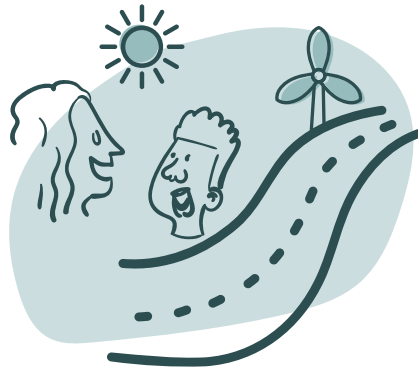


SUSTAINABILITY ROUTES

Systematization of sustainability strategies
for Rural Development Projects and Programs
supported by IFAD





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Salvador, October 2021.

CREDITS

SEMEAR INTERNATIONAL PROGRAM

Coordination

Fabiana Dumont Viterbo

Financial Administrative Assistance

Ana Luiza Santos

Knowledge Management

Aline Martins da Silva

South-South Cooperation Management

Ruth Pucheta

M&E Management

Adalto Rafael

Communication Advisory

Gabriel Monteiro

TEAM RESPONSIBLE FOR PUBLICATION

Preparation

Andréa Leme da Silva

Editing and revision

Ruth Pucheta

Graphic project

Andrea Soares

Photographs

Manuela Cavadas, William Fança, Semear International Program Collection, PROCASE, PDHC, PRODESZA, CONAFOR, IFAD and IICA

Illustration

Lucas Alves – Ideia Clara

Language: English

Dados Internacionais de Catalogação na Publicação (CIP)

F981s Fundo Internacional de Desenvolvimento Agrícola (FIDA).
Sustainability routes : systematization of sustainability strategies for rural development projects and programs supported by IFAD – Salvador : Fundo Internacional de Desenvolvimento Agrícola (FIDA), 2021.
94 p. : im. color.

In this study, sustainability was considered as the representation of the permanence of benefits generated by projects supported by IFAD, in order to enable rural development an poverty reduction.

ISBN 978-92-9266-171-7 (recurso eletrônico)

Sustainability strategy. 2. Family farming. 3. Rural development. I. Título.

CDU 631.1

CONTENTS

LIST OF ACRONYMS 6

IFAD MAP IN BRAZIL 8

IFAD'S PERFORMANCE IN BRAZIL WITH THE SEMEAR INTERNATIONAL PROGRAM 9

PRESENTATION 12

METHODOLOGY 14

READING GUIDELINES 18

SUSTAINABILITY ROUTES OF SEMEAR INTERNATIONAL PROGRAM 20

1. SOCIAL COMPONENT 24

2. TECHNICAL COMPONENT 31

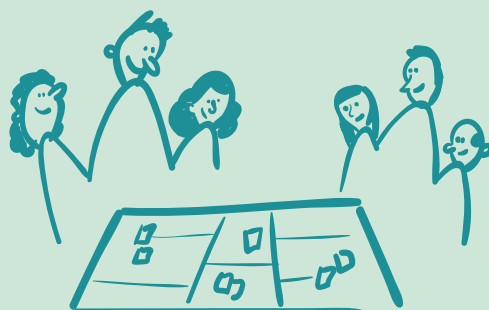
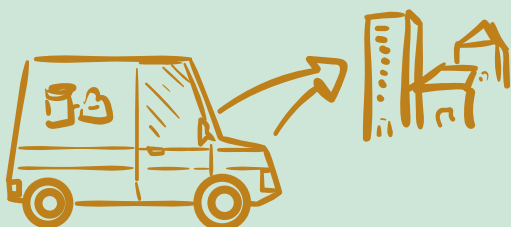
3. POLITICAL COMPONENT 35

SUSTAINABILITY ROUTES OF DOM HELDER CÂMARA II PROJECT 40

1. SOCIAL COMPONENT 45

2. TECHNICAL COMPONENT 49

3. POLITICAL COMPONENT 52



SUSTAINABILITY ROUTES OF PROCASE 57

1. SOCIAL COMPONENT 60
2. TECHNICAL COMPONENT 63
3. POLITICAL COMPONENT 66

SUSTAINABILITY ROUTES OF PRODESZA 70

1. SOCIAL COMPONENT 74
2. TECHNICAL COMPONENT 77
3. POLITICAL COMPONENT 81

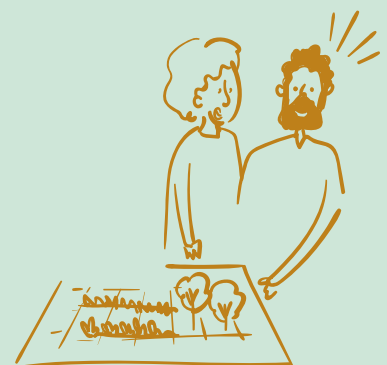
LESSONS LEARNED 86

CONCLUSIONS 92

GRAPHIC PANEL OF THE SUSTAINABILITY ROUTES 94

MENTAL MAPS 95

REFERENCES 99



LIST OF ACRONYMS

AECID – Spanish Agency for International Development Cooperation

AKSAAM – Adapting Knowledge for Sustainable Agriculture and Market Access

ANATER – National Agency for Technical Assistance and Rural Extension

ASBRAER – Brazilian Association of State Technical Assistance and Rural Extension Entities

ATER - Technical Assistance and Rural Extension

CEDRS – State Council for Sustainable Rural Development

CMDRS – Municipal Council for Sustainable Rural Development

CODEVASF – Company for the Development of the São Francisco and Parnaíba Valleys

CONACYT – National Council of Science and Technology (Consejo Nacional de Ciencia y Tecnología)

CONAFOR – National Forestry Commission (Comisión Nacional Forestal)

CONAZA – National Commission for Arid Zones (Comisión Nacional de Zonas Áridas)

DAKI – DAKI Project – Living Semiarid Region

DATA.FIDA – Monitoring and Evaluation System developed by PSI for International Fund for Agricultural Development projects

DECRED - Department of Land Credit Management

EMBRAPA – Brazilian Research and Agricultural Company

FAO – United Nations Food Fund

FFE – Fondo Fiduciario de España para la Cofinanciación de la Seguridad Alimentaria

IFAD – International Fund for Agricultural Development

FND - National Fund for Agricultural Development, Rural, Forestry and Fisheries (Financiera Nacional de Desarrollo Agropecuario, Rural, Forestal y Pesquero)

FNDCT – National Scientific and Technological Development Fund

KM – Knowledge Management

IICA – Inter-American Institute for Cooperation on Agriculture

INNOVA AF – Knowledge Management Project for the Adaptation of Family Farming to Climate Change

M&E - Monitoring and Evaluation

MAELA – Agroecological Movement of Latin America and the Caribbean

MAPA - Ministry of Agriculture, Livestock and Supply

NAFIN – Nacional Financiera (Mexico Development Bank)

UN – United Nations

PAA - Food Acquisition Program

PDHC II – Dom Hélder Câmara II Project

PNAE - National School Feeding Program

PRIME – Program in Rural M&E

PROCASE – Cariri, Seridó and Curimataú Sustainable Development Project

PRODEZSA – Sustainable Development Project for Rural Communities in Semi-Arid Zones (North and Mixteca)

PRONAF - National Program for Strengthening Family Farming

PRONAFOR – National Forest Program (Programa Nacional Forestal)

PSI - International Seeding Program

REAF - Specialized Meeting on Family Farming

SADER – Secretariat of Agriculture and Rural Development (Secretaría de Agricultura y Desarrollo Rural)

SAF - Department of Family Agriculture

SEAFDS - Secretariat of Family Agriculture and Semi-Arid Development

SEDAP – State Secretariat for the Development of Agriculture and Fisheries SEMARNAT – Secretariat of Environment and Natural Resources (Secretaría de Medio Ambiente y Recursos Naturales)

SESAES – Executive Secretariat for Food Security and Solidarity Economy

SFAs – Federal Superintendencies of Agriculture

SGA - ATER Management System

STTR - Union of rural workers

TED - Decentralized Execution Term

UGP - Project Management Unit

CEGAFI/UnB – Center for Management and Innovation in Family Farming, Universidade de Brasília

IFAD MAP IN BRAZIL



● CEARÁ
 ● BAHIA
 ● PIAUÍ
 ● PARAÍBA
 ● SERGIPE

● PERNAMBUCO, CEARÁ, RIO GRANDE DO NORTE, ALAGOAS, BAHIA, PIAUÍ, PARAÍBA, SERGIPE, MARANHÃO, MINAS GERAIS E ESPÍRITO SANTO

IFAD'S PERFORMANCE IN BRAZIL WITH THE SEMEAR INTERNATIONAL PROGRAM

The International Fund for Agricultural Development (IFAD) is a financial agency of the United Nations (UN) that, in partnership with state and federal governments, enters into loan and grant agreements to support rural development. In Brazil, IFAD's main investment focus is the semi-arid region, where it performs actions aimed at promoting productive projects to generate agricultural income, cooperatives, associations and access to markets. With promotion of nutritional food security and reduction of poverty in rural areas among its pillars, IFAD encourages the strengthening of activities whose priority audiences are women, young people and traditional communities.

IFAD has already provided an amount of approximately US\$ 300 million for the implementation of 13 projects in Brazil. Six projects are in execution in 2020, with direct benefit to 250,000 families. Five of them are in partnership with state governments, through bilateral agreements: Paraíba (Procasa Project – Sustainable Development of Cariri, Seridó and Curimataú), Bahia (Pró-Semiárido Project), Sergipe (Dom Távora Project), Piauí (Viva o Semiárido Project), and Ceará (Paulo Freire Project). In partnership with the federal government, the Dom Hélder Câmara Project (PDHC) covers 11 states: Pernambuco, Ceará, Rio Grande do Norte, Alagoas, Bahia, Piauí, Paraíba, Sergipe, Maranhão, Minas Gerais, and Espírito Santo.

In parallel with the projects, IFAD seeks to carry out actions that go beyond productive development in the communities served, encouraging access to information through donation programs, such as the Semear Internacional Programme (PSI), whose operationalization is supported by the Inter-American Institute for Cooperation on Agriculture (IICA). Operating in Brazil, PSI has the following axes: Knowledge Management; Monitoring & Evaluation; Communication; Policy Dialogues; and South-South and Triangular Cooperation. PSI works with the six projects supported by IFAD in Brazil, strengthening their capacities by carrying out activities that stimulate knowledge. The objective is to facilitate access to contextualized knowledge and innovations for coping with the semi-arid region.



Among the PSI's activities, there are exchange programs; training; workshops and seminars with technicians and project beneficiaries; technical training for public managers; institutional articulations; support for gender equality; support for the collection of socioeconomic data and methodization of results; book publications, and production of journalistic and communicational content in print and digital formats. In this way, the program has been making a significant contribution to the systematization and dissemination of good rural practices in IFAD's projects, both nationally and internationally.

Operation of each PSI's action component:

KNOWLEDGE MANAGEMENT

Training, exchange programs, thematic meetings and seminars are the main activities developed to strengthen knowledge and the knowledge exchange between projects, involving technician and beneficiaries. The most addressed themes are: access to markets, agroecology, gender, gastronomy, and goat farming. Many of these events result in publications that, in print and/or digital format, contribute to the enhancement and increased visibility of these good practices and successful experiences.

MONITORING & EVALUATION

Periodic training courses for technicians from these areas are carried out, with promotion of meetings in working groups and the involvement of professionals from other institutions. All IFAD's projects in Brazil use an integrated management system called Data. Fida, a great product developed by Semear Internacional for this component, which contributes to improving quality and accuracy of the information collected and processed by the projects.

COMMUNICATION

A component that permeates all others, Semear Internacional's Communication uses several channels, such as the portal and social networks, to make knowledge and information reach the most different audiences. Publications (books, booklets, manuals and studies), a collection of videos and photos and the database of

good practices already listed can be found on the website, as well as texts created weekly and disseminated among IFAD's projects. A recent product in this area is the Prêmio Semear Internacional de Jornalismo, award in its first edition that honors the best news reports in Brazil on good rural practices.

SOUTH–SOUTH AND TRIANGULAR COOPERATION AND POLICY DIALOGUES

The objective of South-South and Triangular Cooperation is to foster new knowledge and networks through the internationalization of its actions. Through exchange programs, training and seminars involving countries in Latin America and Africa, topics of common interest in family farming are addressed, identifying techniques and practices that can help rural workers in their daily lives. In addition, PSI seeks to facilitate the dialogue on public policies, with a view to supporting spaces aimed at the debate between civil society, governments, academia, and partners.

Learn more about PSI's actions; visit the virtual library and access the events held to join the network for the dissemination of good rural practices in the semi-arid region, accessing www.portalsemear.org.br.





PRESENTATION

sus•tain•a•ble

That can be sustained.

Create and offer conditions for an activity to continue. Ensure material resources for survival.

