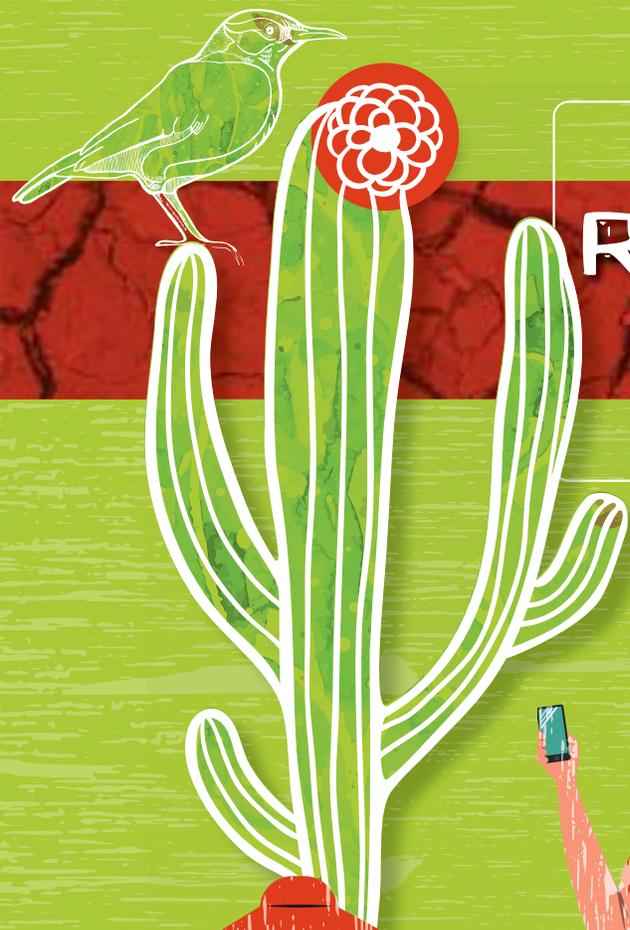


SEMEAR AND SEMEAR INTERNACIONAL:

# RESULTS OF IFAD'S KNOWLEDGE

MANAGEMENT PROGRAMS IN BRAZIL







SEMear AND SEMear INTERNACIONAL:

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SALVADOR • OCTOBER 2020



# SUMMARY



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## **SEMEAR PROGRAM**

### **Knowledge Management in Semi-Arid Zones (2012 -2017)**

Coordinator – Dirce Salete Ostroski

Communication Coordinator – Simone Amorim Ramos

Support Coordinator – Elisa Sousa

Coordination assistant – Márcia Menezes

Administrative assistant – Nilma Araújo

## **SEMEAR INTERNATIONAL PROGRAM (2017 – 2021)**

Coordinator – Fabiana Dumont Viterbo

Financial Administrative Assistant – Ana Luiza Santos

Knowledge Management Manager – Aline Martins da Silva

South-South Cooperation Manager – Ruth Pucheta

M&E Manager – Adalto Rafael

South-South Cooperation Assistant – Esther Martins

Communication Advisor – Gabriel Monteiro

## **TEAM RESPONSIBLE FOR PUBLICATION**

Production – Gabriel de Lima Ferreira

Review – Fabiana Dumont Viterbo

Graphic Design – André Luís César Ramos

Photography – Manuela Cavadas, William França, Esther Martins and Acervo PSI

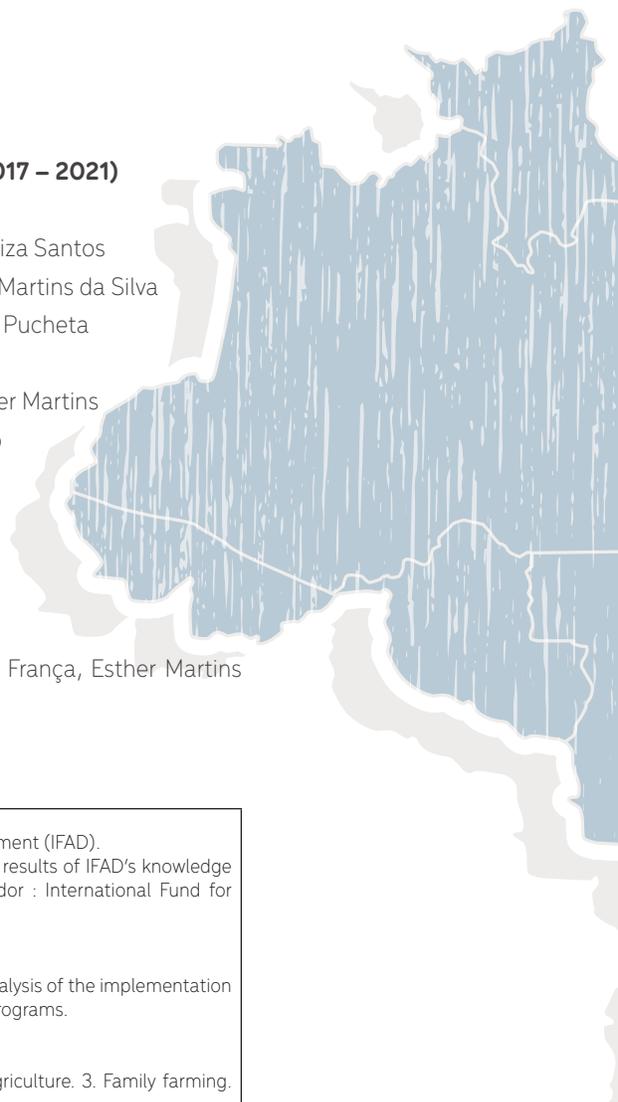
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# DATASHEET

# IFAD IN BRAZIL



## VIVA O SEMIÁRIDO PROJECT (PVSA)

Beneficiary Families: 22,000  
Youth-headed Families: 6,600  
Female-Headed Families: 9,500  
IFAD funded amount: US\$ 20 million  
Government Financing: US\$ 10.1 million



## PROJETO PAULO FREIRE

DESENVOLVIMENTO PRODUTIVO E DE CAPACIDADES

### PAULO FREIRE PROJECT (PPF)

Beneficiary Families: 60,000  
Youth-headed Families: 16,052  
Female-Headed Families: 10,800  
IFAD funded amount: US\$ 40 millions  
Government Financing: US\$ 40 million



## CARIRI, SERIDÓ E CURIMATAÚ SUSTAINABLE DEVELOPMENT PROJECT (PROCASA)

Beneficiary Families: 22,000  
Youth-headed Families: 1,570  
Female-Headed Families: 10,800  
IFAD funded amount: US\$ 25 millions  
Government Financing: US\$ 15.5 million



### DOM TÁVORA PROJECT (PDT)

Beneficiary Families: 12,000  
Youth-headed Families: 3,600  
Female-Headed Families: 4,800  
IFAD funded amount: US\$ 16 millions  
Government Financing: US\$ 12.2 million



### PRÓ-SEMIÁRIDO PROJECT (PSA)

Beneficiary Families: 70,000  
Youth-headed Families: 20,200  
Female-Headed Families: 40,500  
IFAD funded amount: US\$ 45 million  
Government Financing: US\$ 50 million



### DOM HELDER CÂMARA PROJECT (PDHC) 2

Beneficiary Families: 74,000  
Youth-headed Families: 39,000  
Female-Headed Families: 37,000  
IFAD funded amount: US\$ 18 million  
Government Financing: US\$ 42 million

## LIST OF ACRONYMS

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Ater – Technical Assistance and Rural Extension National Program  
Aksaam – Adapting Knowledge for Sustainable Agriculture and Access to Markets.  
ASA – Brazilian Semi-Arid Organisation  
AS-PTA – Family Farming and Agroecology  
BID – Inter-American Development Bank  
BNDES – Brazilian Development Bank  
Covid-19 – New coronavirus disease  
Data.Fida – Monitoring and Evaluation System developed by Semear Internacional for International Fund for Agricultural Development projects  
Embrapa – Brazilian Agricultural Research Corporation  
IFAD – International Fund for Agricultural Development  
FAO – The Food and Agriculture Organization  
Fundapaz – Foundation for Development in Justice and Peace  
IDPPS – Institute of Public Policies and Sustainable Development  
IICA – Inter-American Institute for Cooperation on Agriculture  
MKTPlace – Embrapa platform for technology and commercialization  
M&E – Monitoring and Evaluation  
OECD – Organization for Economic Cooperation and Development  
NGO – Non-governmental organization  
UN – United Nations  
SDGs – Sustainable Development Goals  
PSI – Semear Internacional Program  
Propac – Community Promotion and Action Program  
Pronaf – National Program for Strengthening Family Farming  
PAA – Food Acquisition Program  
PDHC 2 – Dom Helder Câmara 2 Project  
PNAE – National School Food Program  
PP – Procurement Plan  
AOP – Annual Operating Plan  
UNDP – United Nations Development Program  
Procase – Cariri, Seridó and Curimataú Sustainable Development Project  
M&ES – Monitoring and Evaluation System  
UFV – Universidade Federal de Viçosa  
UGP – Project Management Unit



# EXECUTIVE SUMMARY

Rural development to reduce poverty and increase the quality of life of populations living in the countryside is the objective of both the main agencies of the United Nations (UN) that operate at a global level and of organizations with local operations that work in support of family farming. In Brazil, the semi-arid region in the Northeast has the highest demands regarding development policies, rural poverty reduction, and food security.

The International Fund for Agricultural Development (IFAD) is a United Nations fund that finances projects to support rural development. The fund operates in the Brazilian Semi-arid region by financing six projects, supporting five state governments and the Federal Government. These projects carry out actions that promote development in pockets of extreme poverty located in the region. Through the donation of financial resources and in partnership with the Inter-American Institute for Cooperation on Agriculture (IICA), the IFAD financed two knowledge management programs to support the better implementation of these six projects.

The first project was the Semear Program, from 2011 to 2017. The second is called the Semear Internacional Program (PSI), started in 2017 and is planned to end in 2021. The focus of the knowledge management programs is the identification, systematization and dissemination of successful experiences and best practices associated with living with the Northeast Semi-arid, with the goal of training managers, technicians, producers and producers of family farming in agricultural and non-agricultural activities.

Furthermore, the programs also allowed the development and implementation of a complex system for the evaluation and monitoring of projects supported by IFAD and the holding of events aimed at expanding the political dialogue between authorities, managers, technicians, and representatives of society for evaluation and discussion of public policies of interest to the family farming in Northeast Brazil.



To this end, activities, national and international exchanges, seminars, courses, workshops, and a series of events were held to mobilize, include, and train the beneficiaries of projects supported by IFAD in the Semi-arid Region. The program also implemented an effective communication and dissemination process through a web portal, and shared information on the most important social media (Facebook and Instagram), allowing the public to access quality publications on the Program's themes.

In terms of results, Semear and Semear Internacional Programs were able to identify, systematize and share 254 experiences and best practices, directly involving 4,195 farmers, 3,076 women, 1,879 young people, 4,432 families, 161 indigenous people, 706 quilombolas, 535 artisans, and 504 social actors mobilized during the execution of activities. The experiences and best practices had a massive dissemination of knowledge through 230 communication products that include the publication of booklets, newsletters, books, and the production and editing of videos, in addition to the creation of a web portal – Portal Semear. The total of 74 videos were produced in partnership with social organizations and experimenting farmers, published on Portal Semear and on social media such as Facebook and YouTube.

A monitoring and evaluation system – Data.Fida – was implemented to provide support to IFAD-financed projects in Brazil and other countries.

The Forum of Secretaries Responsible for Family Farming in the Northeast and Minas Gerais, an important space for policy dialogue for family farming in Northeast Brazil, received support for its establishment and resources for the preparation of technical studies.

There was a great effort to articulate and integrate IFAD projects in Brazil, Latin America and Africa, with dozens of important exchanges of knowledge and experiences, reinforcing South-South cooperation.

Regarding the evaluation of knowledge management programs, Semear and Semear Internacional, we can state that:

- They were **highly relevant** to the rural development and poverty reduction strategy in the Northeast, in line with IFAD's projects in the region and with other global, regional and national policies.
- The programs had a **great performance, and their effectiveness was confirmed by the Stakeholders** interviewed and in the results presented in the conclusion and progress reports of Semear and Semear Internacional.
- **The program management was very efficient in budget and financial implementation**, relying on IICA's expertise and technical support to ensure quality and efficiency in controlling expenditures.
- The **success of the programs was guaranteed by the impact generated on the beneficiaries, and the sustainability indicators point to lasting results** through the critical mass and human capital formed by the Program.

It is recommended that, given the lessons learned, the actions of Semear and Semear Internacional continue with new partners and new contributions of resources, especially in a post-pandemic scenario of Covid-19, when the indicators of extreme poverty in the Brazilian Semi-arid Region already point to a scenario of significant increase.

## SUMMARY CHART OF ACHIEVED RESULTS

RESULTS ACHIEVED	SEMEAR PROGRAM	PSI *	TOTAL
Direct participation of beneficiaries	17.948	11.296	29.244
• Family farmers and rural entrepreneurs	17.000	1.974	18.974
• Students	220	296	516
• Quilombolas and community members	1.093	252	1.345
• Women	7.000	3.379	10.379
• Youth	5.102	654	5.756
• Social actors	535	442	977
• Public managers	504	214	718
• Technicians	60	1.502	1.562
• Reach of online events held by PSI or with PSI participation (people)	–	6.035	6.035
Digital content reach (access to the PSI website)	120.000	51.100	171.100
Accesses to the Data.Fida System	–	457**	457
IFAD-supported projects	6	6	6
Supported collaboration networks	4	5	9
Publications	19	21	40
Supported Secretaries Forum meetings	8	6	14
Online events held - Dissemination of knowledge	–	15	15
Management meetings - public purchases made	–	2	2
Routes of the Lamb and Honey held	–	2	2
Best practices and experiences identified, systematized, and disseminated	254	19	273
International exchanges carried out or supported	1	10	11
National exchanges	93	9	102
Video production or co-production	74	24	98
Documentary production	–	1	1
Workshops	86	14	100
Thematic seminars	18	14	32
Competitions	3	2	5
Learning initiatives	4	6	10
Learning territories being implemented	–	4	4
Participation in forums in Brazil and other countries	–	2	2
Working group meetings - exchange of experiences, technical advice, IFAD projects	–	7	7
Technical advisory training	5	15	20
Technical advisory workshops	5	21	26
Development of a monitoring and evaluation system (M&E)	1		1
Management System Development	–	1	1
Partnerships with universities (UFBA, UFPB, UFRPE, Unijorge, UnB)	–	5	5
Ministerial partnerships - Federal Government (Ministries of Citizenship and Regional Development)	–	2	2
Institutional partnerships	260	11	271
Implementation of actions aimed at strengthening the female and youth protagonism	9	13	22
Communities involved in the program	300	415	N/A
Researches	16	12	28
Internships	6	3	9
Number of participants in the internships	100	5	105
Competitions	3	2	5
Knowledge fairs	13	–	13
Associations participating in Knowledge Fairs	125	–	125

\*Summary table of the results achieved by Semear Internacional. Data until 10/21/2020.

\*\* Count of accesses based on user data manipulation actions (insertions, updates, and deletions). We consider one access per day per user.  
Source: Data.Fida, access on: 10/21/2020





## BACKGROUND

The United Nations (UN) was created to promote peace and development between countries. The UN system is made up of six main bodies, in addition to specialized agencies, funds, programs, commissions, departments and offices. There are currently 26 programs, funds and agencies linked in different ways with the UN, despite having their own budgets and setting their own rules and goals. All organizations have a specific area of activity and provide technical and humanitarian assistance in the most diverse areas. In Brazil, we highlight the United Nations Development Program (UNDP), The Food and Agriculture Organization (FAO), Pan American Health Organization/World Health Organization, International Labor Organization, United Nations Environment Program, World Food Program, Joint United Nations Program on HIV/AIDS, United Nations Educational, Scientific and Cultural Organization (Unesco), United Nations Children's Fund, and the International Fund for Agricultural Development (IFAD).

In addition to organizations linked to the UN, other international organizations operate in Brazil in the provision of technical and humanitarian assistance. We highlight the German Technical Cooperation Agency, the United Kingdom's Department for International Development, and the Inter-American Institute for Cooperation on Agriculture (IICA) operating throughout Latin America, and all acting in line with the principles of the United Nations.

The UN works in an integrated manner to promote the Sustainable Development Goals (SDGs), through the implementation of the 2030 Agenda. In Brazil, for the period 2017-2021, the UN established the United Nations Partnership Framework for Sustainable Development, in which national development priorities are outlined. These priorities are organized in main axes (Figure 1) and results.



Figure 1:  
Main axes of the United Nations Sustainable Development Partnership Framework



Source: ONU, 2017.

**People axis:** An inclusive and equitable society with full rights for all.

**Outcome 1:** Strengthened social development throughout the country, with poverty reduction through access to quality public goods and services, particularly in the areas of education, health, welfare, food and nutritional security and decent work, equitably and with emphasis on gender, racial, ethnic and generational equality.

**Planet:** Sustainable management of natural resources for current and future generations

**Outcome 2:** Effective and strengthened participatory governance models of sustainable management of natural resources and ecosystem services, building integrated, resilient and inclusive regions.

**Outcome 3:** Strengthened institutional capacity to promote public policies for the sustainable management of natural resources and ecosystem services, and combating climate change and its adverse effects, and ensure the coherence and implementation of these policies.

**Prosperity:** Prosperity and quality of life for all.

**Outcome 4:** Inclusive and environmentally sustainable economic growth, with productive diversification, industrial strengthening, resilient infrastructures, increased productivity and innovation, transparency, social participation and enhancement of micro and small enterprises.

**Outcome 5:** Socioeconomic and territorial inequalities reduced, with the promotion of full employment and decent work, professional training, guaranteed social and labor rights, paying particular attention to vulnerable people.

**Peace:** A peaceful, fair, and inclusive society

**Outcome 6:** A peaceful, fair and inclusive society promoted through social participation, transparency and democratic governance, respecting the secularity of the State and ensuring human rights for all.

**Partnership:** multiple partnerships to implement the sustainable development agenda

**Outcome 7:** Strategic partnerships established to strengthen and promote international cooperation and contribute to the reduction of inequalities within and among countries

The United Nations Sustainable Development Partnership Framework defined for Brazil is based on the 2030 Agenda of the United Nations System, a document approved during the United Nations General Assembly of September 2015 that includes 17 SDGs.

