola women.
SDG 10 - Reduce inequality within and between countries	2 - By 2030, empower and promote the social, economic and political inclusion of all, regardless of age, gender, disability, race, ethnicity, origin, religion, economic or other status	The project had actions to sensitize governments about the need to include indigenous and quilombola women.
	Ensure equal opportunities and reduce inequalities in outcomes, including through the elimination of discriminatory laws, policies and practices and the promotion of appropriate legislation, policies and actions in this regard	The project emphasized the promotion of inclusive policies for women.
	4 - Adopt policies, especially fiscal, wage and social protection, and progressively achieve greater equality	The project supported the implementation of inclusive policies for indigenous women and the approval of policies for both indigenous and quilombola women, including training in public budget and gender.
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels	7 - Ensure responsive, inclusive, participatory and representative decision-making at all levels	The project had actions to bring together government and civil society with a view to greater political inclusion.
	10b - Promote and enforce non-discriminatory laws and policies for sustainable development	The project supported the development of inclusive policies to put women in the decision-making process with a view to sustainable development.
Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience of the resource mobilization strategies of these partnerships	The project had actions to bring together civil society partners and governments at different levels to promote inclusive policies.
	17.18 By 2020, strengthen capacity building support for developing countries, including least developed countries and small island developing States, to significantly increase the availability of high-quality, current and reliable data, disaggregated by income, gender, age, race, ethnicity, migration status, disability, geographic location and other relevant characteristics in national contexts	The project helped train duty bearers on the need for data on the indigenous and quilombola population and made efforts to map specific capacities of these communities.

II. Purpose and Objectives

2.1. Purpose, objectives and use of the evaluation

This summative final assessment is mandatory to assess the delivery of project deliverables against what was initially planned and to capture lessons learned during its implementation. The evaluation considered the criteria of the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC): relevance, coherence, effectiveness, efficiency, impact and sustainability, as well as gender equality and human rights, to assess the implementation and performance of the project. The specific objectives of this summative assessment were:

- Assess the relevance of UN Women's contributions to government capacity building in the design, implementation, and monitoring of plans, policies, and budgets.
- Assess the relevance of UN Women's contributions to developing the capacity of civil society networks and indigenous and quilombola women's groups to influence policy and demand rights.
- Evaluate the project's contributions to promoting the inclusion and meaningful participation of indigenous and quilombola women in state and municipal policymaking, planning, and budgeting, ensuring that governance processes in the states and municipalities where the project was implemented prevent and eliminate discrimination and inequalities based on gender, race, and ethnicity.
- Identify if opportunities exist and generate recommendations to continue, improve, expand, or replicate the project.

The results of the evaluation will be used to improve public policy formulation, guide future social inclusion initiatives, and strengthen the institutional capacity of local organizations and stakeholders involved.

Visit of the Norwegian Ambassador to the Governor of the State of Maranhão in the project

III. Methodology

3.1. Evaluation criteria and questions

The evaluation applied the criteria established by the UN Women Evaluation Policy, with a primary focus on relevance, coherence, effectiveness, efficiency/impact, sustainability, human rights, and gender equality. Human rights and gender equality served as cross-cutting evaluation criteria throughout the analysis. The table below presents the evaluation questions that were used to guide this exercise in discussion with the UN Women team.

Table 3. Evaluation Questions

Criteria	Evaluation Questions
Relevance	1. To what extent was the project relevant to the needs, priorities, and practical requirements of state and municipal public servants, as well as the indigenous and quilombola women who benefited from it? 2. To what extent has the project been aligned with the relevant normative frameworks for gender equality and women's empowerment, with the 2030 Agenda for Sustainable Development, with the priorities of governments and key *stakeholders* in public management? To what extent has the project demonstrated the benefits of partnering with the United Nations to promote these milestones? 3. Was the project able to leverage UN Women's contributions through its comparative advantage/value-added (human rights-focused governance, based on the intersectionality of gender, race/ethnicity, and the environment) compared to other UN entities and key partners? 4. To what extent has the project positioned UN Women as an important organization in the promotion of gender, race and ethnic equality?
Coherence	5. What were the main benefits of the partnership between UN Women, state/municipal governments and indigenous and quilombola women's networks? What were the main challenges? Was there any degree of complementarity and/or overlap?
Effectiveness and Impact	6. To what extent has the project achieved the expected results in terms of impact and output, with particular attention to the project objectives? Did the different project partners achieve different results? What changes have been observed in the level of capacities and attitudes among governments and women's groups? To what extent did the project contribute to these results? 7. To what extent has the project contributed to promoting the inclusion and meaningful participation of indigenous and quilombola women in state and municipal policymaking, planning, and budgeting? How did the project promote positive changes in public management and in the awareness, articulation and engagement of indigenous and quilombola women? 8. To what extent were the monitoring mechanisms adequate to report on human rights and gender equality? Did they allow for the collection of disaggregated data?

	9. To what extent were the project's contributions directed towards the inclusion of indigenous and quilombola women and their participation in the preparation, implementation and monitoring of plans, policies and budgets?
Efficiency	10. To what extent did the management structure support efficiency in the implementation of the project? 11. Was there sufficient flexibility in the use of financial resources to adapt to the main requirements and needs of the beneficiary groups? 12. To what extent did the project respond and adapt appropriately to the priorities and needs of stakeholders arising from the pandemic and post-pandemic context, so that the intervention remained valid? 13. Was the coordination and partnership with key *stakeholders* efficient? Were the partners able to fulfill the expected roles in the project strategy? Were there capacity challenges?
Sustainability	14. Has the project developed a sustainability strategy and worked with partners and beneficiaries to ensure continuity of results? 15. To what extent have capacities been developed to ensure the sustainability of efforts and benefits? How will the benefits of the intervention be sustained for *duty bearers* (governments) and rights holders (indigenous and quilombola women)? (with new plans and legislation) 16. To what extent has the project strengthened local organizations to continue the work in the future?
Gender, race, ethnic equality and human rights	17. To what extent were gender, race, ethnicity, and human rights considerations integrated into the design and implementation of the project, including the promotion of a new type of governance? 18. How effective was the intersectional approach to gender, race/ethnicity, and the environment, and how could it be improved in future interventions?

The evaluation design was: a) Theory-based; b) participatory; c) utilization-focused; and d) gender-sensitive, using the Gender Effectiveness Scale. A Theory of Change was reconstructed and proposed in the initial report. The rationale for reconstructing the Theory of Change was to map the chain of outcomes and structure the rationale so that it could be tested, especially in relation to assumptions (see Appendix III). For each area of analysis of the report, the Theory of Change was considered to make a relationship between the deliverables and the extent to which there was change at a higher level (in terms of outcome and impact) and the assumptions were considered to analyze the extent to which the chain of results was logical and coherent.

To reconstruct the Theory of Change, the following exercise was done: the activities were mapped from the project reports and were organized in a diagram with the relationship between outputs, results and impact as proposed by the project. The difference was the mapping of assumptions involved in the implementation of the Theory of Change that was done by the evaluation and that was considered in the analysis of the project. It was also analyzed to what extent the strengthening of the capacity of governments and the strengthening of women's capacities (products) was really able to generate public policies for women (result) and even more, to what extent all this effort was able to allow women to participate equally in the governance systems in the localities involved (impact).

As for the Participatory Approach, the evaluation interacted with all the key stakeholders who participated in

the entire evaluation process (initial consultation, data collection, presentation after the fieldwork and presentation of the final report). In addition, the evaluator consulted indigenous and quilombola women from the locations involved. A close dialogue was also maintained between the evaluator and UN Women to monitor each step of the evaluation process. The evaluator had the opportunity to join the *whatsapp groups* of the courses with indigenous and quilombola women and through this means, she made herself available to women and encouraged, together with UN Women, the participation of rights holders in the focus groups and evaluation questionnaire.

Regarding the utilization-focused approach, the evaluator focused the work on producing results that would be useful to UN Women. As part of this approach, the evaluator asked stakeholders what they wanted to know about their own work, so that the focus of the evaluation would respond to the real needs of the parties involved. In addition, the evaluation sought to generate lessons learned that could be useful for UN Women, since there is the intention to replicate the initiative in other locations.

The Gender Outcomes Effectiveness Scale was used to provide an overall evaluation of the project, to verify the extent to which the project was gender-oriented, responsive or transformative, as represented in figure 1 below. This scale was developed by the United Nations Development Programme (UNDP) and is used widely by UN Women and other United Nations programmes.

Figure 1. Gender Outcome Scale

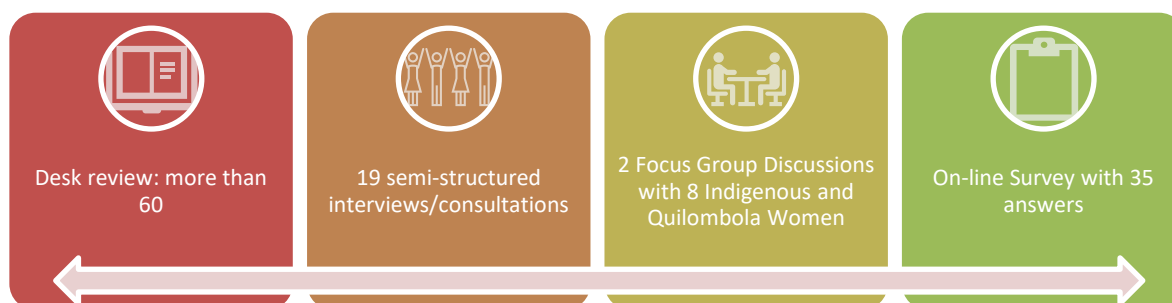| Gender Negative	Gender Blind	Gender Targeted	Gender Responsive	Gender Transformative
Result had a negative outcome that aggravated or reinforced gender inequalities and limiting norms	Result gave no attention to gender, and failed to acknowledge the different needs of men, women, girls and boys, and other marginalized populations	Result focused on the number of women, men, or marginalized populations that were targeted (e.g. 50/50 representation)	Result addressed the differential needs of men, women, or marginalized populations and focused on the equitable distribution of benefits, resources, status, rights, etc. but did not address root causes of inequalities	Result contributed to changes in norms, cultural values, power structures and the roots of gender inequalities and discriminations

Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

The analysis regarding the Gender Outcome Scale is presented in the Effectiveness/Impact section of this report. This scale helps to analyze the level to which the project was able to deal with more structural issues in promoting gender equality.

3.2. Data collection methods

The evaluation used a mixed-methods approach and triangulated data from the various sources of information: official UN Women documents, UN Women and partner government informants in the states of Maranhão and Pará, Civil Society Organizations at the local, state, and national levels, and indigenous and quilombola women. The data collection methods were: 1) Document Review; 2) Interviews with Key Informants; 3) Focus Group Discussions; and 4) An online survey (see figure 2 below). In total, more than 60 people were consulted.

Figure 2. Data Collection Methods

| Desk review: more than 60 | 19 semi-structured interviews/consultations | 2 Focus Group Discussions with 8 Indigenous and Quilombola Women | On-line Survey with 35 answers |

a) **Desk Review:** The evaluation reviewed key documents related to the project, including project reports and contextual data on the situation of indigenous and quilombola women. This review covered around 60 documents that gave a fundamental understanding of the context, objectives and results of the project (See Annex IV for the list of documents consulted).

b) **Semi-Structured Interviews/Consultations:** UN Women employees in Brasilia, consultants involved in the states, civil servants from the states of Maranhão and Pará with the respective municipalities involved, quilombola and indigenous leaders were interviewed. The 19 people heard through semi-structured interviews/consultations brought experiences to help assess the effectiveness of the project's implementation and the sustainability of its results.

c) **Focus Groups:** The evaluation conducted two focus groups that were instrumental in bringing perspectives from quilombola and indigenous women in both Maranhão and Pará. The groups were divided by states. The evaluator invited the women engaged in the trainings through whatsapp. In total, 8 women were consulted through focus groups and had the opportunity to freely express their opinions. The women participants in general have a leadership role in their communities and through this intense action they were able to express a broad and useful vision for the evaluation of the project. Perspectives were contrasted and common views were identified.

d) **Research:** A survey was sent to quilombola and indigenous managers and women to hear their perspectives on the main dimensions being investigated (relevance, coherence, effectiveness, impact, sustainability, and the intersection of gender, race, ethnicity, and human rights). In total, the survey had 35 valid responses (questionnaires from women who answered more than once were excluded, using the criterion of the most complete questionnaires). Within the answers, 83% were from indigenous and quilombola women, with 37% of respondents from Maranhão and 63% from Pará. Of the indigenous and quilombola women who responded to the questionnaire, 75% were quilombolas and 25% indigenous. It

should be noted that the questionnaire was sent to 59 women from Pará and 31 women from Maranhão through *whatsapp groups* of the trainings offered by the project. The response rate was 35% for Maranhão and 44% for Pará. The following table shows the number of stakeholders consulted in each means of data collection and the location of each one, according to the implementation of the project.

Table 4. Number of stakeholders consulted by group, location and means of consultation

Group	Total	Quantity by location	Locality	Means of Consultation
UN Women	4	4	Brasilia	Semi-structured interview
UN Women	3	3	Other States[2]	Semi-Structured Interview/Consultation
Indigenous Women	9	1	Santa Luzia, Pará	Semi-structured interview
		1	Santa Luzia, Pará	Focus Group
		1	Maranhao	Focus Group
		5	Maranhao	Survey
		1	Pará	Survey
Quilombola women	28	1	Baião[3], Pará	Consultation
		5	Pará	Focus Group
		1	Maranhao	Focus Group
		4	Maranhao	Survey
		17	Pará	Survey
State governments	8	4	Belém, Pará	Semi-structured interview
		1	São Luís, Maranhão	Semi-structured interview
		1	São Luís, Maranhão	Survey
		2	Pará	Survey
Municipal Governments	7	1	Grajaú	Semi-structured interview
		1	Grajaú	Survey
		2	Penalva	Semi-structured interview
		1	Mocajuba	Survey
		1	Maranhao	Survey
		1	Pará	Survey
UN Volunteers	2	1	Mocajuba, Pará	Semi-structured interview
		1	Grajaú, Maranhão	
Civil Society/Others	2	2	Pará	Survey
Total	63			

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[2] One of the consultants in the states sent her contributions through audio because she had no agenda for the interview. These contributions were very useful in helping to build a vision of what happened in the implementation of the project.
[3] Feedback received by detailed *whatsapp message* about achievements and challenges that were considered.

3.3. Data Analysis

The data analysis used two basic techniques: a) Content Analysis for the qualitative data collected and b) Descriptive Statistics. The content analysis was based on the extraction of the main themes and subthemes during the interviews, which were highlighted in the analysis from the evaluation questions. Descriptive Statistics was used for the data collected in the research. This analysis is in the synthesis made based on frequency, percentage, etc.