It is well known that the interest in sustainability gained strength in the 1980s, along with the global challenge of promoting development without harming natural resources and aiming at the well-being of future generations. The term sustainability, however, is not limited to the field of ecology, the environment or climate change. It imparts its meaning to the most diverse areas of knowledge and refers to a commitment to continuity, impact, development and long-term planning, thus also “aiming at the well-being of future generations”.

In this study, sustainability was considered as the representation of the permanence of the benefits generated by the Projects supported by IFAD after their completion, in such a way as to enable rural development and poverty reduction. Sustainability indicators are perceived in a strategy when they can clearly point to lasting results from the actions implemented over the years, with efficient use of resources and concrete benefits in the communities served.

Sustainability is, therefore, an issue of outstanding relevance for IFAD and for the Projects. Furthermore, the best way to apply sustainability strategies is a key element for the theme. A clear sign of the evolution of this debate has been the change in the terminology used, from “exit strategies” to “sustainability strategies”, incorporating into the task a content of reflection on the crucial activities and focuses that should be considered for the journey of the projects, as well as the partnerships that need to be built for their implementation.

In Brazil, particularly, sustainability strategies have developed significantly in the last three years, always counting on the support of IFAD supervision missions to improve, complete and add new visions, collaborating with the creation of a shared understanding between different actors about the better ways to improve them. This work has been carried out jointly, generating belonging and capacity building in organizations, governments, communities, that is, among all those involved in the strategy.

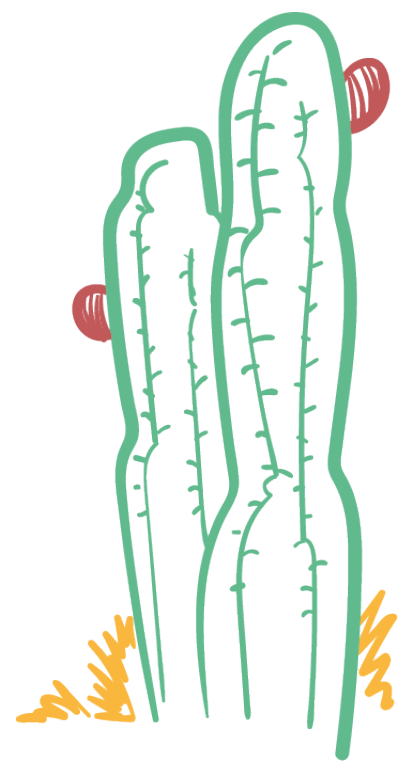
This was the motivation for a series of exchanges of experiences between Brazil and Mexico on their sustainability strategies, leading to a first virtual meeting in August 2020, expanded in February 2021 and attended by nearly 100 participants from Latin America for two days of debates. Aware of the challenges imposed on the projects, the Semear International Program, in partnership with CONAFOR and PRODESZA, programmed not only this cycle of debates, but also a work to systematize some key experiences to inspire

and support other projects that were on the threshold of preparing their strategies.

This study presents, therefore, the systematization of exit and sustainability strategies, here called sustainability routes, of the Semear International Program (Programa Semear Internacional – PSI), of the Cariri, Seridó and Curimataú Sustainable Development Project (PROCASE), of the Dom Hélder Câmara II Project (PDHC II), and of the Sustainable Development Project for Rural Communities in Semi-Arid Zones (North and Mixteca) (PRODEZSA), all financed by the International Fund for Agricultural Development (IFAD) in Brazil and Mexico. Hopefully it will be possible to define a path, a route, for a more systemic understanding of how to direct efforts and resources in high-impact actions, ensuring the harmonious withdrawal of projects from the field. The systematization is complemented with visual elements, such as mental maps and graphic reporting, which facilitate the understanding and connection of the main ideas that emerged during the exchange.

Finally, the Sustainability Routes systematized here reflect how the projects and programs directed their work towards strengthening the quality of their operations in countries, making use of innovation, the exchange of knowledge, the creation of strategic alliances and regulatory action, in harmony with what is enacted in the IFAD Strategic Framework Plan and in the 2030 Agenda.

We wish you a good read.



METHODOLOGY

This study deals with the systematization of exit and sustainability strategies, also called sustainability routes, of the Semear International Program (PSI), the Cariri, Seridó and Curimataú Sustainable Development Project (PROCASE), the Dom Hélder Câmara II Project (PDHC II) and the Sustainable Development Project for Rural Communities in Semi-Arid Zones in the North and Mixteca Regions (PRODEZSA), all of them supported by the International Fund for Agricultural Development (IFAD) in Brazil and Mexico.

From the research of technical documents and reports produced by the projects, excerpts of their sustainability strategies were prepared. In addition, bilateral meetings were held with at least one representative of each project to present the methodology for systematizing the routes, discussing and complementing the systematized information, as well as supporting them in organizing their sustainability routes.

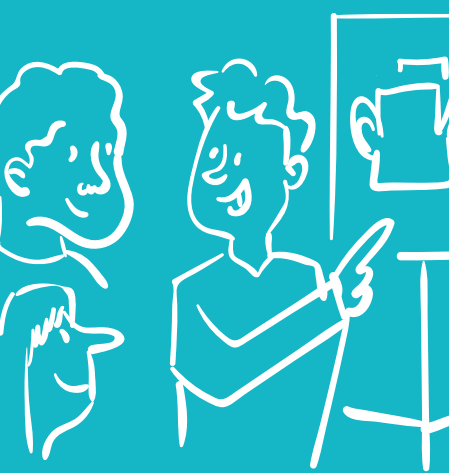
The synthesis of the sustainability routes of each project is presented from the excerpt of documentary information and interviews. The systematization focuses on the themes of analysis:

1. Social component;
2. Technical component;
3. Political component; and
4. Table with the compilation of the main lessons learned.



1 SOCIAL COMPONENT - CAPACITIES INSTALLED IN GROUPS AND COMMUNITIES

This component is related to the technical, organizational and managerial capacities installed in communities, associations, groups, cooperatives and the like, with a suggested outline of aspects such as: social organization and participation in the management of demands for productive activities and income generation (rural businesses, access to markets, organization of production and value chains, fundraising, etc.), with special attention to groups of women, youth and indigenous and traditional peoples; technical capacities developed for rural extension (e.g. community extension workers); exchange of experiences and technology transfer, among others.



2 TECHNICAL COMPONENT – POST-PROJECT TECHNICAL SUPPORT

This component is related to the continuity of sustainable production processes, in order to guarantee food security and income generation for farmers based on the principles of sustainable production and management adapted to the semiarid region. Some excerpts related to this component include: technical advice and continued ATER (Technical Assistance and Rural Extension) by public entities (state and/or federal); sustainable production practices (agroforestry and agroforestry systems, certification etc.); sustainable environmental practices (community territorial planning, sustainable forest management, technical auditing, certification mechanisms, payment for environmental services, etc.); knowledge management, exchange of experiences, transfer of social technologies, among others.



3 POLITICAL COMPONENT – INSTITUTIONAL SUSTAINABILITY, ARTICULATION OF PROJECTS WITH OTHER PUBLIC AND PRIVATE ENTITIES

This component concerns institutional sustainability and inter-institutional articulation in order to improve access to public policies for beneficiaries, in order to reduce rural poverty and ethnic, generational and gender inequalities. Some aspects include: articulation of strategic partnerships with public and private entities and inter-institutional articulation to ensure continued access to public policies (e.g. technical assistance, rural credit, land credit, productive promotion, etc.), access to institutional markets and marketing channels from public procurement, institutional learning, public policy innovations, among others.

Based on the aforementioned components and analysis of technical documents, guiding questions were prepared in order to help systematize the project routes (Chart 1).

Table 1

Guiding questions for the systematization of sustainability routes

- › What are the main results achieved by the project?
- › What are the transition activities planned by component (social, technical, political) to continue activities/actions in the medium term? Who are the performers of these activities?
- › What are the institutional partnerships, cooperation networks etc. established by component (social, technical, political) that will guarantee the continuity of the actions after the end of the project?
- › What are the main sources of financing for the maintenance of post-project actions?
- › What social, organizational and managerial capacities are installed in groups and communities that will remain after the end of the project?
- › What are the established technical capacities that guarantee the continuous post-project technical support?
- › What political capacities have been built and will remain in operation after the project closes?
- › Based on the challenges and lessons learned from the project, what are the lessons learned?

Regarding the strategies systematized in this study, two considerations are appropriate. The first concerns the distinct nature of the projects. On the one hand, the Brazilian projects PROCASE and PDHC II, as well as the Mexican project PRODESZA, are aimed at supporting productive activities and carried out with financial resources from loans and donations. On the other hand, PSI is a knowledge management project carried out from IFAD grant resources.

The second consideration is that at the time of the survey, between December 2020 and March 2021, the projects were in different phases of closure, which reflects different moments of exit and sustainability strategies. The Semear International Program (PSI) was a continuation of the SEMEAR Program (2011 to 2017)¹, with expansion of the areas of action of the projects supported by IFAD in knowledge management for other countries in Latin

¹ The first SEMEAR Program was implemented in the Brazilian semi-arid region between 2011 and 2017, through a donation from IFAD and the Spanish Agency for International Cooperation for Development – AECID in partnership with the Inter-American Institute for Cooperation on Agriculture – IICA.

America and Africa. The period of implementation of the PSI is 2017-2021 (4 years), from donation financial resources in the total amount of 3.6 million dollars (USD 2.5 million from IFAD and USD 1.1 million co-financed by partners).

PROCASE was the result of a partnership between IFAD and the Government of the State of Paraíba, through an agreement signed on October 17, 2012, with a global value of USD 49.6 million, with 50% of the resources coming from IFAD² and the other 50% contributed by the State Government, National Program for Strengthening Family Farming (PRONAF), counterpart of the beneficiary public and other partnerships. The project was restructured in 2017³ and ended its budget execution in December 2020, after eight years of execution (the deadline for rendering accounts will be June 2021). It should be noted that PROCASE was in the process of designing its exit strategy, and only the technical component was fully elaborated.

PDHC has investments of US\$18 million from IFAD and US\$42 million from the Brazilian government. Its execution period, initially from 2014 to 2020, was extended until 2022. The project, initially executed by the then Ministry of Agrarian Development (MDA), is currently linked to the Secretariat of Family Agriculture and Cooperatives (SAF) of the Ministry of Agriculture, Production and Supply (MAP).

PRODEZSA, initially planned to be executed in 5 years (2015-2020), had its execution period extended for another two years (2015-2022). The project has resources from an IFAD loan (USD 17,355,253), a loan from the Spanish Trust Fund for Co-financing Food Security (FEE) (USD 13,090.380) and an IFAD grant (USD 1,857,948).

2 Global value of the IFAD resource of USD 22,599,345. By 2018, USD 12,286,697 had been disbursed. Available from: <https://fida.org.br/painel-de-monitoramento/>.

3 Project Implementation Manual (2017).



READING GUIDELINES

To facilitate the connection of ideas and reading, some markings and symbols were used that will bring clarity in the presentation of the contents.



SUSTAINABILITY
ROUTES

Actions, strategies, partnerships planned to ensure the project's sustainability.



TRANSITION
ACTIVITIES

Transition activities planned to carry on activities/actions in the medium term.



POST-TERMINATION
PERSPECTIVE
OF THE PROJECT

Sustainability achieved by the project.



SUSTAINABILITY ROUTES



ESPERANÇA
O futuro da
Terra, da humanidade,
passa pela juventude!

NOVO COMEÇO
DE UMA NOVA
NOVO



Jovens &
Semiárido &
Resistência &
Igualdade &
#JOVENSEMIARIDO

The Program “Training for Results-Based Management and Continuous Improvement of Innovations in Public Policies to Fight Rural Poverty in the Northeast of Brazil” - Programa Semear Internacional (PSI) is a project aimed at knowledge management in semi-arid areas of Northeastern Brazil. Its objective is to facilitate access to knowledge, innovations and good practices that can be adopted and replicated by the rural population to improve their living conditions and promote sustainable development in the region.

Family farmers, indigenous peoples, quilombolas, local communities, leaders of state governments in the Northeast, public managers and project coordinators supported by IFAD, in addition to researchers linked to organizations that support family farming, are among the Program’s target audiences, having as a priority youth, women, and quilombola and indigenous communities.

PSI has four specific objectives:

1. Develop and strengthen results-based monitoring and evaluation systems and knowledge management in state government agencies responsible for implementing rural development, family farming and rural poverty reduction policies and programs;
2. Empower state governments and civil society organizations in M&E, knowledge management, public policy formulation and results-oriented implementation;
3. Share knowledge about innovative practices carried out by rural poverty reduction and rural development policies and programs;
4. Facilitate public policy dialogue focused on innovative best practices, including, among others, IFAD project best practices, with the objective of continuous improvement.