IFAD is an international financial institution and a specialized United Nations body. Since 1977, it has been promoting development with actions aimed at eliminating poverty, hunger, and malnutrition, by increasing the productivity, income and life quality of rural populations. IFAD works where poverty and hunger are most extreme, in remote regions of developing countries with vulnerable rural populations, with limited access to financial resources and little presence of development-promoting bodies.

With comprehensive performance and a presence in most of the poor and developing countries, IFAD has already applied resources totaling US\$ 28 billion in loans and grants, which have benefited around 483 million people worldwide.

IFAD collaborates with governments, non-governmental organizations (NGO), and rural communities to design, implement, monitor, and evaluate public policies aimed at reducing rural poverty in Latin America and the Caribbean. By the end of 2016, it had already established a partnership with 19 governments and implemented 37 programs aimed at rural development and poverty reduction in the region.

Operating in Brazil since the 1980s, IFAD has acted in the Northeast of the country, where pockets of rural poverty are found and its populations are harassed by food and water insecurity, with difficult access to public policies for the reduction of extreme poverty.

IFAD's financial cooperation takes place in partnerships with the Federal Government, with the governments of the northeastern states through reimbursable resources and with donations to public institutions, NGO, and international technical cooperation agencies.

Currently, six rural development projects in the Northeastern Semi-arid, five contracts with state governments and one contract with the Federal Government are being carried out using loans proceeds. The goal is to increase the production and income of family farmers, facilitate family access to basic services and public policies, enable access to marketing channels and markets, and strengthen their social organizations.



**VIVA O SEMIÁRIDO:** *This project implemented in Piauí covers 89 municipalities whose production and income depend on family agriculture. It aims to improve household income and increase employment opportunities through the strengthening of individual and collective capacities in communities. The project works to strengthen and expand economic activities in the production chains of honey, cashews, sheep, goats, fish farming, poultry farming, productive yards, pig farming, cassava culture, handicrafts, and irrigation. It will benefit 22,000 rural families in poverty, carry out 181 productive projects, train 3,300 women to engage in agricultural and non-agricultural actions, train 100 public employees in participatory methodologies and train 1,200 education professionals in contextualized education for the semi-arid, in addition to 2,000 young people who will receive professional training.*





**PROCASE:** Nearing completion in Paraíba, the Cariri, Seridó and Curimataú Sustainable Development Project (Procase) benefited 56 municipalities in the state. Its priority is to improve social infrastructure and reduce environmental problems related to desertification, from the perspective of sustainable development and coexistence with the semi-arid region. With the objective of improving the means of subsistence and developing the rural economy of the needy population, it values and strengthens the capacities of quilombola communities, young people and family farmers in the organization of work, also contributing to reduce inequalities in the countryside. Its goals were to train 1,200 young people to prepare and develop a business plan, build or improve 860 water abstraction systems, benefit 22,000 families, 1,500 families with young people and 7,400 families with women, benefit 11,200 family farmers with productive projects related to goat farming, fruit growing, horticulture, beekeeping, mining, among others.

**PRÓ-SEMIÁRIDO:** This project continues a partnership between IFAD and the Government of Bahia, being the third consecutive project. The Pró-Semiárido project covers 32 municipalities and aims to reduce rural poverty by increasing production and income for family farmers, as well as strengthening the capacities of individuals and organizations to access markets and has a special focus in women and young people. The Project has already reached 61,963 families. Of these, 31,095 received technical assistance and rural extension (Ater) on a continuous or specialized basis, 23,897 benefited from investments in production chains, 3,790 benefited from investments in economic organizations, 20,097 in community organizations, and 1,128 were trained to access public policies for family farming. Pró-Semiárido was considered the best project under execution in 2019 by the UN.



**PAULO FREIRE:** This project, carried out by the Ceará government in 31 municipalities, aims to develop the social and human capital of the local population, highlighting its actions with traditional, quilombola and indigenous communities. It focuses on training public and private agents who provide support to these populations with technical and management support for family rural production. The objective of the Paulo Freire Project is to reduce poverty and raise the standard of living of family farmers through the formulation and implementation of viable business models for agricultural and non-agricultural enterprises, including land regeneration initiatives and the adoption of agro-ecological practices with a focus in young people and women. Its goals are to train 60,000 families to access public policies, benefit 30,000 families by Ater and train 1,200 young people to start or strengthen economic activities.



**DOM TÁVORA:** This project, carried out by the Government of Sergipe, aims to strengthen local capacities for productive and commercial management to enable access to markets. The Dom Távora Project is present in 15 municipalities and focuses on contributing to the generation of income and employment by strengthening the capacity of public and private entities that provide technical and administrative services, aiming at strengthening business and entrepreneurship. Its goals are to train 1,800 producers in the management of rural businesses and 1,200 producers in organizational strengthening, support 12,000 families with a business plan and productive projects with improvements in the asset ownership index, directly benefit 10,000 poor families and indirectly

20,000 families. It also provides for the dissemination and adoption of agro-ecological practices and sustainable production techniques by family farmers.



**DOM HELDER CAMARA 2:** *The Dom Helder Câmara 2 Project (PDHC 2) is implemented by the Ministry of Agriculture, Livestock and Food Supply. It aims to develop reference actions to combat poverty and support sustainable rural development in the Northeast Semi-arid. It operates in 913 municipalities and 11 states in Brazil: Alagoas, Bahia, Ceará, Espírito Santo, Maranhão, Minas Gerais, Paraíba, Pernambuco, Piauí, Rio Grande do Norte and Sergipe. It expects to provide Ater services aimed at diversifying production and providing access to markets for three years for approximately 74,000 families. To date, the project has benefited 54,002 families through Ater's actions, of which 2,918 are quilombolas and 364 are indigenous people. Women represent 67% of the public served by PDHC 2, with 36,108 direct beneficiaries. The project exceeded the goals of supporting access to financial services, benefiting a total of 14,484 families through this modality. In partnership with the Ministry of Citizenship, it benefited 13,607 families through the Brasil Sem Miséria program, a considerable part of the 35,510 families benefited through public policies and programs. The project's actions directly benefit around 126 thousand people.*

To support its projects, IFAD has a knowledge management strategy, a cross-cutting theme to facilitate training through the identification of experiences and innovative technologies, systematization and dissemination of successful cases, and the promotion of training, exchanges and communication aimed at family farmers.

To make this knowledge management strategy viable through the use of donation resources, IFAD supports the execution of the project Adapting Knowledge for Sustainable Agriculture and Market Access (Aksaam), which succeeded the MKTPlace Project of the Brazilian Agricultural Research Corporation (Embrapa).



**MKTPlace** was an agricultural innovation platform. It is an international initiative coordinated by Embrapa with the support of several partners, created to meet a demand from agriculture in developing countries in a South-South cooperation effort. Its objective is to connect Brazilian, African, Latin American and Caribbean specialists and institutions to jointly develop research projects to benefit the small producer. MKTPlace financed 82 projects in 13 countries in Africa and 10 in Latin America and the Caribbean. In 2016 it was selected by the UN as one of the 15 initiatives with the greatest impact on South-South cooperation. It has already completed 40 projects with significant results, such as the training of 2,191 people, the development of 170 technologies, products, and services, 96 knowledge products and 129 technical publications.



**Aksaam** is the IFAD donation that followed the MKTPlace and is carried out by the Universidade Federal de Viçosa (UFV) through the Institute of Public Policy and Sustainable Development (IDPPS), with administrative support from the Arthur Bernardes Foundation. Aksaam focuses on the eradication of rural poverty, sustainable agricultural development and the promotion of food and nutritional security, in line with the SDGs. Aksaam aims to (i) improve access by family farmers to technologies and knowledge; (ii) increase farmers' productivity; (iii) improve market access conditions, and (iv)



include farmers into dynamic value chains. Its technical execution considers the experience of IFAD projects in Brazil and in the region of Latin America and the Caribbean (LAC). It has five thematic axes: productive inclusion (gender and youth, traditional communities), access to markets and public policies, environment, and adaptation to climate change, monitoring and evaluation of food and nutrition security projects and programs. To this end, Aksaam operates through a network of partners.



**Semear Internacional** is a continuation of the Semear Program, carried out from 2011 to 2017, and since 2017 it has the purpose of promoting knowledge management in the Semi-arid Region and covers all states in the Northeast in the areas where IFAD projects are carried out. The aim of Semear Internacional is to promote the identification, registration and dissemination of knowledge, innovations and best development practices among rural families. In addition, it intends to strengthen collaboration and dialogue networks between associations, cooperatives, NGO, governments, research institutions, educational institutions, and Ater. The areas of activity of the Semear Internacional Program include the productive and technological innovations that are appropriate for the Semi-arid Region, the dissemination of successful experiences of agricultural and non-agricultural rural businesses, experiences in the management of natural resources and adaptation to climate change with a focus on monitoring and evaluation of IFAD's projects.

To make the Semear and Semear Internacional programs feasible, IFAD sought the support of IICA, which is a specialized agency in agriculture in the Inter-American System, that supports the efforts of Member States in their quest for agricultural development and rural well-being, with poverty reduction in critical areas.

To this end, IICA offers cooperation with its extensive experience in topics such as technology and innovation for agriculture, agricultural health and food safety, international agricultural trade, family farming, rural development, natural resource management, and the bioeconomy.

In the context of cooperation with Brazil, IICA has shown itself to be a modern and efficient institution, offering a platform of human resources and processes capable of **mobilizing the knowledge available in the region and in the world** to achieve competitive, inclusive, and sustainable agriculture, that takes advantage of opportunities to reduce poverty and promote greater rural well-being and sustainable management of its natural capital.

This study aims to evaluate the Main Achieved Results by IFAD's knowledge management program in Brazil, Semear and Semear Internacional.





# 1

## INTRODUCTION



This report presents the result of the analysis of the implementation of the Semear and Semear Internacional programs. This analytical study followed three basic objectives. The first consists of analyzing the relevance, efficiency, effectiveness, impact, and sustainability of Semear and Semear Internacional. The second refers to the verification of compliance with the objectives and the scope of the results proposed. The third presents lessons learned, conclusions, and recommendations.

Among the issues addressed in this report, we highlight the following activities: (a) the original documents of the Program, in addition to reports, studies and information available on the Semear Portal were read and analyzed; (b) work meeting with the PSI coordination to level the scope of the study we held, to resolve doubts and absorb information necessary for the formulation of the analysis document; (c) we identified the products and results achieved in the period of validity of the Programs, through interviews and documentary analysis; (d) we analyzed the information on disbursement of resources in relation to the achievement of the proposed objectives; and (e) we accessed the procedures and processes for the acquisition and selection of goods and services through the IICA system.

Following the established methodology, we proceeded with the following steps: (a) reading and analysis of the documents, records and memories of the progress reports, completion report, reports and studies available on the Semear Portal; (b) identification of the products and results achieved by the programs; (c) analysis of the data found; (d) establishment of questions for conducting the interviews; (e) preparation of the preliminary version for analysis; and (f) preparing the final evaluation report.

This final version of the evaluation study is structured in six specific parts. The first presents an executive summary, the second sets the background, and the third an introduction to the evaluation. The fourth part presents the methodology adopted for the development of the analysis.

To facilitate understanding, the fifth part points to the context of the Semear Program, with design, structure, results, implementation data, budgetary aspects, and main achievements. The information was compiled from the Program Completion Report prepared in 2017, as this final document was approved by IICA and IFAD and does not allow for disputes.

In the fifth part we present the information from Semear Internacional, its strategic objectives, objectives, expected results, and others, with information about the conducted interviews and the analysis of the Program, highlighting the evaluations of relevance, efficiency, effectiveness, impacts, sustainability, and lessons learned from its implementation.

The sixth part presents the conclusions and recommendations, the appendices, formed by the list of questions and answers, the identification of the interviewees and the list of consulted documents.





2

METHODOLOGY



The analysis of the Semear and Semear Internacional Programs has three objectives:

- analysis of the results achieved by the Program, observing its relevance, effectiveness, impact and sustainability;
- verification of compliance with the objectives and the achievement of the results proposed by the Program;
- presentation of lessons learned, conclusions and recommendations.

For this reason, and considering the administrative-organizational structure responsible for the execution of the Program and the purposes of this study, we have adopted an operational definition of analysis, understanding it as a systematic procedure for collecting and analyzing data, aiming at identification of results, effects or impacts, as well as measurement by the strategic criteria of relevance, efficiency and sustainability, in comparison with the objectives established in the conception or formulation of the Programs.

Since it is an evaluation of a program still in progress, the methodological procedures followed a mixed model, resulting from the combination of quantitative and qualitative models, adopting the guidelines present in manuals of international organizations such as UNDP, the Program's Logical Framework, and the ensemble of information contained in the Semear completion report and in the Semear Internacional progress reports.

Therefore, within this reference framework, the methodology used in this analysis was developed in three stages:

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#### First Stage – **Documentary Analysis**

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The development of the analysis had as its starting point the collection of information about the Program contained in the documents made available that define the objectives, guidelines, goals, physical and financial flows planned and implemented, funding sources, performance, and target audience, following:

- the definition of techniques for collecting Project data;
- the reading and analysis of the documents, Semear's completion report, Semear Internacional's progress reports, access to information from the Integrated Management System, IICA and the Semear Portal on the web, that occurred since the beginning of the Project's implementation activities;
- the identification of the products and results achieved by the Program;
- analysis of the data found.

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#### Second Stage - **Interviews**

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We conducted interviews with **key people** who had and still have a significant role in the Program. The interviews were conducted based on a previously defined script to obtain answers about the level of implementation of the programmed activities and achievement of the expected results, with focus on the qualitative aspect.

Due to the coronavirus pandemic, the interviews were conducted using the Skype application and lasted approximately 50 minutes.

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#### Terceira Etapa – **Elaboração do relatório**

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The final version of the study incorporated the suggestions of IFAD by separating the analyses for the Semear and Semear Internacional Programs.



# SEMEAR PROGRAM- KNOWLEDGE MANAGEMENT IN SEMI-ARID ZONES OF NORTHEAST BRAZIL



The Semear Program - Knowledge Management in Semi-Arid Zones was carried out to contribute to expanding the possibilities of the rural population to access and take advantage of a set of knowledge, experiences, innovations, and best practices in development in the region.

The Program was created in 2011 by IFAD, in partnership with IICA and financed by the Spanish Agency for International Cooperation for Development. It was born out of IFAD's desire to encourage the replicability of experiences, innovative technologies, knowledge and best practices already developed in the region by a number of organizations, and to act as a driving force for the strengthening of exchange networks and alliances between the different rural development actors in the semi-arid region.

The Program was completed in March 2017. Over the past six years, it has contributed to the exchange of knowledge, experiences, innovations, and lessons learned related to rural development among actors in the Northeastern Semi-arid. Its objective was to facilitate access to knowledge, innovations and best practices that could be adopted and replicated by the rural population to improve their living conditions and contribute to the promotion of sustainable and equitable development in the region.

The actions developed by the Program covered the eight states of the Northeastern Semi-arid region, as provided for in the initial design: Pernambuco, Rio Grande do Norte, Sergipe, Ceará, Paraíba, Alagoas, Piauí and Bahia. In addition, Minas Gerais and Maranhão were incorporated into the actions in 2016. In the case of Minas Gerais, Semear supported the realization of a diagnosis and a development project for the Jequitinhonha region. In Maranhão, technicians and local organizations were involved in exchange and knowledge exchange activities to implement a project co-financed by IFAD in the state. In total, more than 300 communities in 173 municipalities have benefited from activities promoted by the Semear Program.

The information for the evaluation of Semear Program was compiled from the Completion report, published in June 2017.

## 3.1 GOALS

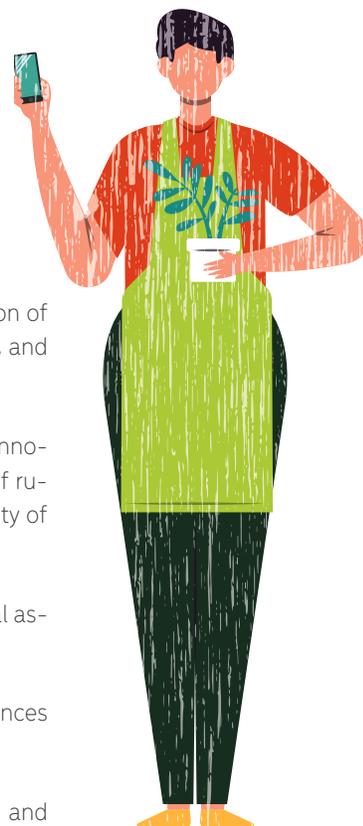
**1) Development Goals:** act as a catalyst for knowledge management actions already undertaken in the Northeastern Semi-arid, promoting the circulation of knowledge and recognizing the Semi-arid as a territory of potential and viable alternatives for sustainable development.

**2) Programmatic Goals:** (a) (a) improving the **availability and exchange of knowledge**, innovations, best practices, and lessons learned for rural development; (b) to strengthen and establish **collaboration networks and exchange spaces** between rural development actors in the Northeastern Semi-arid; (c) to promote **dialogue between the different rural actors** active in the region, to reduce the distance between scientific-technological research and the knowledge of local populations; and (d) to develop the capacities of small producers and other local actors to reflect on their own experiences, systematize them, learn from the experience of others, and acquire knowledge with added value for use. During the implementation of the Program, a fifth objective was incorporated: (e) promoting the participation of rural women and young people – now identified as priority groups – across all its actions;

## 3.2 EXPECTED OUTCOMES

In the Program's initial design, the main expected outcomes were:

- small rural producers, organizations, and institutions in the Northeastern Semi-Arid region of Brazil and other Latin American countries with access to a set of knowledge, innovations, and best practices in the strategic thematic areas prioritized by the Program;
- small rural producers and their organizations carrying out productive and technological innovations for the sustainable management of natural resources and for the development of rural businesses that contribute to improving their living conditions, thanks to the availability of knowledge and best practices facilitated by the Program;
- institutions participating in the Program developing greater capacities to provide technical assistance and training services to small rural producers;
- strengthened collaboration networks and expansion of opportunities to exchange experiences between rural development actors active in the Program's area of operation;
- increased participation of rural women and youth in knowledge management activities and greater appreciation of their knowledge and experiences.



## 3.3 MAIN ACHIEVED RESULTS

Throughout its five years of implementation, the Semear Program has registered important results – both qualitative and quantitative – that show the success of its operating strategies, contributing to the improvement of the capacity of the rural population to access and take advantage of a set of knowledge, experiences, innovations, and best practices of living with the Northeastern Semi-Arid climate.