3.4. Sample

During the initial process, the evaluator was given a list of stakeholders and selected who would be consulted with an analysis of who the key stakeholders were and their role in the project, in order to identify who should participate in the evaluation – intentional sampling. In addition to this initial list, during data collection, interviewees were invited to indicate other relevant stakeholders who should be considered in the process (snowball sampling). It is important to note that the project benefited more quilombola women than indigenous women, in a ratio of 3.8 to 1, which was reflected in the number of quilombola women consulted in a ratio of 3.2 to 1. In total, 230 women in Maranhão and 79 women in Pará were benefited by the project. However, the participation of women from Pará was much higher in the evaluation exercise. In total, 11 women were consulted in Maranhão and 29 women were consulted in Pará. This shows that at the end of the project, the women of Pará had a greater capacity to mobilize other women and the UN volunteers from Pará were still active. Despite the smaller number of women consulted in Maranhão, there was the involvement of at least one community leader with a long engagement in the project that helped to qualify the information collection process. Table 5 shows the number of women benefited by location and the number consulted by the evaluation. For this evaluation, the perspectives of all the governments involved and women from all the benefited localities were considered.

Table 5. Number of women benefited by location and number consulted by the evaluation

Locality	Benefited Indigenous Women	Benefited Quilombola Women	Total number of consultations by the evaluation
State of Maranhão	30		6 indigenous people
Grajaú, Maranhão	20		
Mocajuba, Pará		43	26 quilombolas
Penalva, Maranhão		180	5 quilombolas
Santa Luzia, Pará	36		3 indigenous people
Total	86	223	

Source: Final project report and evaluation data.

3.5. Limits of the evaluation

This evaluation did not involve fieldwork, which limited the on-site observation of the results achieved, especially considering a project implemented in remote regions, where there are difficulties in connecting women through the internet. However, this lack of field visits was minimized by an effort to listen to indigenous and quilombola women through remote meetings and through individual interviews with both indigenous and quilombola leaders who participated in the project.

This evaluation also did not consult civil servants beyond the project focal points through interviews or focus groups (only the evaluation questionnaire). Staff from other departments were invited to the focus groups, but did not attend. To minimize this absence, the results of the survey sent after the project training with duty bearers, which covered several secretariats, and the data from the evaluation survey were considered. It was not yet possible to interview any manager of the municipality of Mocajuba despite several attempts, but one of them answered the evaluation questionnaire and data from the reports involving Mocajuba were used. In the end, the evaluation was able to consult both duty bearers and women from all locations involved in the implementation of the project by different means.

3.6. Ethics

The evaluation followed the Guiding Ethical Principles of the United Nations Evaluation Group (UNEG).[4] The UNEG Principles were considered as follows:

1) *Respect for dignity and diversity:* The evaluator was respectful during the initial phase of data collection, analysis and reporting. The language of the report treated all stakeholders with the utmost respect for their choices and prospects in life.
2) *Right to self-determination:* The evaluator listened to stakeholders without being prescriptive in any way about their course of action.
3) *Fair representation:* This evaluation made an important effort to listen to all stakeholders.
4) *Compliance with codes for vulnerable groups:* Participants were informed about the purpose of the evaluation and the processing of the data.
5) *Reparation:* The findings of the evaluation were shared with stakeholders, and the evaluator spoke with them to make the report as comprehensive and fair as possible, representing what happened in the implementation of the project.
6) *Confidentiality:* Respondents were informed that all data collected would be used in the report anonymously.
7) *Avoid harm:* The evaluator carried out the process to make the exercise as useful as possible for everyone involved, helping stakeholders think about their work in a constructive way and avoiding any kind of harm to them.

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[4] UNEG (2020). *Ethical Guidelines for Evaluation*. UNEG: NY.

3.7. Gender-sensitive assessment

This evaluation used principles to make the exercise <u>gender-sensitive</u>[5] throughout its implementation. The following measures have been taken to ensure an assessment in accordance with UN Women guidelines:

Table 6. Steps taken to make the evaluation gender-responsive at all stages

Evaluation design	Data Collection	Presentation of Results	Writing of the Report
The evaluator presented data with the context and analysis of the situation of indigenous and quilombola women.	All categories of stakeholders were included, with indigenous and quilombola women from all municipalities involved.	Nuances were presented in the report regarding differences for beneficiaries from different municipalities and ethnicities/race.	Report used gender-sensitive language
Evaluator asked stakeholders (women) what was most relevant for them to know.	Data collection was very respectful in stating that the identity of those involved would be anonymous and the data would be placed without identification in the report.	Representatives of all stakeholders were given the opportunity to hear the preliminary results and express their opinion.	Report specified how many women were consulted (all parties consulted were women)
Evaluation included a comprehensive list of women involved in the project for consultation during the evaluation.	During the focus groups, all women had the opportunity to express themselves. Several invitations were made to women to participate in the evaluation survey.		The report used a Gender Effectiveness Scale to analyze the results of the data collected.

3.8. Exercise management and quality control

The Evaluation Management Group oversaw the evaluation and made the main decisions (according to the specific attributions of each member and their respective organizations), facilitated access to information by the evaluator and ensured the quality of the products. The group was composed of the UN Women Regional Evaluation Specialist (consultant), the UN Women Brazil Programme Analyst, the UN Women Brazil Monitoring and Evaluation Analyst and the UN Women Brazil Programme Associate, who acted as the evaluation manager and led the management of the process.

In addition to the Management Group, to facilitate a comprehensive review of the assessment outputs, an Assessment Reference Group has been established to promote the participation of key stakeholders and to provide inputs for the assessment outputs, participate in preliminary discussions and the dissemination of key assessment findings. This group was composed of the Representative of UN Women Brazil, a public servant from the government of Maranhão, a public servant from the government of Pará, a representative of indigenous women and a representative of quilombola women.

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[5] ONU Mulheres. HOW TO MANAGE GENDER-RESPONSIVE EVALUATIONS: EVALUATION HANDBOOK
https://www.unwomen.org/sites/default/files/2022-05/UN-Women-Evaluation-Handbook-2022-en.pdf

IV.FINDINGS

4.1. Relevance and Coherence

Finding 1: The project was very relevant for state and municipal duty bearers and for quilombola and indigenous women in the view of the duty bearers themselves and benefited women. It was also aligned with the Convention on the Elimination of All Forms of Discrimination (CEDAW), the International Convention on the Elimination of All Forms of Racial Discrimination (CERD), the International Labor Organization (ILO) Convention 169 on Indigenous and Tribal Peoples, and SDG 5, with targets 1, 5, and 9.

Finding 2: An important value added of UN Women was identified for all those involved. UN Women helped to bring visibility to women's policies, bring together different groups around this topic and make the challenges of quilombola and indigenous women visible to governments. Women also benefited from the partnership with UN Women and based on this partnership, they were able to attract more support and benefits to their communities.

Finding 3: Synergies were identified between this project and the Project Connecting Women, Defending Rights and the articulation actions with CONAQ and ANMIGA. The project could have expanded synergies between partners with more intense project coordination that faced some challenges.

The project was designed with a global and regional perspective, considering the commitments made by the Brazilian government in International Conventions such as the Convention on the Elimination of All Forms of Discrimination (CEDAW). According to UN Women (2023), in October 2022, CEDAW took a historic step to protect and promote the human rights of indigenous women and girls around the world, including Brazil. This measure was the approval of General Recommendation No. 39, the first international human rights instrument specifically aimed at indigenous girls and women. The project was also aligned with the International Convention on the Elimination of All Forms of Racial Discrimination (CERD) and Convention 169 of the International Labor Organization (ILO) on Indigenous and Tribal Peoples with regard to respect for the rights of these peoples, the establishment of mechanisms for participation in the political process and the promotion of their human rights. However, this perception of the importance of a careful and specific look at indigenous and quilombola populations was matured in dialogue with state and municipal governments, as this perception was not yet present in the governments involved. (Findings 1 and 2, Questions 1 and 2).

> "The project was very important to me, through this project I learned many things relevant to me and my community. `
>
> Quilombola Women, Evaluation Survey

The project was also aligned with the 2030 Agenda, in particular with Goal 5 of achieving gender equality and empowering all women and girls with a focus on goals 5.1. Ending all forms of discrimination against all women and girls everywhere, 5.5. Ensure the full and effective participation of women and equal opportunities for leadership at all levels of decision-making in political, economic and public life and 5.9. Adopt and strengthen sound policies and applicable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

UN Women presenting the project to the government of the State of Pará

As for the governments of the states of Maranhão and Pará, both had government structures focused on policies for indigenous peoples and women, albeit at a limited hierarchical level, but they had expressed political will to expand their work aimed at promoting gender equality. At the beginning of the project, this expression of interest was especially strong in Maranhão, while the state of Pará increased its involvement and commitment to the gender equality agenda in the implementation of the project. (Findings 1 and 2, Questions 1 and 2).

The project was very relevant for governments in building capacities to understand gender and its racial and ethnic intersections, as reported in interviews and focus groups from governments, civil society and UN Women. The recognition of the relevance of the project was more intensely identified at the state level in the administrations of the states of Maranhão and Pará and in the municipalities of Grajaú and Penalva, according to the reports of the interviews and engagement identified in the evaluation process. There was particular mobilization and engagement on the part of the quilombola communities. There was a case in which the government of one of the selected municipalities – Santa Luzia do Pará – did not express interest in participating in the project because it touched on an indigenous topic that was a sensitive issue in the municipality. In addition, the municipality was not part of the priority municipalities within the

policy of the State of Pará, within a Secretariat with a lot of institutional instability, with four heads of agency appointed to the position in a single year. Therefore, the project had particular relevance in addressing and reinforcing a topic with a limited space in the governments involved and in public policies in general.

In the same way, on the part of the women involved in the project, its scope was very adequate to help them in their training and capacity for organization and dialogue with the public authorities in their communities. This perspective of relevance reported in interviews and focus groups was confirmed by the results of the questionnaire applied where 99% of the duty bearers who responded agreed and fully agreed that the project was relevant to them as public servants. In addition, on the part of quilombola and indigenous women (Figure 3), 82% of the women who responded to the questionnaire agreed that the project met their needs (67% totally agree and 15% agree), which confirms that the project was very relevant from the perspective of the stakeholders consulted. It is necessary to make an extra note regarding the municipality that refused to participate in the project and also on the initial process of negotiation of the initiative. Considering the innovative approach of the project, at first it was not very well understood by duty bearers and after the dialogue, the concept began to be assimilated and

implemented. It should be noted that, precisely because of its relevance, there were demands from governments and quilombola and indigenous women for the project to be more comprehensive and cover more locations. (Findings 1 and 2, Questions 1 and 2).

Figure 3. To what extent quilombola and indigenous women agree that the project met their needs
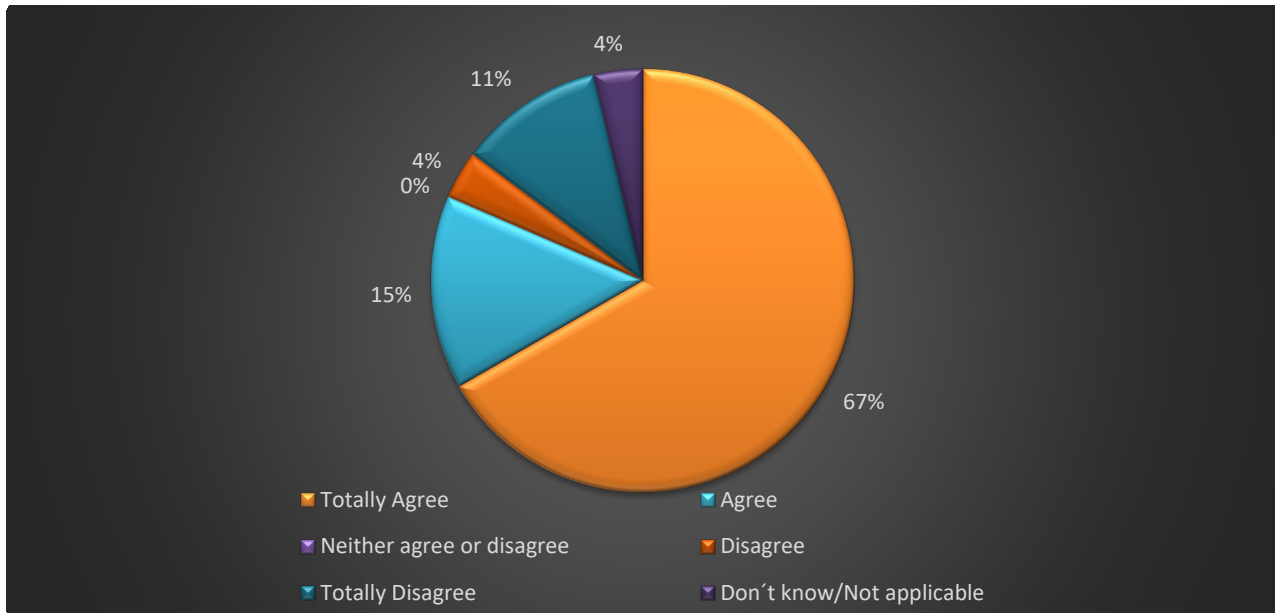
Source: Evaluation Survey.

The participation of UN Women added value to all partners due to the institutional weight it brings. This was reported by municipal and state duty bearers, partner civil society organizations, consultants, and indigenous and quilombola women participating in the project. There are reports about the visibility that the partnership helped bring to the project because of the UN brand and in particular UN Women. There are reports of how the partnership with the project and UN Women helped women to get funding for new projects and how the women involved displayed their participation in the project on their resumes. The reports on the technical quality of the UN Women professionals involved were unanimous among the interviewees, both consultants and professionals from the headquarters in Brasilia. UN Women has added value by bringing technical inputs, political capital in terms of credibility, and helping to bring together people from different sectors and promote collaboration within the government itself and among different stakeholders – a role that is often assumed by the UN system in different countries around the world. The project also had the visibility offered by the efforts of the UN Women communication office and the communication offices of the agencies involved, helping to bring additional added value in terms of helping to address the issue publicly (Finding 2, Questions 3 and 4).

"The added value that the UN provided us was the name and history that the institution carries over time. In this sense, it gave "certain" visibility to our organization of Quilombola Women of Mocajuba. `

Quilombola Woman, Evaluation Survey

In terms of coherence and complementarity between this project and other projects and networks, there was internal synergy within UN Women with the Project Connecting Women, Defending Rights, supported by the European Union, as the topics were related – governance and promotion of rights. There was also synergy between UN Women partnerships and this project, as it was the case with CONAQ, which helped the project in connecting with municipal and state networks of quilombola women. Likewise, UN Women already had a partnership with the National Articulation of Indigenous Women Warriors of Ancestry (ANMIGA) that helped UN Women identify leaders in the regions of Maranhão and Pará. Despite the important synergies identified in the project, there was also a challenge which was the lack of effective coordination of the project at the level of partnerships and consultants, which could have created greater synergy and more partnerships. The consultants hired to coordinate the partnerships did not stay in the project and this role was carried out to some extent but could have been expanded with a

> "The relevance of the project stands out for the theme of gender and intersectionality, which made it possible to broaden my view as a public servant in the process of elaborating public policies, especially those aimed at women. `
>
> Pará Civil Servant, Evaluation Survey

person dedicated to creating synergy, connections and partnerships with other networks and institutions. According to the evaluation survey, 66% of the duty bearers totally agreed that there was complementarity between this project and other projects and networks, while only 44% of indigenous and quilombola women totally agreed that there was complementarity between this project and others. This finding was confirmed by the interviews. This shows that more effort could have been made to scale up this synergy at the local level (Finding 3, Question 5).