In these four years of execution, PSI has achieved significant results. Among them, 63,000 people have access to PSI content by digital means; 22 publications launched; 19 good practices and experiences identified, systematized and disseminated; 19 institutional partnerships established; 19 national and international exchanges carried out; and 20,789 direct beneficiaries participating in PSI activities (in person/online).

Another relevant result includes a management system developed, in the process of being implemented in projects in Brazil and already in a customized phase for implementation in four projects in Malawi. Regarding the established partnerships, it is worth highlighting the institutional articulation with five universities for the development of studies, training and content production; formation of Working Groups (WGs) in different common areas of the projects (M&E, Gender, Communication); and partnerships with federal agencies to enable rural producers to access institutional markets and sales channels. In this sense, the strengthening in the relationships of project managers supported by IFAD in Brazil, Latin America and Africa brings clear evidence of the interest in greater articulation and exchange of experiences in topics such as M&E and knowledge management. The

implementation of the agroecological logbook pilot ensured that priority groups of women, youth, quilombolas and indigenous people have an active participation in the results of PSI activities, giving greater visibility to the relevant role of rural women in terms of income, food and nutrition security.

Among the innovative actions in PSI communication, the following stand out:

- a. 90% of an organization's potential data collection is found in external environments;
- b. Hiring a social media analyst (July/2019) – the number of followers on the Instagram page jumped from 127 to 2,538 followers;
- c. Work aimed at increasing participation in social media (lives , videos, contests involving youth in content production);
- d. Innovation in engagement with other audiences: competitions involving youth/ Journalism Award;
- e. Adaptation to virtual work (post-Covid-19 context) enabled the optimization of resources.

PSI is structured in four components that guide its exit and sustainability strategy:

- a. Monitoring and Evaluation;
- b. Knowledge Management and Communication;
- c. Improvement of public policies – dialogue on public policies, coordination and continuous improvement of innovations and South-South Cooperation;
- d. Management.

1. SOCIAL COMPONENT

The social component of sustainability routes includes the activities and results of *Component 2 of PSI (Knowledge Management and Communication)*, related to the training and qualification of technicians and managers of state governments in knowledge management and the exchange of knowledge between farmers, creating new skills and social technologies in the semi-arid region and valuing the role of rural women, youth and traditional peoples and communities. Internal and external communication activities are also related, with the objective of advising the PSI and disseminating the diverse contents produced by the program, as well as increasing the visibility of the actions developed by the projects supported by IFAD. This component is mainly based on knowledge sharing methodologies through exchanges and training, dissemination of good practices in books, e-books, videos, booklets, conducting studies and using the various PSI networks (website, instagram, facebook, twitter, emails and whatsapp) to publicize and spread news in real time.



1.1 Access to information produced by Semear and PSI

The first result related to component 2 of PSI includes: a) Disseminate quality information to family farmers in the states involved on success stories developed with the support of IFAD projects or other public policy instruments; and b) Ensure that the program website contains, by the end of execution in 2019, all materials produced by SEMEAR and the new program (a selected and significant portion of such materials in Portuguese, English and Spanish), and that links have been created with other knowledge dissemination networks.

The sustainability routes consist of keeping the PSI portal active and feeding the good practices section of DATA.FIDA with the systematizations carried out by the program. PSI and IICA are directly responsible for these actions, to be carried out during the execution of the Program , and the start of execution is scheduled for June/2021.

The planned transition activities are: a) To migrate the portal, currently hosted on a shared server at Locaweb, to domains belonging to IICA; b) Insert the banner to access the PSI portal in the websites of IICA, IFAD, projects supported by IFAD and other donations; c) Carry out a final PSI action that can integrate with the aforementioned agencies and projects whose links have been created to open other networks for the dissemination of knowledge; d) Complete the feeding of the DATA.FIDA System Good Practices section with all the systematizations carried out by PSI .

With the perspective of the post-termination of the Program, it is proposed that the contents produced by SEMEAR and PSI, stored on the PSI Portal, become available and accessible for consultation by possible interested parties, as well as the good practices included in the DATA.FIDA System, so that they can be accessed by project teams and external audiences, in a continuous process of knowledge exchange and dissemination.

1.2 Training of state government technicians in knowledge management

The second expected result related to component 2 is that technicians from IFAD projects in Brazil and technical teams from governments are trained in knowledge management (KM). For this, the sustainability routes consist in increasing the capacity of project teams in KM, strengthening the strategic importance of systematizing good practices identified in the projects and ensure that they are disseminated and accessed by different stakeholders.

In the transition activities, training of KM project teams is foreseen, strengthening their systematization and information dissemination capacities. Another activity is to encourage projects to insert and/or update the good practices identified and not yet released in DATA.FIDA. Directly responsible are the PSI, KM advisors for projects trained by PSI and various advisors.

The post-termination perspective is that the technicians trained by PSI during exchanges for training in the systematization and writing of good practices use the knowledge acquired to carry out and keep up-to-date the systematizations of good practices identified with each project. It is expected that this knowledge is replicated to other technicians in the teams, enabling the adoption of a knowledge management culture.

1.3 Improving the skills of project technicians on topics of interest to the beneficiary public

In the third result achieved by component 2, it is expected that technicians from IFAD-supported projects are better prepared to respond to challenges with project beneficiaries.

The sustainability routes consist in developing educational short courses aimed at rural producers and technicians based on the identification of the main existing knowledge needs among the priority audiences of projects supported by IFAD and partners.

The transition activities correspond to the development and launch of courses on four themes: a) Access to markets; b) Rural youth entrepreneurship in Social Networks; c) Promotion of Public Rights and Policies for the rural area, with a focus on the gender issue; and d) Impact assessment. Directly responsible are the PSI and IICA, and implementation began in January 2021.

The post-termination perspective is that technicians can use the training provided by PSI to improve their advising skills with project beneficiaries. Access to educational content, online, free of charge, at flexible hours, which contribute to knowledge sharing in specific areas.

1.4 Working Group on Gender

The fourth result related to Component 2 includes the organization of Gender-WG workshops and meetings to train state teams on gender issues.

In the sustainability routes of this activity, considering that the gender WG of IFAD projects is formed by the gender advisors of these projects and does not respond directly to the institution's organizational structures, it is recommended to formalize a governance model where the projects have conditions to lead the debates, suggesting agendas and organizing meetings, which should be systematized and sent to the project coordinators. The main objective of the WG on gender should be to act as a thematic discussion forum, where it will be possible to identify best practices, bottlenecks and difficulties for evidence-based decision-making in projects supported by IFAD in Brazil and actions in the area of gender. It is also recommended that work be initiated to bring the gender areas of projects in other countries closer together and align them, with a view to increasing the level of integration between these areas, as well as the scope of knowledge and cooperation.

PSI also suggests that this group be integrated with the Communication and M&E areas of its projects, so that they can articulate actions and systematizations based on results organized by the monitoring team.

The transition activities consist in organizing the first expanded meeting to discuss gender actions as well as actions that converge with the projects. As an agenda for this expanded meeting, two practices can be thought of: a) evaluation of the results of the one-year use of agroecological logbooks, a theme that integrates all WGs and is of interest to other organizations that may be involved; and b) presentation of a good practice/theme of common interest to be presented by an invited organization. As an agenda for the first meeting with the M&E WG, the inclusion of gender indicators and methodology in the impact assessment process used by IFAD and the projects (mainly during missions) was suggested. Directly responsible are the PSI and the gender WGs, and the start of implementation was January 2021.

The post-termination perspective of PSI is that the gender WG continue in a strengthening process, articulating itself to carry out joint actions and promote the exchange of experience between project activities, debate common themes and act in partnership, strengthening the theme and effectively contributing to the advancement of public policies aimed at women.

1.5 Communication products – virtual publications, videos, photographs, systematized rural good practices, journalistic materials and reports

The fifth result related to Component 2 includes:

- a. Access to PSI communication products through digital means;
- b. Expanded access to the Program's information assets, through the SEMEAR Portal, with technical publications and studies made available. Production of videos, photos, booklets and books, in a participatory manner with beneficiaries, expanding interest and access;
- c. Access to Good Rural Practices systematized on the SEMEAR Portal.

The sustainability strategies include two possibilities:

- a. Conversion of the SEMEAR Portal into a Virtual Catalog of the Semi-Arid and Good Rural Practices, with or without updating⁴. Considering the option of keeping constant updates in the catalog, it will be necessary to hire a journalist, who will collect information from the projects, process the information and subsequently publish them.

⁴ If the option is to keep the catalog unchanged, only the annual payment of the domain/hosting of the site will be necessary, so that it remains active.

- b. Another possibility of destination for the priority contents of the SEMEAR Portal would be the creation of a virtual library, which would bring together the main PSI publications, such as books, booklets and manuals, and a bank of images and videos in the same virtual locus, bringing together the main audiovisual products produced, such as photos, videos, series, miniseries and graphic materials. The idea is that these contents are available completely free of charge, which would greatly contribute to a positive image of the semi-arid region, since it was found there is a strong demand for the re-signification of this image – of a dry, poor and unbeautified semi-arid region (the to be fought) to a thriving, rich and beautiful semiarid (to be lived). In this way, students and researchers, for example, will be able to download photos for free, to use in their studies and presentations. Photos, videos and graphic materials would be classified by regions and themes.

The transition activities are based on building a new presentation text, which will explain the re-adaptation of the virtual space and its conversion into a reference catalogue; define who will be responsible for the annual payment of the domain/hosting of the website; and, if applicable, hire a professional journalist who will be responsible for updating the virtual space. Directly responsible are the managers of IFAD and IICA, and implementation is scheduled to start in August/2021.

The post-termination perspective of PSI is that these materials will continue to be accessed both by end users of the information and by institutions and organizations interested in replicating such information, since it is common for the PSI to receive requests for assignment of use for courses, training, vocational training and others.

1.6 Social Networks of the Semear International Program

The sixth result related to component 2 includes a) increasing access to PSI's social media, notably Instagram and Facebook, which function as important channels for disseminating relevant information. A significant range of individuals from the field came into contact with the knowledge identified, systematized and/or disseminated by PSI, made available on their social networks; b) the ability to use social networks as instruments for disseminating knowledge and accessing the Program's products; c) production of high quality and easily accessible instructional material.

From a perspective after the closure of PSI, the sustainability strategy for its social networks would be the incorporation of the main profile of the Program (today, Instagram) or of the two main profiles (Instagram and Facebook) to the set of IICA's social networks, since both still do not have Instagram profiles in Portuguese. For this, it would be necessary to change the name of the profile, which would gain the name of the institution, but with full use of the content already published, as well as of its followers already consolidated.

The transition activities are based on changing the name of the Instagram profile, which would have the name of IICA, and hiring a journalist or social media to create and

publish daily content on the profile. Others responsible for Communication at IICA could also be responsible for writing specific texts for social media and publishing them on a daily basis, as is done today by PSI. Those directly responsible would be IICA's managers, using IICA's own resources, with execution suggested for August 2021.

The preparation and dissemination of various documents, cards and videos using social networks were extremely positive and greatly increased the scope of access to the Program's information. For this reason, with the end of the program, it is expected that these platforms will be readapted and continued, so that they can continue to contribute to the dissemination of knowledge about the semiarid region and rural development.

1.6 Journalism Award

The seventh result related to component 2 refers to the expansion of access to information with the identification, systematization and dissemination of successful experiences and best practices on local, regional, national and international levels.

The sustainability strategy consists of transforming the PSI Journalism Award into the Semi-Arid Journalism Award, since there is no other journalistic award with this focus and scope in Brazil. Another option would be for the award to bear the name of its funding institution: IICA Brazil Journalism Award or IFAD Brazil Journalism Award. This strategy would ensure continuity in encouraging the dissemination and replication of good rural practices in the various national communication vehicles.



The transition activities are related to releasing the notice of the new edition of the Journalism Award, with the new baptismal name to be defined. Possible sources of funding are IFAD, IICA and IFAD donations in Brazil. Directly responsible are the managers of IFAD or IICA, with implementation starting in August 2021.

The post-PSI perspective, considering that the PSI Journalism Award has been a tool to encourage the regional and national dissemination of good rural practices in the semiarid region, is that the award may continue to be held in future editions, with expanded coverage for the Americas or to other semiarid regions of the planet.

1.7 Communication Working Group

The eighth result related to component 2 proposes that debates that took place in the WG-Communication IFAD and IICA contribute to the exchange and promotion of the best Communication strategies.

In the sustainability strategy proposed by PSI, considering that the Communication WG of IFAD projects is formed by the communication offices of IFAD-supported projects and does not respond directly to the institution's organizational structures, the formalization of a governance model is recommended, where the projects are able to lead the debates, suggesting agendas that should be systematized and sent to the responsible leaders in IFAD, implementing agencies and governments.

The transition activity consists of writing and communicating a brief manual defining the new working scope of WG-Communication. Directly responsible are the PSI communication advisors and Communication advisors for projects supported by IFAD in Brazil, from the financing of Projects supported by IFAD in Brazil, with execution scheduled to start in August 2021.