There was a **direct participation of 17,948 people**, including farmers, youth, artisans, indigenous people, quilombolas and members of traditional communities, as well as other social actors linked to rural development in the Semi-arid Region. Most of the public directly involved in the activities (around 65%) consisted of family farmers.

It is worth mentioning the Program's focus on increasing the participation of rural women and youth in knowledge management activities. In the actions of the Semear Program, 40% of the public consisted of women and 30% of young people. Many of its actions contributed to **strengthening the participation of quilombola communities, both traditional and indigenous, with 1,093 quilombolas or members of traditional communities, and 220 indigenous people registered in the activities.**

As to **improving the exchange of knowledge, innovations, best practices, and lessons learned related to rural development and living with the semi-arid climate**, the achievements of the Project exceeded the expected results. **More than 17,000 farmers and rural entrepreneurs, 253 social organizations and 6 projects supported by IFAD had access to a set of knowledge, innovations and best practices in the strategic thematic areas prioritized by the Program.**

**A total of 254 best practices were identified and shared, in which 4,195 farmers, 3,076 women,**



**1,879 young people, 4,432 Families, 161 indigenous people, 706 quilombolas, 535 craftspeople and 504 social actors participated among the beneficiaries during the exchange.** The initial draft had estimated 22. The Program reached, therefore, an expressive number of sistematizations, by indentifying, sistematizing and disclosing these experiences using primers, newsletter, books and videos.

To support the implementation of the IFAD Projects, 16 studies and an international exchange were carried out in partnership with IICA, involving 50 people from seven countries in Latin America, including Brazil. These results show that the Project achieved goals beyond its initial design, given that 12 specialized studies were initially planned in the strategic thematic areas defined by the Program.

We also highlight the knowledge management products developed and disseminated by the Project. The initial design envisaged at least six audiovisual productions. 74 products were made as videos, developed in partnership with social organizations and experimenting farmers, and published on Portal Semear and on social media such as Facebook and YouTube. Facebook had an average of 1,348 monthly accesses, while YouTube reached 1,417 monthly views, with 400 subscribers. It is worth mentioning that, as planned, the Semear Program Web Portal was developed and continues to operate. It registered a total of 38,223 accesses, more than 23 thousand users, and 126,120 page views. More than 230 communication products were generated, reaching around 120,000 people.

The Project envisaged the **strengthening and expansion of opportunities for the exchange of experiences between rural development actors active in the Program's area of operation and a periodic exchange network**, with the participation of development projects in which IFAD and other financiers participate, functioning even after the completion of the Program. Four important collaboration networks and exchange spaces were supported and promoted based on the activities developed:





- collaboration networks between social organizations that operate in the Semi-Arid: about 260 social organizations dialogue with each other and share knowledge and experiences in small networks;
- network of public managers of family farming in the Semi-Arid and Minas Gerais: 10 states in the Northeast and Minas Gerais are part of this network, which has approximately 60 public managers, including secretaries of agriculture, managers and state technicians;
- collaboration networks between communities in the Semi-Arid: approximately 300 communities dialogue with each other and share knowledge and experiences in small networks;
- collaboration network between IFAD Projects, which brings together six projects under implementation and two projects in the final design phase.

The quantifiable results included 525 people that were expected to participate in exchange visits and 540 people in learning routes, totaling 1,065 direct beneficiaries. A much larger than anticipated audience, 2,683 people, directly benefited from exchanges, through four learning routes and 93 exchange visits.

Besides, six knowledge fairs were planned with the participation of approximately 120 associations. 13 fairs were held with the participation of 125 social organizations and three IFAD projects. In total, 5,792 people were directly benefited.

With the actions developed by the Semear Program, there was both the strengthening of existing collaboration networks and the formation of new networks between farmers and between organizations, thus enabling the creation of new collaborative spaces, allowing the sharing of information, experiences, and best practices.

**Institutions participating in the Program were also expected to develop greater capacities to provide technical assistance and training services to small rural producers.** As planned, Semear provided an intense exchange of knowledge on technical advice between social organizations, between them and the IFAD projects, and mainly between the technical teams of the IFAD projects.

More specifically, a manual of guidelines and support for the elaboration of productive projects was produced in collaboration with the technical teams of the IFAD projects. Five Exchanges and five specific workshops were also held on the topic of technical advice.

In addition, a monitoring and evaluation system (M&E) was developed for IFAD projects in Brazil, with technical support for the preparation of baselines and training of teams for their use.

Among the quantifiable results, 12 studies and 10 seminars and workshops were planned. The Program carried out 16 studies: 5 studies in support of the implementation of the IFAD projects; 4 studies to guide IFAD's activities in Brazil in the period 2016-2021; 4 studies resulting from the Learning Routes and 3 studies carried out by partners selected through public call.

The Workshops and Seminars have largely exceeded expectations. In total, 86 workshops and 18 seminars were held, training actors from social organizations and technical teams from IFAD projects. In addition, the Semear Program was supported and made possible by eight Forums of Family Agriculture Managers with the participation of 60 public managers, technicians and representatives of social organizations involved in rural development. It is estimated that more than 3,000 people



have directly benefited from the training.

- There was also a strengthening of relations between teaching and research institutions, such as universities, schools and training centers through participation in projects supported by Semear and developed in communities. We highlight the emergence of new lines of research and academic actions, as well as an appreciation of local knowledge.

An example of this closer relationship with teaching and research institutions was the action carried out by the Association for the Support of Rural Communities, within the scope of the project supported by the Semear Program. To bring together scientific-technological research and knowledge of rural populations, a caravan was promoted towards the Technological Center for Apiculture and Meliponiculture of Rio Grande do Norte, at the Universidade Federal Rural do Semiárido.

During the visit, the participants got to know the Center's facilities: beeswax processing and production sector, Apis breeding and reproduction laboratory and the training and capacity building space; in a dialogical and participatory way, beekeepers and researchers were able to experience an intense exchange of knowledge about honey processing technologies.

**Another objective of the Program was to promote the development of the capacity of small producers and other local actors to reflect on their own experiences, systematize them, learn from the experience of others and acquire knowledge with added value for use.** The expected outcome was that small rural producers and their organizations would undertake productive and technological innovations for the sustainable management of natural resources and for the development of rural businesses that would contribute to improving their living conditions, thanks to the availability of knowledge and best practices facilitated by the Program.

The Program also published the **Inventory of Best Practices** to make useful knowledge and best practices even more available, disseminating 19 best practices with the potential to be reapplied by other farmers and family entrepreneurs.





It is also worth mentioning, among the quantifiable results, six internships carried out in five organizations that involved the participation of 100 rural youths and had as main focus the themes of management, cooperation, and entrepreneurship in family farming.

Of the 10 contests initially planned, three were held. Two competitions were held to select knowledge management proposals to be supported by the Semear Program and one to select youth initiatives and best practices in living with the Semi-arid Climate.

It should be noted that the identification of successful talents and experiences was broadly held through the partners, and they did not necessarily use the tender mechanism for this purpose. The total of 243 local talents were identified, and their experiences were recorded and shared.

Across all other objectives, an **increase in the participation of rural women and young people in knowledge management activities in the area of the Program was also planned**. Over the five years of implementation, Semear reached 7,000 women and 5,102 young people out of a total audience of 17,948 people, corresponding to 40% and 30% of the public, respectively.

Special attention was paid to generational and gender issues, aiming to contribute to the strengthening of the role of women and young people in rural development. To this end, the Program added the participation of women and young people as one of the scoring criteria in the selection notice for project support. The Semear Program also supported nine specific projects aimed at strengthening female and youth leadership, presented below:

- Best Youth Practices in Living with the Semi-arid Region, developed by the Northeastern Peasant Youth Association - Terra Livre;
- ComJovens - Training of Young Communicators and Systematizers in Alto Sertão Sergipano, developed by the Center for Advising and Service to Land Workers - Dom José Brandão de Castro;



- Diagnosis and Installation of Water Reuse Technologies in Cariri Ocidental Paraibano, developed by Cunhã Coletivo Feminista;
- Rural Youth Disseminating Best Practices in the Field, developed by the Training and Support Center for Small Farmer in Araripe;
- Mandacaru, a place where fruits that strengthen women in Pernambuco germinate, developed by the Center for Development and Citizenship;
- Women with Income – Strengthened for the Construção do Território da Renda Renascença, developed by Cáritas Paroquial Cruzeiro de Poção;
- Women: Seeds of Resistance, developed by Casa da Mulher do Nordeste;
- Peasants Multiplying Practices and Knowledge of Living with the Semi-Arid Region in the Middle of Paraíba, developed by the Community Promotion and Action Program (Propac);
- Weaving Bonds in the Commercialization of Family Farming in the Sertão do São Francisco, developed by Family Farming Cooperative of Canudos, Uauá and Curaçá.

### 3.4 EVALUATION OF ACHIEVED RESULTS

The evaluation of the results achieved by the Semear Program points to the occurrence of changes in the communities and populations involved due to the access and replication of knowledge, experiences, and best practices.

According to the Semear Completion Report, there was a dissemination and replication of knowledge and best practices to improve productivity and coexistence with the Semi-arid Region. A positive result of the Program was also the strengthening of initiatives for associativism and cooperation, which expanded the collaborative actions in the communities. It is also worth mentioning the implementation of environmental preservation, recovery and conservation actions by the communities supported by the Program.

Another important result was that public managers expanded the dialogue and collaboration among themselves, strengthening the debate on specific public policies for the semi-arid region, and that teams from IFAD projects were trained in M&E, fiduciary themes, and the elaboration of productive projects, expanding the capacity to implement actions.

#### 1) Results associated with improving productivity by replicating knowledge and best practices

Some practices accessed and replicated by farmers, such as silage, water collection and reuse systems, fertilization (composting and dry cover), the seed bank, among others, mentioned by farmers, enabled better management of plantations and the creation of small animals, as well as better use of natural resources, providing increased productivity of local crops and, consequently, increased income for farmers.

In the Community of Santa Rita de Cássia, in the municipality of Congo (PB), for example, the installation of a water reuse system, carried out in partnership with Cunhã - Coletivo Feminista, provided a significant increase in the yield of the productive yard, diversifying the family's diet and even allowing them to sell surplus production.





## **2) Results associated with the strengthening of quilombola, traditional, and indigenous communities**

According to the Semear Completion Report, throughout the Program, there was a strengthening of the participation of quilombola communities, traditional and indigenous, in the actions of Semear and its partner organizations. 1,093 quilombolas or members of traditional communities and 220 indigenous people were involved in the activities. These actions focused mainly on valuing local cultures, strengthening the role of communities in their own territories based on the experiences from the exchanges.

The families of the Truká-Tupan tribe who live in the municipality of Paulo Afonso (BA) were among those benefited by the actions of the Program. Ten years ago, ten families from the Truká-Tupan tribe migrated from the interior of Pernambuco to Paulo Afonso in search of better living conditions. Today, among other things, families stand out for the manufacture of ecological bricks.

## **3) Results associated with the strengthening of community organization and associativism**

The impact of the actions of the Semear Program was positive for strengthening intercommunity ties and mutual support between the public benefited by the activities. The program promoted not only the exchange and dissemination of knowledge and experiences during activities, but also the continuity of these learning processes. The knowledge was passed on from farmer to farmer, through the adoption and implementation of shared technologies and best practices. The communities involved in the actions changed their perceptions about themselves and about the importance of everyone's involvement and participation in collective decisions.

The Semear Completion report highlights as an example the project "Peasants Multiplying Practices and Knowledge of Living with the Semi-arid Region in the Middle of Paraíba," in partnership with Semear/Propac Center. As a result, the farmers formed a rich network of collaboration, creating collective strategies to face difficulties and to replicate best practices and shared knowledge.

## **4) Results associated with environmental preservation/conservation based on the sustainable management of natural resources**

The research carried out with the farmers showed that, based on the knowledge gained on mana-



gement and use of the soil and on agroecology, there was a greater understanding of the damage caused by the indiscriminate use of natural resources and fires. The appropriation of knowledge led to changes in attitude among farmers, who reported a reduction in the use of fires, increased use of organic pesticides and agro-ecological farming practices that contribute to the preservation and conservation of the caatinga biome in the semi-arid region.

Mentioned in the Semear Completion Report, an example of this process was the Polo da Palha do Licuri Project – A Socio-Productive-Environmental Experience in the Bahia Semi-arid Region, developed in partnership with the Association Movimento João de Barro. The artisans who participated in the project emphasize that the community has become more aware of the importance of environmental preservation of the fauna and flora of their region and of how sustainable use of resources for the production of local handicrafts should be carried out.

### **5) Results associated with the sustainability of actions as a knowledge management process**

To ensure the sustainability of its actions, the Semear Program focused on fostering a culture of knowledge management in a network and at various levels: rural communities, social organizations, IFAD projects and public managers. From the beginning, it adopted an approach based on the recognition and appreciation of the diversity of other knowledge management processes that already occurred in the region before the Program and continue after its closure. For a long time, local actors and social organizations have developed knowledge management processes in their daily lives and in their own way in the Semi-arid Region.

The performance of the Semear Program was positive in fostering processes of exchange and access to knowledge, innovations and best practices, through a continuous process of collaboration and integration, so that continuity could be guaranteed by the local actors involved.

The main highlights of Semear's work were: the Program's performance as a catalyst for the processes whose protagonists were the region's development actors and their successful experiences; selection of themes according to the interests and needs expressed by the local actors, reflecting the offer of knowledge, experiences and innovations available in the region; generation of innovations, knowledge and best practices with concrete use value for the life strategies of the rural population in the semi-arid region in order to encourage the maintenance of collaboration networks and the continuity of knowledge exchange; and development of activities based on existing organizations and institutions that ensure their future sustainability.

Another important result obtained by Semear was activities to support implementation and exchanges between projects supported by IFAD in Brazil. The positive experiences, innovations and best practices identified and systematized by the Program were made available within the scope of projects supported by IFAD. At different stages of implementation, the projects were also a source of shared and replicated experiences.

The positive results achieved by the Semear Program during its execution allowed the evaluation of its effectiveness regarding the criteria defined in the methodology of the Organization for Economic Cooperation and Development (OECD) and other international development agencies.



## 3.5 ASSESSMENT CRITERIA

The objective of evaluating the Main Achieved Results by the Semear Program, based on OECD criteria, was to verify the implementation process, performance, and success, to serve as a parameter of accumulated experience to support the development of future projects for knowledge management in Brazil.

To assess the results of the Program, three interrelated and important dimensions were emphasized: **relevance, performance, and success**:

- **Relevance** evaluates how the Program was able to modify the problem situation or whether the defined objectives and goals were valid and relevant.
- **Performance**, focused on the progress of the Program and with an emphasis on the implementation of the proposed objectives and goals, determines efficiency and effectiveness.
- **Success** verifies the impact and sustainability of the Program.

Even though the evaluation operational process took place at an exceptional time, with the coronavirus pandemic preventing field visits and direct contact with executors and beneficiaries, the Semear Completion Report and the interview with the coordinator was sufficient for understanding the Program's logic and the challenges for its execution.

### 1) Relevance assessment

Rural poverty in northeastern Brazil stems from a sum of factors. However, the determining factor for the permanence of most of the rural population in conditions of extreme poverty is politics. In the semi-arid region, there is a significant concentration of land, income, and power, with great inequalities and difficulties in access and inclusion of the excluded population in public policies. For decades, the Northeast has been the scene of social tensions, migration, and growing impoverishment. Only in recent years, with the creation of social protection networks, has the situation been mitigated, as a result of public policies for poverty reduction, such as the Bolsa Família Program, National Program for Strengthening Family Farming (Pronaf), Ater, Garantia-Safra benefit, Food Acquisition Program (PAA), National School Food Program (PNAE), Land Credit, in addition to specific projects carried out by state governments with funds from the federal budget or other sources, such as loans taken from multilateral credit agencies such as the World Bank, Inter-American Development Bank (IDB) or multinational funds such as IFAD.

However, even with the policies and resources available, the poorest and most excluded populations of semi-arid farmers have difficulties in accessing these benefits, mainly due to institutional, technical, and qualified personnel weaknesses in the bodies responsible for implementing rural development policies for poverty reduction, which highlights the relevance of strengthening these institutions so that they can perform their functions with quality.

Thus, the Semear Program was aligned to contribute, improve, and strengthen the government agencies responsible for implementing rural development policies for poverty reduction, showing coherence and relevance in relation to the activities foreseen in the projects supported by IFAD in the Semi-arid Region.

The Program was significantly relevant in relation to the UN SDGs and the 2030 Agenda, as explained in the background section of this document.



It was also relevant in relation to the Pluriannual Plan of the Brazilian Government regarding the priorities for the Northeast.

The relevance of Semear is associated with the identification of the institutional weaknesses of the governments of the Northeastern states to design, execute, monitor and evaluate rural development programs and projects with a focus on poverty reduction. IFAD has supported the execution of rural development projects to reduce poverty in five states in the Northeast and has established a partnership with the Federal Government in a regional project. However, the Program also recognizes the need to support public managers to strengthen their capacities for formulating policies and implementing programs and projects.

To this end, with non-reimbursable resources, in partnership with IICA, it supported the implementation of Semear (2011-2017), a relevant program to strengthen government institutions in the implementation of IFAD-financed projects and the participation of civil society and their organizations in the implementation of activities, based on knowledge management.

Relevance was guaranteed by the participation of beneficiaries in the conception and design of Semear through the adoption of participatory methodologies in identifying problems, defining demands, and planning the scope of the Program. The proposed design considered the weaknesses of state agencies executing development and poverty reduction policies and the demands for institutional strengthening.

To facilitate the process of monitoring and evaluating results and impacts, a baseline for the IFAD projects was developed to characterize the problem situation and identify the direct and indirect beneficiaries, considered as relevant information to guide the strategy. The Program's structure, with objectives, goals, and results, reflected and adhered to the initial problem situation - reduction of



rural poverty in the Semi-arid Region – and provided the appropriate instruments for its solution.

Semear did not present duplicity in relation to the other initiatives for the reduction of rural poverty in the Brazilian Semi-arid region and was complementary to other actions and projects underway for the development and reduction of poverty in the Northeast.

The relevance of the Program can be demonstrated by the goals, objectives and expected results to modify the identified problem situation: sharing knowledge about innovative practices, best practices and successful experiences; train technicians and managers of state governments and civil society organizations; facilitate public policy dialogue at the regional level; and a broad communication strategy for the dissemination of results.