VII *Marcha das Margaridas* in Brasilia

4.2. Effectiveness and impact

Finding 4: The evaluation identified important results with duty bearers in Maranhão and Pará, with emphasis on raising awareness among duty bearers for the development of specific public policies for indigenous and quilombola women and greater openness to dialogue and engagement with this target group. In addition, the project assisted in the inclusion of specific chapters for indigenous and quilombola women in state policies to promote women's rights and supported the creation of specific secretariats for the rights of women and the indigenous population in Pará and helped to activate a government coordination nucleus for women in the municipality of Penalva, in Maranhão.

Finding 5: Indigenous and quilombola women have strengthened their ability to express themselves and put their demands to the government. They have strengthened their networks and their organizations, they are now more confident and informed, and they voice that they want more support to continue their work.

Finding 6: There was an important increase in the visibility of quilombola and indigenous women for duty bearers and a strengthening of women's understanding of their rights and an increase in their confidence for dialogue. The next step remains to be taken, which is to deepen the dialogue between government and women. There was a lack of a deeper and more effective connection between the two parts of the project.

Finding 7: The design of the project was clear, with objective and specific indicators to a large extent. The reports presented to the donor had a superior design quality and good communication approach. The monitoring and evaluation mechanisms were effective. The partners reported that they felt the lack of more information about the management of the project: budget, reports and a more articulated final feedback with a clear definition of whether the project would continue or not. There was a lack of a clearer closure for the project.

Finding 8: In the Theory of Change, there is evidence about the use of knowledge from courses and capacity built in indigenous and quilombola women, in addition to the use of knowledge products in the trainings promoted. There is no evidence of the implementation of the cycle of political advocacy by women (proposition, influence and implementation), but there were unexpected results such as the increase in women's participation in other realms besides the project. The project can be considered Gender Transformative for training women and sensitizing governments in relation to new power relations, where indigenous and quilombola women are more included within society through their participation, representation and specific public policies.

Finding 9: There is evidence of an impact on increasing women's engagement in dialogues with the government and also of how local leaders are more open to women's participation. Women today are more capable of participating and have started an important dialogue with the government. However, this evidence is still anecdotal, there is still a need to build a more consistent participation process over time and that takes longer than a 2-year project cycle in the midst of the pandemic.

The project was very successful in achieving results both at the product level and results at a higher level. The highest-level result was that indigenous and quilombola women benefited from policies, plans and budgets that were sensitive to their needs and priorities. The indicator was the number of plans designed for women. The project was able to support the elaboration of state plans for policies for women, both in Maranhão and Pará. In the state plans, a specific chapter focused on Indigenous Women and Quilombolas was included. This result is the result of a long process of articulation with the governments of the states of Pará and Maranhão that involved awareness, training and technical advice (Finding 4, Questions 6 and 7).

In addition, the project directly influenced the expansion of the Women Guardians project in the state of Maranhão and in the municipality of Grajaú. A specific public notice was launched for quilombola and indigenous women, so that they could help promote public policies for women with the support of a grant for a period of 6 months. This public policy of the state of Maranhão inspired the Federal Government to take the policy to the national level. This was a significant result of the project – due to the political dialogue between UN Women and the State Government of Maranhão, a specific initiative was developed for the target audience that was replicated at the national level. There are reports in Grajaú that the women guardians helped to bring the demands of indigenous women and reinforce the political dialogue between the two groups.

The interviewees reported that the support of UN Women was very important to bring a topic and an audience that previously did not receive specific support from the government (Finding 4, Questions 6 and 7). An example of this is the fact that in Pará, the Council of Policies for Women was expanded and included indigenous representation and there was a greater awareness in Maranhão of the budget aimed at minorities such as people with disabilities, indigenous women and quilombolas, as reported in the evaluation interviews. The work of sensitization, training and technical advice was fundamental to generate the expected results as provided for in the project's Theory of Change, including from the point of view of budget visibility.

> "We had an understanding of public policies for all women. The project brought this awakening of the team that these indigenous and quilombola women had very specific realities and that we needed to pay special attention to them.
>
> Duty bearer, evaluation interview

In the case of the municipalities, the interviewees reported that there was particular progress in Grajaú and Penalva, their governments were more open to the project. In Mocajuba, the progress was more limited in the case of duty bearers and in Santa Luzia do Pará the intervention was carried out only with indigenous and quilombola women. In the case of Penalva, the Secretariat of Administration promoted public hearings, in an effort to increase engagement with quilombola and indigenous women. At the time of data collection for the evaluation, the government of the State of Pará - the Secretariat of the Environment - was preparing to engage with indigenous and quilombola women in an event (Finding 4, Questions 6 and 7).

Occasion of the visit of UN Women and the Norwegian Embassy in Maranhão

In terms of government-related project-specific outcomes, three major outputs were planned: 1) Trained managers; 2) Benchmarks for monitoring responsibilities of state/city plans and budgets; 3) Launch of knowledge products to be used by public institutions in the area of gender, race, ethnicity and environment-sensitive policies. With regard to managers, the evaluation consulted trainees at the municipal and state levels and found that the quantity of meetings and quality of training were useful for managers who gained knowledge and sensitivity to include indigenous and quilombola women in public policies and in dialogues with the government. According to the evaluation survey after the training, 90% of the trainees who answered the questionnaire declared they were very satisfied and satisfied with the contents, 90% declared themselves very satisfied and satisfied with the training material, 84% said they were very satisfied and satisfied with the course schedule and 93% said that the course was very important and important to understand the specific needs of indigenous women and quilombolas. With regard to the reference frameworks for monitoring plans for women, the two state plans included time frames with goals and indicators for monitoring.

This was a significant achievement of the project. UN Women directly assisted in the elaboration of these goals with technical advice.

"Organizational strengthening of women; Qualification of the planning instruments of the partner government agencies, enabling a closer look at gender issues. `

Duty bearer on key results of the project, Evaluation Survey

As for the knowledge products, the project exceeded the initially proposed goal by 10% and launched 11 products as it can be seen in box 1. The documents with clear use were the materials of the courses offered by the project and the capacity assessment surveys. With regard to the other documents, the evaluation could not ascertain to what extent they were actually used. There was a plan to widely disseminate these documents, but there were not enough resources to make them ready for wide dissemination as reported by the UN Women team (Findings 4 and 5, Questions 6 and 7).

Box 1. Knowledge products produced by the project for managers

1. Impact of Restricting Priority Land Rights on Girls and Women
2. Training materials: a) Introduction to policies for women; b) Gender mainstreaming and intersectionality; c) Participatory elaboration of public policies.
3. Gender and the environment
4. Gender mainstreaming public policy checklist
5. Capacity Survey Report – Pará
6. Capacity Survey Report – Penalva
7. Capacity Survey Report – Maranhão
8. Capacity Survey Report – Mocajuba

The other component of the project was related to rights holders and included a) training indigenous and quilombola women so that they could better influence public policies; b) recommendations made by indigenous and quilombola women for policies, plans and budgets; c) number of women-led advocacy initiatives; d) number of knowledge products developed by the project and used by quilombola and indigenous women in their advocacy work. What the evaluation found was that the training given to the women was useful in making them more aware of their rights and more confident in their own ability to express their views. In the focus group discussions, it was verified how women grew in their ability to speak in public and organize themselves. The women's movement was strong in Mocajuba and in Penalva and less proeminent in Grajaú. In fact, in the 2024 municipal elections, Mocajuba had two Quilombola Women who participated in the project that ran jointly as candidates and who were elected.[6] According to one of the women consulted from Mocajuba, the project helped to create a network of quilombola women with 15 collectives and also a network in the neighboring municipality of Baião with 8 collectives. In one of the focus group discussions, it was reported that after the project many women wanted to participate in the life of the community and that women felt that they had more authority to go to the municipal secretariats and make their requests. They already had this collective work, but they formalized their group, gave a name and began to participate more outside their own community, in the case of Mocajuba. These results are associated with a combination of factors and project efforts: a) prior mobilization, b) training carried out; c) technical advice offered to associations and d) support for small projects. This combination of factors helped to expand the mobilization of women. In Grajaú, it was reported in an interview that the project helped women to intensify the dialogue with the city hall. Before the project, indigenous women had never held a meeting only with women. From the perspective of one of the interviewees, women were more dispersed, and the project brought more unity and organization. Now, they already have someone to

"With it (the project) we were able to ensure the protagonism of indigenous and quilombola women, in spaces of power, especially in politics. '

Quilombola woman, Evaluation survey

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[6] This is a new practicex in Brazil, while, the legislation allows only for one member of parliament per seat now there is a practice in which two candidates do the campaign together, if the registered candidate wins, the other candidate jointly works with the formally elected member of parliament. This is called ´collective run´ and is still a minor practice in the country – a new phenomenon.

talk to in each village, whereas before this dialogue did not exist with the same intensity. In the case of Penalva, there is an example of a woman who was empowered within the project and left as a candidate for state deputy and then candidate for mayor, which shows the increase in the protagonism of these community leaders. In this context, the 1st State Meeting of Quilombola Women was also held, with the support of UN Women through Small Projects. These examples show how the project was successful in strengthening indigenous and quilombola women in their ability to express their opinions and know their rights and in accordance with the project's Theory of Change (Findings 4, 5 and 6, Questions 6 and 7).

Third March of Indigenous Women, march to the National Congress.

In fact, the project has worked hard to strengthen women's organizations. 'Small Grants´ was a component later added to the project, in which civil society organizations were benefited to carry out their activities of organization and political advocacy. These projects included support to participate in political mobilization events, including the *Marcha das Margaridas* in Brasilia. Similarly, local community mobilizers were recruited under the United Nations Volunteer Work contract to help with the projects. This participation of the volunteers proved to be a successful strategy of social mobilization promoted from within the community. For this evaluation, in the case of Pará, the mobilization of one of these former volunteers was important to help make the other quilombola women participate in the evaluation exercise, through the *online* survey and the focus group discussion carried out. These two components of the project were not initially planned, but were adopted in an effort to adapt to local realities, and helped to increase the results produced.

In the area of recommendations to the government made by women, these were made in various ways, through public manifestos, through letters, and through meetings with authorities, among others. This work was facilitated by UN Women. However, these demands were carried

out in a somewhat dispersed manner. No objective results were identified as a result of these claims. From an evaluative point of view, the presentation of the proposals themselves were exercises of political incidence, which helped to strengthen the capacity of these women and organizations to present their demands to the public authorities.

When women are consulted about their needs, there are always demands associated with their economic empowerment. This is a demand placed by both duty bearers and the women consulted, which is more support for their ability to generate income to promote financial autonomy. In fact, political and financial autonomy walk in parallel (Finding 5, 6 and 7, Questions 6 and 7).

With regard to knowledge products aimed at rights holders, the project exceeded its quantitative target by 28% and produced 6 documents as can be seen in Box 2.

Box 2. Knowledge products produced by the project for rights holders

1. Land rights and gender
2. *Marcha das Margaridas* and Human Rights
3. Booklet Political Organization and Indigenous Women's Rights
4. Booklet Formulation of public policies, public budget and social control
5. Booklet Knowledge tools to strengthen the struggle for rights
6. Report on the Capacity Survey of Civil Society in Grajaú and Mocajuba.

The knowledge products that the evaluation found to have been most used were those related to the training offered by the women in the form of booklets. As for the others, it was reported in the interviews that the knowledge products Rights over Land and Gender and the *Marcha das Margaridas* and Human Rights were disseminated in the large national mobilizations but were not made available beyond the scope of the project.

According to the interviews, this project brought a new topic and had a role as a learning scenario, including with regard to the production of materials that may be useful for future initiatives. It was raised by the project staff that there is little data available at this intersection between gender, race, and ethnicity in Brazil and this effort to produce materials becomes especially useful in this context. It should be noted that this data limitation is not exclusive to Brazil, the inclusion of women with an interface between gender, ethnicity and race is also an emerging theme on the international agenda.

The project was successful in training women, expanding their networks and also intensifying collaboration within the collectives. The women's collectives came out stronger with the project. Women have become more politicized. An example of this is the continuation of the *whatsapp groups* that were created in the context of the project, the meetings they hold to discuss community issues and the mobilization to be candidates in the last elections of 2024. Women continue to be active, and their communication groups continue to be moved by former UN volunteers who, even without receiving anything from the project, remain active in their mobilization work.

Governments have become more sensitive to the rights of quilombola and indigenous women and women have become more confident to put their demands forward. However, the cycle of dialogue between the two groups was not completely closed and the evaluation identified a challenge in the relationship between these groups that needs

to evolve. There was little coordination between the two lines of action of the project, limiting the results at the level of impact. Although the capacities were built on both sides, there was a lack of dialogue and connection, and the environment of mistrust was not fully overcome. There were complaints from one of the municipal governments that they were not invited to participate in the training for women and that the project engaged with the community without involving the municipal or state government. This is a point that will be deepened in the efficiency part (Finding 6, Question 7).

Figure 4 below confirms the results identified through desk review, interviews, and focus group discussions.

Figure 4. Results of the project in the perspective of women and duty bearers
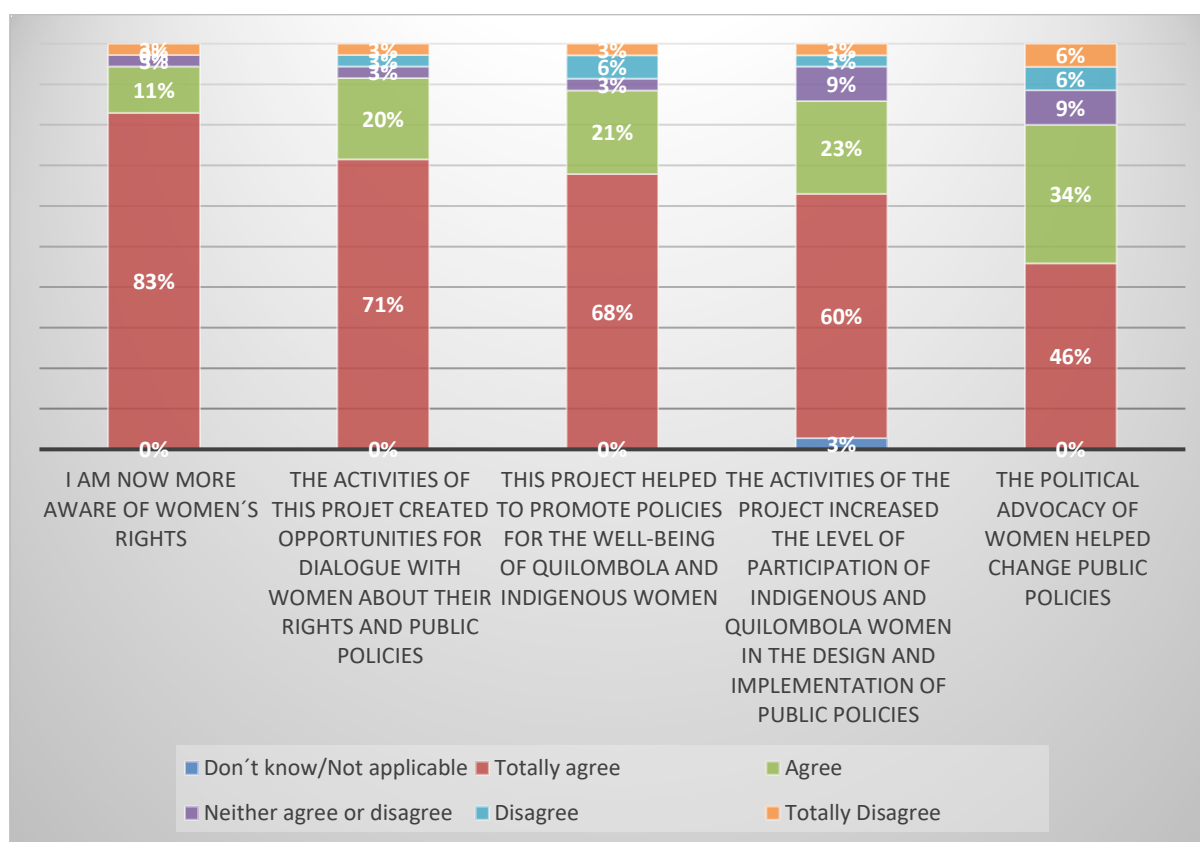
Source: Evaluation Survey.