The project's post-termination perspective points out that the IFAD Project Communication Working Group in Brazil, initiated through PSI, served to increase the proximity between the Communication offices of IFAD-supported projects in Brazil and contributed to the strengthening of a unified communicational culture. After the end of the PSI activities, the continuity of the WG is recommended, given its importance for the exchange of strategic and communication planning information.

2. TECHNICAL COMPONENT

In the technical component, the sustainability routes include the activities and results of *Component 1 – Monitoring and Evaluation (M&E)* – of PSI, whose main objective is to support IFAD projects in Brazil, Africa and Latin America and the Caribbean as far as M&E is concerned. The activities carried out by this component are related to: 1) the identification and/or development of methodologies that improve evidence-based decision making; 2) training and dissemination of knowledge in Monitoring and Evaluation, aiming at improving the quality of project management; 3) supporting project evaluations, both in Baseline Studies and in final analyses, whether of impact or results; 4) the development, maintenance and support of the electronic management systems made available by IFAD, more specifically the DATA.FIDA System.



2.1 DATA.IFAD Brazil System

The first result of component 1 (M&E) concerns the development and maintenance of the Physical and Financial Monitoring Information System for IFAD Projects – Brazil.

Possible sustainability strategies for DATA.FIDA are:

a) Joint management between IFAD and IICA

Based on the fact that the DATA.IFAD system was developed from a structure managed by the Inter-American Institute for Agricultural Cooperation (IICA), based on a need for projects supported by IFAD in Brazil, and its design was carried out exclusively by IFAD consultants to resolve issues related to the projects supported by this organization, it would be understandable that the management of this product was carried out jointly by the team of specialists from those organizations. In this way, DATA.IFAD would be supported by a competent Information Technology team at IICA, which would centralize the management of the system in its technical routine, while IFAD would be responsible for all other activities involving the management of a system (including ensuring that it is suitable and therefore adopted by new IFAD projects and grants). It would be possible to use the base of projects supported by IICA, which have resources from IFAD, and use the DATA.IFAD system as a prerogative for consolidating the partnership in question⁵.

b) Hiring an on-demand consultancy to manage the DATA.FIDA system (LVieira or independent PF consultancy)

The second way would be to hire an independent consultancy, linked to the demand for support, training, problem solving, etc. This strategy could be adopted if any of the aforementioned organizations were responsible for the formal management of the system, as it would not act in the direct management of the system, but rather as a support element and a link between the interested parties. In other words, it would depend on some kind of IFAD or IICA focal point that could give legitimacy to their positions and directions in relation to DATA.IFAD ⁶.

5 In addition to the effort provided by IICA, IFAD would also need a specialized professional who would be responsible for managing the information present in the system and other routines that go beyond the scope of technical maintenance already covered by IICA. This professional would be included in IFAD's permanent team, but would work directly with IICA's Information Technology, which would centralize the technical management of the system, while the former would be responsible for all other activities involving the management of a system (including making sure that it is adequate and therefore adopted by new IFAD projects and grants).

6 This option values the economy and optimization of technical time instead of setting up a specific team to handle DATA.FIDA, and it is even possible to maintain the contract with the current supplier (LVieira Consultoria em Informática), only increasing the scope for closer management of projects and grants that currently use the system. The articulation and legal management of the system, we reiterate, must continue to be carried out by IFAD or IICA, regardless of the option for consulting on demand chosen. The change would only come in the form of the need to set up a formal team against a more flexible team, acting on demand, but supervised by a permanent staff of the contracting organization.

The transition activities consist in: a) building a “Map of Responsibilities” related to the DATA.FIDA system to define which organization will be responsible for managing the system, which will also be responsible for managing the team or individual hired to carry out the work; b) hiring consulting or permanent staff to act in the direct management of the DATA.FIDA system.

Those directly responsible for these activities, scheduled for August 2021, are the managers of IFAD and IICA, and possible sources of funding are IFAD, IFAD-supported projects in Brazil, and IFAD donations in Brazil.

In the PSI post-termination perspective, it is expected that the DATA.FIDA System will continue to be used by the projects supported by IFAD-Brazil, as well as its donations even after the end of the PSI implementation. Considering the robustness of the system, as well as its ability to communicate data through the “Public Interface”, the features of DATA.FIDA are sufficient for current projects and the base of the system allows necessary changes to meet possible changes (as seen with the replacement of “RIMS” indicators by “Core Indicators”).

2.2 Internationalization of DATA.FIDA

The second result of component 1 corresponds to the scaling of the DATA.IFAD System for projects supported by IFAD in other countries. Considering that the management of DATA.IFAD would be responsible for all versions of the system, the best sustainability strategy would be to appoint an internal IFAD staff member to act as responsible for carrying out articulations and managing the documentation of partnerships between IFAD Brazil and other countries.

The transition activities are the same as provided for in item 3.2. Directly responsible are IFAD managers and possible funding sources are IFAD, IFAD-supported projects in Brazil and IFAD donations in Brazil.

The post-termination perspective of PSI is that the DATA.FIDA System can respond as an IFAD project management system on the global level. In this sense, in addition to the management that may be (and is recommended to be) linked to the decision for Brazil, it is necessary and important to think about strategies for dissemination, scaling and customization of DATA.FIDA for other countries.

2.3 M&E Working Group

The third output of component 1 includes the scaling of IFAD M&E-WG workshops and meetings to train state teams in charge of M&E. The main objective of the M&E-WG should be to act as a thematic forum for discussion, where it will be possible to identify best practices, bottlenecks and difficulties for decision-making based on evidence in projects supported by IFAD in Brazil and the role of the M&E areas in this reality.

Considering that the M&E-WG of IFAD projects is formed by the M&E advisory services of IFAD-supported projects and is not directly accountable to the institution's organizational structures, it is recommended as sustainability strategies to formalize a governance model where the projects are able to lead the debates, suggesting agendas and organizing meetings, which should be systematized and sent to the responsible leaders in IFAD, implementing agencies and governments. It is also recommended to start a work of approximation and alignment between the M&E areas of projects in other countries, aiming to increase the level of integration between these areas, as well as the scope of knowledge and cooperation.

The transition activities include:

- a. Offering the PRiME Course (Program in Rural M&E), in partnership with the CLEAR Initiative, among the training courses provided for by the Program;
- b. Formalize the M&E-WG of IFAD projects, ideally at an event/meeting (not necessarily in person);
- c. Create governance with rotating leadership, based on biannual meetings led by a different project, systematization of the main agendas discussed in the meetings and routine for sending agendas/meeting minutes to responsible IFAD and project leaders. Directly responsible are the PSI M&E management, M&E advisory services for IFAD-supported projects in Brazil, consultants and IFAD M&E staff. The start of execution is scheduled for August 2021.

In the post-termination perspective of the program, it is recommended that the WG's activities continue, with observation of the inherent limitations of shared, decentralized management, not linked to the organization chart or IFAD's determination.



3. POLITICAL COMPONENT

The objective of this component in PSI, which corresponds to *Component 3 – Public Policy Dialogue and South-South Cooperation*, consists in building capacities for sharing knowledge between technicians, producers and beneficiaries about innovative practices arising from programs and policies for development and rural poverty reduction, through exchanges and exchange of experiences, as well as strengthening South-South cooperation within the scope of projects supported by IFAD in Latin America and Africa. This component is divided into four results described below.



3.1 Dialogue channels between public managers and technicians of IFAD Projects in the region

In the results achieved for this component, it was estimated to train 100 public managers and authorities in activities related to dialogues to improve public policies and South-South cooperation. Eighty-four public managers and authorities were trained, with an estimate that the target will be reached by the end of the PSI.

The sustainability routes include actions to continue the dialogue between partners, born from previous exchanges, and to follow up on the exchange of knowledge about the PSI experience in knowledge management, demanded by the projects in Argentina.

The transition activities include: a) carrying out exchanges between sustainability strategies across Brazil and Mexico projects; b) to support the exchange of experiences on ATER between Brazil and Mexico, engaging in dialogue with the AKSAAM Project (Adapting Knowledge for Sustainable Agriculture and Access to Markets); and c) hold the second virtual meeting between IFAD project managers and rural leaders, following on from the one held in 2019, which could give evidence to the strategies to fight the covid-19 pandemic, resulting in the systematization of some experiences or ideals. Possible sources of funding for these activities are IFAD MEXICO, AKSAAM, IFAD MERCOSUR, CLAEH and IFAD Argentina.

The post-termination perspective of the Program is that effective and permanent channels of communication and dialogue are established between IFAD project managers in Latin America for a continuous exchange of experiences, as has been happening across projects in Brazil, Mexico and Argentina.



3.2 Content creation, exchange of experiences and systematization of good practices

Results related to this component include:

- › 20,000 family farmers, technicians, public managers and authorities involved in South-South cooperation and 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 the PSI, through events for the exchange of experiences among family farmers in the semiarid region.
- › Participation of 51,100 beneficiaries involved in South-South cooperation, doubling the initial estimate of participants.

- › 1st Meeting of IFAD Rural Leaders and Project Managers in MERCOSUR (September 2019) was attended by 80 rural leaders and managers from 7 countries.

The sustainability routes contemplate systematizing the results of exchanges with IFAD projects in Argentina, Brazil and Mexico, as well as good practices in climate change. Another planned activity is to complete the collective construction process of the Knowledge Internship Program among the Semiarids of Latin America, in partnership with the Semiarid Platform, with organizations from six countries, ensuring that at least 20 young people circulate in internships by the end of 2021. PSI will finance the strengthening of this network of young people throughout the construction process, with investments in simultaneous translation of the meetings and help with costs for young people who are part of the international commission, until July 2021. PSI will support the Latin American Semi-Arid Platform in articulating with other potential funding partners to complete the resources needed to finance the internship of 10 young people.

The transition activities include: a) publication of the result of the exchange on sustainability strategy between projects in Brazil and Mexico; b) creating a catalog of good practices from countries covered by INNOVA, as well as practices that occur in Brazil related to living in the semiarid region and tackling climate change; and c) hold biweekly meetings with the national commission of young people from semiarid regions and monthly with the international commission. Possible sources of funding are IFAD MEXICO, CONAFOR, INNOVA AF and the Semi-Arid Platform.

With the post-termination perspective of the Program, it is expected to strengthen the collection of systematization of good practices, methodologies, guidelines and forwarding of these events and meetings, to ensure the continuous exchange and incorporation of knowledge. With regard to the Semi-Arid Platform, the intention is to create and strengthen a network of young people from the semi-arid regions of Latin America that will continue to exchange experiences on rural development issues, and ensure that they are supported by other initiatives such as the Semi-Arid Platform and DAKI.

3.3 Learning Routes and Territories

The Learning Territories (LT) program is led by PROCASUR in some Latin American countries and, in Brazil, it is being implemented and financed by PSI and the Dom Helder Câmara Project, between 2019 and 2021, in communities in four states with IFAD projects. This program encourages the development of local capacities for the associative management of the knowledge of producers, families, communities and rural associations, thus promoting the scaling up of innovations. The concept of "Learning Territory" consists in communities or territories with a high concentration of relevant innovations for rural development. Once this territory, dense in knowledge assets, is identified, the program invests in enhancing and organizing pedagogical lessons learned by their own local talents, building proposals for capacity building and training on site and useful solutions to other public and private partners.

As results achieved by PSI in relation to the learning routes/territories, the following stand out:

- › 200 farmers and family farmers participated in 6 learning routes in countries of the Andean region, in collaboration with PROCASUR.
- › In PSI, this Learning Routes methodology was replaced by exchange visits to Learning Territories, with emphasis on two Learning Territories visited in Colombia, for exchange of experiences in rural business, with the participation of 15 beneficiaries. Many other events for exchanging experiences between farmers and rural producers took place with exchange visits, with the goal of 200 participants being exceeded.

The sustainability strategies for the learning territories are based on:

- a. Carrying out a pilot action in an exchange format in each of the 4 Learning Territories (LT), to ensure their full functioning (1st semester of 2021);
- b. Making small investments in each of the LTs to strengthen their communication strategies, such as acquiring websites, creating a visual identity;
- c. Ensuring that, once the PSI is finalized, PROCASUR provides advisory services of up to one year to the territories;
- d. Ensuring the continued support of IFAD Projects to the learning territories as part of their exit strategies. In those projects that have already been completed, ensuring support from other state government programs. Funding sources include PROCASUR, PROCASE, Pró-Semiárido, Projeto Viva o Semiárido and PDHC II.

The post-termination perspective is the consolidation of the Learning Territories Program in Brazil as spaces for local knowledge management, managed by young people, for the sale of knowledge services and technical assistance among peers. In addition, it is estimated that the initiative will be incorporated into IFAD projects in Brazil as an exit strategy.