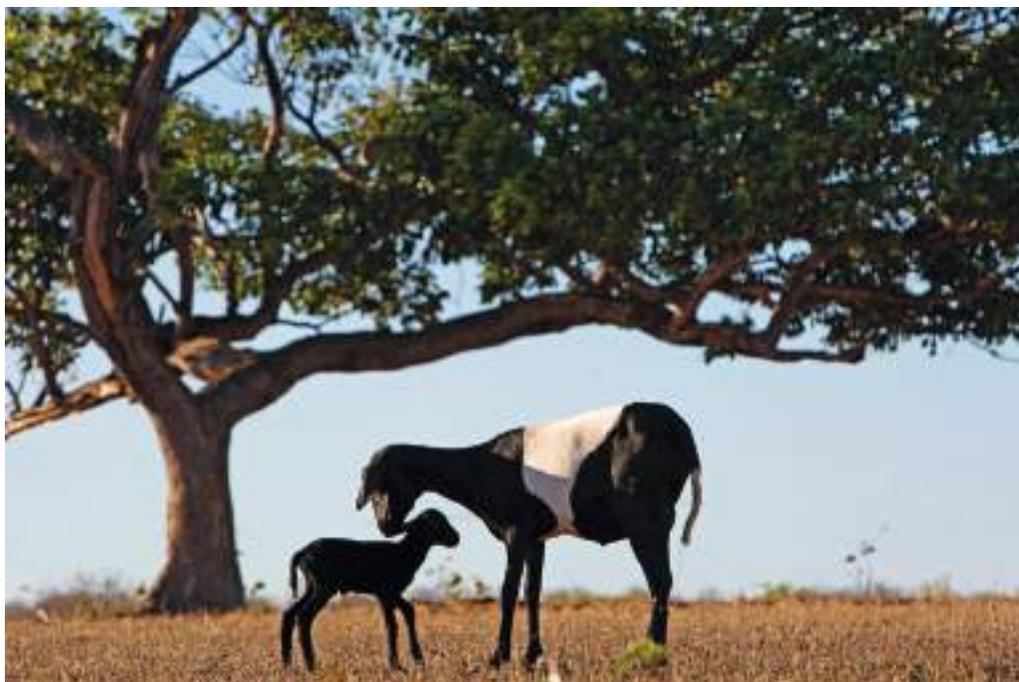
It is also worth mentioning the alignment of the Program with the development priorities defined in global policies, such as the SDGs and the 2030 Agenda, IFAD's strategy for the Country, the PPA, and the rural development actions of state governments, making the Semear Program a relevant instrument to obtain the results expected by these policies.

The defined objectives and goals remain valid, current, and pertinent, mainly considering the current and future scenarios of poverty expansion due to the limitation of fiscal resources destined to programs and projects and the significant crisis that results from the coronavirus pandemic.

Therefore, we conclude that the Semear Program was relevant for strengthening the capacity of governments to carry out IFAD-financed projects, expanding society's participation in accessing project benefits and promoting rural development for poverty reduction in the Semi-arid Region

## 2) Performance assessment

Performance measures the achievement of the goals set for the project. Evaluating performance means comparing what was intended to be achieved (the goals) with what was actually achieved





through the actions of the project. The performance indicators are related to the expected results and the immediate objectives outlined by the project and are measured in relation to the baseline and goals contained in the logical framework. The prior availability of indicators, targets and baselines is the main requirement for performance evaluation, as it allows the comparison "before" and "after" (initial pre-project situation and final post-project situation).

By analyzing the activities and results contained in the Semear Completion report, we can state that the program has shown a satisfactory trajectory in meeting the goals of the logical framework during the evaluated period. There is a significant difference between what was expected to be achieved and what was achieved in relation to the goals of specific objectives, results, and products, with the overcoming of all predetermined indices. A comparison between the immediate objectives and the results initially envisaged with the objectives and results achieved indicates the fulfillment of more than 100% of the goals initially planned for some indicators of the logical framework, mainly in relation to the participation of beneficiaries. These positive changes are due to the qualification and engagement of the coordination team, which acted in perfect harmony with IFAD guidelines and IICA recommendations in the planning, execution, monitoring and evaluation of the Program.

As a result of this, there were numerous training, articulation, communication, exchanges and dissemination of results events that contributed to the poor rural populations of the semi-arid having access to information, techniques, instruments, and tools to improve their coexistence with the semi-arid.

The satisfactory execution trajectory culminated in more empowered and active people and social organizations, with a reflection on productivity, income generation, and improvement in the quality of life of the Program's beneficiaries.

Therefore, we can say that Semear, based on the 2017 Completion report, performed more than expected and stands out as a reference for the execution of projects that involve articulation, participation, communication, knowledge management, interinstitutional dialogues, international cooperation, and dissemination of successful results

## 2.1) Efficiency Assessment

The efficiency assessment is a performance dimension that assesses how much the Project has achieved in relation to the resources used, with an emphasis on disbursements made in relation to the programmed financial structure. In other words, it is a measurement of economic profitability, in which there is an optimized transformation of inputs into products, which means the lowest possible cost/benefit ratio for achieving the programmed objectives. It is an assessment that considers the benefits and the costs of social programs.

Therefore, the concept of efficiency indicates the relationship between the results and the costs involved in the execution of a project. It is a concept used predominantly in financial analysis and is associated with the notion of optimum (minimum physical quantities of resources required to generate a quantity of product).

**Efficiency** refers to the yield of financial, material, human, or time resources applied to the execution of a project. It can be understood as the quality of doing without loss or waste, with the best quality, in

the shortest time and at the lowest possible cost. **Efficiency** concerns the process, the “right way of doing things.” **Efficiency** indicators are generally quantitative and serve to express the relationship between the amount of inputs and resources employed and the activities and products carried out.

Based on the Semear Program Completion Reports, after a sharp learning curve, the inputs for the implementation of activities were allocated in a timely manner by IICA, having been made available with the necessary quality and quantity in accordance with the annual plan reflected in the Annual Operating Plan (AOP) and PP. IICA’s financial management system was adequate and facilitated control by executors and IFAD.

The efficiency in the financial execution of Semear was 100% during the period from 2011 to 2017, although the term initially foreseen has been extrapolated.

Therefore, we concluded that the Semear Program was executed efficiently with the use of budgetary and financial management tools, with the resources being applied with economy, transparency, and technical criteria, as verified by the audits carried out in the program, which concluded there were no inconsistencies in the use of resources.

## 2.2) Effectiveness assessment

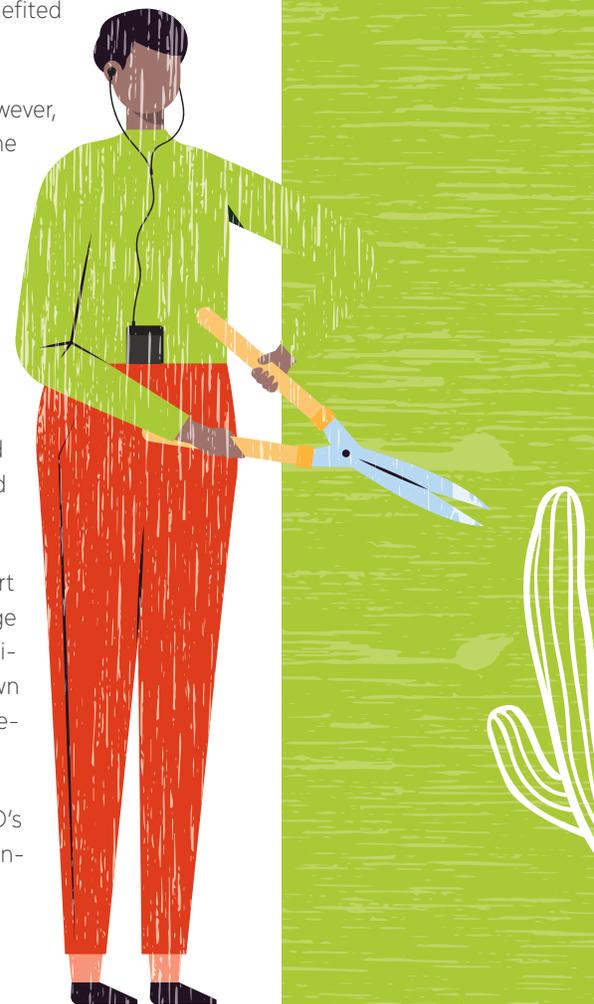
Effectiveness refers to the measure of the positive effects produced by the program as to whether they met the needs of the beneficiaries in relation to the initial problem or situation that guided the cooperation according to their own perspectives. Assessing effectiveness implies verifying whether what was planned, implemented, and achieved within a project was what should really have been done; whether the solution identified and implemented (immediate objectives, results and products) was the right solution from the point of view of those who benefited from the program.

For the Semear Program, it was only possible to interview the coordinator. However, the Completion Report is rich in testimonials from beneficiaries that attest to the great effectiveness of the actions developed. For each activity performed, a participant makes a statement regarding the effectiveness of the event, having unanimous approval.

In an attempt to add information to the evaluation and to identify the degrees of effectiveness of the implementation process (success and problems), as well as the conditions of its successes and obstacles, an interview was conducted with the Program coordinator, a key person with accumulated knowledge about the execution of the project, its results, impacts, difficulties and importance for the strengthening of knowledge management in the semi-arid region of the Northeast.

According to the interviewee, due to the scope of events and activities in support of the execution of the projects financed by IFAD, there was a positive change from the original situation identified in the baseline, with an increase in the participation of people and social organizations in the project activities, largely shown in the Semear Completion Reports and in the evaluations of the participants regarding the quality of the promoted activities.

According to the coordinator, Semear was the best alternative to make IFAD’s strategy feasible for strengthening the institutions executing the projects it finan-





ced, guaranteeing resources, technical support and facilitating integration in a quick and effective manner. This is due to IICA's continental experience and management capacity and the excellence of the team that the institute was able to select, train and make available to run the Program.

Therefore, the effectiveness assessment showed the achievement of the objectives and goals foreseen in quantity, quality and time, with emphasis on the activities carried out, the products obtained, and the effects achieved, with few identified limitations, an operational cost adequate to the budget and an implementation compatible with the initial planning.

### 3) Success assessment

#### 3.1) Impact assessment

Impact assessment is a dimension of success that verifies the merits of the project's effects, with the measure of the degree of success or failure, which represents a change in a situation, whether planned or not, positive or negative, provided by a project. Thus, the impact is measured as a result of the effects of the project.

In general, an impact assessment aims to capture the reflection of an intervention in a broader context, which, in a way, analyzes the results of a project's effects and verifies not only whether the planned activities have been carried out, but also if the expected results were also achieved, that is, if the program produced the benefits expected for the beneficiaries and how long it took. Basically, the impact can be assessed only after a significant period of operation or completion of the project has elapsed. It is important to remember that not all effects appear during the period of implementation of the project and, in some cases, may present themselves after the end.

Therefore, in the impact analysis, the project's capacity to produce change is observed according to the established impact objectives, as well as the magnitude of the change. Thus, the impact is assessed by comparing the "initial" state of the object population (baseline) and the "final" state, or "during" the situation that exists after a period of project operation time (comparison line).

Thus, although the documents regarding the implementation of the program do not present indications that determine the formulation of a comparison line (measure of the "before" situation), theoretically, the absence of this baseline would make it impossible to survey the "net effects" and,



consequently, prevent the measurement of the changes that may have occurred or the impact of the operationalization of the Semear Program.

Despite the difficulties in making it clear that there are impacts generated in the execution of the Program due to the lack of measurable indicators necessary to quantify the actions carried out, in the temporal point of view, the evaluation allows us to conclude that the implementation of the program, from Semear in 2011, produced results which, in general, allow us to observe that there has been a change in the working conditions of government managers and technicians who carry out IFAD-financed projects in the areas of M&E and knowledge management, and spaces for political dialogues have been broadly expanded for the secretaries and managers involved with development and poverty reduction policies in the Northeast, with the strengthening of networks.

Within this perspective, the Semear Program had a significant impact on the executing agencies of the projects financed by IFAD, the beneficiaries, and IFAD itself. Here, we highlight some significant results:

- improved productivity by replicating knowledge and best practices;
- strengthening of quilombola, traditional, and indigenous communities;
- strengthening of community organization and associativism;
- environmental preservation and conservation from the management of natural resources;
- development and implementation of project's M&E based on results;
- increased access to information by identifying, systematizing and disseminating successful experiences and best practices at the local, regional, national and international levels;
- strengthening of networks with expansion of regional, national and international political dialogue spaces that carry out projects financed by IFAD to strengthen rural development and poverty reduction policies;





- insertion of women and youth in activities carried out in partnership with IFAD projects, guaranteeing their access to information and their participation.

Therefore, we concluded that Semear Program positively impacted the executors of IFAD projects in the states financed by it, IFAD itself, social organizations, communities and people who participated in the events promoted by the program for rural development and poverty reduction.

### 3.2) Sustainability assessment

Measuring sustainability is examining the extent to which the benefits generated by Semear will last after the completion of the program's activities to enable rural development and poverty reduction in the Brazilian semi-arid region.

Sustainability is directly related to the quality of the execution of the program's activities and how the strategies, methodologies and instruments used enabled successful experiences, best practices and shared knowledge to be appropriated and adapted by the beneficiaries to their own reality, with the **continuous and effective application of knowledge disseminated** by their own initiative and motivation, in the medium and long term, after the end of the program.

Thus, assessing sustainability means verifying that successful measures have been planned and taken to ensure that the positive effects are absorbed, appropriated, adapted, and applied by the beneficiaries at the individual and collective capacities.

In this case, the systematic evaluations of the activities carried out by the beneficiaries, included in the Semear Program Completion Report, indicate that the participants have appropriated the knowledge and are acting as their replicators.

Identified, evaluated and systematized knowledge was appropriated by the beneficiaries to improve land use and increase productivity (silage production), access to water, use of local resources for food (small animal breeding, honey production), valuation of women's production (agroecological yards) and access to markets (PAA, PNAE, and others).

These are actions developed by the Program whose appropriation indicated that the sustainability of activities is possible, even after the end of the Semear Program.

Regarding to the internal factors of the program, we can state that the impacts will be lasting and the sustainability of the results achieved permanently, as they reflect the action and will of the beneficiaries in the continuity of the activities learned.

Sustainability dependent on external factors is related to institutional decisions, such as the political will to follow up on policies and programs; degree of mobilization, involvement and commitment of beneficiaries and other interested parties; existence of sectoral or intersectoral institutional arrangements that directly or indirectly support the results obtained; existence of legal frameworks that favor the expansion of capacities to the interinstitutional dimension; continued availability of resources to fund the activities of trained organizations; budget forecast for future years; access to markets and public or international funding; degree of mobilization and awareness of society; occurrence of prolonged droughts; rational use of soil and water resources; and, more recently, pandemics.

That is, the sustainability of the results obtained by the program is dependent on internal factors





related to the quality of the execution of activities throughout the program and on external factors, not controlled by the actions of the Program.

We can state that Semear enabled the sustainability of two factors: knowledge management and the implementation of M&E, which are instruments to enable the sustainability of the institutions that execute the projects supported by IFAD, social organizations, and people. It showed successful results in its implementation and continued with Semear Internacional. The contributions of the Program to enable the sustainability of the results achieved depending on external factors were associated with the expansion of spaces for dialogue to strengthen public policies, with a focus on the Forum of Secretaries Responsible for Family Farming in the Northeast and Minas Gerais and in the performance networks in the semi-arid region, such as support for the National Network of Collegiate Territories and dialogue with different Federal Government bodies, such as Embrapa and civil society organizations, an attempt to obtain political will and commitment to maintain rural development and poverty reduction actions after the end of the Program.

These political bodies are responsible for guaranteeing the resources for the continuity and expansion of the knowledge management activities promoted by the Program and, thus, guarantee the desired sustainability.

## 3.6 LESSONS LEARNED FROM IMPLEMENTATION

One of the main objectives of the assessment is to extract lessons learned, understood as a hypothesis resulting from one or more assessments about what works or what does not work in a project, and that can be potentially applied in similar situations. For this reason, the analytical framework of any evaluation exercise should contain questions designed to identify what has been learned from the program's experience. These issues may cover any aspect of the project, such as design and planning, operations and management, performance in achieving goals, effectiveness, efficiency, and sustainability.



The lessons learned in the implementation of the Semear Program according to the Completion Report pointed out the following issues:

1) Regarding the **problems that occurred** about the program, those associated with the learning curve were identified as the main issues.

- Learning curve of the Semear Program, with a delay in starting of activities due to the lack of definition of the action strategy and knowledge about project execution. This learning curve also occurred at Semear Internacional Program, regarding team formation, accumulation of functions in a single management, and delay in the integration and start of the program.

2) Among the **positive lessons** learned, we highlight the following:

- The important role of a trained, cohesive, and efficient coordination and team in the management of the program.
- Excellent capacity to articulate with institutions and social organizations.
- Harmony between the identified needs and the results achieved.
- Strategic vision by supporting the expansion of spaces for dialogue to strengthen public policies by strengthening the actions of the Forum of Secretaries of Family Agriculture in the Northeast and Minas Gerais.
- Ability to use social media as an instrument for disseminating knowledge and accessing the program's products.
- Excellent communication strategy with the production of quality and easily accessible instructional material.

3) The Completion report points out that the risks were associated with the learning processes of the Project Management Unit (PMU) team and were overcome with training and support from IICA.

4) There were no significant unforeseen events, only at the beginning of the execution, with the Program's marked learning curve.

## 3.7 CONCLUSIONS

The conclusions presented below reflect a set of observations on the results of the actions carried out, which were presented in the Semear Completion report and in the documents available on the Semear Web Portal.

It is worth mentioning that this evaluation had the following objectives:

- Evaluation of the results of the Semear Program, observing its relevance, efficiency, effectiveness, impact, and sustainability.
- Verification of the compliance with objectives and the result achievements proposed by the Program.
- Presentation of conclusions, lessons learned, and recommendations to IICA, IFAD, organs, and entities involved in the Program implementation and execution.





The evaluation showed that Semear cooperated with the UN's global strategies for the implementation of the 2030 Agenda and with the national commitment to promote actions for rural development and poverty reduction in the Semi-arid Region.

In general, the conclusions on the Program's achievements point to several relevant topics, such as those presented below.

*Strategy* - The Program strategically ensured the possibility for IFAD to define and implement the policy for the country and implement its strategy for knowledge management, with the achievement of most of the expected results.

*Relevance* - The Program was relevant to the country and had a consistent design by supporting and consolidating the execution of projects supported by IFAD in the Northeast and promoting integration with other projects following the precepts of international technical cooperation.