According to managers and women benefited by the project, 94% totally agree and agree that they are now more Aware of women's rights, 91% strongly agree and agree that the project's activities have created opportunities for dialogue with women about their rights and public policies, 89% strongly agree and agree that the project has helped promote policies for indigenous and quilombola women's well-being, a slightly smaller number totally agree and agree that the project's activities have increased the level of women's participation in the public policy cycle (83%) and a smaller, but still high number (80%) totally agree and agree that women's political advocacy has helped to change public policies. The women involved are more aware of their rights and the project helped to expand the dialogue and design

public policies for women, now, the next step is missing in terms of deepening the dialogue and the most significant change in public policies, which would be the result of a longer process of dialogue, of a continuous effort of more than three years of the project (Finding 9, Questions 6 and 7).

From the point of view of Monitoring and Evaluation, the logical matrix of the project was clear with very objective indicators and the annual reports produced to the donor were well presented and easy to assimilate – a unique feature of UN Women in Brazil. There was vertical and horizontal coherence from the point of view of the available indicators, in particular the indicators related to output 1.1.1 in the work with public managers. There was less clarity in the indicators for indigenous and quilombola women, an example were the 1.2.2 indicators. and 1.2.3. Indicator 1.2.2. is Number of recommendations offered by quilombola and indigenous women for municipal policies, plans and budgets (annually) and Indicator 1.2.3. is Number of *Indigenous* and Quilombola women-led advocacy initiatives conducted at the state and county level to influence policy, plans, and budgets. The data of these indicators were collected from the reports of the small projects and from the fieldwork of the consultants. However, these indicators mix very different actions (mobilizing congresses x small meetings), generating little precision in the analysis of the results. This lack of clarity points to less objective data collection in the case of these two indicators (Finding 7, Question 8). As pointed out by one of the interviewees, the indicators related to civil society tend to be more difficult to

collect, considering the fluid nature of the organizations and the topic that is political advocacy. The data collected helped guide the decision-making process, since the field consultants frequently reported on the context in which they worked in the states and updated the indicators, which indicates that the project's monitoring and evaluation mechanisms were effective, with the exception of data collection for these two indicators.

The approval of state plans is very tangible, and this result was clear to all involved. On the other hand, it was identified by the evaluation that the project's stakeholders in the field (state and municipal governments) felt a lack of greater transparency in the information, with regard to the available budget, the actions with the communities and the final reports. In fact, the lack of a final feedback involving all relevant parties was mentioned by many of the duty bearers and women consulted in the course of the evaluation. (Finding 7, Question 8).

Regarding the Theory of Change, an analysis of the Theory of Change was made with its assumptions, that is, what should occur for the change to take place. The table 7 below presents these assumptions, and the evidence found. In general, there is evidence on the use of knowledge from courses, capacity building by indigenous and quilombola women, and the use of knowledge products in training. There is no evidence of the implementation of the cycle of political advocacy by women (proposition, influence and implementation). (Finding 8, Question 8).

Meeting of the Secretariat of the Environment of Pará with UN Women

Table 7. Review of the assumptions of the Theory of Change and evidence found

Budgets	Evidence found
Policies are approved/implemented	Existing policies such as Women Guardians were reinforced. Important policies were designed, such as the State Plan for Women in Maranhão and Pará. A bill was approved in Penalva-MA with the restructuring of the Women's Council, Municipal Policy and Municipal Fund for Women's Rights.
Knowledge from the courses is used	There is evidence that the knowledge obtained in the courses was useful for the elaboration of policies that were more focused on the case of duty bearers and for the elaboration of projects and identification of points of political advocacy by women.
Knowledge products are used by both duty bearers and women	Knowledge products related to the training of duty bearers and women were used. The other knowledge products were distributed, but are not available after the completion of the project.
Recommendations are considered	There is no evidence that the women's recommendations were actually considered, as there was not enough time for this dialogue to be deepened.
Political advocacy influences public action	There is no concrete evidence in this regard on the part of women, but there is evidence of the political advocacy of the project that contributed to the elaboration and influence on the public policies of the two states.
Skills are built	Duty Bearers have expanded their knowledge about targeted policy, although there is no information about specific skills gained. Women have developed a greater ability to speak in public and dialogue with authorities and some ability to develop projects and make formal claims to the government (through official letters, etc.).
Policies are implemented	The Women Guardians project, which was already being implemented, gained a specific version for indigenous women. The public policy was already underway, and an expansion was made at

	the State and Federal Government level.
Indigenous and quilombola women continue their engagement	There is ample evidence that women continue to be mobilized, particularly in Grajaú, Mocajuba and Penalva.
Policies are effective	The only policy identified that followed and expanded its implementation was that of the Women Guardians, which helped create synergy with the project. In fact, many women who participated in the course were also selected as Women Guardians.

The project's Theory of Change had two very clear and well-defined areas of intervention: the work with the duty bearers and the work with the rights holders (indigenous women and quilombolas). The Theory of Change has been mirrored to both governments and civil society. It was expected that from the activities of mapping the capacities of the government and indigenous and quilombola women, training for the government and indigenous and quilombola women, production of knowledge products and technical advice for indigenous and quilombola women, these activities would generate 1) Increased government capacity to formulate gender-sensitive public policies with intersection in race and ethnicity and 2) Increasing the capacity of indigenous and quilombola women to influence public policies, generating in turn an overall result of the formulation of appropriate public policies for indigenous and quilombola women that would lead to a continued participation of women in governance systems.

The analysis of the relationship between activity, outputs and results showed that the combination of actions between capacity assessment, training and technical advice was very relevant and effective for both women and governments to increase their capacity to 1) Formulate public policies and 2) Have more confidence and tools to dialogue with governments (in the case of indigenous and quilombola women). Capacities were built on both sides – both duty bearers and rights holders. The Duty bearers interviewed, in addition to declaring an increase in their knowledge, effectively included indigenous and quilombola women in public policies, which was the expected result of the project. However, when analyzing the side of indigenous and quilombola women, the activities promoted by the project were effective in increasing their ability to express themselves and become more mobilized, however, the project was not fully successful in effectively increasing the capacity of these women to influence public policies in a more sustainable way (Product 1.1.2). The expected result of the project was achieved very successfully (public policies are produced to benefit quilombola and indigenous women), but the expected impact (women participate in and benefit from governance systems) was not achieved.

As has been argued elsewhere in the report (see section on Efficiency), there has been no effective link between the two groups that would allow for an effective long-term dialogue. Women have increased their capacities and are more organized, but still far from a closer and more regular dialogue with the government. This dialogue has been increased, but it is still fragile. An example of this is that several proposals for changes in public policies were produced and presented in a non-systematic way to the government. These proposals were a useful exercise in political dialogue, but without a real engagement with the government.

The exercise of recreating the Theory of Change is useful to generate learning and to perceive the paths taken to generate the results and also generate lessons for the future design of programs. There is no doubt that this model of

intervention with the government was very effective: 1) Capacity assessment; 2) Training; 3) Technical Assistance for the formulation of public policies. There was effective support from UN Women to the governments involved, especially at the state level. What would require a review for future projects is the area of intervention with civil society. In the case of indigenous and quilombola women; the combination of 1) Training and 2) Hiring of UN Volunteers in the communities; 3) Support for Small Projects and 4) Technical Assistance were useful for them to mobilize, but insufficient for them to generate a bond of dialogue with the government. These two areas of the project were implemented in a very separate way (due to the difficulty of dialogue between the different parties and teams of UN Women, as already discussed, see more in the Efficiency section).

It should be noted that the hiring of UN volunteers in the communities and the support for small projects were later added to the project and brought special value to its implementation. These modalities can be considered in future projects. There is a learning experience in the ability to help these communities to organize themselves from within: the contact with leaders who are active and the support for their strengthening.

There were also unexpected results. Despite the limits in the dialogue between the specific public administrations involved and indigenous and quilombola women, the latter increased their mobilization to be included in other governance structures (e.g. in the legislative branch, for example, through candidacy for elective office). This shows that there were indeed important results in an unexpected way, as is typical of a dynamic reality. The cause-and-effect relationships did not go in the expected direction (deepening the dialogue between women and the public administrations involved at the expected level), but these women were energized to be more active in their communities (their

participation was better accepted and integrated by the indigenous chiefs, for example) and to seek new paths of political participation (in elective positions).

According to the Gender Effectiveness Scale, this project can be considered 'Gender Transformative', number 5 on a scale of 1 to 5, as it is a project that launches new policies and empowers women so that they can dialogue with the public power, elect representatives and change power structures and decision-making. It helped promote women's participation within environments dominated by men's power (within indigenous communities). It had the capacity of promoting new power relations, empowering indigenous and quilombola women to mobilize according to their common demands.

From the point of view of impact, the evaluation identified evidence that the conditions were created to expand the participation of indigenous and quilombola women in the cycle of public policies both in the states of Maranhão and Pará. Now, there is a specific formal provision for this participation. The governments involved were sensitized to the need to dedicate specific attention to quilombola and indigenous women, listening to their needs. In the same way, indigenous and quilombola women had their networks and collectives strengthened and their ability to express themselves and put their demands in a way that could be better understood by the public authorities. The two sides were worked on with clear results in terms of capacity building and increased capacity for dialogue. There are examples of participation that have been identified, although this participation still needs to be amplified (Finding 9, Question 9).

In the case of Mocajuba, the community went through a process of disintrusion of its lands, that is, the government managed a process of removal of non-legitimate occupants of indigenous lands. In this process, indigenous leaders asked to

participate more actively to avoid possible conflicts. This request was influenced by the project, although no women were directly involved. In another case, there was a dialogue between the women and the Public Prosecutor's Office with a meeting and delivery of an official letter. These are anecdotal examples that have been identified and that are relevant to illustrate that today there is more mobilization of these women and more dialogue with the public authorities than 4 years ago when the project began.

There is evidence that the project has generated an important legacy of helping to create a culture of participation in the benefited places. In one of the interviews, it was reported how an indigenous Chief was resistant to the participation of women and that at the end of the project, he recognized and thanked the project team because he saw the added value of the participation of these women. The participating women in many cases created *whatsapp* groups that remain after the project and they meet to promote actions for common benefit in areas such as education.

There is another important added value of the project, which was to take indigenous and quilombola women to spaces that they did not yet know or occupy. An important example was the support given by the project for women to participate in the *Marcha das Margaridas* in Brasilia. This participation was important, as it led the women to broaden their horizons of mobilization, as reported by the women themselves. The women participants increased their agency, their confidence, their capacity for leadership and dialogue among themselves and with authorities, as they were introduced to a broader language and knowledge about policies and their rights. However, despite these advances,

there is a lack of more evidence of a consistent participation of these women in the public policy cycle, as this is a process that requires more time that goes beyond the project implementation cycle.

4.3. Efficiency

Finding 10: The project was able to deliver all the expected products on time and with quality. The quality of the professionals involved was fundamental to this success. However, from an operational point of view, the project had many challenges with implementation at the municipal level considering that UN Women does not have procedures adapted for this type of project implementation. There were challenges identified in the coordination between the consultants involved in the project, who had very different profiles. The project carried out important measures of management adaptation: a) opening of a local office for another project that was used by this initiative; b) hiring of local UN volunteers.

Finding 11: The project did not stop its implementation during COVID-19, even in the face of so many uncertainties. However, the promotion of remote courses for indigenous and quilombola women in places with precarious infrastructure was very challenging and affected the presence of these women in the scheduled trainings.

Finding 12: There were important partnerships built in the project, with emphasis on the Pará Department of the Environment, which helped to guide the connection between gender and the environment in the state. There was also an important articulation with social movements. However, there was a lack of consistent participation of these movements in the project's Steering Committee.

The project was able to deliver the anticipated products on time and with quality and finished within the timeline initially planned. However, there were many challenges from a project management perspective. The project covered implementation in the interior of Maranhão and Pará in remote communities, both indigenous and quilombola, requiring in some cases 9-hour trips to reach the locations, combining multiple transports by plane, boat and car. This remote implementation from a UN Women office in Brasilia was very challenging according to all interviewees, both from UN Women and consultants involved in the states. UN Women requires the presentation of three supplier budgets, to cite just one example. In some of these remote locations, there was only one supplier able to give a quote for some services. In other cases, there was a need for women to take their children to the training, and it was necessary to release travel payments so that the women could

participate in the planned training. These are just two examples of the challenges faced by the project in its implementation and the solutions found. In addition, the consultants in the states worked very much on their own, without the necessary logistical support for transporting materials, local purchases, organizing materials, registering attendance, and transporting participants. There was an expectation that local governments would support with food and transportation, and this was not always the case (Finding 10, Question 10).

Despite these difficulties, the project was able to deliver and found ways of adaptation, such as: 1) Contribution from a UN Women office in Pará to facilitate the management of the project that had been created within the scope of another UN Women project with the Municipality of Belém (Ver-O-Cuidado); 2) Approval of purchases in exceptional situations by the UN Women

representative in Brazil who knew well the intricacies and possibilities of the organization; 3) Hiring of UN volunteers in the benefited municipalities to facilitate the implementation of the project. Despite the challenges faced, when the governments involved and the women were asked about the project's management structure, both did not mention the to implementation problems. This can be confirmed by the evaluation questionnaire, in which 82% of the managers and indigenous and quilombola women who responded to the questionnaire fully agreed and agreed that the project management structure worked well. This shows that despite the challenges, UN Women was able to adapt well, but with an important weight placed especially on the consultants in the states (see Figure 5). (Finding 10, Question 11).