3.4 Dialogue channels on public policies in Brazil and other countries in Latin America and Africa

SUPPORT TO
DIALOGUE
SPACES



The sustainability routes of the PSI consist in articulating with the AKSAAM the continuity of institutional support to the Forum of Family Agriculture Managers, for the holding of meetings, the development of studies of interest to the participating states and the guarantee of civil society participation in the debates promoted. In the transition activities, alignment meetings between PSI, IFAD and AKSAAM are planned.

The post-termination perspective is that spaces such as the Managers Forum, which received support from the Semear Program and PSI, can continue to be strengthened through institutional support of projects supported by IFAD and donations. This is a strategic space focused on family farming, bringing together all the Northeastern states and key actors for the debate on policies and good practices aimed at strengthening family farming in Brazil.



SUSTAINABILITY ROUTES





The Articulation and dialogue on policies to reduce poverty and inequality in the semi-arid Northeast – Dom Helder Câmara II Project (PDHC II) – operates in 838 municipalities in 11 states in the Northeast and Southeast regions (Brazilian semiarid region)⁷. The main objective of PDHC II is “to contribute to the reduction of rural poverty and inequalities in the semi-arid region, through technical assistance and rural extension (ATER), promotion of productive activities and integration of federal, state and municipal public policies”. The target audience is family farmers, traditional peoples and communities, women and youth.

It should be noted that PDHC is managed by the Program Management Unit (UGP/ MAPA) and its execution is decentralized, articulated in a broad network of collaboration, including:

- a. National Agency for Technical Assistance and Rural Extension (ANATER), which contracts ATER’s public and private companies,
- b. EXECUTORS (institutions and companies) contracted through Decentralized Execution Terms (TEDs), such as EMBRAPA Caprinos and CODEVASF (palm seedlings);
- c. Institution responsible for the systematization of knowledge and impact assessment – University of Brasilia⁸ – from a TED carried out with MAPA. The project is also implemented through a wide network of cooperation for the development of activities, including the Ministry of Citizenship, Sustainable Rural Development Council, Federal Agriculture Superintendencies (SAFs), cooperatives and associations, etc.

O projeto é implementado ainda a partir de uma ampla rede de cooperação para o desenvolvimento de atividades, incluindo o Ministério da Cidadania, Conselho de Desenvolvimento Rural Sustentável, Superintendências Federais de Agricultura (SAFs), cooperativas e associações etc.

The PDHC II sustainability strategy is divided into five components: (1) Dialogue, integration of public policies and dissemination of innovative experiences; (2) Development of organizational capabilities; (3) Sustainable productive development and access to markets; (4) Project Management; and (5) Planning, monitoring and evaluation. For purposes of systematizing this report, the components were organized into the three main axes as follows: social component (2), technical component (3), and political component (1) and (5). The main indicators and goals achieved by the project are summarized in Table 1.

7 The first phase of PDHC was carried out between 2000 and 2009 in six states in the Northeast, benefiting 15 thousand families (346 associations/77 municipalities). The second phase of the project, which started in August 2014, involved 913 municipalities in the states of Pernambuco, Alagoas, Bahia, Ceará, Maranhão, Sergipe, Paraíba, Piauí and Rio Grande do Norte (Northeast) and Minas Gerais and Espírito Santo (Southeast), supporting around 60 thousand families and directly benefiting around 126,000 people. Available from: <http://portalsemear.org.br/noticias/projeto-dom-helder-camara-em-destaque/>.

8 The M&E activities are carried out through the “Monitoring Project”, responsible for the collection and systematization of data inherent to the implementation of the PDHC, based on a computerized information management system.

BALANCE OF PDHC II GOALS IN 2020

FINAL INDICATOR NAME	TOTAL GOAL	2020		
		GOALS	RESULTS	ACCUMULATED
35% increase in assets of families benefiting from technical advice and productive investments (RIMS 3rd level).	35	35	55.48	55
74,000 rural families in the project area will benefit from better information on public policies and programs, and:	74.000	2.000	459	54.088
45.000 famílias terão acesso a políticas e programas públicos.	45.000	4.000	18.532	57.884
Families represented by young people.	13.670	200	160	13.570
<i>Quilombola</i> families.	2.918	50	44	2.916
Indigenous families.	346	5	5	345
27,000 families benefiting from technical assistance increase their agricultural production by 25%, on average, at the end of the project.	27.000	27.000	31.085	31.085
50% of project beneficiaries are women.	37.000	1.000	308	37.072
Families reporting an increase in production (CI 1.2.4).	18.000	18.000	32.428	32.428
Families reporting adoption of new/improved inputs, technologies or practices (CI 1.2.2).	18.000	18.000	47.020	47.020
5 sustainable rural development policies created or improved from innovative methodologies generated since the PDHC.	5	2	-	3
6,000 activities aimed at articulating public policies within the PDHC framework.	6.000	4.000	-	723
250 TA providers with enhanced capabilities.	250	-	-	1.747
Being at least 50% women.	125	-	-	264
27,000 families mobilized and with developed capacities.	27.000	700	459	54.088
54 <i>quilombola</i> and indigenous communities benefited by the Project.	54	-	-	163
450 groups of women trained in gender issues.	450	250	-	155
At least 1,100 young people with greater capabilities due to participation in study and training opportunities.	1.100	240	-	-
Persons trained in production practices and/or technologies (CI 1.1.4).	60.000	3.400	459	54.088



cont. Table I - Balance of PDHC II goals in 2020.

FINAL INDICATOR NAME	TOTAL GOALS	2020		
		GOALS	RESULTS	ACCUMULATED
Women (CI 1.1.4)	30.000	1.700	308	37.051
Men (CI 1.1.4)	30.000	1.700	311	32.156
Young people (CI 1.1.4)	18.000	680	148	13.666
60,000 families access ATER.	60.000	3.400	459	54.088
17,700 families accessing the Productive Promotion public policy (Ministry of Citizenship).	17.700	7.142	3.792	14.474
Families accessing financial services (CI 1.1.5).	13.500	-	14.740	43.410
At least 20,000 families diversify their production systems.	20.000	20.000	23.410	23.410
Rural producers who access production inputs and/or technological packages (CI 1.1.3).	17.700	7.142	3.792	14.474
Women (CI 1.1.3)	8.850	7.000	2.994	11.353
Young people (CI 1.1.3)	3.540	1.000	825	2.687
At least 16,200 families adopt new technological practices.	16.200	16.200	43.237	43.237
At least 20,000 families introduce at least one new product.	20.000	20.000	42.064	42.064
6,140 families adopt a new income-generating activity, as follows:	6.140	6.140	25.402	25.402
4,500 families with women responsible for the household;	4.500	4.500	3.454	3.454
1,100 families with young people responsible for the household;	1.100	1.100	616	616
260 families from indigenous communities;	260	260	769	769
280 families from <i>quilombola</i> communities.	280	280	1.818	1.818
10,900 families benefited from actions that involve the implementation of new technologies and innovative practices.	10.900	1.200	42	42
3,300 families with access to technology to overcome bottlenecks in raising goats and sheep.	3.300	1.000	-	-
6,600 families benefited through the distribution of forage palm.	6.600	200	42	42
1,000 families supported through the structuring of the goat cheese and bovine rennet production chain.	1.000	200	-	-
At least 10,800 families access public procurement programs (PAA, PNAE).	10.800	8.000	4.918	4.918
At least 2,700 families access differentiated markets (organic, fair trade).	2.700	2.700	4.987	4.987

Source: SGA and financial system.

1. SOCIAL COMPONENT

1.1 Development of technical and organizational skills

In PDHC II, the social component of the sustainability routes corresponds to *Component 2 – Development of organizational capacities of the Program's exit strategy*. Its objective is to “strengthen the capacities of communities, as associations, groups, cooperatives and the like, aiming to expand access to public policies, strengthen participation in the management of demands identified by the group, in addition to supporting improvements in their productive activities, dedicating special attention to the development of the capacities of women, youth and traditional peoples and communities, thus seeking to reduce inequalities”. To achieve its goal, actions are divided into two outcomes related to this component.

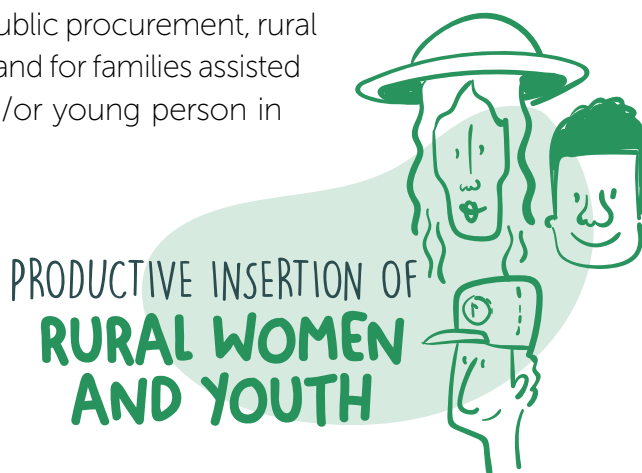
The sustainability routes of result 2.1. Communities served by PDHC II receiving ATER activities to monitor the community productive project, carried out during the project, include:



- a. Ensuring the preparation of community projects during the term of PDHC II and, based on them, articulate negotiations with partners for the implementation of projects after the end of PDHC II.
- b. Negotiation so that ATER technicians from (state public) companies maintain a space for face-to-face and/or virtual communication with producers, aiming at the continuity of rural technical guidance.
- c. Articulation of partnerships between federal and state public institutions of ATER, aiming at financial access (credit and/or development) for the implementation and continuity of rural technical assistance for the communities.

Result 2.2. More than 50% of the families served have women as the main responsible for the property (self-declaration) has the following sustainability routes:

- a. Articulation between federal and state institutions for the implementation of social projects that prioritize the productive insertion of rural women and youth in actions that provide technical support for productive qualification, management and marketing in their productive units and participation in local collective actions.
- b. Institutional articulation for access to public procurement, rural credit and public policies for access to land for families assisted by PDHC II, who have a woman and/or young person in charge.
- c. Articulation for prioritizing rural women and youth beneficiaries in the Decentralized Execution Term (TED), carried out within the scope of PDHC II, aimed at strengthening associations and/or cooperatives that produce artisanal food, seeking improvements in their production, increased added value and access to the means of marketing.
- d. The transition activities of the social component include the mapping and access of developed collective productive projects (e.g. identification and selection of Family Agricultural Production Units – UFPA – and mapping of TEDs), inter-institutional and collective meetings with communities to discuss the continued implementation of the collective project and M&E actions.

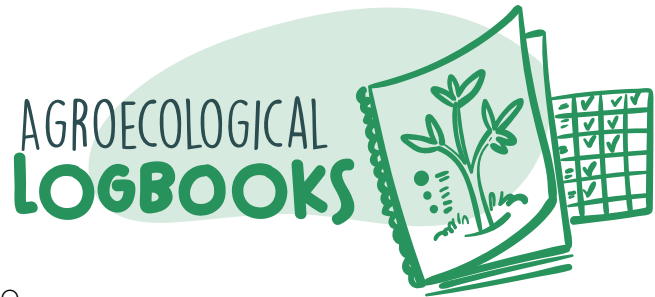


Those directly responsible for the actions of result 2 include the Program Management Unit (UGP/MAPA), Federal Superintendencies of Agriculture (SFAs), State Secretariats of Agriculture, companies providing ATER and AKSAAM. In particular, the implementation of result 2.2 is also shared with Decred/SAF, Ministry of Citizenship, CODEVASF, National Fund for Scientific

9 O projeto prevê a aplicação de quatro termos de execução descentralizada: TED para difusão da palma forrageira resistente a cochonilha do carmim (Codevasf); TED para melhoramento de rebanho caprino executado pela Embrapa Caprinos; e TED para o fortalecimento da produção de queijo de cabra na região do território do Cariri paraibano e do queijo coalho bovino no território do Vale de Jaguaribe cearense (FNDCT).

and Technological Development (FNDCT) and EMBRAPA.

Sources of financing for the social component include national programs and projects to encourage rural development (e.g. PDHC II, National Rural Credit Programs), national programs to



encourage rural development aimed at associations and/or cooperatives, public credit policies for associations and/or cooperatives, programs and projects of state governments and projects supported with international funds for rural development (e.g. Agroecological Logbooks, Learning Territories/Procasur). The start of execution is scheduled for the second half of 2021.

As a post-termination perspective, it is expected that the community productive projects (groups and/or associations), developed from collective ATER activities, can have financial support and quality rural technical guidance to consolidate their results. Among the communities served by PDHC II, those identified as indigenous and quilombolas are priority. With regard to producers served by PDHC II, the perspective is that they will be able to maintain and expand the results of increased production and income, nutritional improvement of the family, continuity of diversified income-generating activities and consolidation of their decision-making space in property management. Besides prioritizing women responsible for the productive unit, the strategies also include young people, active participants in the property's productive activities and beneficiaries of PDHC II.