*IICA's technical support* - IICA's technical and administrative support, whose central mandate is to support rural development and the fight against poverty, the sustainable use of the environment and the SDGs, was important for the Program.

*Efficiency* - The Program enabled the participating states and IFAD itself to implement most of the planned actions related to knowledge management, with the strengthening of local networks and the establishment of channels for dialogue to strengthen public policies, providing resources and technical support for meeting demands.

*Participation in forums, meetings, regional, national and international seminars* - The Program provided managers, technicians and beneficiaries with greater participation in local, regional, national and international events, disseminating results, integrating actions and seeking partnerships for rural development and poverty reduction in the Semi-arid Region.



*Strategic linking* – There was a strategic linking between the Program and the projects of the states and the Federal Government, which increases the possibility of sustainability of Semear's actions.

*Disclosure of documents and other products* – The elaboration and dissemination of various documents and videos using social media were extremely positive and greatly increased the scope of access to the Program's information.

Given the data collected on the activities, the studies showed a diversity of achievements and suggest that, regarding the dimensions of relevance, efficiency, effectiveness, impact and sustainability, the conclusions are as follows:

*Relevance* – The planned objectives and goals have been achieved, are relevant and continue to be adequate to the initial planning, especially in terms of monitoring and evaluating projects supported by IFAD in the Northeastern states of Brazil, managing, and disseminating knowledge and supporting spaces for dialogue on public policy.

*Efficiency* – The performance shows a balance in the cost/benefit ratio, which means that operational planning, financial management instruments, budget availability, assistance provided by IICA and the mechanisms for selecting, contracting, evaluating, and paying employees, contracted products and services were efficient, and no activity was left out due to lack of planning and resources.

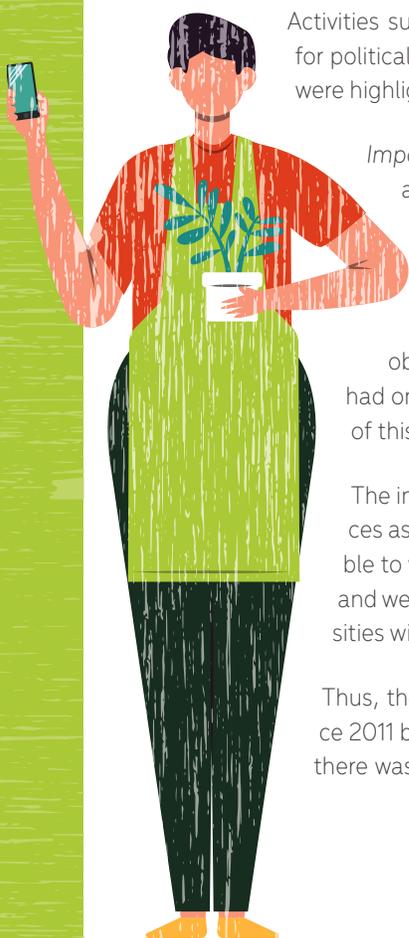
*Effectiveness* – The Semear completion report and an interview with the Semear coordinator, a key person with accumulated knowledge about the execution of the Program, were used to demonstrate the degree of achievement of the objectives and goals set out in the Program, that is, the activities carried out, the products obtained, and the effects achieved, regardless of operating costs incurred. The Completion report and the interviewee were affirmative in recognizing the Program's effectiveness in achieving the objectives and expected results.

Activities such as M&E, events to disseminate knowledge, the expansion of spaces for political dialogue to strengthen rural development policies and poverty reduction were highlighted.

*Impact* – The effects of plans, programs and projects for rural development and poverty reduction are hardly immediate and need to be assessed over the time of execution, and also in the medium and long term after the end of activities. Semear ended in 2017, but knowledge management activities continued at Semear Internacional. Thus, the assessed impacts are related to the beneficiaries of activities and events and are observed through the declaration of the effect that participation in Semear had on their lives, as can be verified in the Semear Completion report, the basis of this document.

The institutional effect or impact was the improvement in the provision of services as a result of the training received through the Program. It will only be possible to visualize the aggregate impacts on productivity, production, income, work and well-being after carrying out the studies planned and contracted with universities within the scope of Semear Internacional.

Thus, the evaluation allows us to conclude that the implementation started since 2011 by Semear produced satisfactory effects and, in general, demonstrate that there was a change in the performance of managers and technicians who work in





projects financed by IFAD, in the participation of social organizations in the activities of the Program, in the inclusion of women and young people with effective participation in the achieved results, and in the expansion of spaces for discussing public policies for family farming in the Northeast of Brazil.

*Sustainability* - The significant results achieved by the Program, with a focus on knowledge management strategies and the achievement of spaces for the discussion of public policies for the strengthening of family farming in Northeast Brazil, were maintained and expanded in the next phase with the implementation of Semear Internacional, effective until the end of 2021.

### **3.8) RECOMMENDATIONS**

Considering that the Program was concluded in 2017, it is strongly recommended to expand the dissemination of the results of the Semear Program among beneficiaries, technicians, and family farmers, given the relevance of the information for Ater services and the empowerment of communities and people in the semi-arid region of northeastern Brazil.





# 4 SEMEAR INTERNACIONAL PROGRAM



The Semear Internacional Program (PSI) began in 2017 and was designed to meet the peculiarities of IFAD-financed projects in the Brazilian semi-arid region, thus enabling state governments to propose policies, define strategies and implement actions in the areas of development and reduction of rural poverty. Similar to the Semear Program, the focus was on knowledge management, but with a significant expansion of regional and international integration.

The Program has the following lines of action: (a) to develop and strengthen a project M&E; (b) train managers and technicians of state governments and social organizations in M&E; (c) share knowledge in Brazil and with other countries; and (d) promoting public policy dialogue.

General goal (development objective): to increase the impact and efficiency of rural development policies and programs and reduce rural poverty in Northeast Brazil, by strengthening institutional capacities in results-based management and M&E between relevant state government agencies.

The Program's design implies the priority of providing public institutions responsible for rural development in the Northeast states that benefit from IFAD loans with the indispensable means to maximize the process of seeking and sharing the most appropriate solutions for the reduction of rural poverty and the compliance with the commitments assumed for the implementation of projects financed with resources from IFAD and other multilateral credit agencies.

## 4.1 SEMEAR INTERNACIONAL GOALS

**Goal 1:** To develop and strengthen an M&E on the results and impacts on state government agencies responsible for rural development policies and programs, support for family farming and the fight against rural poverty. M&E must provide updated information on the physical, economic, and financial implementation of each project supported by IFAD in Brazil. The main function of M&E is to report to IFAD, the authorities, managers, technicians, and beneficiaries of projects supported by IFAD in the states and to the authorities of the Federal Government about the performance of activities and the fulfillment of IFAD's investments in the country.



**Goal 2:** Training of managers and technicians from state governments and social organizations in M&E, knowledge management and formulation and implementation of policies to combat rural poverty. This training will focus on the operationalization of M&E, on the knowledge management methodologies for Ater agents and on the formulation and implementation of policies to fight rural poverty directed at managers with strategic responsibilities to formulate and implement public policies. This objective is associated with training activities and results for managers, technicians and members of social organizations supported by the PSI.

**Goal 3:** Share knowledge in Brazil and with other countries on innovative practices originating from rural poverty reduction and development programs and policies.

**Goal 4:** Promote dialogue on public policies in Brazil and with other countries to replicate and continuously improve the innovations and best practices implemented with part of the IFAD projects and other similar development initiatives. This objective also includes the promotion and strengthening of South-South cooperation within the scope of projects supported by IFAD in Latin America and Africa.

## 4.2 EXPECTED OUTCOMES

### Expected results associated with Goal 1:

- Finish the installation and operation of an integrated information system shared with all IFAD projects by the end of 2017; promote the training of technical teams in the states to operate M&E; the system will be fed with the database of IFAD projects carried out in the six states with the products generated by the Semear Program in the period from 2011 to 2016 and with new inputs and products obtained by Semear Internacional. By 2019, in addition to Semear's products, 24 successful experiences identified in projects supported by IFAD and systematized by Semear Internacional should be made available on M&E. Thirty brochures, 30 short videos and technologies developed or disseminated by Embrapa through the Innovation MKTPlace platform and by Aksaam, developed by UFV/IDPPS and other organizations, should also be made available on M&E. Ensure by the end of 2019 that the Semear Internacional website makes available all materials produced by the Semear and Semear Internacional Programs with links to other knowledge dissemination networks.

### Expected results associated with Goal 2:

- 200 technicians from IFAD projects in Brazil and government technical teams trained in M&E and knowledge management; 100 public managers and authorities participate in the activities of component 3 of Semear Internacional.

### Expected results associated with Goal 3:

- Participation of 3,500 farmers in at least one activity of PSI, 40% women, 30% youth and 30% indigenous or maroon; Participation of 100 researchers and university staff in at least one program activity; Involvement of 20,000 family farmers, technicians, public managers, and authorities in South-South cooperation, with access to new PSI products through digital media; 375 family farmers with direct knowledge of some of the successful experiences selected and evaluated by PSI, through events for the exchange of experiences between family producers in the Semi-arid; Participation of 200 family farmers in six learning routes in countries in the Andean region, in collaboration with Procasur.





#### Expected results associated with Goal 4:

- Perform three annual sessions of the Forum of Secretaries Responsible for Family Farming in the Northeast and Minas Gerais with advisory meetings and setting the agenda; provide support to beneficiary organizations and civil society to participate in at least 3 meetings of the Forum of Secretaries of Family Agriculture in the Northeast and Minas Gerais; identify mechanisms for maintaining the Forum of Secretaries of Family Agriculture in the Northeast and Minas Gerais without PSI support after 2020; identify and produce 4 studies on public policy evaluation at the request of the Forum of Secretaries of Family Agriculture in the Northeast and Minas Gerais for use in their deliberations and dialogues; ensure that all IFAD directors in the Mercosur region hold at least 4 meetings between 2017 and 2019 to exchange experiences on successful cases of public policies and projects; ensure the participation of IFAD project managers and directors in events that disseminate results of technology assessments within the scope of initiatives carried out as part of Aksaam, conducted by UFV/IDPPS.

Some expected results were readjusted during the implementation of the Program, with the agreement of the Management Committee, changing the previously defined indicators.

## 4.3 KEY RESULTS

### 1) Operational and managerial results

This dimension addresses the aspects related to the management and coordination of the Program. The relevant issues are related to the instruments and tools of project cycle management: planning, execution, monitoring and evaluation. To obtain the expected managerial results, the Program had a qualified multidisciplinary team that, through the PMU, was responsible for the coordination, execution, monitoring, and evaluation of the performance of Semear Internacional Program.

The planning instruments for the execution of the program cycle were the AOPs and the procurement plans (PP), which were elaborated in a participatory manner following the recommendations of the Program Steering Committee and the IFAD Monitoring Mission guidelines.

The activities were carried out following the initial planning, with the activities, services and products taking place according to the approved planning.

To guide and guarantee quality in the execution of Semear Internacional, mechanisms and tools for monitoring processes and effects were adopted, with the creation of specific work groups, coordination meetings and the production of semiannual progress reports with criteria and quality.

The information collected through the monitoring was used to correct deficiencies and reorient the actions, as in the case of learning routes, allowing to subsidize managerial decisions for the revision of defined activities and goals and adjusting the expected results to the verified reality.

Through reports, notifications, and documents, information on the execution of the Program was duly registered and shared on the Semear Portal to ensure transparency in the execution of the Program.

IFAD's Supervisory Missions and the Steering Committee were the main filters to guarantee quality in the execution of the Program, with the former ensuring consistency with IFAD's objectives, and the



latter expressing the demands of the executors. The managers of Semear Internacional implemented the recommendations of these instances of governance of the Program and ensured coherence towards the intended objectives.

The Program had effective risk monitoring by assessing its support relationship with the Forum of Secretaries Responsible for Family Farming in the Northeast and Minas Gerais, which resulted in the review of support and the definition of a common agenda, a timely and effective mitigating measure to recover the direction of the strategy to support the dialogue to improve public policies for rural development and poverty reduction in the semi-arid region. The same occurred to the events, in which immediate evaluations on the quality of the activities were carried out to guide the UGP team.

Due to the quality in the coordination and execution of the Program, there were no significant changes in direction, with few revisions of goals, always in agreement with the Steering Committee, and to expand previously established goals. These few changes are recorded in the minutes of the Steering Committee meetings and form the Program's memory.

In terms of execution flow, the PSI overcame the managerial and administrative problems that were associated with Semear Program's learning curve, using well-defined mechanisms, instruments and tools, with excellent execution and without significant discontinuity of activities.

A point worth mentioning regarding the coordination and management of the Program is the articulation between the various actors involved and the communication channels created to enable this integration. State and Federal governments, local society institutions, family farmers, universities, research centers, among others, were permanently involved in the execution of the Program, in a demonstration of the articulation capacity of the Program's team.

Finally, it is worth highlighting the quality of information and products made available by Semear Internacional throughout the execution. They can be accessed on the Semear Portal, as part of the training and knowledge dissemination strategy, an asset made available to beneficiaries.



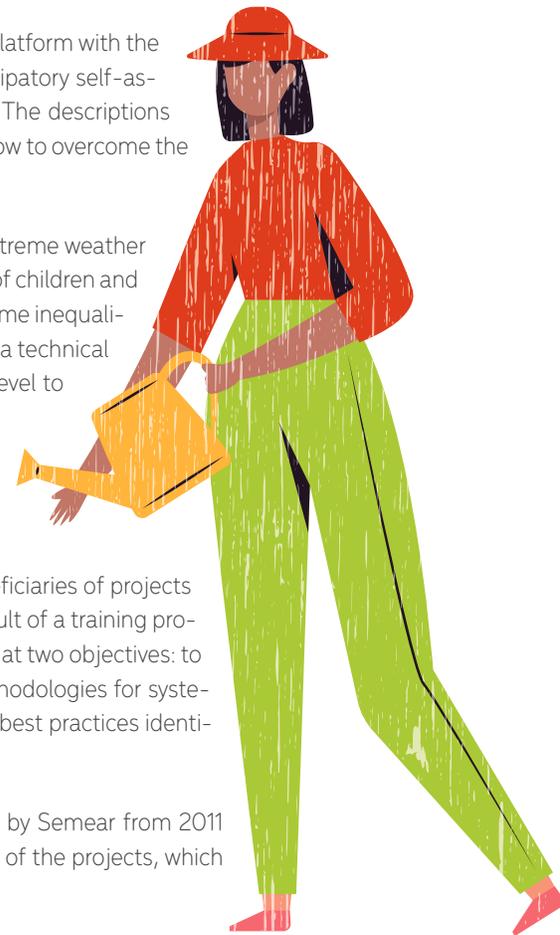
## 2) Achieved results associated with Objective 1

- The Semear Program started the development and implementation of an M&E to integrate the execution of IFAD projects in Brazil. However, this system did not present financial execution information, which reduced its potential as a support tool for project management. In the next stage, Semear Internacional established the objective of completing the installation and operationalization of an integrated information system shared with all IFAD projects by the end of 2017, in addition to promoting the training of technical teams in the states to operate M&E by inserting information produced by the IFAD and Semear projects. After a long process, the monitoring and evaluation module of the system called Data.Fida was completed in late 2019 and is operating to meet the projects and IFAD demands.
- To level the demands and information, a working group for M&E (WG-M&E-IFAD) was created with the broad objective of working on M&E methodologies and tools. It held periodic meetings and provided training through workshops for technicians working on the six projects carried out with IFAD financial resources in Northeast Brazil. The PSI has carried out continuous training, aiming to provide still in 2020 specific training in assessing the impacts of rural projects, contributing to increase the capacities of these teams, whose projects enter an important phase of evaluation of results.
- We highlight the support provided by PSI to the M&E team through the hiring of the consultancy that developed the Term of Reference, for hiring companies that will assess the project impacts.
- The M&E technicians who work on IFAD projects in the five states of the Northeast were trained to feed data from the projects to Data.Fida. In addition to this training, PSI has focused its efforts on providing all necessary support for projects to feed the system, such as hiring specific consultants to insert historical data into Data.Fida.
- To complement the M&E strategy, 12 participatory self-assessments were planned for this programmatic objective to capture successful experiences and best practices of living with the Semi-Arid region among the beneficiaries of the projects supported by IFAD. This expected result was partially achieved in the event "II Encontro de Jovens do Semiárido, Pulsar Jovem no Semiárido."



There was a participatory self-assessment contest on a web platform with the enrollment of 97 young people and the selection of 24 participatory self-assessments, which were published in a book on the meeting. The descriptions are life stories, with interesting information and examples of how to overcome the limitations of the Semi-arid.

- Three impact studies have been carried out on exposure to extreme weather conditions. They investigated the impact on the development of children and young people, on employment and income, and analyzed income inequality between rural and urban, in addition to the development of a technical report with the construction of a database at the municipal level to measure the indirect impacts of IFAD's programs and projects on the quality of life and income of its beneficiaries. The Universidade Federal da Bahia was hired to prepare this report, currently under preparation.
- Twelve successful experiences were systematized by the beneficiaries of projects financed by IFAD and others. This systematization was the result of a training promoted by the PSI with the team of project technicians, aiming at two objectives: to increase the capacities of the project technical teams in methodologies for systematizing results and experiences; and systematize and share best practices identified jointly with project beneficiaries.
- The 24 systematized experiences and the material produced by Semsear from 2011 to 2016 are being inserted in Data.Fida by the technical team of the projects, which should be concluded by the end of the Program.
- The goal of producing 30 leaflets was changed to 60 publications and was fully met by PSI.
- The goal of editing 30 videos was expanded to 45 productions and was achieved by the Program.
- Data.Fida was completed at the end of 2019 and, like other projects supported by IFAD, donations such as Aksaam will use it as a management system. Aksaam's technical team will dialogue with the company LVieira to identify the possibility of integrating the systems already used for the management of the program.
- Semsear Portal: the Program team will present, within its exit strategy, the proposal for maintaining the content of the Semsear Portal.



### 3) Achieved results associated with Objective 2

- Achieving this result is associated with the training of technicians from state governments and social organizations in M&E, knowledge management and the formulation and implementation of policies to combat rural poverty. Of the 200 project technicians supported by IFAD and government technical teams expected to be trained in M&E and knowledge management, Semsear Internacional served 302 people with training activities, exceeding the planned goal.
- For this immediate objective, it was estimated to train 100 public managers and authorities in activities related to dialogues to improve public policies and South-South cooperation included in component 3 of the Semsear Internacional Program. The total of 84 public managers and au-





thorities were trained, with an estimate that the goal will be reached by the end of the PSI.