Figure 5. Evaluation of quilombola and indigenous managers and women to the statement 'The project management structure worked well worked well (support received, procedures, on-time delivery, etc.)´
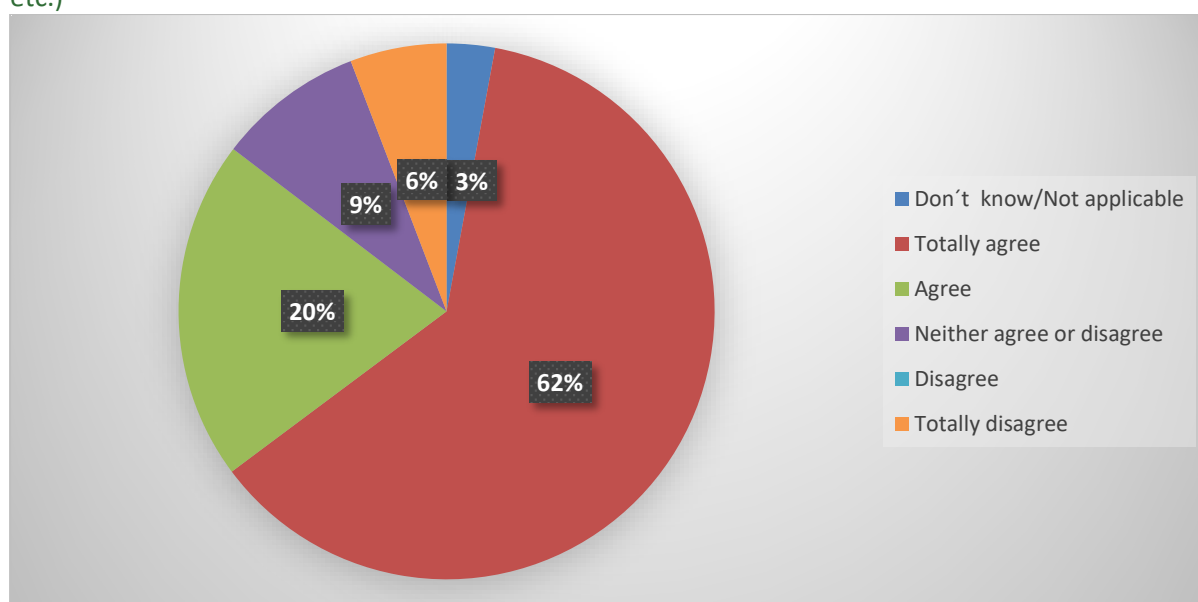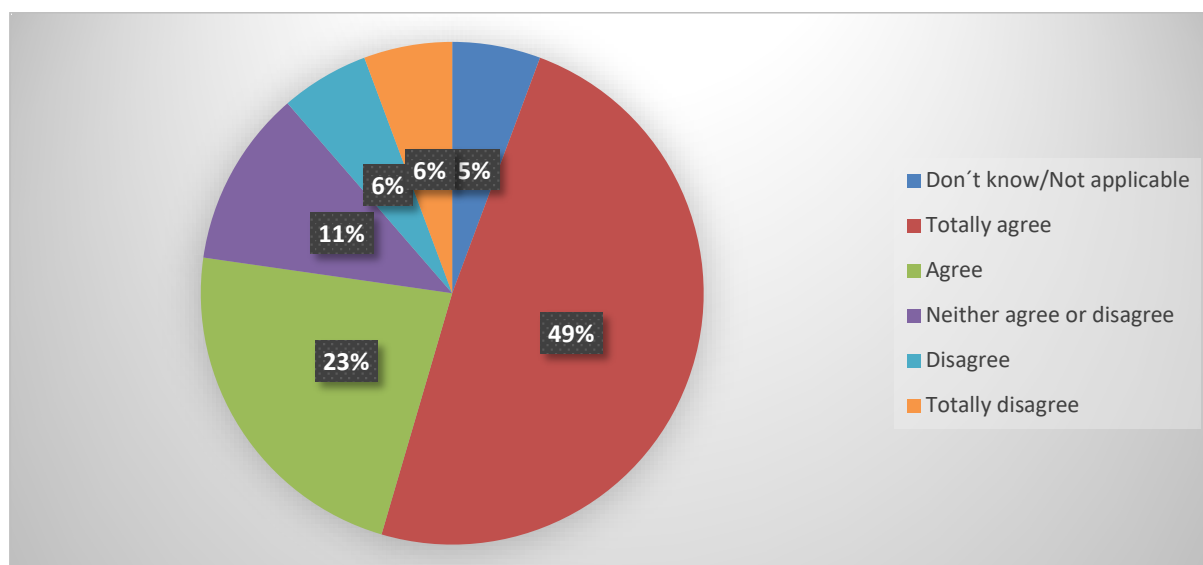

Source: Evaluation Survey.

From the point of view of human resources, the stakeholders interviewed pointed out the technical quality of the UN Women consultants, which was an essential element for the success of the project. The commitment of the professionals and their good relationship with the partners involved was pointed out, and this was an important achievement within a context of multiple relationships. However, there were important challenges in coordinating the 6 contracted consultants. Two consultants were hired to work with governments, two consultants to work with civil society, a data consultant and a coordinator of the project and partnerships. The consultants hired had a very different technical profile and background, with very different work approaches and visions. These differences in profiles, added to the remote work in two states and the lack of knowledge about the role of UN Women within the context of the project made coordination very challenging. There were two consultants hired to coordinate the consultants who did not remain in the project and this coordination had to be done from UN Women in Brasilia. These challenges impacted the project, not its specific deliveries (both for government and civil society), but in their internal coordination, in the synergies that should have been created between government and civil society (Figure 6).

Figure 6. Perspective of duty bearers and women on whether the partnerships worked well to bring results to the project.

Source: Evaluation Survey.

The project could have had more connection between government and civil society, if the coordination had been successful. This view on how the partnerships could have been more synergetic is shared among the parties consulted through the evaluation survey. Among the group consulted, 72% totally agreed and agreed that the partnerships worked well to bring results to the project. However, there is still a view that more synergies could have been created from the point of view of indigenous and quilombola women. Likewise, effective coordination could have facilitated the logistics of the project in terms of date management of activities. There were reports by the consultants involved about missions and trainings being canceled, impacting the implementation schedule. There were complaints from some stakeholders interviewed reporting that the government had no information or involvement in the trainings carried out with indigenous and quilombola women, that it was not involved and in some cases they felt excluded, without any participation. This absence of the government contributed to the two groups being more distant in the implementation of the project. However, it should

be clarified that there was a mistrust on both sides between government and civil society, which created a challenge for UN Women to respect women's autonomy and the need to demonstrate that it remained impartial in relation to the government's positions (Finding 12, Question 11).

During the implementation of the project, there was still the COVID-19 pandemic. The project was carried out between 2021 and 2023 and the pandemic began in March 2020 and lasted until 2022. There were many uncertainties in the implementation of the project. The project did not stop its implementation at any time, but many adjustments had to be made. The training started to be done online, and this impacted the attendance of women involved in indigenous and quilombola communities. These communities are remote and with precarious infrastructure, poor internet connection quality and many indigenous and quilombola women were not used to online activities. The attendance of women in some cases during the pandemic was no more than 3 or 4 participants. Women's motivation to participate was greatly impacted by the lack of digital infrastructure in the communities. It should be

noted, on the other hand, that training in general had a greater demand than the number of vacancies available. There were 20 vacancies for the courses in the communities and in some cases, there was the interest of 30 or 40 women. In the end, the target of participants in the courses for women was exceeded. In total, 309 women were trained in the project, an excess of 20% of the original goal. In terms of adapting to the needs of the project, 66% of the civil servants who participated in the evaluation survey totally agreed that the project was able to adapt to their needs, while a much smaller number of quilombola and indigenous women (26%) totally agreed with this perspective, which shows a margin for improvement in the implementation of projects in remote locations (Finding 12, Question 11).

From the point of view of partnerships, there was an important mobilization on the part of the project within each government involved. UN Women has helped mobilize new partnerships for the gender equality agenda. A partnership that was particularly noteworthy was the Secretariat of the Environment of the Government of the State of Pará, which was involved in training, political dialogue and expanded the existing work within the Technical Chamber of Gender within the scope of the Climate Change Policy of the State government. Other relevant actions were identified in the case of Grajaú, where the project helped establish closer collaboration between the Secretariat of Women and the Secretariat of Indigenous Affairs, where the Secretariat of Indigenous Affairs began to refer women victims of violence to the Secretariat of Women. The project also tried to involve representatives of the Public Prosecutor's Office and Defender's Offices in the training carried out. The biggest challenges of the partnerships were in Mocajuba, where the

government had less engagement, and in Santa Luzia do Pará, which did not participate in the project (there was a course only for rights holders). The municipalities also had different levels of engagement. A relevant point to consider was the option of UN Women to work with governments of different political profiles, reinforcing the neutrality provided for in the UN system.[7] There was an initial difficulty in engaging the government of Pará, but in the end the government had important achievements in the design of its institutionality focused on public policies for women. It should be noted that UN Women made all the necessary efforts to articulate with the national movements of indigenous women (ANMIGA) and quilombola women (CONAQ), respecting their autonomy in identifying partnerships in the states to get involved with the project. And this respect and autonomy were essential. However, this has also led to a lack of consistency in terms of civil society participation. There was no such consistency of participation in the meetings of the Steering Committee or in the engagement of the project. There was a lack of a more consistent articulation between government and civil society throughout the project. An example of this was that at the end of the project, it was decided to hold separate meetings with each sector (civil society and government) to give feedback to the project, but there was no joint meeting articulating all participants, with results, accountability and products. This lack of joint feedback and reflection on the next steps was felt by the various parties, both in the government and in civil society. In fact, there were two meetings of the Steering Committee, in year 1 and year 2 of the project, but there was no final one in the third year to finalize the project. There was an expectation that the project would continue, but there was no further funding from the donor who was with other global priorities. In addition, individuals from

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[7] The municipalities were selected in consultation with civil society, and dialogue with state governments - but without prior consultation with managers, which generated difficulties. For future occasions, it is important to provide for a stage of validation of the interest of the municipalities and formalization of the partnership.

government and civil society report that they could have participated more actively in the management of the project (Finding 12, Question 13).

4.4. Sustainability

Finding 13: There is important evidence of the sustainability of the project through two Plans for the Promotion of Policies for Women with a specific chapter for indigenous and quilombola populations. In addition, the project contributed to expanding policies with a focus on these populations (Women Guardians). Moreover, specific secretariats for women were created both in the Government of the State of Pará and in the municipality of Penalva in Maranhão. Awareness was generated among public servants about the inclusion of indigenous and quilombola women. The biggest sustainability risk concerns changes in government, as the new secretariats have many temporary positions and with the change of government, knowledge is at risk of being lost.

Finding 14: The project helped to strengthen participation and mobilization networks for indigenous and quilombola women, focusing on locations where there were already women´s movements. This helped to create conditions for sustainability. After the end of the project, the women continue to mobilize to solve their common problems, as they already had a network before the project. The project made the right choice by mobilizing women who were already inserted in a context of mobilization.

This project had important achievements from the point of view of its sustainability. First, the project worked heavily with the training component of both the government and indigenous and quilombola women. The evaluation identified that both the civil servants and the women who participated in the training in the localities created capacities. The participating duty bearers are now more sensitized to create specific public policies for indigenous and quilombola women. Indigenous and quilombola women have increased their capacity for dialogue with each other and with government authorities. They learned to write letters, put their demands forward and are now more aware about their own rights. Their organizations are stronger and there is evidence that they continue to network even after the project ended, with nuances important in each locality. According to the survey applied by the evaluation (Figure 7), 77% of the respondents totally agreed and agreed that the engagement of indigenous and quilombola women continues after the end of the project (Finding 13, Questions 15 and 16).There were already women's movements in the localities involved (especially in Penalva, in Maranhão and Mocajuba, in Pará), who mobilized for their rights and what the project came to do was to contribute to a movement that already existed.

Figure 7. Evaluation of duty bearers, indigenous women and quilombolas on the continuity of women's engagement after the end of the project
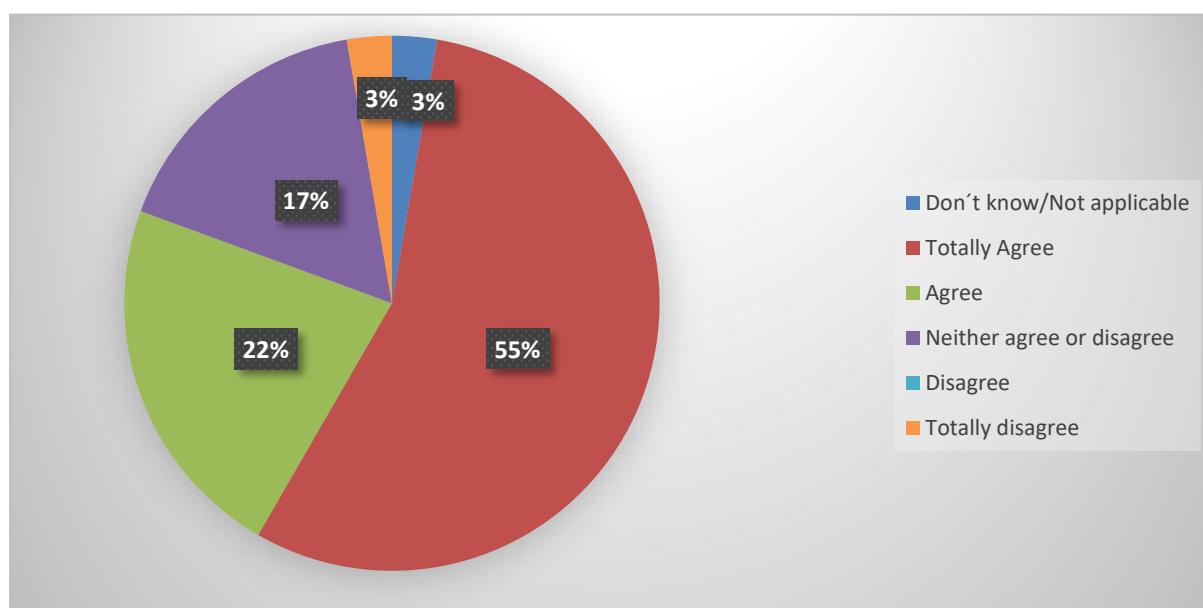
Source: Evaluation Survey.

This was an important contribution, as there was investment to foster a participation that already existed to some extent with important nuances for each municipality.

The project helped to develop state policies aimed at promoting women's rights with a specific chapter for indigenous and quilombola women. This was a significant institutional achievement. The policies contain goals and specific provisions for their monitoring. This was achieved with the support of qualified and important technical advice from UN Women consultants. UN Women has helped bring political weight to policy with its presence. It helped to bring together efforts around the topic of gender equality in the states. In addition, the project helped to create specific Secretariats focused on Women and Indigenous Women. In the case of the state of Pará, there was only one Secretariat of Human Rights that housed women's rights and the rights of indigenous populations. The presence of the project helped to generate political advocacy for the creation of a specific Secretariat for Women and another

Specific Secretariat focused on the Rights of Women Indigenous Peoples with a Tembé woman in the lead. In addition, in the case of Maranhão, the project helped to create an organizational chart and prepare the strategic planning of the Women's Secretariat and led to the revision of the strategic plan of the Secretariat of Racial Equality (Finding 14, Question 14).