1.2 Dissemination of innovative experiences

Regarding the dissemination of possible innovative and successful replication experiences, the sustainability routes for result 1.4. Properties identified as Reference Units via ATER under the PDHC II include the systematization, dissemination and promotion of exchanges between producers, with the objective of multiplying the use of successful sustainable practices in the semiarid region and encouraging the continuity of exchange actions after the end of the project. Besides the articulation of access to productive development and rural credit policies for properties that are configured as reference units, the successful experiences identified by PDHC II in the units must be properly systematized, disseminated and supported in their implementation, dissemination and continuity.

IDENTIFICAÇÃO E SISTEMATIZAÇÃO DE EXPERIÊNCIAS EXITOSAS



In addition, the result 5.3. Successful productive experiences identified and systematized (Component 5) have the following strategies:

- a. Identifying, from the records in the SGA and contacts with companies providing technical assistance, the successful experiences of living with the semi-arid biome;
- b. Systematizing and disseminating the successful productive experiences of living in the semi-arid region to family farmers in the semi-arid region and to ATER companies operating in the region.

The post-termination expectation is that these successful productive experiences, implemented within the public served by PDHC II, will be mapped, disseminated and replicated among the beneficiaries, being used as a reference in other projects and public policies to support family agriculture in the semi-arid region.



2. TECHNICAL COMPONENT

2.1. Sustainable productive development and access to markets

The results related to the technical component of sustainability routes are included in the activities and results of *Component 03 – Sustainable productive development and market access of PDHC II*, focusing on access to quality rural assistance offered by ATER state companies, training and guidance technique for associations, cooperatives and goat and sheep breeders in the semiarid region, and training and certification for goat cheese producers in the semiarid region.

The sustainability route to result 3.1. Families of semi-arid farmers with access to quality rural technical assistance offered by state ATER companies via PDHC II includes the articulation of partnerships with state and municipal secretariats of agriculture to



enable the continuity of ATER actions with beneficiary families of PDHC II, either on site or online. Those directly responsible for carrying out this activity are the UGP/SAF team – Ministry of Agriculture, Livestock and Supply (MAPA), Federal Agriculture Superintendencies (SFAs), State Secretariats of Agriculture and state public companies providing ATER.

For result 3.2. Training and technical guidance for associations, cooperatives and goat and sheep breeders in the semi-arid region, sustainability routes include:

- a. surveying families already served by ATER of PDHC II, who are in the area covered by TED Embrapa and who have breeding of goats and sheep;
- b. articulating, with Embrapa, strategies for mobilizing and integrating families benefiting from PDHC II to participate in TED actions;
- c. articulating integration, when possible, between different TEDs of PDHC II. Those directly responsible for these actions are the UGP/SAF – MAPA and Embrapa Caprinos team.

Those directly responsible for these actions are the UGP/SAF – MAPA and Embrapa Caprinos team.

For result 3.3. Training and certification for producers of cheese goats in the semiarid region, the sustainability of routes include five activities:

- a. Performing a survey of households already served by ATER the PDHC II, which are in the coverage area of TED FNDCT and perform artisanal cheese production;
- b. Articulating, with FNDCT, strategies for mobilizing and integrating PDHC II beneficiary families to participate in TED actions;
- c. Following-up and monitoring of the execution of the TED, with articulation of partnerships to enhance results in the field;
- d. Identifying new sources of resources, as well as new partnerships to continue the dissemination of new cheese production techniques, in compliance with the standards of the health legislation in force;
- e. Articulating integration, when possible, between different TEDs of PDHC II. Here, the direct responsible are the UGP/MAPA team and FNDCT.

The sustainability strategies in item 3.4 Producers receive pest-resistant forage palm seedlings for cultivation and subsequent distribution to other producers in the region are:

- a) Conducting a survey of families already served by the ATER of PDHC II, who are in the catchment area of the TED Codevasf and who are interested in the cultivation of forage palm;
- b) articulating, with Codevasf, strategies for mobilizing and integrating PDHC II beneficiary families to participate in TED actions. Those directly responsible for these actions are the UGP/MAPA and Codevasf teams.

The post-termination perspectives of PDHC II for the technical component are:

- a. that UFPAs served with ATER by public companies contracted in PDHC II continue to receive quality assistance on their properties, in person and/or through digital tools, so that producers receive at least 03 (three) years of technical rural assistance.
- b. that the farming families served by Embrapa Caprinos improve their herd management system (goats and sheep), increasing their production and income, thus serving as a reference for other producers in the region covered by the project.
- c. that the producers benefited by the project have their production of artisanal cheese (goat and rennet) improved and regularized, allowing the activity to be an important source of income for the producers.
- d. that the benefited producers have, from the cultivation of forage palm, a viable option of animal feed for their herds in different periods of the year.

The transition activities for this component include the preparation of planning for the transition phase and for the post-project phase, interagency meetings by state, monitoring and evaluation (M&E) actions, mapping and identification of new partners. With the extension of the term of validity of PDHC II, the UGP/MAPA will carry out the follow-up and monitoring throughout the execution period of the TEDs related to training, technical guidance and supply of palm seedlings. This collaborates with the achievement of the expected results and with the articulation of partnerships to enhance the effects with the benefited families, as well as contributes to the integration, when possible, of beneficiaries already assisted by the PDHC II ATER who are interested in the cultivation forage palm and/or artisanal cheese production. These activities are planned for the 2nd semester of 2021.

The sources of financing in this transition phase include resources from PDHC II, projects and programs from state governments, state public companies providing ATER, resources TED Caprino (result 3.2), TED FNDCT (result 3.3) and TED Codevasf (result 3.4); national programs to encourage rural development and international funds (agricultural development).

3. POLITICAL COMPONENT

3.1. Dialogue and integration of public policies

In PDHC II, this component is related to the promotion of dialogue and integration of public policies. The objective of the actions related to this component is to improve access to public policies, in order to reduce rural poverty, gender, generational and ethnic inequalities in the project's operating region by strengthening articulation in the implementation of these policies.

Under component 1, result 1.1. Support for accessing marketing channels from public procurement programs includes the articulation of partnerships between federal public institutions (UGP/MAPA, SFAs), state ATER institutions (state and municipal secretariats of agriculture) and rural workers' unions (STTRs), to enable articulation and continued technical support to beneficiaries



of PDHC II, for access to public procurement programs on the local level (school meals and local public institutions, etc.).

Those directly responsible for Outcome 1 include the UGP/MAPA team, SFAs, State and Municipal Agriculture Secretariats, public companies providing ATER and STTRs. In addition to these organizations, result 1.4 (properties identified as a reference unit via ATER) is responsible for the Monitora Project, implemented by the University of Brasília (UnB), the National Agency for Technical Assistance and Rural Extension (ANATER) and the AKSAAM Project. Result 1.5 To facilitate requisition and access to the National Land Credit Program (PNCF) also counts on PNCF, Department of Land Credit Management – Decred/MAPA.

For result 1.2. Inter-ministerial partnership to promote access to rural development resources, UGP/Mapa and the SFAs, together with the state public institutions of ATER, should articulate a partnership with the Ministry of Citizenship to facilitate the access of PDHC II beneficiaries to the Rural Incentive Program who meet the profile and who were not contemplated with the program during the execution of the project.

Result 1.3. Support for producers in requisitioning and accessing rural credit programs has as sustainability routes to enable PDHC II beneficiaries, who express interest, to access rural credit programs, with the support of UGP/Mapa and SFAs, together with the state public institutions of ATER.



In result 1.5. Institutional articulation to promote the access of families assisted by PDHC II that fit the established profile of the PNCF, the UGP/Mapa and PNCF/Decred/Mapa, together with SFAs and the state public institutions of ATER, should make viable, from the beneficiary's demand, request and access to the PNCF.

The post-termination perspectives of PDHC II for the political component (component 1 of PHDC) include:

- a. continued access of beneficiaries to public procurement programs, at least on the local/municipal level;
- b. access to the Ministry of Citizenship's Rural Incentive Program to beneficiaries who did not access it during the implementation of PDHC II;
- c. continued access of PDHC II beneficiaries to rural credit programs, with the support of state public ATER companies.

Funding sources for the political component include SFAs, State Secretariats of Agriculture and the Ministry of Citizenship. Technical support is provided by the public

ATER, Municipal Secretariats of Agriculture and/or STTRs.

3.2. Planning, monitoring and evaluation

This item corresponds to Component 05 – Planning, Monitoring and Evaluation, and deals with PDHC II monitoring and evaluation actions. The main activities include the collection of data to carry out the project impact assessment, the assessment of the quality of technical assistance services, the monitoring of the project's logical framework indicators and the identification and systematization of successful experiences resulting from the activities of ATER carried out with farmers benefiting from PDHC.

The actions related to that component are under the responsibility of UnB, which executes the activities based on a TED carried out with MAPA. The execution takes place through Projeto Monitora, responsible for the collection and systematization of data inherent to the execution of the PDHC, from a computerized information management system.

Another instrument to support the monitoring of project execution, related to ATER, is the ATER Management System (SGA), managed by ANATER. The system has an extensive database with information on beneficiary producers, consisting of an online platform in which the companies executing ATER launch data on families, the production unit and activities carried out in the field. At the end of 2019, MAPA formalized three TEDs with CODEVASF, Embrapa Caprinos and FNTDC. In these cases, the monitoring will be under the responsibility of the UGP/MAPA and from a specific computerized system for monitoring the referred terms. It is worth emphasizing that the data from the M&E systems are fundamental to support future projects, to feed information to state institutions, which can use such data to create new public policies, as well as to disseminate successful experiences.

Component 5 is divided into four expected results with specific actions. The sustainability routes for result 5.1. Completed impact assessment study include:

- d. Using impact assessment data as a reference for designing new projects aimed at PDHC audiences;
- e. Analyzing the possibility of using the results of the impact assessment as a tool to indicate potential beneficiaries for the National Land Credit Program (PNCF) among the PDHC public;
- f. Using impact assessment data to demonstrate the importance of productive development and rural credit policies.

For result 5.2. Study of the evaluation of the quality of technical assistance completed, the strategies include:

- a. Using the results of the evaluation of the quality of ATER services to support the

- preparation of new notices for contracting technical assistance services, whether under the PDHC or other SAF/Mapa programs/projects;
- b. Using the methodology as a reference to evaluate new contracts for technical assistance services within the scope of SAF/Mapa;
 - c. Propose new tools for evaluating the quality of ATER services, using channels easily accessible to farmers.

Result 5.4. Improved monitoring systems includes the following strategies (routes)::

- a. incorporating the innovations carried out in SGA/Anater in all technical assistance projects implemented within the scope of SAF/Mapa, throughout the national territory;
- b. using the monitoring system developed to follow the TEDs within the PDHC II scope and monitoring all the TEDs executed within the scope of SAF/Mapa.

The project's post-termination perspectives for component 5 of PHDC are that:

- a. the results of the impact assessment are used in the formulation of other public policies;
- b. the results of the assessment of the quality of technical assistance services are used as a reference for new contracts for ATER services;
- c. the monitoring systems, developed during the execution of PDHC II, are used in other technical assistance projects aimed at family farmers.

The transition activities include interagency meetings, monitoring the stages of implementation of the project impact assessment, development of new tools for M&E, identification and systematization of experiences, development of new projects, identifying new partners and preparation of promotional materials. Those directly responsible for the execution of component 5 include the UGP/MAPA team, Monitora Project (UnB) and ANATER. The funding sources for the results related to this component include PDHC II funds, international funds (development of agriculture), PNCF and ANATER.