#### 4) Achieved results associated with Objective 3

- This result envisaged the participation of 3,500 beneficiaries in at least one PSI activity, 50% women, 30% young, and 30% indigenous or quilombolas. By December 2019, a total of 4,877 people had participated in the PSI's actions, exceeding the initially estimated goal.

- In relation to the participation of researchers in the PSI, due to the various partnerships established with universities, research centers and Embrapa, 210 researchers and academics were involved in the activities, far exceeding the initial goal of 100 participations.

- This achievement indicated the scope of the actions of the Semear Internacional Program. Of an expected number of 20,000 family farmers, technicians, public managers, and authorities involved in South-South cooperation, and with access to new PSI products through digital means, 51,100 beneficiaries participated, representing twice the initial estimate.

- Semear Internacional supported the realization of a series of important events for the Semi-arid Region, among which we highlight the following: II Meeting of Rural Youth in the Semi-arid Region (April 2019), when 14 workshops were held to train young people; Third Meeting of Knowledge Exchanges in the Semi-arid Region of Latin America - Youth and Agroecology (July 2019), with the participation of 94 people from different countries; training of marketing agents with the projects, with the definition of strategic marketing plans for specific chains. This program later became an extension course through a partnership with the Universidade de Brasília; formation of the project's M&E teams in collecting and systematizing economic results; 1st Meeting of Rural Leaders and IFAD project Managers in Mercosur (September 2019), with the participation of 80 rural leaders and managers from seven countries; in addition to other activities that have enabled family farmers to have direct access to knowledge of some of the successful experiences through these events. The number of participants far exceeded the 375 initially forecast, and the participants' satisfaction assessment was positive for all events.

- For this immediate objective, 200 family farmers were expected to participate in 6 learning routes in countries in the Andean region, in collaboration with Procasur. However, Semear had already renegotiated the goal of implementing learning routes based on time and financial resources. At Semear Internacional, this Learning Routes methodology was replaced by an exchange of visits to Learning Territories, with emphasis on two Learning Territories visited in Colombia to exchange experiences in rural businesses, with the participation of 15 beneficiaries. Many other events of exchange of experiences between rural producers took place with exchange visits, exceeding the goal of 200 participants.

#### 5) Achieved results associated with Objective 4

- Semear Internacional planned to support three annual sessions of the Forum of Secretaries of Family Agriculture in the Northeast and Minas Gerais. From 2017 to 2019 this support corresponded to the realization of six sessions, with technical support to hold discussions and to hire consultants to prepare thematic studies.



- With the commitment to guarantee the participation of organizations benefiting from IFAD projects and civil society organizations, Semear Internacional has assumed the guarantee of participation of these organizations in all meetings of the Forum of Secretaries of Family Agriculture in the Northeast and in Minas Gerais. In all six sessions supported by Semear Internacional from 2017 to 2019, the participation of civil society organizations was guaranteed with the provision of tickets and accommodation for participants.
- To achieve this result, Semear Internacional hired a study to evaluate the functioning of the Forum based on the memory of the 10 sessions supported by Semear and Semear Internacional. This study, in addition to a critical analysis of the Forum's performance in relation to that proposed by the Semear Internacional Program, proposed strategies and mechanisms for maintaining the Forum of Secretaries of Family Agriculture in the Northeast and Minas Gerais without PSI support after 2020.
- One of the methodologies adopted by the Forum of Secretaries of Family Agriculture in the Northeast and Minas Gerais consists of defining a relevant issue for family farming in the Northeast of Brazil, carrying out a specific study on this theme, presenting and discussing the study results on the Forum plenary, and make referrals from the plenary decision. The Program supported the following studies: a propositional study on the adequacy of Ater's financing policies to the regional reality; study on the distribution and access to Pronaf credit in the Northeast; study on agrarian reform to democratize access to land and development policies for rural settlements; study entitled "Brazil: the conjuncture and rural development policies," among others.
- As a result of this immediate objective, it was expected that at least four meetings between 2017 and 2019 would be held with the participation of directors and coordinators of IFAD projects in the Mercosur region to exchange experiences on successful cases of public policies and projects. The goal was later changed to two meetings, one held in 2019, with the presence of a large part of the directors and coordinators of productive projects and IFAD donation programs, and the local IFAD staff.





## 4.4 RELEVANT RESULTS BY COMPONENT

### 1) Relevant results associated with monitoring and evaluation (M&E)

- Management system for IFAD projects in Brazil, Data.Fida. The system was developed, implemented and is in operation, with access through the domain <http://data.fida.org.br/>, available on the IFAD portal, [www.fida.org.br](http://www.fida.org.br).

- Data.Fida System in an advanced negotiation process for implementation in four projects in Malawi; managers and technical teams of projects supported by IFAD in Brazil were trained to operate Data.Fida.

### 2) Relevant results associated with knowledge management

- There was an improvement in the productivity of family farmers with the adoption of knowledge and best practices.
- Quilombola, traditional and indigenous communities were strengthened, with access and participation in knowledge management activities
- Community organizations, associations, cooperatives, and connectivity and interest networks have been strengthened through exchanges and the dissemination of knowledge and experiences.
- Rural producers are implementing sustainable management of natural resources and promoting the preservation and conservation of soil and water.
- Partnerships were established with universities, research centers and Embrapa to bring research closer to beneficiaries.
- Successful experiences, best practices, and success stories were identified, systematized and disseminated through publications.
- Partnerships were established to enable rural producers to access institutional markets and marketing channels.

### 3) Relevant results associated with communication

- Access to the Program's information asset through the Semear Portal was expanded, with technical publications and studies were made available. Videos, booklets and books were produced in a participatory manner with the beneficiaries, expanding interest and access.
- Increasing access on social media, Facebook, and Instagram for the dissemination of relevant information. It is estimated that to date more than 51,100 individuals have come into contact with the knowledge identified, systematized, or disseminated by Semear Internacional, through the videos and publications produced by the Program, made available digitally on its social networks and Portal Semear.

### 4) Relevant results associated with public policy dialogues



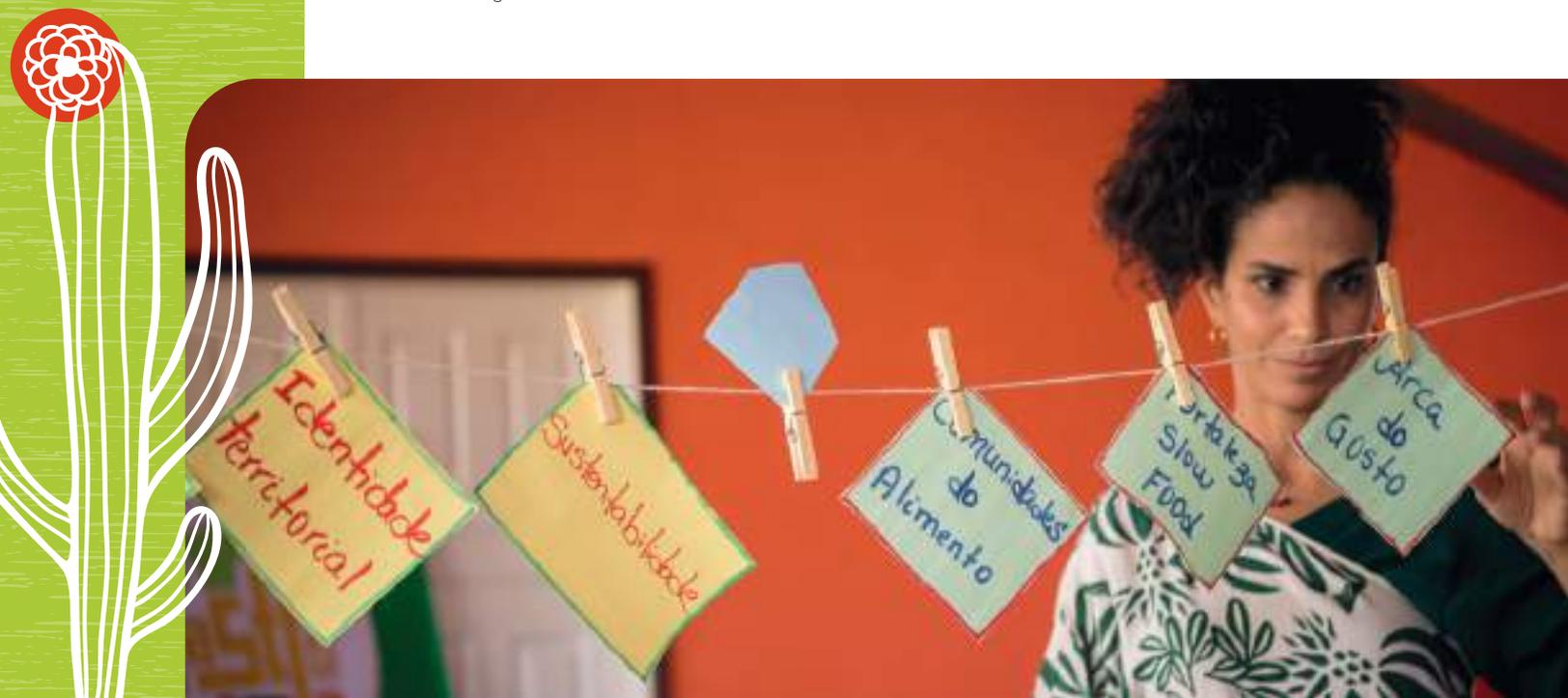
- Connectivity and interest networks in the Semi-arid region were strengthened.
- The Forum of Secretaries of Family Agriculture and Minas Gerais functioned as a privileged space for discussions of public policies for family farming in the Northeast.
- Support for other Forums interested in rural development in the Northeast and in poverty reduction in this region

#### 5) Relevant results associated with South-South cooperation

- Relationships and integration of managers and beneficiaries of projects supported by IFAD in Brazil, Mercosur and Africa were strengthened, with clear evidence of the interest in greater articulation and exchange of experiences on topics such as M&E and knowledge management. There was a signal of interest from the Argentine government in the incorporation of PSI knowledge management practices in IFAD projects in Argentina.
- Best Brazilian practices were incorporated into the work processes in IFAD projects in partner countries, such as Mozambique and Mexico.
- A network of rural youth between the semi-arid regions of Latin America and partner organizations was created and strengthened (Chaco trinacional, Semiárido brasileiro, Corredor Seco centro-americano). Institutions and projects that work with rural development and poverty reduction in Brazil, Mercosur and Africa were integrated with the promotion of exchanges programs.

#### 6) Relevant results associated with the inclusion of gender, youth and ethnicities

- Women, youth, quilombolas and indigenous people had access to the Program's activities with active participation in the results.
- Greater visibility of the relevant role of rural women in terms of income, food, and nutritional security, through the implementation of a pilot project for agroecological booklets. This action also stands out for providing women with a new perspective on their role and relevance regarding the family and the community.
- Replication of best practices led by women through publications developed and disseminated by the Program.



## 4.5 EVALUATION OF ACHIEVED RESULTS

The objective of evaluating the Main Achieved Results by the PSI was to verify the implementation, performance and success processes, to serve as a reference of the accumulated experience in order to support the preparation of future projects for knowledge management in Brazil.

■ To evaluate the Semear Internacional Program, three important interrelated dimensions were emphasized: relevance, performance and success

■ Relevance evaluates how the Program was able to modify the problem situation or whether the defined objectives and goals were valid and relevant.

■ Performance, focused on the progress of the Program and with an emphasis on the implementation of the proposed objectives and goals, determines efficiency and effectiveness.

■ Success verifies the impact and sustainability of the Program.

Even though the evaluation operational process took place at an exceptional time, with the coronavirus pandemic preventing field visits and direct contact with executors and beneficiaries, the abundant material available and the interviews allowed the understanding the Program's logic and the challenges for its execution.

## 4.6 CRITERIA ASSESSMENT

### 1) Relevance Assessment

As previously mentioned, rural poverty in northeastern Brazil stems from a sum of factors. However, the determining factor for the permanence of most of the rural population in conditions of extreme





poverty is politics. In the semi-arid region, there is a significant concentration of land, income, and power, with great inequalities and difficulties in access and inclusion of the excluded population in public policies. For decades, the Northeast has been the scene of social tensions, migration, and growing impoverishment. Only in recent years, with the creation of social protection networks, has the situation been mitigated, as a result of public policies for poverty reduction, such as the Bolsa Família Program, Pronaf, Ater, Garantia-Safra benefit, PAA, PNAE, Land Credit, in addition to specific projects carried out by state governments with funds from the federal budget or other sources, such as loans taken from multilateral credit agencies such as the World Bank, Inter-American Development Bank (IDB) or multinational funds such as IFAD.

However, even with the policies and resources available, the poorest and most excluded populations of semi-arid farmers have difficulties in accessing these benefits, mainly due to institutional, technical, and qualified personnel weaknesses in the bodies responsible for implementing rural development policies for poverty reduction, which highlights the relevance of strengthening these institutions so that they can perform their functions with quality.

Thus, the Semear Internacional Program was aligned to contribute, improve, and strengthen the government agencies responsible for implementing rural development policies for poverty reduction, showing coherence and relevance in relation to the activities foreseen in the projects supported by IFAD in the Semi-arid Region.

The Program was significantly relevant in relation to the UN SDGs and the 2030 Agenda, as explained in the background section of this document.

It was also relevant in relation to the Pluriannual Plan of the Brazilian Government regarding the priorities for the Northeast.

The relevance of Semear Internacional Program is associated with the identification of the institutional weaknesses of the governments of the Northeastern states to design, execute, monitor and evaluate rural development programs and projects with a focus on poverty reduction. IFAD has supported the execution of rural development projects to reduce poverty in five states in the Northeast and has established a partnership with the Federal Government in a regional project. However, the Program also recognizes the need to support public managers to strengthen their capacities for formulating policies and implementing programs and projects.

To this end, with non-reimbursable resources, in partnership with IICA, IFAD has been supporting the implementation of Semear Internacional Program (2017-2021), a relevant program to strengthen government institutions in the implementation of IFAD-financed projects, based on knowledge management.

The main axes of the Program - M&E, knowledge management, dialogues for the strengthening of public policies and South-South cooperation - indicate the relevance of the proposal for rural development and poverty reduction, not only in the Brazilian Semi-arid, but for all places where IFAD operates.

Relevance was guaranteed by the participation of beneficiaries in the conception and design of Semear through the adoption of participatory methodologies in identifying problems, defining demands, and planning the scope of the Program. The proposed design considered the weaknesses of state agencies executing development and poverty reduction policies and the demands for institutional strengthening.



To facilitate the process of monitoring and evaluating results and impacts, a baseline for the IFAD projects was developed to characterize the problem situation and identify the direct and indirect beneficiaries, considered as relevant information to guide the strategy. The Program's structure, with objectives, goals, and results reflected and adhered to the initial problem situation - reduction of rural poverty in the Semi-arid Region - and provided the appropriate instruments for its solution.

Semear Internacional Program did not present duplicity in relation to the other initiatives for the reduction of rural poverty in the Brazilian Semi-arid region and was complementary to other actions and projects underway for the development and reduction of poverty in the Northeast.

The relevance of the Program can be demonstrated by the goals, objectives and expected results to modify the identified problem situation: develop and strengthen results-based M&E; train technicians and managers of state governments and civil society organizations in M&E; share knowledge about innovative practices, best practices and successful experiences; facilitate public policy dialogue at regional, national level and with partners from Latin America, the Caribbean and Africa.

It is also worth mentioning the alignment of the Program with the development priorities defined in global policies, such as the SDGs and the 2030 Agenda, IFAD's strategy for the Country, the PPA, and the rural development actions of state governments, making the Semear Internacional Program a relevant instrument to obtain the results expected by these policies.

The defined objectives and goals remain valid, current, and pertinent, mainly considering the current and future scenarios of poverty expansion due to the limitation of fiscal resources destined to programs and projects and the significant crisis that results from the coronavirus pandemic.

Therefore, we conclude that the Semear Internacional Program was relevant for strengthening the



capacity of governments to carry out IFAD-financed projects, expanding society's participation in accessing project benefits and promoting rural development for poverty reduction in the Semi-arid Region.

## 2) Performance assessment

Performance measures the achievement of the goals set for the project. Evaluating performance means comparing what was intended to be achieved (the goals) with what was actually achieved through the actions of the project. The performance indicators are related to the expected results and the immediate objectives outlined by the project and are measured in relation to the baseline and goals contained in the logical framework. The prior availability of indicators, targets and baselines is the main requirement for performance evaluation, as it allows the comparison "before" and "after" (initial pre-project situation and final post-project situation).

By analyzing the activities and results contained in the Semear Completion report, we can state that the program has shown a satisfactory trajectory in meeting the goals of the logical framework during the evaluated period. There is a significant difference between what was expected to be achieved and what was achieved in relation to the goals of specific objectives, results, and products, with the overcoming of all predetermined indices. The Steering Committee has even authorized the expansion of goals during the execution of the Program. A comparison between the immediate objectives and the results initially envisaged with the objectives and results achieved indicates the fulfillment of more than 100% of the goals initially planned for some indicators of the logical framework, mainly in relation to the participation of beneficiaries. These positive changes are due to the qualification and engagement of the coordination team, which acted in perfect harmony with IFAD guidelines and IICA recommendations in the planning, execution, monitoring and evaluation of the Program.

As a result of this, there were numerous training, articulation, communication, exchanges, and dissemination of results events that contributed to the poor rural populations of the semi-arid having access to information, techniques, instruments, and tools to improve their coexistence with the semi-arid.

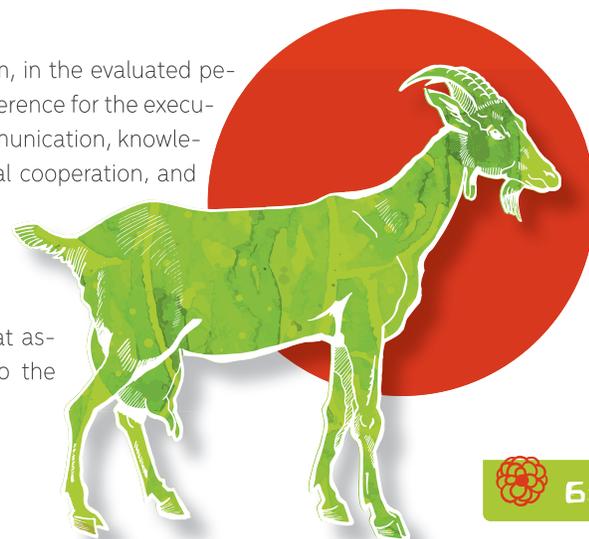
The satisfactory execution trajectory culminated in more empowered and active people and social organizations, with a reflection on productivity, income generation, and improvement in the quality of life of the Program's beneficiaries.