In Penalva, with the influence of the project, a Specific Coordination for the Promotion of Women's Rights was also activated and a Bill was approved with the restructuring of the Women's Council, Municipal Policy and Municipal Fund for Women's Rights. In addition, one of the policies supported by the project – Women Guardians – will now be a national policy, helping to promote the rights of indigenous and quilombola women, as women from these groups will receive grants for six months to help in their communities by promoting rights. Bills were also approved to create a municipal policy for women's rights and a fund for women's rights. These are very relevant examples that point to the institutionalization of

public policies for women at the state and municipal levels, despite the existing challenges. One of the biggest challenges is the change of government. These public apparatuses of specific policies for women are often occupied by commissioned positions in their majority, and with changes in government these structures may not remain. However, the project had an important strategy of involving many different departments, helping to disseminate knowledge to different areas of public policies within states and municipalities. There is also evidence that capacities have been built in local women's

organizations. There is evidence that thanks to the project, women were able to develop new projects, raise funds and carry out their planning through grants received. These participating women's collectives are now stronger and the dialogue between UN Women and these communities continues to take place through *whatsapp groups* and through dialogue with national networks. It should be noted again that there were challenges in the connection between women and the government, and that for a greater guarantee of sustainability, this dialogue would need to be deepened with stronger bonds.

4.5. Gender, race, ethnic equality and human rights

Finding 15: The project was innovative in its methodology of bringing the intersections of race, gender, and ethnicity, helping to build an agenda and articulate a discourse around this topic through documents and training for both governments and indigenous and quilombola women. Quilombola women had a more expressive participation in the project.

Finding 16: The connections between gender and the environment were very significant in the State of Pará, considering the strong engagement of the State Government's Secretariat of the Environment and the debates based on the technical chamber of gender of the Climate Change Forum. There is also a very strong connection between the challenges of indigenous women and their relationship with the Earth, which makes this agenda very natural for this group of women.

The project was entirely conceived from an integrated approach to gender, race and ethnicity equality and human rights. Its conception aimed to combat the multiple forms of discrimination as provided for in CEDAW. The project took advantage of UN Women's experience in promoting gender and race equality, added ethnic equality and deepened its knowledge by taking this experience to the field. The project worked as a valid space of common experience for UN Women, governments involved and the community with the potential to generate lessons learned that can be replicated in other locations. The project also helped to identify existing data gaps more

objectively. The intervention model added: 1) Prior analysis of the context of governments and social movements; 2) Training of governments and communities and 3) Technical advice and assistance to participation.

This methodology proved to be effective and preparatory for a deepening of the work of political dialogue between the parties in future initiatives. It helped to build an important foundation for future dialogues. It is worth mentioning that these intersections between gender, race and ethnicity equality are not perceived very clearly by women in the communities. Their claims often have other

approaches, which is very natural, as there are many demands. On the other hand, for duty bearers, the more specific demands of these women, both indigenous and quilombolas, have become clearer. It should be noted that, in general, the project was more successful in mobilizing quilombola women. They are more numerous in both states (see introduction to this report) and are better organized in collectives. In addition, the power structure in the indigenous villages is usually led by men. There are few women chiefs. This is a point to be considered in future interventions.

Regarding the intersections between gender equality, race, ethnicity, human rights and the environment, the project had a significant result in the case of Pará, for two reasons: a) the direct engagement of the Secretariat of the Environment was essential to help guide gender and the environment through the Technical Chamber of Gender of the Secretariat of Environment; b) the environmental agenda is very expressive in Pará due to the connection with the Amazon Region. The connection between the environment and public policies for women was very natural in the Pará Region, as women's problems are usually connected to the land, both its possession and its management. Many of these women live in the countryside, live in the forests and make a living from there. In the case of Maranhão, this connection between the environment and policies for women was not so strong, despite the quilombola leader of the state network being Secretary of Women in the National Council of Extractive Populations (CNS). There is an important reflection to be made on the importance of the political mobilization of the various government departments at the beginning of the project, as it was this mobilization that helped to bring the participation of Secretariat of Environment in Pará and also opened important doors in the case of the state of Maranhão.

V.CONCLUSIONS

Conclusion 1

The project was very relevant for state and municipal managers and for quilombola and indigenous women in the eyes of the duty bearers themselves and benefited women. It was also aligned with the Convention on the Elimination of All Forms of Discrimination (CEDAW), the International Convention on the Elimination of All Forms of Racial Discrimination (CERD) and Convention 169 of the International Labor Organization (ILO) and SDG 5, with targets 1, 5 and 9. An important value added of UN Women was identified to all parties involved. UN Women has helped to bring visibility to women's policies, bring together the various stakeholders around this topic and make the challenges of quilombola and indigenous women visible to governments. Synergies were identified between this project and the Project Connecting Women, Defending Rights and the articulation actions with CONAQ and ANMIGA. The project could have expanded synergies between partners with more intense project coordination that faced some challenges. The context of political articulation of the project was complex and there was an effort made by UN Women to deal with the multiplicity of parties involved.

Based on Findings 1 to 3

Conclusion 2

The evaluation identified important results with duty bearers in Maranhão and Pará, with emphasis on raising awareness among duty bearers for the development of specific public policies for indigenous and quilombola women and greater openness to dialogue and engagement with this target group. In addition, the project assisted in the inclusion of specific chapters for indigenous and quilombola women in state policies to promote women's rights – an unprecedented feat – and supported the creation of specific secretariats for the rights of women and the indigenous population in Pará and activated a coordination for women in the municipality of Penalva. Indigenous and quilombola women have strengthened their ability to express themselves and put their demands forward to public authorities. They are now more informed, and it was reported by many women in the focus group discussions that they feel more confident and express that they want more support to continue their work. There was an important increase in the visibility of quilombola and indigenous women for duty bearers, a strengthening of women's understanding of their rights and a growth in their confidence for dialogue. The next step remains to be taken, which is to deepen the dialogue between government and women. There was a lack of a deeper and more effective connection between the two areas of the project. The partners reported that they felt the lack of more information about the management of the project and more articulated final feedback at the end of the initiative. Even though this took place virtually, it was considered insufficient by the partners. The project can be considered Gender Transformative (see methodology for the project's qualification scale) for training women and sensitizing governments in relation to new power relations, where indigenous and quilombola women are more included within society through their participation, representation and specific public policies. There is evidence of impact in increasing women's engagement in dialogues with the government. Today, local leaders are more open to women's participation. Women today are more capable of participating and have started an important dialogue with the government. However, this evidence is still anecdotal, it is necessary to build a more consistent participation process over time and this takes longer than a 3-year cycle of a project in the midst of the pandemic.

Based on Findings 4 to 9

Conclusion 3

The project was able to deliver all the planned products on time and with quality. The quality of the professionals involved was fundamental to this success. However, from an operational point of view, the project had many challenges with an implementation at the state and especially municipal level considering that UN Women does not have an adequate presence at the state level and low logistical capacity to operate in remote territories. Many adaptations were made by UN Women to enable the delivery of the products, indicating an adaptive management. There were challenges identified in the coordination between the consultants involved in the project, who had very different backgrounds. The project did not stop its implementation during COVID-19, even in the face of so many uncertainties. During the pandemic, the promotion of remote courses for indigenous and quilombola women in places with precarious infrastructure was very challenging. There were important partnerships built in the project, with emphasis on the Secretariat of the Environment of Pará, which helped to guide the connection between gender and the environment in the State.

Based on Findings 10 to 12

Conclusion 4

There is important evidence of the sustainability of the project through two Plans for the Promotion of Policies for Women with a specific chapter for indigenous and quilombola populations. In addition, the project contributed to expanding and multiplying policies with a focus on these populations, such as the Women Guardians project, in a context in which there was previously a void of specific policies for women in these groups. Specific secretariats for women were created both in the Government of the State of Pará and coordination for women was activated in the municipality of Penalva, in Maranhão. Awareness was generated among public servants about the inclusion of indigenous and quilombola women. The biggest sustainability risk concerns changes in government, as the new secretariats have many temporary positions and with the change of government and change of team, a lot of knowledge is at risk of being lost. The project helped to strengthen participation and mobilization networks for indigenous and quilombola women, focusing on locations where there were already women´s movements taking place. This helped to create conditions for sustainability. After the end of the project, the women continue to get organized to solve their common problems, as many already had a network before the project. The project made the right choice by mobilizing women who were already inserted in a context of mobilization.

Based on Findings 13 and 14

Conclusion 5

The project was innovative in its methodology of bringing the intersections of race, gender and ethnicity, helping to build an agenda and articulate a discourse around this topic through documents and training for both governments and indigenous and quilombola women. Quilombola women had a more expressive participation in the project. The connections between gender and the environment were very expressive in the state of Pará, considering the strong engagement of the state government's

Secretariat of the Environment and the debates guided by the technical chamber on gender of the Climate Change Forum. There is also a very strong connection between the challenges of indigenous women and their relationship with the land, which makes this agenda very natural for this group of women.

Based on Findings 15 and 16

VI.LESSONS LEARNED

1. **The use of local structures and community mobilization agents facilitate the implementation of projects when they operate in remote communities in the interior of Brazil.**

   This project had many challenges in its implementation because it involved municipalities and remote communities in the interior of the country without adequate support. The use of a local office that had been opened for another project, the hiring of local UN volunteers and small grants were effective ways to enable the implementation of the project. Other projects of this nature may consider including these tools from the outset or relying on a local implementing partner.

2. **In the case of mobilizing governments for new agendas in dialogue with Brazilian states, it is necessary to consider the time needed to build relationships and to consider that the production of tools for these new agendas takes a considerable amount of time.**

   The dialogue with the state of Pará took longer to be built and proved to be very effective at the end of the project, as relevant results were generated, such as the addition of the indigenous and quilombola women's agenda to the State Plan for the Promotion of Women's Rights and the strengthening of women's networks, in particular quilombolas. The project found a very mobilized civil society in Pará. This insistence on political dialogue was useful to support the state in its institutional strengthening. Perseverance in building dialogue proved to be very useful in the implementation of the project.

3. **The training of UN Women consultants in Brazil is necessary so that they can understand their mandate and play their role. It's important to dedicate time to team building, especially on new and sensitive topics. The time dedicated to team coordination is critical to the success of the project.**

   The coordination of consultants from very different backgrounds was very challenging. For a team to function well, it is necessary to dedicate due time in the selection and training process, providing resources for the consultants to really become a team and generate a synergistic collaboration for the project.

4. **UN Women's projects in Brazil, in partnership with States and civil society, need clear closures, with feedback involving all partners within a formal accountability process.**

   The project did not have adequate accountability for the partners in its implementation (only for the donor). There was a final feedback session for rights holders and another for duty bearers, but it was not enough from the stakeholders' perspective. There was a lack of a clear indication about the continuity or not of the project, as there was an expectation that the project would continue. There was also a lack of documentation on the results/products of the project so that it could be used and continue the work. This final dialogue is an integral part of the implementation of the project to help create conditions for sustainability. It is necessary to consider more carefully the exit strategies of UN Women Brazil projects from the beginning of implementation, considering various

scenarios and possibilities.

5. **In projects aiming to build political dialogue between government and civil society in coordination with Brazilian states, it is necessary to take the time necessary to build dialogue.**

The project was effective in its two separate areas of work, but it lacked a closer link between government and civil society, as there was lack of appropriate time to develop this bridge. The project ended with challenges in this dialogue that were reported during the interviews, where the government and women do not always feel comfortable seeking mutual dialogue. A mistrust was reported because there were trainings and dialogues that the government was not invited to participate in. However, it is important to note that relationships tended to be very distant and conflictive at the beginning of the project and that in many cases the project helped to generate a closer relationship.

6. **Projects that involve increasing the political participation of different groups need to be inclusive in their management and accountability process during implementation, seeking stable interlocutors.**

Stakeholder involvement in project management was limited. There were two meetings of the Steering Committee, but the decisions in general were made by UN Women Brazil. The individuals involved felt a lack of greater participation in project decisions and greater accountability regarding resources and results.

7. **The implementation of state projects is very useful to promote dialogue and generate learning on new topics of work of UN Women in Brazil.**

The lessons learned in this project provided inputs for the work of UN Women in Brazil with the Ministry of the Environment, G-20, Ministry of Women, Ministry of Indigenous Peoples and Embrapa. This scenario of experience was very useful for the learning of UN Women and partners in an approach that is still new in the country and in the world.

VI. RECOMMENDATIONS

These recommendations were proposed in the first version of the evaluation report that was presented to UN Women, rights holders and managers of the two states involved. Feedback of the report was received and modifications were made. In a second review, there was a specific meeting to discuss only the recommendations and these were revised based on the feedback from UN Women in Brazil and the UN Women Regional Evaluation Office.

Recommendation 1

Considering the identified relevance of the project's design in sensitizing state and municipal governments to the importance of the explicit inclusion of indigenous and quilombola women in public policies and also the relevance of the project in training these women for greater advocacy in public policies, it is recommended in the design of future projects to support this group of women, to consider that it is necessary to reserve adequate time for mobilization and articulation of partnerships and also that it is necessary to engage with other economic empowerment projects, considering that this is a recurring demand of the rights holders, in addition to interventions in the scope of governance and political empowerment. In this context and more specifically, it is recommended:

a) To allocate appropriate time to the work of mobilizing and articulating partnerships with a view to generating greater results for the project;

b) To collaborate and engage with other economic empowerment projects, as this expands the possibilities of women´s participation and helps to change power relations. This is a claim of indigenous and quilombola women who want more support to improve their possibilities of income generation.

Recommendation to: UN Women
Suggested deadline: in the next project to be designed for this target group (next 2 years)
Priority Order: 3

Based on Conclusion 1

Recommendation 2

Considering the significant results achieved within the scope of this project to build the capacities of duty bearers and also of indigenous and quilombola women, the design of inclusive public policies and the strengthening of women's organizations, especially quilombolas, this evaluation recommends that in future governance projects and mobilization of historically excluded groups, the connection of the work with duty bearers and civil society should take place from the outset of the implementation with a view to deepening the dialogue between the two groups in a more effective way through the promotion of frequent events of political dialogue. In addition, stakeholders should be more directly engaged in the governance of the project. Loger-term projects should also be considered for the maturation of political dialogue. More specifically, it is recommended:

a)   To connect the two areas of the project (duty bearers and civil society) from the beginning of the

project in order to deepen the possibilities of political dialogue whenever the political context allows (assuming that there is not a high degree of animosity between the groups);

b) To use the methodology 1) Training; 2) Technical Advice and 3) Knowledge Products including more political dialogue events where the specific demands of the groups involved can be discussed in a participatory manner.

c) To expand the participation of different stakeholders in the governance of the project and seek a more consistent participation of partners within the Steering Committee.

d) To design projects with a smaller scope and longer duration, that have a program nature, that is, that are more long-term to generate more solid results over time, especially if they involve political processes that have their own time to mature.

 For this project, it is also recommended:

e) To present the results of the evaluation to managers and women within a mobilization event of the two groups to close the project and help promote dialogue between the parties involved.

f) To disseminate the project results in the media and monitor the results of the new state policies for women in the two states whenever possible.

Recommendation to: UN Women
Suggested term: 2 years
Priority Order: 2

Based on Conclusion 2

Recommendation 3
Considering the challenges in the implementation of projects carried out in partnership with state and especially municipal governments and the challenges in managing multi-stakeholder project partnerships, it is recommended to consider in future projects the involvement of local partners in the implementation of the project in municipalities, the training of consultants hired for projects (on the mission of UN Women and the neutrality of the United Nations system in its mission to serve the States Member) and also the expansion of the visibility of UN Women projects in Brazil. More specifically, it is recommended:

a) To strengthen partnerships with states and implement projects in municipalities only when there is a local partner with this specific role;

b) To train hired consultants on the mission of UN Women, leveling knowledge and perspectives and hire a project manager who has a clearly higher hierarchical level and who may be able to do this coordination from Brasilia (be this person from UN Women team already or hired for this purpose);

c) To scale up the media efforts of future projects to increase support for the initiative and help guide

the political agenda.