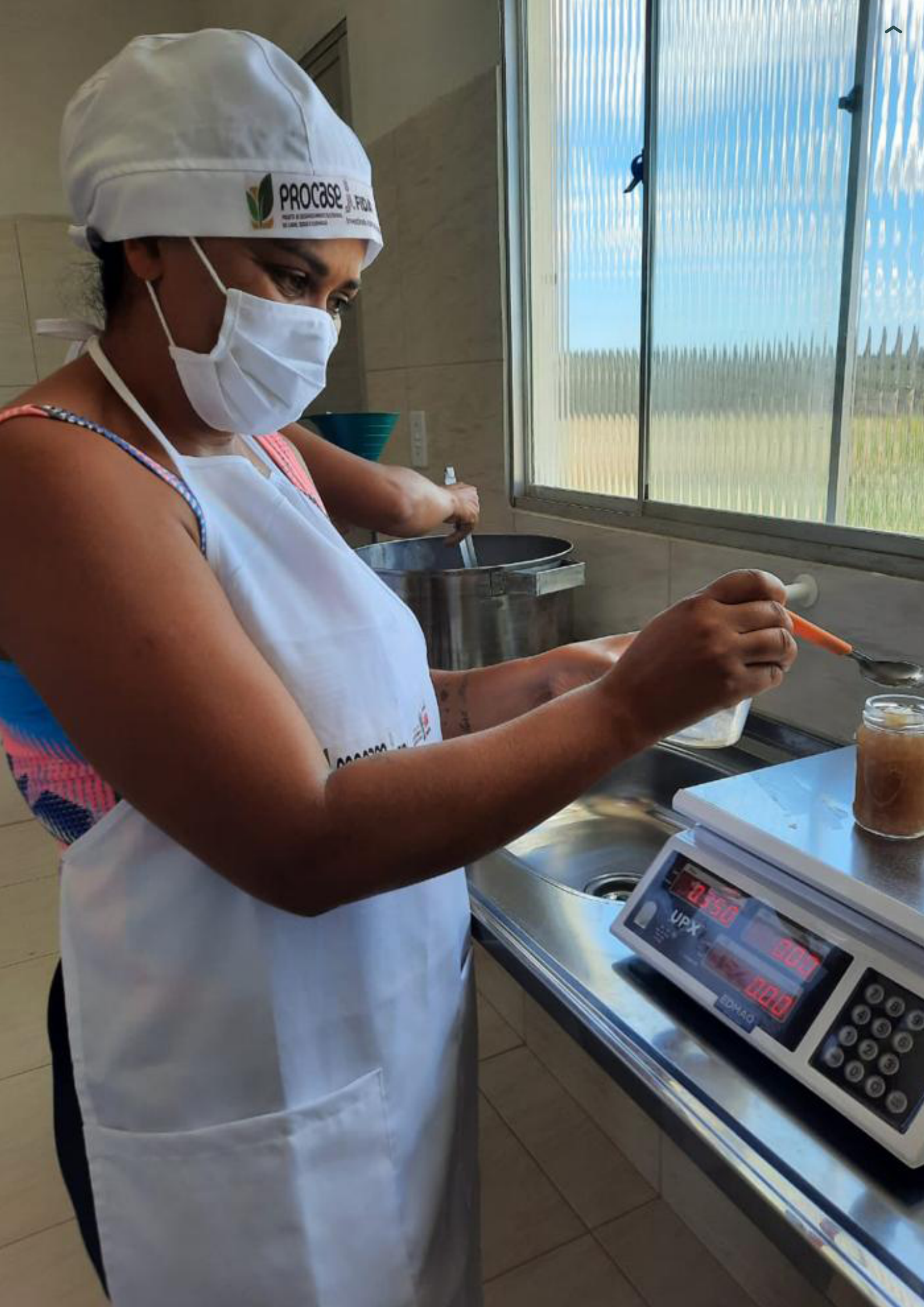
SUSTAINABILITY ROUTES



PROCASE

PROJETO DE DESENVOLVIMENTO SUSTENTÁVEL
DO CARIRI, SERIDÓ E CURIMATAÚ





The Cariri, Seridó and Curimataú Sustainable Development Project (PROCASE) operates in 56 municipalities across five territories of the semi-arid region of Paraíba: Western Cariri, Eastern Cariri, Curimataú, Seridó and Médio Sertão, which have low levels of economic and social development, in a macro-region where the probability of drought is above 90%.

The project's main objective is to sustainably improve agricultural and non-agricultural income, productive assets, organizational capabilities and environmental practices in the poorest rural areas of the semi-arid region of Paraíba. The main specific objectives are:

- a. to contribute to the sustainable rural development of the semi-arid region of Paraíba, reducing the current levels of rural poverty and strengthening actions to prevent and mitigate desertification in its area of intervention;
- b. to develop human and social capital, supporting the technical and vocational training of rural youth;
- c. to improve agricultural and non-agricultural production, access to markets and organizational capacities of family farming and rural enterprises;
- d. to prevent and mitigate the effects of desertification, promoting sustainable management. Women, young people and quilombolas are among the priority groups of the project.

The main results achieved by PROCASE (2020) include 97 productive projects, 21,757 families served by ATER, 461 irrigated fields and 61 installed desalination plants, besides the distribution of about 5 million forage palm seedlings. The project also carried out six public selections that hired at least 130 professionals (agronomists, social workers, veterinarians, zootechnicians and technicians) to provide technical advice.

PROCASE is organized into five components:

1. Development of Human and Social Capital;
2. Productive Development and Market Insertion;
3. Environmental Management and Interaction with the Semiarid Region;
4. Monitoring and Evaluation and 5) Project Management and Institutional Strengthening.

1. SOCIAL COMPONENT

The social component of sustainability routes is included in the activities and results of Component 1: Human Development and Social Capital of PROCASE. This component aims to develop personal, technical and organizational capacities and skills, with special attention to young people, women and quilombola communities, with support for productive projects about collective organization, democratic management capacity and support for rural youth in the acquisition of new skills, in the development of agricultural and non-agricultural businesses and access to the labor market. This component is also aimed at dialoguing with institutions, aiming at the articulation of strategic partnerships in line with the project's objectives with regard to institutional strengthening, collective management capacity and productive inclusion.

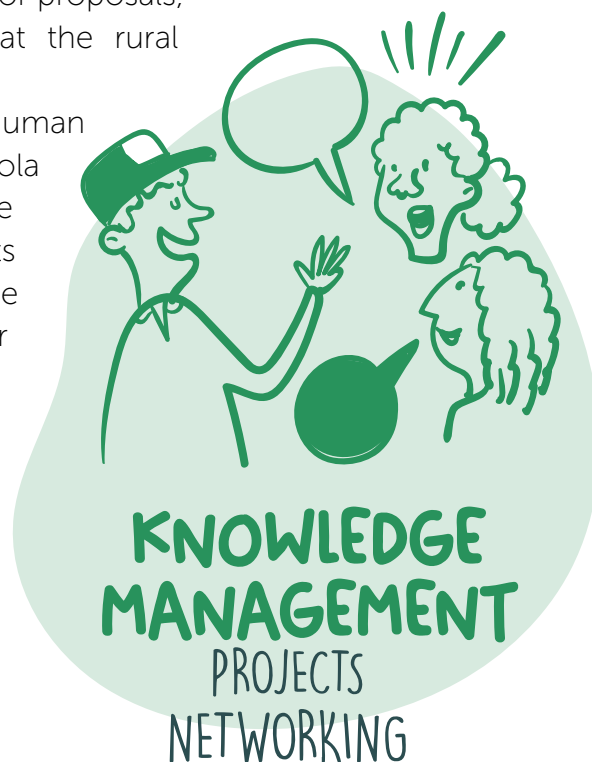


The social results achieved from the qualifications, exchanges, training and technical assistance carried out by PROCASE include the following:

- › Greater participation of priority groups in associative and productive activities: 46% women as titleholders, 14% of projects involving young people and 3% of quilombola communities.
- › Incorporation by the technical teams of the themes of gender and race equity.
- › 23 production groups led by women – 24% of the production projects, Installation of Kitchen School for production and training of women, young people and exchanges of experiences.
- › Groups of women producing in backyards using social technology for the reuse of greywater. Women are the majority on the bidding committees.
- › 75% increase in communities recognized and certified as quilombolas. Organizational and cultural exchanges, self-organization and occupation of power spaces.
- › Training of multiplier technicians and farmers for the use of Agroecological Logbooks.
- › Creation of youth groups: Solidarity Revolving Fund, participation in spaces of power, greater inclusion in their communities and access to higher education (young people with scholarships).
- › Strengthening of technical capacities based on experiences in the Targeting WG.

The transition activities of PROCASE are guided by the articulation of three institutional partnerships for the continuation of project actions:

- a. State Council for Sustainable Rural Development (CEDRS): Institutes a permanent working group on gender, generation, race and ethnicity, for proposals, monitoring and interventions aimed at the rural environment of Paraíba.
- b. Secretariat of State for Women and Human Diversity: Assistance to Quilombola Communities in the fight against violence against women, having as instruments the Tecendo Redes Project and the Intermunicipal Reference Center for assistance to women in Cariri.
- c. Crafts Program of Paraíba (PAP): Reference Center for Crafts of Cariri; participation in state craft halls and local and national events.





2. TECHNICAL COMPONENT

The technical component of sustainability routes brings together two PROCASE components:

1. Productive Development and Market Insertion Component
2. Environmental Management and Interaction with the Semi-Arid Region.

Component 4.2. Productive Development and Market Insertion aims to support collective undertakings related to productive arrangements prioritized by PROCASE, with a view to economic development and competitive insertion in the markets. This component foresees activities to support productive investments; provision of technical advice; support in the preparation and formulation of productive projects and follow-up and supervision of actions related to the strengthening or implementation of productive activities, economic viability and market insertion. The component is subdivided into five subcomponents.



The first subcomponent *4.2.1. Support to producers' organizations* aims to promote collective or associative action by groups and community organizations of family farming and agricultural and non-agricultural rural enterprises in order to allow them to access goods and services more easily. The second, *4.2.2. Technical assistance, rural extension and training for technical teams*, aims to improve:

- a. primary agricultural and non-agricultural productivity and product processing, disseminating techniques and technologies adapted to semiarid conditions;
- b. the managerial and organizational capacities of family farming entities;
- c. the marketing and sale strategies of family farming organizations. Subcomponent *4.2.4. Research and dissemination of adapted technology* predicts that the project's actions will be guided by the premises of interaction with the semiarid and sustainable local development and on the dialogue between forms of knowledge.

On the other hand, component 4.3. Environmental Management and Interaction with the Semiarid region aims to promote actions to prevent and mitigate the effects of desertification and the sustainable management of the caatinga biome in the project's area of operation; support the dissemination of sustainable environmental practices within production activities and value chains; support farmers and family farmers in technologies adapted to interaction with the semiarid region. This component also aims to work in articulation with the interventions of components 1 and 2.

The sustainability strategies of the technical component focus on two sets of actions:


- a. Sustainable production practices, focusing on increasing animal production, better soil management practices and agricultural activities (use of forage palm, new forage techniques to increase animal feed production, use of natural pesticides, etc.).
- b. Practices for the sustainable use of natural resources, new techniques for using and reusing water and practices of interaction with the semiarid region incorporated by the communities.

The transition activities of the technical component include:

1. completion of registration of beneficiary families;
2. regular technical visits;
3. referral for the regularization of agro-industries;
4. guidance on management of desalinators; v) guidance on the cultivation of forage palm, use of water in irrigation systems and agroforestry systems (SFAs).

To maintain productive technical support for groups currently supported by PROCASE, the following partnerships are planned to be formalized:

- a. Federal University of Campina Grande (UFCEG): partnership with UFCEG for

- 
- the development of a descriptive memorandum of agroindustries (PROCASE engineering sector), preparation of good practices manuals, and offer of a course on good manufacturing practices.
- b. Environmental Superintendence of the State of Paraíba (SUDEMA) and Executive Agency for Water Management (AESA): partnership for environmental management instruments that assist in the development of family farming projects supported by PROCASE, as well as support in fields irrigated with water from the San Francisco river.
 - c. Executive Secretariat for Food Security and Solidarity Economy (SESAES): acquisition of support items to the dissemination and commercialization; cooperation to promote reinforcement actions for commercialization with SESAES; encouraging the participation of groups in public calls for the Food Acquisition Program (PAA) and the National School Feeding Program (PNAE).
 - d. Formalization of the Technical Cooperation Term with the Cooperar Project of the State of Paraíba (PB Rural Sustentável) with the following objectives: monitoring and continuity of productive actions initiated by PROCASE for Cooperatives and Associations; support for strengthening the commercialization of productive groups structured by PROCASE; and insertion in the markets of groups supported by the project and that will benefit from the Cooperar Project.

The project must, in common agreement with partner institutions, prepare a calendar for the proper forwarding of processes for certification of agribusinesses. A specific agenda will be held for the purpose of regularization, involving the main actors to carry out the supply of sanitary inspection seals. The main partner organizations include EMPAER, Sustainable Rural PB, State Health Surveillance Agency (AGEVISA), Secretariat for Family Agriculture and Semi-Arid Development (SEAFDS), State Secretariat for Agricultural and Fisheries Development (SEDAP), UFCG and organizations of civil society.

Sustainability after project completion includes inter-institutional articulation of established partnerships or under construction, which will allow the continuation of activities of technical assistance and rural extension and certification of agricultural industries of the communities served by the project.

3. POLITICAL COMPONENT

The political component of PROCASE focuses on ensuring access to stable markets of the projects supported by PROCASE and mobilizing the social organization of farmers and artisans of the state that have the potential for production and marketing of products.

According to the Project Implementation Manual (MIP, 2017), subcomponent 4.2.3. *Access to short-term credit aims to promote articulation* with other rural credit programs and public policies, especially PRONAF, Empreender-PB and other similar programs, in order to guarantee the increase of supported productive activities, through access of the beneficiary population to the institutional contribution of other partnerships through short-term credit.