By the end of the Semear Internacional Program, the studies for which universities have been contracted will demonstrate the success of the execution of the projects supported by IFAD in generating income and improving the quality of life of rural communities, reinforcing the performance of the Semear Internacional Program for the identification of the impacts generated by the projects in each state of the Northeast.

Therefore, we can state that Semear Internacional Program, in the evaluated period, performed more than expected and stands out as a reference for the execution of projects that involve articulation, participation, communication, knowledge management, interinstitutional dialogues, international cooperation, and dissemination of successful results.

## 3) Efficiency assessment

The efficiency assessment is a performance dimension that assesses how much the Project has achieved in relation to the



resources used, with an emphasis on disbursements made in relation to the programmed financial structure. In other words, it is a measurement of economic profitability, in which there is an optimized transformation of inputs into products, which means the lowest possible cost / benefit ratio for achieving the programmed objectives. It is an assessment that considers the benefits and the costs of social programs.

Therefore, the concept of efficiency indicates the relationship between the results and the costs involved in the execution of a project. It is a concept used predominantly in financial analysis and is associated with the notion of optimum (minimum physical quantities of resources required to generate a quantity of product).

**Efficiency** refers to the yield of financial, material, human, or time resources applied to the execution of a project. It can be understood as the quality of doing without loss or waste, with the best quality, in the shortest time and at the lowest possible cost. **Efficiency** concerns the process, the "right way of doing things." **Efficiency** indicators are generally quantitative and serve to express the relationship between the number of inputs and resources employed and the activities and products carried out.

In the October 2019 Monitoring Mission, IFAD acknowledged the **efficiency of Semear Internacional in mentioning the financial savings and the volume of the partners' matching funds** as one of its positive aspects.

Based on the reports from Semear Internacional, the inputs for the implementation of the activities were allocated in a timely manner by IICA, having been made available with the necessary quality and quantity in accordance with the annual planning translated into the AOP and PP. IICA's financial management system was adequate and facilitated control by executors and IFAD.

Data from Semear Internacional report that until December 2019, the program had executed US\$ 2,614,000.00, of which US\$ 1,630,000.00 was donated by IFAD and the rest of the national and international matching funds. In terms of percentage, 65% of the resources made available by IFAD have already been used. The partners' matching funds added up to US\$ 983,695.48, which corresponds to 89% of the goal.



Regarding the annual evolution of the execution of IFAD resources, the values were US\$ 158,338.00 in 2017, US\$ 650,534.00 in 2018 and US\$ 821,955.00 in 2019, in a process of increasing efficiency in PSI spending. The average annual disbursement and expenditure was 68%.

Although any disagreements between the budgeted amount and the executed amount fluctuate around 30%, the numbers indicate that the physical and financial execution goals will be reached by the end of the Program. These mismatches are the result of delays in identifying, contracting and executing services and products, which can be easily overcome with dialogue between the parties.

Therefore, we concluded that the Semear Internacional Program was executed efficiently with the use of budgetary and financial management tools, with the resources being applied with economy, transparency, and technical criteria, as verified by the audits carried out in the program, which concluded that there were no inconsistencies in the execution of resources.

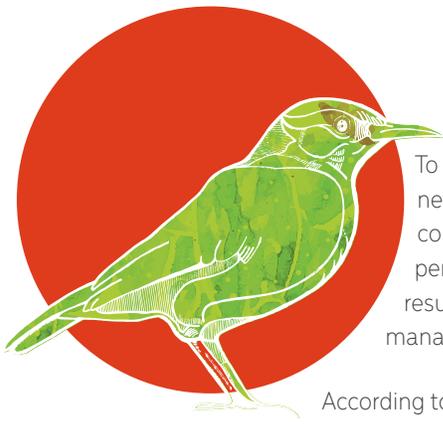
#### 4) Effectiveness Assessment

Effectiveness refers to the measure of the positive effects produced by the program as to whether they met the needs of the beneficiaries in relation to the initial problem or situation that guided the cooperation according to their own perspectives. Assessing effectiveness implies verifying whether what was planned, implemented, and achieved within a project was what should really have been done; whether the solution identified and implemented (immediate objectives, results and products) was the right solution from the point of view of those who benefited from the program. Therefore, this exercise depends on consultation with beneficiaries and interested parties. Effectiveness indicators are generally satisfaction variables that express the degree of approval or quality of a project or one of its elements by direct beneficiaries and stakeholders.

Semear Internacional adopted participatory methodologies for the inclusion of beneficiaries in the actions carried out. Seminars, workshops, exchanges, courses, and other events were carefully evaluated with the application of questionnaires to the participants. The level of evaluation ranged from excellent to excellent for most activities, in a clear demonstration of the beneficiaries' satisfaction. The results of these assessments can be seen in the progress reports. For the absolute majority, the program's knowledge management events were effective in transmitting information and, most importantly, the participants confirmed that they were acting as multipliers after the training received.

A technical report will be developed by the Universidade Federal da Bahia, regarding the construction of the database at the municipal level to measure the indirect impacts of IFAD's programs and projects on the quality of life and income of the beneficiaries of its actions, in order to assess the effectiveness of the program on a larger scale. In addition to this technical report, studies are being carried out in order to assess the impact of extreme drought exposure and how these factors impact household income and health. The dynamics of income may be a direct indicator of the effectiveness of the program considering that the activities of knowledge management positively impacted the increase in productivity and the access to new markets, with potential for the generation of work and income.





To add information to the evaluation and to identify the degrees of effectiveness of the implementation process (success and problems), as well as the conditions of its successes and obstacles, an interview was conducted with key persons with accumulated knowledge about the execution of the project, its results, impacts, difficulties and importance for the strengthening of knowledge management in the semi-arid region of the Northeast.

According to the interviewee, due to the scope of events and activities in support of the execution of the projects financed by IFAD, there was a positive change from the original situation identified in the baseline, with an increase in the participation of people and social organizations in the project activities, largely shown in the progress reports and in the evaluations of the participants regarding the quality of the promoted activities. Studies in progress point to the improvement of productivity, income, access to water, empowerment and increasing participation of women and young people, which confirms the effectiveness of the actions of Semear and Semear Internacional Programs.

From the perspective of cooperating institutions, IFAD, IICA, state governments, universities, NGOs and other institutional partners, Semear Internacional was effective in helping to mitigate poverty through the dissemination of knowledge, the strengthening of spaces for dialogue and the expansion of South-South cooperation.

Respondents indicated that Semear Internacional, to a large extent, met the needs of beneficiaries by supporting the development of individual (courses, exchanges, seminars and workshops), organizational (M&E) and interinstitutional (policy-strengthening dialogues) capacities.

According to the interviewees, Semear Internacional is the best alternative to make IFAD's strategy feasible for strengthening the institutions that execute the projects it finances, guaranteeing resources, technical support and facilitating integration in a fast and effective manner. This is due to IICA's continental experience and management capacity and the excellence of the team that the institute was able to select, train, and make itself available to run the Program.

Therefore, the effectiveness assessment showed the achievement of the objectives and goals foreseen in quantity, quality and time, with emphasis on the activities carried out, the products obtained, and the effects achieved, with few identified limitations, an operational cost adequate to the budget and an implementation compatible with the initial planning.

## 4.7 SUCCESS ASSESSMENT

### 1) Impact assessment

Impact assessment is a dimension of success that verifies the merits of the project's effects, with the measure of the degree of success or failure, which represents a change in a situation, whether planned or not, positive or negative, provided by a project. Thus, the impact is measured as a result of the effects of the project.

In general, an impact assessment aims to capture the reflection of an intervention in a broader context, which, in a way, analyzes the results of a project's effects and verifies not only whether the planned activities have been carried out, but also if the expected results were also achieved, that is, if



the program produced the benefits expected for the beneficiaries and how long it took. Basically, the impact can be assessed only after a significant period of operation or completion of the project has elapsed. It is important to remember that not all effects appear during the period of implementation of the project and, in some cases, may present themselves after the end.

Therefore, in the impact analysis, the project's capacity to produce change is observed according to the established impact objectives, as well as the magnitude of the change. Thus, the impact is assessed by comparing the "initial" state of the object population (baseline) and the "final" state, or "during" the situation that exists after a period of project operation time (comparison line).

Thus, although the documents regarding the implementation of the program do not present indications that determine the formulation of a comparison line (measure of the "before" situation), theoretically, the absence of this **baseline** would make it impossible to survey the "net effects" and, consequently, prevent the measurement of the changes that may have occurred or the impact of the operationalization of the Semear Program.

Despite the difficulties in making it clear that there are impacts generated in the execution of the Program due to the lack of measurable indicators necessary to quantify the actions carried out, in the temporal point of view, the evaluation allows us to conclude that the implementation of the program, from Semear in 2011, produced results which, in general, allow us to observe that there has been a change in the working conditions of government managers and technicians who carry out IFAD-financed projects in the areas of M&E and knowledge management, and spaces for political dialogues have been broadly expanded for the secretaries and managers involved with development and poverty reduction policies in the Northeast. The execution of Data.Fida may show that the expected results were impactful when compared to the initial situation identified in the projects baselines.



Within this perspective, the Semear Program had a significant impact on the executing agencies of the projects financed by IFAD, the beneficiaries, and IFAD itself. Here, we highlight some significant results

- improved productivity by replicating knowledge and best practices;
- strengthening of quilombola, traditional, and indigenous communities;
- strengthening of community organization and associativism;
- environmental preservation and conservation from the management of natural resources;
- development and implementation of project's M&E based on results;
- increased access to information by identifying, systematizing and disseminating successful experiences and best practices at the local, regional, national and international levels;
- strengthening of networks with expansion of regional, national and international political dialogue spaces that carry out projects financed by IFAD to strengthen rural development and poverty reduction policies;
- insertion of women and youth in activities carried out in partnership with IFAD projects, guaranteeing their access to information and their participation;



- strengthening food security and nutrition by valuing the work of rural women through agroecological booklets and the ecogastronomy workshop;

Therefore, we concluded that Semear Program positively impacted the executors of IFAD projects in the states financed by it, IFAD itself, social organizations, communities and people who participated in the events promoted by the program for rural development and poverty reduction.

## 2) Sustainability assessment

Measuring sustainability is examining the extent to which the benefits generated by Semear Internacional Program will last after the completion of the program's activities to enable rural development and poverty reduction in the Brazilian semi-arid region.

Sustainability is directly related to the quality of the execution of the program's activities and how the strategies, methodologies and instruments used enabled successful experiences, best practices and shared knowledge to be appropriated and adapted by the beneficiaries to their own reality, with the **continuous and effective application of knowledge disseminated** by their own initiative and motivation, in the medium and long term, after the end of the program.

Thus, assessing sustainability means verifying that successful measures have been planned and taken to ensure that the positive effects are absorbed, appropriated, adapted, and applied by the beneficiaries at the individual and collective capacities.

In this case, the systematic evaluations of the activities carried out by the beneficiaries in the progress reports and in the program completion report indicate that the participants have appropriated the knowledge and are acting as their replicators. The interviews conducted with the beneficiaries in the scope of this study point in the same direction.

Identified, evaluated and systematized knowledge was appropriated by the beneficiaries to improve land use and increase productivity (silage production), access to water, use of local resources for food (ecogastronomy, small animal breeding, honey production), valuation of women's production (agroecological yards and agroecological booklets) and access to markets (PAA, PNAE, and others). The appropriation of these actions developed by the Program guarantees sustainability after the end of activities. Support for communities and groups of non-agricultural producers, such as handicrafts and tourism, has formed "rural entrepreneurs," with production capacity and search for markets that transcend the time of the program.

There was also a great appropriation of knowledge by technicians who work on IFAD-financed projects, who participated in the exchange programs and had access to training to act as marketing agents, a tool for evaluating the economic results of investment plans supported by projects, implementers of the agroecological booklet methodology, and for the identification and systematization of best practices. In addition, exchanges programs to other countries, such as Mozambique, were essential to adapt new knowledge in the execution of IFAD's projects in the Northeast of Brazil.

Regarding to the internal factors of the program, we can state that the impacts will be lasting and the sustainability of the results achieved permanently, as they reflect the action and will of the beneficiaries in the continuity of the activities learned.





Sustainability dependent on external factors is related to institutional decisions, such as the political will to follow up on policies and programs; degree of mobilization, involvement and commitment of beneficiaries and other interested parties; existence of sectoral or intersectoral institutional arrangements that directly or indirectly support the results obtained; existence of legal frameworks that favor the expansion of capacities to the interinstitutional dimension; continued availability of resources to fund the activities of trained organizations; budget forecast for future years; access to markets and public or international funding; degree of mobilization and awareness of society; occurrence of prolonged droughts; rational use of soil and water resources; and, more recently, pandemics

That is, the sustainability of the results obtained by the program is dependent on internal factors related to the quality of the execution of activities throughout the program and on external factors, not controlled by the actions of the Program.

We can say that Semear Internacional enabled the sustainability of two factors: knowledge management and the implementation of M&E, which are instruments to enable the sustainability of the institutions that execute the projects supported by IFAD, social organizations, and people. It showed successful results in its implementation and has great possibilities of continuity after the end of the Program. The contributions of the Program to enable the sustainability of the results achieved depending on external factors were associated with the expansion of spaces for dialogue to strengthen public policies, with a focus on the Forum of Secretaries Responsible for Family Farming in the Northeast and Minas Gerais and in the performance networks in the semi-arid region, such as support for the National Network of Collegiate Territories and dialogue with different Federal Government bodies, such as Embrapa and civil society organizations, an attempt to obtain political will and commitment to maintain rural development and poverty reduction actions after the end of the Program.

These political bodies are responsible for guaranteeing the resources for the continuity and expansion of the knowledge management activities promoted by the Program and, thus, guarantee the desired sustainability.



## 4.8 LESSONS LEARNED FROM IMPLEMENTATION

One of the main objectives of the assessment is to extract lessons learned, understood as a hypothesis resulting from one or more assessments about what works or what does not work in a project, and that can be potentially applied in similar situations. For this reason, the analytical framework of any evaluation exercise should contain questions designed to identify what has been learned from the program's experience. These issues may cover any aspect of the project, such as design and planning, operations and management, performance in achieving goals, effectiveness, efficiency, and sustainability.

The lessons learned in the implementation of Semear Internacional Program, specified in the completion report and progress reports, respectively, pointed out the following issues:

1) Regarding the **problems that occurred** about the program, those associated with the learning curve were identified as the main issues.

- Learning curve at Semear Internacional, with team formation, training, integration, and start of the Program was less intense than that of the Semear Program, with no discontinuity of activities.

2) Among the **positive lessons learned**, we highlight the following:

- The important role of a trained, cohesive, and efficient coordination and team in the management of the program.
- Excellent capacity to articulate with institutions, government agencies, and social organizations.
- Harmony between the identified needs and the results achieved.
- Strategic vision by supporting the expansion of spaces for dialogue to strengthen public policies by strengthening the actions of the Forum of Secretaries of Family Agriculture in the Northeast and Minas Gerais.
- Ability to use social media as an instrument for disseminating knowledge and accessing the program's products.
- Excellent communication strategy with the production of quality and easily accessible instructional material.
- Appropriate tools to assess the satisfaction of event participants with feedback to program managers.
- Excellent articulation promoted between the IFAD Brazil, IFAD Latin America, and IFAD Africa projects, providing an integration to act in partnership.
- Leadership of the M&E, and gender and communication working groups, which work in partnership to discuss issues relevant to all IFAD projects, working together, cooperating, and exchanging experiences and knowledge.



3) Among the **risks** that affected the program implementation, we highlight the following:

- Lack of development, by the UGP team, of an effective tool for monitoring training beneficiaries to assess their role as a local knowledge multiplier.
- Lack of guarantee that the executors will transfer information related to the projects already executed to Data.Fida, with the risk that the system does not reflect the work effectively carried out.
- While in development, there is still no exit strategy after the program ends.

4) As for the **unforeseen events** that affected the development of the Program, no significant one was pointed out; only recently, in early 2020, that the Covid-19 pandemic paralyzed activities, and could potentially jeopardize the implementation of this year's AOP.

## 4.9 CONCLUSIONS

The conclusions presented below reflect a set of observations on the results of the actions carried out, which were presented in the progress reports and other documents of the Semear Internacional Program.

It is worth mentioning that this evaluation had the following objectives:

- Evaluation of the results of the PSI, observing its relevance, efficiency, effectiveness, impact, and sustainability.
- Verification of the compliance with objectives and the result achievements proposed by the Program.



- Presentation of conclusions, lessons learned, and recommendations to IICA, IFAD, organs, and entities involved in the Program implementation and execution.

The evaluation showed that Semear cooperated with the UN's global strategies for the implementation of the 2030 Agenda and with the national commitment to promote actions for rural development and poverty reduction in the Semi-arid Region.

In general, the conclusions on the Program's achievements point to several relevant topics, such as those presented below.

*Strategy* - The Program strategically ensured the possibility for IFAD to define and implement the policy for the country and implement its strategy for knowledge management and South-South cooperation, with the achievement of most of the expected results.

*Relevance* - The Program was relevant to the country and had a consistent design by supporting and consolidating the execution of projects supported by IFAD in the Northeast and promoting integration with other projects following the precepts of international technical cooperation.

*IICA's technical support* - IICA's technical and administrative support, whose central mandate is to support rural development and the fight against poverty, the sustainable use of the environment and the SDGs, was important for the Program

*Efficiency* - The Program enabled the participating states and IFAD itself to implement most of the planned actions related to knowledge management, monitoring and evaluating dialogues to strengthen public policies, providing resources and technical support for meeting demands.

*Participation in forums, meetings, regional, national and international seminars* - The Program provided managers, technicians and beneficiaries with greater participation in local, regional, national and international events, disseminating results, integrating actions and seeking partnerships for rural development and poverty reduction in the Semi-arid Region.

*Strategic linking* - There was a strategic linking between the Program and the projects of the states and the Federal Government, which increases the possibility of sustainability of Semear's actions.