Recommendation to: UN Women
Suggested term: 2 years
Priority Order: 4

Based on Conclusion 3

Recommendation 4
Considering the sustainability achievements of the project, especially with regard to the continuity of mobilization of quilombola communities, in the design of future projects, it is recommended the involvement of communities that already have a minimum level of organization and mobilization in order to ensure adequate conditions of sustainability. In addition, it is recommended to include and expand the training component whenever possible, considering that it creates conditions for change in the long term. More specifically, it is recommended:

a) To consider communities that already have a minimum level of mobilization prior to engaging with the existing social structure;

b) To maintain a strong training component that is a unique contribution of UN Women's work in Brazil, especially with regard to women's ability to express themselves in their needs and claims for rights.

Recommendation to: UN Women
Suggested term: 2 years
Priority Order: 4

Based on Conclusion 4

Recommendation 5
In view of the results obtained with this project, which had an innovative focus on gender, race and ethnicity, and the demand of stakeholders to continue the project, it is recommended that this project continue either in the same states mobilized or in other states, taking advantage of previous experience and mobilizing resources that can be used for the continuous inclusion of groups historically excluded from the political process. More specifically, it is recommended:

a) To take advantage of the lessons learned and design a new project that can be replicated in other states based on this experience and/or design a new project that can continue this political dialogue and deepen it to generate the conditions for real dialogue between the government and indigenous and quilombola women.

Recommendation to: UN Women
Suggested term: 2 years
Priority Order: 1
Based on Conclusion 5

APPENDIXES

I. Evaluation Matrix

Evaluation Criteria/Evaluation Questions	Indicators/Criteria	Data Collection Methods	Information Sources
1. RELEVANCE			
1.1. To what extent was the project relevant to the needs, priorities, and practical requirements of state and municipal civil servants and the Indigenous and Quilombola women who benefited from it?	• Extent to which the project was aligned with the needs, priorities, and practical requirements of state and municipal civil servants • Extent to which the project was aligned with the needs, priorities, and practical requirements of Indigenous and Quilombola women	Semi-structured interviews Focus Groups Survey	Government partners at various levels UN Women Staff Quilombola and Indigenous women
1.2. To what extent was the project aligned with the relevant normative frameworks for gender equality and women's empowerment, with the 2030 Agenda for Sustainable Development, with the priorities of governments and key stakeholders in public management? **1.3.** To what extent did the project show the benefits of partnering with the United Nations to promote these frameworks?	• Extent to which the project aligned with the relevant normative frameworks for gender equality and women's empowerment and with the 2030 Agenda for Sustainable Development. • Extent to which the project aligned with the priorities of governments and key stakeholders in public management. • Extent to which the project showed the benefits of partnering with the United Nations to promote gender equality and international frameworks.	Desk Review Semi-structured interviews Focus Groups Survey	Government partners at various levels UN Women Staff CSOs
1.4. Was the Project able to leverage UN Women's contributions through its comparative advantage/added value (human rights-focused governance based on the intersectionality of gender, race/ethnicity, and environment) compared to other UN entities and key partners?	• Value added of UN women's work perceived by partners. • Value added of UN Women in relation to the political exclusion of Quilombola and Indigenous women.	Semi-structured interviews Focus Groups Survey	Government partners at various levels UN Women Staff CSOs
1.5. To what extent has the project positioned UN Women as an important organization in the promotion of gender,	• Credibility of UN Women and value added as perceived by partners. • Evidence of media impact reached by the project (traditional and	Semi-structured interviews Focus Groups	Government partners at various levels CSOs

race, and ethnic equality?	social media)	Survey	

2. COHERENCE

2.1. What have been the main benefits of the partnership between UN Women and state/municipal governments and Indigenous and Quilombola women's networks? What were the main challenges? Has there been any degree of complementarity and/or juxtaposition?	• Synergies identified in the partnerships within the project • Challenges identified in the partnerships within the project	Desk review Semi-structured interviews	Progress reports Government partners at various levels UN Women Staff

3. EFFECTIVENESS

3.1. To what extent did the project achieve the expected results at the outcome and output levels, with particular attention to the project's objectives? Did the different project partners achieve different results? What changes were observed in the level of capacities and attitudes among governments and women's groups? To what extent did the project contribute to these results?	• Results of project's indicators at the output and outcome levels. • Results achieved by partners. • Changes in attitude and capacity among governments. • Changes in attitude and capacity in women's groups.	Semi-structured interviews Desk review	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports
3.2. To what extent has the project contributed to promoting the inclusion and meaningful participation of Indigenous and Quilombola women in policy formulation, state and municipal planning and budgeting? How did the project promote positive changes in public management and in the awareness, articulation, and engagement of Indigenous and Quilombola women?	• Evidence of project's contribution to promoting the inclusion and meaningful participation of Indigenous and Quilombola women in policy cycle.	Desk review Semi-structured interviews Survey FGD	Progress reports Government partners Rightsholders UN Women
3.3. To what extent were the monitoring	• Evidence of regular monitoring activities	Semi-structured	Government partners at various

mechanisms adequate for reporting on human rights and gender equality? Did they allow for the collection of disaggregated data?	• Evidence of adequacy of reporting mechanisms	interviews Survey FGD	levels UN Women Staff Civil Society Organizations Progress reports Rights holders
4. EFFICIENCY			
4.1. To what extent did the management structure support efficiency in the implementation of the project?	• Evidence of adequacy of management procedures and support • Evidence of adequacy of financial and human resources	Semi-structured interviews Desk review Survey	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports Rights holders
4.2. Was there sufficient flexibility in the use of financial resources to adapt to the main requirements and needs of the beneficiary groups?	• Evidence of flexibility in the management of resources according to emerging needs	Semi-structured interviews Desk review Survey	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports Rights holders
4.3. Was coordination and partnership with key stakeholders efficient? Were the partners able to fulfil the roles expected in the Project strategy? Were there any capacity challenges?	• Evidence of successful coordination of partnerships • Evidence of occurrence of planned meetings of steering committee • Evidence of follow-up of decisions taken by steering committee	Semi-structured interviews Desk review Survey	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports
5. **IMPACT**			
5.1. To what extent have the project's contributions been oriented towards the inclusion of Indigenous and Quilombola women and their participation in the drafting, implementation and monitoring of plans, policies, and budgets by Indigenous and Quilombola women?	• Evidence of increase of participation of Indigenous and Quilombola women in the policy cycle of states and municipalities involved. • Evidence of new knowledge, skills and attitude from the part of women participating in the programme • Evidence of follow-up actions with the enhanced capacity of women taking part in the programme • Number of new political fora where Indigenous and Quilombola women participated with the support of the project	Semi-structured interviews Desk review Survey	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports

6. SUSTAINABILITY			
6.1. Has the project developed a sustainability strategy and worked with partners and beneficiaries to sustain the results?	• Evidence of sustainability strategy designed • Evidence of continuation of project initiatives after the end of the project	Semi-structured interviews Desk review Survey	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports
6.2. To what extent have capacities been developed to guarantee the sustainability of efforts and benefits? How will the benefits of the intervention be sustained for duty bearers (governments) and rights holders (Indig-enous women and Quilombolas)? (with new plans and legislation)	• Evidence that capacity was built in duty bearers • Evidence that capacity was built in rights holders	Semi-structured interviews Desk review Survey	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports
6.3. To what extent has the project strengthened local organizations to continue the work in the future?	• Evidence of continuing dialogue between UN Women, Norwegian Embassy and Indigenous and Quilombola women's networks.	Semi-structured interviews Desk review Survey	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports
7. GENDER, RACE AND ETHNIC EQUALITY AND HUMAN RIGHTS			
7.1. To what extent have considerations of gender, race, ethnicity, and human rights been integrated into the design and implementation of the project?	• Evidence of integration of gender, race, ethnicity and human rights in the design and implementation of the project. • Evidence of disaggregated data by race, ethnic and gender produced by the project	Semi-structured interviews Desk review Survey	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports
7.2. How effective was the intersectional approach to gender, race/ethnicity and the environment and how could it be improved in future interventions?	• Evidence on the linkages being made between the intersectional approach to gender, race/ethnicity and the environment.	Semi-structured interviews Desk review Survey	Government partners at various levels UN Women Staff Civil Society Organizations Progress reports

II. Data Collection Instruments

Semi-structured Interview

Standard information for all interviews:

Date:
Name of Interviewee:
Position held in organization:
Organization:
Interviewers:

Opening Statement
- This interview will inform the UN Women Country Office in Brazil, the partners involved and the Norwegian Government.
- This is an independent evaluation, any information that you provide to us will be held confidential - including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.
- For beneficiaries: You do not need to tell us any personal information or answer any of our questions if you do not wish to. If, at any time, you are uncomfortable or upset by our questions, we can take a break or simply stop the interview.
- Questions?

General questions for all stakeholders – Small adaptations will be done during each interview
RELEVANCE
1. To which extent to find the project was relevant in relation to:
   a) Needs and priorities of state and municipal governments
   b) Needs of Indigenous and Quilombola women

2. What were the advantages of partnering with UN Women, if any? What is UN value added in your opinion?

3. Do you think the project was able to adapt to the needs of stakeholders during the pandemic?

4. To which extent do you find the design of this project was innovative? What about the linkages between race, gender and ethnicity?

COHERENCE

4. What were the main synergies and challenges between the different partners in the project? Any lessons learned in this context?

EFFECTIVENESS

5. To which extent the project achieved its results, please keep in the mind:

   - Increase in capacity of the governments to respond to Indigenous and Quilombola women

   - Increase in capacity of Indigenous and Quilombola women to engage in the policy cycle

   - Increase in the participation of women
   - Policies implemented
   - Use of knowledge gained in courses
   - Use of knowledge products
   - If recommendations from women were considered
   - If women's advocacy made a difference
   - If women continue their engagement
   - If new policies were effective

EFFICIENCY

6. To which extent do you find the operation of the project was efficient?

   Please consider the following:

   - Management structure (office support provided by UN Women and partners, roles of each partner)

   - Flexibility in the use of resources according to the demands on the ground

   - Coordination with stakeholders

   - Human and financial resources available

   - Duration of the project in relation to its targets

   - Meetings of steering committee and follow-up of its decisions

IMPACT
7. To which extent do you find that Quilombola and Indigenous women involved were able to better participate in the public policy cycle and the governments design policies of inclusion, considering the intersection of vulnerabilities between gender, race and ethnicity and the consideration for human rights?
8. To which extent the project was able to promote the participation of women in new fora? Please, give examples.

SUSTAINABILITY
9. Did the project have a sustainability strategy and work with partners and beneficiaries to sustain the results?
10. To what extent have capacities been developed to guarantee the sustainability of efforts and benefits?
11. To what extent has the project strengthened the partnership between UN Women and the Norwegian Embassy, as well as with state and municipal governments and Indigenous and Quilombola women's networks?
12. To which extent was the project able to develop local capacity

GENDER, RACE AND ETHNIC EQUALITY AND HUMAN RIGHTS

13. How effective was the intersectional approach to gender, race/ethnicity and the environment and how could it be improved in future interventions?

Guide for Focus Group Discussions

Interview Protocols
Standard information for all interviews:

Date:
Name of Interviewee:
Position held in organization:
Organization:
Interviewers:

Opening Statement
• This interview will inform the UN Women Country Office in Brazil, the partners involved and the Norwegian Government.
• This is an independent evaluation, any information that you provide to us will be held confidential - including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.
• For beneficiaries: You do not need to tell us any personal information or answer any of our questions if you do not wish to. If, at any time, you are uncomfortable or upset by our questions, we can take a break or simply stop the interview.
• Questions?

The following questions will be slightly adapted according to each focus group discussion.

Question 1: Please, present yourself and the type of engagement you had in the project.

Question 2: Please, point out the key results of the initiatives you have been involved in. Do you find you have gained new knowledge and skills? Do you find policies for Indigenous and Quilombola women were improved? Do you find the project helped increase the participation of Indigenous and Quilombola women in policy making?

Question 3: What were the key challenges and gaps the project faced?

Question 4: What would be your recommendation for future projects of this nature being conducted by UN Women?

Survey

Timing	To be sent: September 4th , 2024. Deadline: September 13th, 2024.
Language and other notes	Portuguese

Introduction language for survey:

Thank you for taking part in this survey, in support of the evaluation of the project Human Rights of Indigenous and Quilombola Women.

The information that you provide to us will be held confidential. The results of this survey will only be provided in aggregate and no specific comments will be attributed to you or your organization.

The survey is being conducted by an independent evaluator. If you have any questions about the survey, please contact Melissa Andrade Costa at melissa.andrade@nikeconsultoria.com.br

Please submit your responses by Date and Time

Questions:

Question	Possible responses
1. Which state are you based in?	- Pará - Maranhão - Other
2. Which group do you belong to?(select more than one if applicable)	- Public servant at a municipal level - Public servant a state level - Quilombola woman - Indigenous woman - Other
3. Which activities of the project have you been involved in? (select more than one if applicable)	- Training - Technical support (assessoria técnica) - Social Mobilization/political dialogue - Small grants - Community mobilization - First Mulheres Guardiãs - Te empodera, Mulher! (Maranhão) - Second Mulheres Guardiãs - Other
4. Your gender identification:	Multiple choice: - Female - Male - Prefer not to say - Other
5. Please indicate your level of agreement with the following statements on Relevance and Coherence (For Quilombola and Indigenous women only)	Multiple choice grid (strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know/Not applicable)

	• The project addressed the needs of Quilombola and Indigenous women • The project was able to adapt to my needs and the needs of my organization • There was complementarity between this project and other projects and networks
5. Please indicate your level of agreement with the following statements on Relevance and Coherence (For public servants and others only)	Multiple choice grid (strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know/Not applicable) • The project addressed the needs of Quilombola and Indigenous women • The project was relevant for me as a public servant • The project was able to adapt to my needs and the needs of my organization • There was complementarity between this project and other projects and networks
6. Any additional comments on the relevance of this project to you?	Long answer text
7. Please, mention any change in concept and attitude you had due to your engagement in this project and how you are using it.	Long answer text
8. Please indicate your level of agreement with the following statements on Results/Effectiveness and Impact	Multiple choice grid (strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know) • I am now more aware of the rights of women • The activities of this project increased the level of participation of Indigenous and Quilombola women in designing and implementing public policy • The activities of this project created opportunities for dialogue with women about their rights and public policies. • This project helped promote policies for the well-being of Quilombola and indigenous women • The advocacy of women helped to change policy
9. Have you used any knowledge products/publications of this project? If so, how?	
8. Any additional comments on the results of this project to you?	Long answer text
9.Please indicate your level of agreement with the following statements on Efficiency	Multiple choice grid (strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know)

	• The management structure of the project worked well (support received, procedures, timely delivery etc) • There was enough flexibility in the use of financial resources to adapt to the project's needs • The partnerships worked well to bring results to the project
10. Any additional comments on the operation of this project?	Long answer text
11. Please indicate your level of agreement with the following statements on Sustainability	Multiple choice grid (strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know) • The activities of the project continued after the project was over. • Women continued to be engaged after the project was over
12. Any additional comments on the sustainability of this project?	
13. What do you consider to be UN Women's strengths and added value?	Long answer text
14. Any other comments to share with the Evaluation Team?	Long answer text

III. Reconstructed Theory of Change

Figure 8. Reconstructed Theory of Change

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V. Stakeholder mapping

UN Women fulfills its mission in partnership with diverse stakeholders. This project involved partners at the local, state, and national levels. The following table lists the stakeholders and ranks them according to the definitions below.