*Disclosure of documents and other products* - The elaboration and dissemination of various documents and videos using social media were extremely positive and greatly increased the scope of access to the Program's information

Given the data collected on the activities, the studies showed a diversity of achievements and suggest that, regarding the dimensions of relevance, efficiency, effectiveness, impact and sustainability, the conclusions are as follows:

*Relevance* - The planned objectives and goals have been achieved, are relevant and continue to be adequate to the initial planning, especially in terms of monitoring and evaluating projects supported by IFAD in the Northeastern states of Brazil, managing, and disseminating knowledge, and supporting spaces for dialogue on public policy and expansion of South-South cooperation.





*Efficiency* – The performance shows a balance in the cost/benefit ratio, which means that operational planning, financial management instruments, budget availability, assistance provided by IICA and the mechanisms for selecting, contracting, evaluating, and paying contracted products and services were efficient, and no activity was left out due to lack of planning and resources.

*Effectiveness* – To show the degree of achievement of the objectives and goals set out in the Program, that is, the activities carried out, the products obtained, and the effects achieved, regardless of the operational costs incurred, we used both the progress reports of Semear Internacional and a series of interviews with key people with accumulated knowledge about the execution of the Program. Respondents were unanimous in recognizing the Program's effectiveness in achieving the objectives and expected results, the reports pointed in the same direction. They highlighted activities such as M&E, events for the dissemination of knowledge, the expansion of spaces for political dialogue to strengthen rural development policies and poverty reduction, and the integration of South-South cooperation.

*Impact* – The effects of plans, programs and projects for rural development and poverty reduction are hardly immediate and need to be assessed over the time of execution, and in the medium and long term after the end of activities. However, the program supports IFAD-financed projects that are still in progress. Thus, the impacts that can be observed for now are related to the beneficiaries of activities and events, with the declaration of the effect that participation in Semear Internacional had on their lives. Institutionally, the effect or impact was the improvement in the provision of services as a result of the training received through the Program. The aggregate impacts on productivity, production, income, work, and well-being can only be assessed after the studies planned and contracted with the universities. Thus, the evaluation allows us to conclude that the implementation started since 2017 by PSI produced satisfactory effects and, in general, demonstrate that there was a change in the performance of managers and technicians who work in projects financed



by IFAD, in the participation of social organizations in the activities of the Program, in the inclusion of women and young people with effective participation in the achieved results, and in the expansion of spaces for discussing both public policies for family farming in the Northeast of Brazil and South-South cooperation.

*Sustainability* – The significant results achieved by the Program, such as M&E, knowledge management strategies and the gain of spaces for the discussion of public policies to strengthen family farming in the Northeast will be maintained the support of IICA and IFAD provides support to the exit strategy in preparation by the PSI.

## 4.10 RECOMMENDATIONS

- In view of the successful results achieved in the implementation of Semear Internacional, which were presented in the progress reports and evaluated in this study, the suggestions focus on the effort to ensure the continuity of actions after the end of the PSI.
- In total and perfect alignment with IICA, prepare an exit strategy so that the end of Semear Internacional Program does not imply the end of knowledge management activities.
- Present the exit strategy to IFAD and request support for a transition period until other sources of financing are identified and formalized.
- Map the financing possibilities for the continuity of knowledge management actions with national and international resources.
- Develop a project proposal that expands the knowledge management strategy for the semi-arid region for rural development and poverty reduction considering the post-pandemic scenario.
- With IICA's support and leadership, present and negotiate the proposal with potential funders, such as the Green Climate Fund, and other funders that have characteristics similar to the demands of the Semi-arid Region. New opportunities to donate institutional funds or even business groups in the post-pandemic are likely to prevent the spread of poverty and hunger in the Northeast.
- Take advantage of IICA's experience, articulation capacity and expertise to carry out this fundraising project involving the governments of the Northeast states and social organizations.
- Systematize the successful results of Semear and Semear Internacional Programs in executive format to show what has been accomplished and support new demands.
- Schedule Semear Internacional Program presentations at multilateral credit agencies such as the World Bank, IDB, KfW Group, BNDES, FAO, UNDP, Unesco and other UN agencies, and in the ministries of Agriculture, Livestock and Supply; Ministry of Regional Development; Ministry of Social Development and Citizenship, and other potential donors.
- Present the results of Semear Internacional to the Regional Development Committee of the Chamber of Deputies and the Federal Senate so that politicians know about the results of the project and can enable resources for parliamentary



amendments for knowledge management.

- Map existing projects financed with loans or grants to the states of the Northeast and propose, through IICA, partnerships for the inclusion of knowledge management activities.
- Assess the advantages and disadvantages of creating an autonomous organization to propose and execute knowledge management actions after the end of Semear Internacional, considering competing resources with other organizations.
- Consider with IICA the possibility of creating a nucleus of the Institute in the Northeast to act only with knowledge management based on the expertise of Semear and Semear Internacional. That nucleus would be the Data.Fida operator and IFAD would pay the required amount for monitoring and evaluation services to keep Semear Internacional's team operating.



## 5 ANNEXES

### 5.1 List of Questions with Identified Answers

Guiding Questions Regarding <b>Relevance</b>	Answers
Were the beneficiaries involved in the conception and design of the programs?	Yes.
If so, what was the nature and extent of this participation?	<i>The Program was developed with the participation of the state managers of the IFAD projects.</i>
Did the program design take into account the needs of individual learning, organizational, networking, and relevant inter-institutional relationships and capacities?	<i>Yes. The objective of the Program was knowledge management with the dissemination of experiences, knowledge and innovations.</i>
Was the Semear based on a study or diagnosis that made it possible to identify and contextualize the initial problem-situation and the pre-existing capacities of the beneficiaries?	<i>Yes. IFAD's Result-Based Country Strategic Opportunities Program (Cosop) and the studies that served as the basis for the projects supported in the Northeast.</i>
Were baselines established?	<i>Yes, the baseline of the IFAD projects was taken as a reference.</i>
Were the direct and indirect beneficiaries and their needs in relation to the problem situation sufficiently characterized?	<i>Yes, the beneficiaries and their demands were characterized.</i>
Were the goals, objectives and expected results of Semear and Semear International consistent with the initial problem-situation?	<i>Yes, there was a perfect harmony between the objectives and goals and the problem-situation identified.</i>
Were the Programs aligned with the development priorities (public policies and programs) of the PPA, Agenda 2030, IFAD strategy?	<i>Yes. The Program accurately reflects the demands of those policies.</i>
Does the development goal reflect these priorities?	Yes
Do the programs present / present duplication in relation to the other initiatives of Brazil for the reduction of rural poverty in the Brazilian Semi-arid?	<i>They do not show duplication, but rather complement the activities of the projects financed by IFAD in the Northeast.</i>
SEMEAR AND SEMEAR INTERNACIONAL have relevant, quantitative and qualitative goal indicators for the specific objective, results and outputs?	<i>The indicators lacked a better treatment and do not fully reflect the achievements of the Program.</i>
Do the indicators manage to "capture" the expected positive effects in the different capacity dimensions (individual, organizational and inter-institutional)?	<i>There are limitations to "capture" the required dimensions.</i>
Did the program planning identify and classify risks?	<i>Yes, and he knew how to minimize them when necessary.</i>
Were preventive and corrective actions foreseen (contingency plan)?	<i>It was not necessary.</i>



Guiding Questions Regarding <b>Performance</b>	Answers
Is the relevance of the programs still current?	<i>Yes, especially due to the coronavirus crisis and the increase in rural poverty in the Northeast.</i>
Did the program demonstrate a satisfactory trajectory in meeting the goals of the logical framework during the evaluated period?	<i>Yes, the level of goals achievements was high.</i>
Is there a significant difference between what was expected to be achieved and what was actually achieved in relation to the goals of specific objectives, results, and products?	<i>The observed difference exceeded the planned indicators.</i>
How do the objective and results initially envisaged compare with the objective and results actually achieved?	<i>The results achieved in quantitative terms are higher than initially expected.</i>
What are the observed changes?	<i>Technical teams and managers were better trained, and young people and women were more involved than initially expected.</i>
What have the programs achieved as a result of carrying out the activities and products?	<i>They achieved the expected goals and immediate objectives.</i>
Did such achievements occur as planned?	<i>Yes, with some goals being reviewed by the Steering Committee.</i>
Did Semear and Semear Internacional Programs demonstrate a satisfactory trajectory in fulfilling the goals of the logical framework?	<i>Yes, even exceeding the goals.</i>
What internal or external factors contributed to the success or failure in obtaining the results? In which manner?	<i>The quality of the technical team was the most determining factor for the success of the Program. Externally, support from state governments was very important and productive.</i>
Guiding Questions Regarding <b>Effectiveness</b>	Answers
According to the cooperating institutions, the beneficiaries, and other interested parties, does the problem situation that gave rise to the programs persist under the same conditions as initially identified? What has changed? How? For what reason?	<i>The initial problem of demands for rural development and poverty still exists in the Semi-arid Region, but the Program's contributions promoted methodologies and instruments to increase the quality of services in the execution of projects aimed at expanding rural development and promoting the reduction of poverty.</i>
In the perspective of cooperating institutions, beneficiaries, and other interested parties, were Semear and Semear Internacional Programs effective in mitigating or resolving the problem situation that originated them? Did it meet the needs of beneficiaries?	<i>The responses of the interviewees and the evaluations carried out with the beneficiaries after each event demonstrates this effectiveness.</i>
Did the programs meet the beneficiaries' needs regarding the development of individual, organizational, or inter-institutional capacities as planned?	<i>This was the strength of the Program. Knowledge management promoted courses, exchanges, workshops, internships and other forms of training that promoted the beneficiaries' capabilities in various knowledge areas.</i>



What were the contributions of Semear and Semear Internacional for the transformation of the needs that originated them?	<i>Knowledge management with dissemination of technical and political knowledge among the beneficiaries.</i>
What capacities were developed, supplemented or disseminated through the programs at the individual, organizational and inter-institutional dimensions?	<i>Various training in rural and non-rural entrepreneurship areas with the insertion of women and young people in training.</i>
Was Semear Internacional or is it still the best alternative, among those eligible, to meet the needs of the beneficiaries and solve the problem that was the object of the initiative?	<i>There are other possible alternatives, but the Program responded affirmatively to the challenges of supporting rural development to reduce poverty.</i>
In what way did the Brazilian knowledge and experiences contribute to the achievement of the results and specific objectives of the programs?	<i>The knowledge management actions were based on the integration of successful experiences from Brazil and other countries, with the participation of leading institutions in promoting exchanges.</i>
Guiding Questions Regarding <b>Efficacy</b>	Answers
Were the inputs for the implementation of the project allocated on time?	<i>Yes, what was proposed in the AOP was accomplished.</i>
Were they supplied with the necessary quality and quantity?	<i>Yes, without compromising the quality in the execution of the activities and obtaining the products.</i>
How does financial execution compare to the initial budget forecast?	<i>Financial execution ranged around 70% of the resources provided by IFAD, which corresponds to the demand of the Program.</i>
What are the reasons for any inconsistencies?	<i>There were no inconsistencies.</i>
Did the programs reach the physical-financial execution goals?	<i>Yes, the goals reached what was programmed.</i>
Were the activities implemented according to what had been planned?	<i>Yes.</i>
What factors negatively impacted the timely completion of activities and products? (number of activities planned vs. number of activities carried out; number of courses carried out vs. number of people trained)	<i>The impacts were positive and the activities and products exceeded what had been programmed.</i>
Guiding Questions Regarding <b>Sustainability</b>	Answers
Did the program take into account the interdependence between the dimensions of individual, organizational and inter-institutional capacities?	<i>Yes, and it promoted interdependence to promote integration between individuals, communities and organizations.</i>
How and to what extent did the trained individuals contribute / transmit / apply the learning generated by the training in the organization of which they are part?	<i>The evaluation of the training activities made clear the commitment of the trained individuals to replicate and disseminate the knowledge</i>
Were mechanisms adopted to ensure the sustainability of the effects produced?	<i>Yes, with the appropriation of the results achieved.</i>
Did the beneficiaries commit to the programs? Did the institutions and individuals appropriate the actions and results of the programs?	<i>Yes, the institutions took over the M&amp;E and the individuals took over the knowledge.</i>
Are there signs of commitment to maintaining the results and benefits generated?	<i>Yes, especially regarding the M&amp;E.</i>



Are the organizational and interinstitutional capacities adequate for this?	<i>Yes, the teams were trained, and the instrument was appropriate by the managers.</i>
Is the environment/context conducive in this regard?	<i>Yes, managers demand M&amp;E tools and methodologies for disseminating knowledge.</i>
Did the beneficiaries and interested parties act or participate effectively in the activities, management, and coordination of the initiative?	<i>Yes, participation is a strength of the Program, with the number of beneficiaries involved exceeding the goal established in the logical framework.</i>
Will the effects/benefits produced by the programs last after their completion?	<i>Yes, and the Program is developing an exit strategy.</i>
<b>Guiding questions regarding Operational and Managerial Aspects</b>	<b>Answers</b>
Were the activities carried out according to the initial plan, producing the products as they should?	<i>Yes, the planning was carried out as estimated.</i>
Did Semear and Semear Internacional Programs adopt mechanisms and tools for monitoring processes and effects (such as coordination meetings and progress reports)?	<i>Yes, the Program created an M&amp;E management, and the results were presented to the Steering Committee to guide decisions.</i>
Was the information collected through monitoring used to correct deficiencies, reorient programs, and support management decisions?	<i>Yes, they were the basis for the decisions of the Program Steering Committee.</i>
Were they properly registered and shared?	<i>Yes, the progress reports, minutes of the Steering Committee, and reports from the Monitoring Mission reflect this record well.</i>
Did the managers implement internal and external recommendations (especially those contained in the Progress Reports)?	<i>Yes, especially the recommendations of the Monitoring Mission.</i>
Did the programs have effective risk monitoring? Were timely and effective mitigating measures taken in the event of the expected risks occurring?	<i>Yes, although the risks were low, in the case of the Forum, measures were taken to minimize the risks of diversion of objectives.</i>
Have there been changes in direction? Were they frequent?	<i>No. The Program focused on M&amp;E, knowledge management, dialogues, and South-South cooperation</i>
Did the programs apply mechanisms to identify, document, and control changes made during their implementation (reviews)?	<i>The few changes in goals were discussed and approved by the Steering Committee.</i>
What were the most important managerial and administrative problems that arose during implementation?	<i>Except at the beginning of Semear Program, no problems were identified that would limit the execution of the Program.</i>
Which ones involved delays, and which ones increased costs?	<i>Except at the beginning of Semear Program, no delays or increased costs were identified during its implementation.</i>
Were the coordination and articulation arrangements between the various actors involved and the communication channels adequate and effective?	<i>Yes, that was one of the strengths of the Program - coordination, articulation, and communication.</i>
Has program information been properly collected and recorded?	<i>Yes, collected, registered, and made available on the Semear Web Portal.</i>



Guiding Questions Regarding <b>Lessons Learned</b>	Answers
What were the eventual failures in the design, implementation and monitoring of the project?	<i>It was necessary to establish an exit strategy</i>
What should be avoided in future similar initiatives?	<i>Technical distancing from IICA and dependence on IFAD.</i>
What should be maintained and adapted to the context of similar initiatives?	<i>The quality of coordination and technical team, strategy and methodologies.</i>
Are there better ways of doing things?	<i>Yes, you can always do better, but, in the context presented, the Program did its best for that moment.</i>

## 5.2 List of Respondents

Paolo Silveri	Regional economist	IFAD – ROMA
Leonardo Bichara Rocha	Country Program Officer	IFAD – Salvador
Cyntia Guzmam	Knowledge management specialist	IFAD – Brasília
Rodolfo Daldegan	Project manager	IICA
Maria Íris Tavares	Coordinator	Paulo Freire Project (Ceará)
Francisco Chagas	Coordinator	Viva o Semiárido Project (Piauí)
Josilene Maria dos Santos Magalhães	Coordinator	Dom Helder Câmara 2 Project
Augusto César de Oliveira Maynard	Coordinator	Prosemiárido Project (Bahia)
Alex Pimentel	Productive manager	Procasa (Paraíba)
Dirce Salete Ostroski	Coordinator	Semear
Fabiana Dumont Viterbo	Coordinator	Semear Internacional
Ruth Pucheta	Administrative and financial manager, and South-South cooperation	Semear Internacional
Adalto Rafael Nascimento Silva	M&E Adviser	Semear Internacional
Aline Martins Silva	Knowledge management manager	Semear Internacional
Gabriel Seghezze	Executive Director	Fundapaz
Francisca Nery	Beneficiary of the IFAD project - Piauí - President of the Association	Association of Sheep and Goat Breeders of the Municipality of Betânia
Perpétua Macedo	Beneficiary of the IFAD - Piauí project	Beneficiary of the Viva o Semiárido Project
Gileide Ferreira da Silva	Procasa beneficiary	Procasa (Paraíba)

### 5.3 Consulted Documents and Accessed Websites

- I) Semear International Project Document, 2016.
- II) Semear Program Progress Report, 2nd semester of 2016.
- III) Semear Program Completion Report, 2017.
- IV) Semear Internacional Program Progress Report, 2nd semester of 2017.
- V) Semear Internacional Program Progress Report, 1st semester of 2018.
- VI) Semear Internacional Program Progress Report, 2nd semester of 2018.
- VII) Semear Internacional Program Progress Report, 1st semester 2019.
- VIII) Semear Internacional Program Progress Report, 2nd semester of 2019.
- IX) Diagnostic Report and Recommendations for Sustainability of the actions of the Semear Internacional Program, 2019.
- X) Minutes of meetings of the Management Committee of the Semear Internacional Program.
- XI) IFAD Monitoring Mission Report.
- XII) United Nations Framework for Sustainable Development Framework, 2017 to 2021.
- XIII) Proposed implementation of Learning Territories in Brazil.
- XIV) Conceptual Framework for Assessing the Effectiveness of Amazon Fund Projects.
- XV) Evaluation of the Effectiveness of the Virada Verde Project.
- XVI) Evaluation of the Effectiveness of the Bolsa Floresta Project.
- XVII) UNDP – Evaluation Guidelines.
- XVIII) Sowing Knowledge, Inspiring Solutions, 2017.
- XIX) IFAD Knowledge Management Strategy, 2019.
- XX) South-South Technical Cooperation Management Manual, ABC-MRE, 2013.
- XXI) Results of the Gender Diagnosis of IFAD Supported Projects in Brazil, 2018.
- XXII) [www.fida.org.br](http://www.fida.org.br) (accessed several times in April 2020)
- XXIII) [www.iica.org.br](http://www.iica.org.br)
- XXIV) [www.portalSemear.org.br](http://www.portalSemear.org.br) (accessed several times in April 2020)