The identified stakeholders were classified as follows:

- UN Women: staff and former staff of the country office directly involved in the implementation of the project.

- Government/Responsible Partners: All policy, program, and implementer partners at the federal, state, and local levels.

- Donor: the contracted staff of the Government of Norway.

- Civil society organisations/Women's networks at the local level: these include all civil society organisations involved with the project in different roles at the local level (implementation, dialogue, etc.).

- Civil society organisations/Women's networks at the national level: these include all civil society organisations involved with the project in different capacities at the national level (implementation, dialogue, etc.).

- Rights holders: are individuals, indigenous and quilombola women who have benefited from the project.

The next table lists the identified stakeholders and their roles in the project:

Table 8. Mapping of stakeholders and their roles

Name	Title	Category	Paper
Ana Carolina Querino	Acting Representative (20217-present), UN Women Brazil	UN Women	Supervision at a macro level
Anastasia Divinskaya	Former Representative (2021-2023), UN Women Brazil	UN Women	Project design, macro-level supervision and guidance on project operations
Ana Claudia Pereira	Program Analyst (2021-current), UN Women Brazil	UN Women	Project management in a supervisory role
Juliana Maia	Program Associate (2021-current), UN Women Brazil	UN Women	Project management directly with consultants and partners
Cristina Buarque	Project Consultant (2021-2023), National Consultant for Gender Governance and Human Rights.	UN Women	Consultant with state and municipal governments in the guidance and preparation of technical documents
Maria Tacianne Araújo	Project Consultant (2021-2023), in Social and Environmental Sustainability	UN Women	Consultant with state and municipal governments in the guidance and preparation of technical documents
Ana do Gás	Former Secretary (2022), Secretary of State for Women (SEMU), Maranhão	Government Partner (Maranhão)	Government of Maranhão counterpart for macro-management of the project
Nayra Monteiro	Former Acting Secretary (2021-2022), Secretary of State for Women (SEMU), Maranhão	Government Partner (Maranhão)	
Célia Salazar	Former Secretary (2022-2023), Secretary of State for Women (SEMU), Maranhão	Government Partner (Maranhão)	
Antonieta Lago	Substitute Secretary (2021-current) Secretary of State for	Government Partner (Maranhão)	Management of the project for the longest period of time by the

	Women (SEMU), Maranhão		government of the State of Maranhão
Gerson de Souza	Extraordinary Secretary (2021-current), Extraordinary Secretariat for Racial Equality of Maranhão	Government Partner (Maranhão)	Project partner within the Government of the State of Maranhão
Socorro Guterres	Former Extraordinary Secretary 2021-2022), Secretary of State for Racial Equality in the state of Maranhão	Government Partner (Maranhão)	Project partner within the Government of the State of Maranhão
Edilena Krikati	Former Extraordinary Secretary (2021-2022), Secretariat for the Rights of Indigenous Peoples of Maranhão	Government Partner (Maranhão)	Project partner within the Government of the State of Maranhão
Rosilene Guajajara	Substitute Secretary (2023-present), Secretariat for the Rights of Indigenous Peoples of Maranhão	Government Partner (Maranhão)	Project partner within the Government of the State of Maranhão
Jane Cavalcante	Environmental Analyst (2021-current), Department of Environment and Natural Resources of Maranhão	Government Partner (Maranhão)	Project partner within the Government of the State of Maranhão
Lidenê de Jesus Sá	Secretary (2021-current), Municipal Secretariat for the Promotion and Racial Equality of Penalva, Maranhão	Municipality of Penalva – MA	Project partner within the Government of the State of Maranhão
Rosidete Nunes Mendes	Coordinator (2023-current), Municipal Women's Coordination of Penalva, Maranhão	Government Partner (Municipality of Penalva – MA)	Project manager within the Government of the Municipality of Penalva, Maranhão
Lucineth Nogueira	Secretary (2021-current), Municipal Secretary of Policies for Women of Grajaú, Maranhão	Government Partner (Municipality of Grajaú – MA)	Project manager within the Government of the Municipality of Grajaú, Maranhão

Alessandra Guajajara	Secretary (2021-present), Municipal Secretary of Indigenous Affairs of Grajaú, Maranhão	Government Partner (Municipality of Grajaú – MA)	Project partner within the Municipality of Grajaú, Maranhão
Márcia Jorge	Coordinator (2023-current), Secretary of State for Women (SEMU), Pará and Former Coordinator of women (2021-2022), Former Secretary of State for Justice and Human Rights (SEJUDH), Pará	Government Partner (Pará)	Project manager within the Government of the State of Pará
Diego Mota	Former Director of the Raízes Program (2021-2022), Former Secretary of State for Justice and Human Rights (SEJUDH), Pará	Government Partner (Pará)	Project partner within the Government of the State of Pará
Roberta Cunha	Former Quilombola manager (2021-2022), Former State Secretariat of Justice and Human Rights (SEJUDH), Pará	Government Partner (Pará)	Project partner within the Government of the State of Pará
Puyr Tembé	Secretary (2023-present), Secretary of Indigenous Peoples of Pará Former Indigenous Area Manager (2021-2022), Former Secretary of State for Justice and Human Rights (SEJUDH), Pará Former coordinator (2021-2022), Federation of Indigenous Peoples of Pará (FEPIPA), Pará	Government Partner (Pará)	Project partner within the Government of the State of Pará
Haydee Marinho	Director (2021-current), State Secretariat for the Environment and Sustainability (SEMAS), Pará	Government Partner (Pará)	Project partner within the Government of the State of Pará

Cosme Macedo Pereira	Mayor (2021-present), Mocajuba City Hall, Pará	Government Partner (Municipality of Mocajuba – PA)	Project partner within the Government of the Municipality of Mocajuba, Pará
Alessandra Vieira	Former secretary (2021-2023), Mocajuba Administration Secretariat, Pará	Government Partner (Municipality of Mocajuba – PA)	Project partner within the Government of the Municipality of Mocajuba, Pará
Braulina Baniwa	Coordinator (2021-current), National Articulation of Indigenous Women Warriors of Ancestry (ANMIGA)	Indigenous Women's Network.	Focal point within ANMIGA, part of the Steering Committee
Diolina Krikati	Coordinator (2023-current), Articulation of Indigenous Women of Maranhão (AMIMA)	Indigenous Women's Network	Sporadic contributions during project implementation
Cintia Guajajara	Coordinator (2021-current), Articulation of Indigenous Women of Maranhão (AMIMA)	Indigenous Women's Network	Sporadic contributions during project implementation
Taynara Guajajara	Former coordinator (2021-2022), Articulation of Indigenous Women of Maranhão (AMIMA)	Indigenous Women's Network	Sporadic contributions during project implementation
Sulane Guajajra	UN Volunteer Local Mobilizer from Grajaú, Maranhão (2023)	Rights Holder	Role of mobilizing women for project activities and logistical support
Lourdes Piná	Coordinator (2022-current), Articulation of Indigenous Women of the Upper Guamá River (AMIARG), Pará	Indigenous Women's Network	Sporadic contributions during project implementation
Naiani Tembé	UN Volunteer Local Mobilizer from Santa Luzia do Pará, Pará (2023)	Rights Holder	Role of mobilizing women for project activities and logistical support

Selma Dealdina	Women's Coordinator (2021-current), National Coordination for the Articulation of Black Rural Quilombola Communities (CONAQ)	Quilombola women's network	Sporadic contributions during project implementation, part of the Joint Committee
Nice Aires	Coordinator (2021-current), Association of Black Rural Quilombola Communities of Maranhão (ACONERUQ) UN Volunteer Local Mobilizer from Penalva, Maranhão (2023)	Quilombola women's network	Sporadic contributions during project implementation
Geovania Aires	Former Secretary (2021-2023), Secretariat of Administration of Penalva, Maranhão	Government Partner (Municipality of Penalva - MA)	Project partner within the government of the Municipality of Penalva, Maranhão
Valéria Carneiro	Former Women's Coordinator (2021-2022), Coordination of Associations of the Remaining Quilombo Communities of Pará (Malungu)	Quilombola women's network	Sporadic contributions during project implementation
Maria José Brito	Community Leader of Quilombo São José de Icatú, Mocajuba and Baião, Pará	Rights Holder	Women's mobilization
Maria Deuza Caldas	UN Volunteer Local Mobilizer from Mocajuba, Pará (2023)	Rights Holder	Role of mobilizing women for project activities and logistical support
Camila Cavallari	Norwegian Embassy	Donor	Donor monitoring/supervision of the project

VI. Results Matrix

LEVEL OF RESULTS	INDICATORS	BASELINE	ANNUAL			REASON FOR DEVIATION
			Target	Current/Disaggregated	Variance	
RESULT 1 Indigenous and quilombola women benefit equally from policies, plans, and budgets that meet their needs and priorities in the target municipalities of the states of Maranhão and Pará.	**IND. 1** Number of gender, race, and ethnicity-sensitive policies, plans, and budgets adopted by the state and municipal governments of Maranhão and Pará to address the needs and priorities of indigenous and quilombola women.	0	2 state plans 4 municipal plans Year: 2023	Partially affected. 2 state plans: III State Plans for Women's Policies (Maranhão and Pará) 3 policies: 1. First Women Guardians; 2. Empower yourself, Woman! (Maranhão); 3. Second Women Guardians 3 Legislative proposals (Penalva/MA): 1. Municipal Council for Women's Rights 2. Municipal policy for women's rights 3. Municipal Fund for Women's Rights	Yes (-1 Municipal Plan)	The political leadership of the municipality did not support the project.
OUTPUT 1.1 State and municipal institutions in Maranhão and Pará have improved capacity to formulate, implement, and monitor gender-sensitive policies, plans, and budgets	Ind. 1.1.1. Percentage of state and municipal institution staff trained by the project with increased awareness, knowledge, and skills in gender-sensitive policymaking, planning, and budgeting.	0 Absolute number of employees of state and municipal institutions: 173	50% Ano: 2023 25% Ano: 2022 0% Year: 2021	Overcome. 100% - 143 employees 2023: 48 employees State of Pará: 37 Grajaú (MI): 11 2022: 95 employees State of Pará: 56 Mocajuba (PA): 10 State of Maranhão: 12 Penalva (MA): 17	+50%	Successful collaboration with government partners and high-quality training workshops.
	Ind. 1.1.2. Structures in place to monitor gender, race, and ethnicity-sensitive commitments in state and municipal plans and budgets.	No	Yes Year: 2023 Yes Year: 2022 Year No: 2021	Hit. Yes (Maranhão) Yes (Pará)	No	
	Ind. 1.1.3. Number of gender-sensitive knowledge products, policy formulation, planning and budgeting on the environment, race and ethnicity, developed by UN Women and applied by state and municipal institutions (cumulative).	0	3 Year: 2021 8 Year: 2022 10 Year: 2023	Outdated. 11 2023: 2 Impacts of restricting land rights for girls and women (2 pages) CEDAW GR 39 2022: 6 Training Material: Introduction to Women's Policies Gender mainstreaming and intersectionality Participatory policymaking Gender and the environment Gender-Mainstreamed Policymaking Checklist Capacity Assessment Report – Pará 2021: 3 Capacity Assessment Report – Grajaú Capacity assessment report – Penalva Capacity Assessment Report – Maranhão	+10%	Successful collaboration with governments.

	Ind. 1.2.1. Percentage of indigenous and quilombola women trained by the project who demonstrate increased awareness, knowledge, and skills on policymaking, planning, budgeting, and advocacy sensitive to gender, race, and ethnicity in 4 pilot communities from 2 states.	0 Absolute number of indigenous and quilombola women: 83	Target: 80% Year: 2023 Target: 50% Year: 2022 Target: 25% Year: 2021	Overtaken. 100% - 309 women. 2023: 226 women State of Maranhão: 30 indigenous women Penalva (MA): 160 quilombola women Mocajuba (PA): 20 quilombola women Santa Luzia (PA): 16 indigenous women 2022: 83 women Grajaú (MA): 20 indigenous women Penalva (MA): 20 quilombola women Mocajuba (PA): 23 quilombola women Santa Luzia (PA): 20 indigenous women	+20%	Successful engagement with grassroots women's groups.
Output 1.2. Indigenous and quilombola women in the target municipalities of the states of Maranhão and Pará have enhanced capacity to meaningfully participate in and influence decision-making on state and municipal policies, plans, and budgets that are sensitive to gender, race, and ethnicity.	Ind. 1.2.2. Number of recommendations provided by indigenous and quilombola women for state and municipal policies, plans, and budgets (annually).	0	Target: 12 Year: 2023 Target: 12 Year: 2022 Target: 6 Year: 2021	Overtaken. 54 2023: 35 8 - Indigenous Women 27 - Quilombola Women 2022: 15 7 - Indigenous Women 8 - Quilombola Women 2021: 4 3 - Indigenous Women 1 - Quilombola Women	+250%	Successful engagement with grassroots women's groups.
	Ind. 1.2.3. Number of Indigenous and Quilombola women-led advocacy initiatives undertaken at the state and municipal levels to influence policies, plans, and budgets (annually).	0	Target: 6 Year: 2023 Target: 6 Year: 2022 Target: 6 Year: 2021	Overtaken. 44 2023: 33 7 - Indigenous Women 26 – Quilombola Women 2022: 7 3 – Indigenous Women 4 - Quilombola Women 2021: 4 3 - Indigenous Women 1 - Quilombola Women	+144%	Successful engagement with grassroots women's groups.
	Ind. 1.2.4. Number of knowledge products, developed by the project and applied by indigenous and quilombola women in their advocacy for environment, gender, race and ethnicity-sensitive policies, plans and budgets with state and municipal authorities (cumulative).	0	Target 7 Year: 2023 Target: 6 Year: 2022 Target: 3 Year: 2021	Overtaken. 9 Knowledge Products 2023: 2 2-page document: Land rights and gender 2-page document: *Marcha das Margaridas* and Human Rights 2022: 4 Booklet: Political Organization and Indigenous Women's Rights Booklet: Formulation of Public Policies, Public Budget and Social Control Booklet: Knowing Tools to Strengthen the Struggle for Rights Capacity Assessment Report – Mocajuba 2021: 3 Capacity Assessment Report – Grajaú Capacity Assessment Report – Penalva Capacity Assessment Report – Maranhão	+28%	Successful knowledge management, integrated with the capacity of grassroots women's groups.

13 The 2022 indicator was revised to include the capacity assessment report for the Municipality of Mocajuba.

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