On the other hand, subcomponent 4.2.5. *Productive Investment Fund* recommends that priorities for productive investments should focus on the use and dissemination of technologies adapted to interaction with the semi-arid region.

The sustainability routes for this component include:

- a. ensuring stable markets for the enterprises of the groups benefiting from PROCASE, overcoming municipal and state barriers, up to the national scale;
- b. mobilizing farmers and artisans from the state of Paraíba who have the potential for production and marketing of products.

The activities planned for these strategies are:

1. Acquisition of promotional and marketing support items (SEAFDS):
 - a. Acquisition of van, trailer, freezer, fair stalls and stands.
 - b. Preparation of a distribution map of items to partners for implementation/ reinforcement of fairs.
 - c. Preparation of an agenda for participation in events to demonstrate family farming products.
2. Termo de Cooperação para fomento a ações de reforço para comercialização com a SESAES:
 - a. Realization of Family Farming Exhibition.
 - b. Acquisition of equipment to reinforce solidarity economy houses.
3. Encouraging the participation of groups in public calls for PAA and PNAE: participation of the team in the committee for drafting the calls for the state PNAE and the state PAA.
4. New financing for access to lines of financial support to complement investments made by PROCASE. Dialogues with partners for new financing include Banco do Nordeste, Cooperar and Empreender.



The transition activities conducted by PROCASE and partner institutions directly involve beneficiary families who are able to sell items. The Executive Secretariat for Food Security and Solidarity Economy (SESAES)¹⁰ has Solidarity Economy Houses in Sumé, Soledade, and is about to open another one in Barra de Santa Rosa. PROCASE has groups using these spaces to sell their products. Recently, the team managed to acquire, via direct purchase, goat milk from the Frei Damião Maternity Hospital. Such articulation should be fostered in other public hospitals, either directly (PROCASE) or through partnerships.

10 Responsible for the inclusion of communities in public policies such as PAA and PNAE.

The sustainability after completion of the project includes:

- a. Continued access to institutional markets through access of specific groups in public calls from the state PAA and PNAE, direct public purchase, etc;
- b. Inter-institutional articulation of partnerships established or under construction, in order to continue PROCASE's actions;
- c. Certification of agro-industries in the communities served by the project;
- d. Continuity of productive investments to improve production flows;
- e. Organization and support for continued market inclusion of productive groups;
- f. Support in environmental licensing and fields irrigated by waters from the São Francisco River.



SUSTAINABILITY ROUTES





The Sustainable Development Project for Rural Communities in Semi-Arid Zones (North and Mixteca) – PRODEZSA – is carried out by the National Forestry Commission (CONAFOR) of the Mexican government. The implementation of the project is in line with the objectives, strategies and lines of action proposed in the National Forest Program (PRONAFOR)¹¹, which prioritize the increase in forest production and productivity; strengthening conservation, restoration and protection of forest ecosystems; and promoting the development of forest governance and community development.

The project operates in 13 federative entities¹² that make up the semi-arid regions of greatest importance to the country¹³, totaling 411 municipalities spread over 47.08 million hectares. In the 2016-2020 phase, the project's intervention focused its actions on the populations of the semiarid regions of the North and Mixteca, in order to favor an efficient use of efforts and resources, serving a priority area of 12.4 million hectares distributed in 192 municipalities.

The project's general objective is to generate income and employment for the indigenous and rural population of semi-arid areas, strengthening the social fabric through its organization for rural businesses in forest regions. Specific objectives include: a) Establishing and strengthening producer organizations to provide jobs and improve income; b) Improving the capacities of representatives of organizations and groups of common interest, women and young people, for social and business management; c) Improving sustainable production by rehabilitating natural resources, capturing water and adopting new technologies; and d) Developing chains of business links for value chains that allow achieving the greatest impact of the project.

Potential beneficiaries are divided into five groups, according to the type of agrarian organization and land rights: ejidos and communities (nuclei of populations with their own legal personality and assets that own the lands that were endowed to them or acquired by any another title), people without agrarian rights¹⁴, participatory groups of common interest, societies, organizations or associations and small owners.

11 With the objective of effectively contributing to the improvement of social and economic conditions in the forest sector, the National Development Plan contemplated the design of the National Forest Program in the period 2019-2024.

12 Baja California, Baja California Sur, Sonora, Chihuahua, Coahuila, Durango, Hidalgo, Nuevo León, San Luis Potosí and Zacatecas in the North region and in the Mixteca Guerrero, Oaxaca and Puebla region.

13 Mexico's forest area is spread over more than 137 million hectares, which represent 70% of the national territory; 40.8% of this surface corresponds to arid and semi-arid ecosystems that are home to around 6,000 plant species, of which a little more than half are endemic.

14 People who do not have land rights and do not enjoy the benefits provided for in the Agrarian Law.

The main results achieved by the project until 2021 include 46,122 beneficiaries who received project services, 2,296 groups served, 1,015,361 hectares incorporated into forest management, 15,665 hectares with forest restoration actions and 3,000 trained people.

The Project is divided into four components in line with CONAFOR's operational mechanisms:

- a. Component I: Development of human and social capacities,
- b. Component II: Sustainable production,
- c. Component III: Access to rural markets and businesses
- d. Component IV: Project Management.

For systematization purposes, in this report, these components were grouped into three main axes: social component (Component I), technical component (Component II) and political component (Component III).

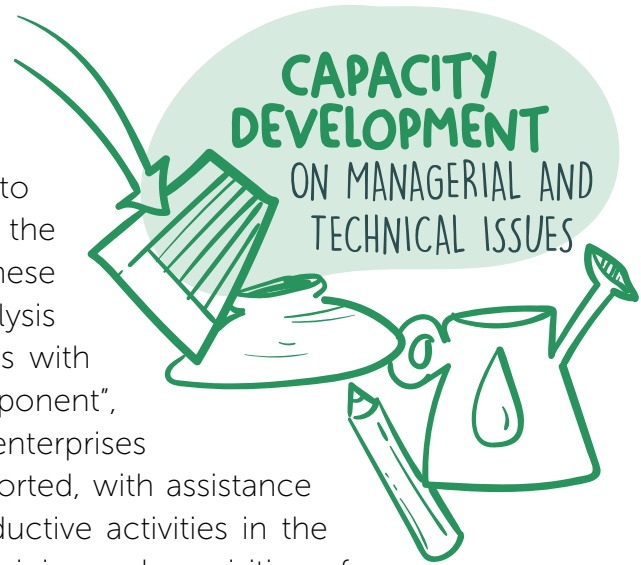
1. SOCIAL COMPONENT

The social component of the sustainability routes corresponds to the activities of *Component I – Development of human and social capacities of PRODEZSA*. Its objective is to develop and improve the capacities and skills of people who own or use forest land, in the areas of planning, organization, instrumentation, transformation, commercialization, conservation, restoration and forest management, in order to promote, strengthen and consolidate processes of comprehensive forest development building on lessons learned in community forest development.

In this component, support is provided to improve and develop skills for the sustainable use of non-timber resources, to transform and add value to semi-arid products and species, as well as to strengthen the community, administrative and commercial planning processes of productive organizations.



PRODEZSA has promoted the creation, development of managerial skills and techniques, and the strengthening of productive organizations in the semiarid region of Mexico, as part of its contribution to increasing the employment and income of the indigenous and rural population living in these areas. As part of the result of item 6.4.1 Analysis and strategies for consolidating beneficiaries with support from the “development capacity component”, the legal constitution of 22 rural micro-enterprises and/or production chains in 2019 was supported, with assistance for developing and strengthening their productive activities in the areas of marketing, distribution, managerial training and acquisition of machinery and equipment. Micro-enterprises that received assistance for the acquisition of machinery and equipment will prioritize the granting of support aimed at developing and strengthening managerial skills, as well as promoting the positioning of products in the market, through the design and implementation of distribution and marketing channels.



As of 2019, CONAFOR has allocated a larger public budget for the development of the semi-arid in the semi-arid zones of PRODEZSA, based on the understanding of the priority of these territories. In addition, adjustments were made to the technical, legal and operational criteria for intervention by CONAFOR in these areas, changing the Operating Regulations, the Operating Manual, the terms of reference and the technical annexes that regulate the support concepts. Changes to the 2021 operating rules enabled specific support for non-timber producers (CONAFOR, SADER, CONAZA, NAFIN, CONACYT, INNOVA AF).

Among the social, technical and managerial capabilities installed in groups and communities, the following stand out:

1. Development of managerial skills and specialized techniques: expert advice on administration and marketing, productive diversification and linkage with beneficiaries of component III. Access to rural markets and businesses.
2. Integral Development Plan (PDI): technical document establishing the structure, criteria and activities for carrying out the planning and definition of actions to be carried out with the resources allocated. The PDI aims to generate vertical and horizontal articulation and development according to the characteristics of the producers.
3. Community and regional extension workers: training for the implementation of a follow-up strategy and permanent action in the agrarian nucleus (extension networks).

- 4. Best practices in social organization: to promote the development of communal territories (ejidos) and communities, based on good organization and sustainable use of natural resources.
- 5. Technology transfer: technological packages for productive activities that generate added value to forest raw materials or improve processes.



2. TECHNICAL COMPONENT

2.1. Strengthening intervention based on production chains, territories and priority components

The technical component of PRODEZA's sustainability routes (Component II – Sustainable production) aims to support the economic and environmental sustainability of market-oriented production and the competitiveness of companies. This component provides support to promote the sustainable use of non-timber resources, through technical studies for the use of species in agrarian centers, as well as cultivation, reforestation and conservation practices.



Among the results achieved by this component, the following stand out:

1. Greater knowledge about the main species with productive potential in semiarid areas: 23 non-timber forest species studied; and pilot tests in Coahuila.
2. Best management practices and generation of volume and biomass tables for the main non-timber forest species of economic importance in Mexico's arid and semi-arid ecosystems.
3. Partnerships established with 6 academic and research institutions.
4. Manuals, potential distribution maps and volume tables.
5. Digital Platform Forest Planning System for Arid Zones.

2.2. Incorporation of Payment for Environmental Services (PSA) actions

Payment for Environmental Services (PSA) is an economic incentive granted for a period of five years to owners or holders of forest areas to carry out good management practices that guarantee the maintenance of services provided by ecosystems.

Among the obligations acquired by the beneficiaries of this support is the preparation of a manual of good management practices, which is an instrument for planning these practices over the years in which the support is received. The activities promoted in the manual are biodiversity conservation practices, productive activities, dissemination and participation in these assembly tasks, in the case of ejidos and communities. This instrument has been able to improve sustainable forest management activities, strengthen social capital, youth education, community work and community infrastructure, and contribute to the maintenance of economic well-being levels.

The incorporation of PSA is considered from two perspectives: on the one hand, the allocation of resources to beneficiaries who are in PRODEZSA's intervention areas, which also considers support for the carrying out of productive activities such as handicrafts with dead wood or the acquisition of machinery and equipment and, on the other hand, the development of activities aimed at the conservation of semiarid ecosystems.

The PSA transition actions provide for five years of project support, incorporation of good management practices and active conservation. Complementarily, the territorial management model for sustainable development of the semi-arid region includes the generation of methodological guides, activities, objectives, products, procedures, resources, tools and recommendations.

2.3. Forest innovation

Regarding item 6.5 Forest innovation, PRODEZSA's intervention in semi-arid areas has allowed producers, women's groups and agrarian centers to receive support to strengthen and develop technical capacities, with the objective of carrying out actions aimed at the sustainable use of natural resources and acquire machinery and equipment

for the production of items derived from non-timber plant species. However, there are still limitations that cause an underutilization of the potential of these areas.

PRODEZSA is implementing the following sustainability routes:

Support for comprehensive practices on farms with non-timber production: support aimed at carrying out comprehensive practices with non-timber production, with a 5-year follow-up, in order to recover degraded ecosystems through the use of native species. In particular, PRODEZSA identified that the use of several non-timber species generated improvements in the income, employment and health of the beneficiary population (candelilla, mesquite, oregano, cortedillo, yucca, agave and sotol). The implementation of these integral practices will contribute to the increase in forest coverage, improvement in the quality of the plants, as well as the generation of temporary jobs for the project's beneficiaries. The activities carried out include collecting seeds of the species of interest and establishing seedlings; establishment of plants in areas of use; and maintenance and replacement of dead plants.

Best practices in the candelilla wax extraction process¹⁵ through the purchase of food-grade stainless steel buckets (longer shelf life, are not contaminated with germs, are easy to clean, etc.) and the purchase of citric acid as a support for the production of candelilla (in replacement of sulfuric acid), as it does not generate toxic gases and there is greater purity in the wax. The use of both instruments in the *candelilla* wax extraction process will contribute to obtaining certification, resulting in the product being sold in the food market.

PRODEZSA promoted the realization of three applied research projects, with the objective of improving the efficiency of the extraction process and time, quality, safety and yield of non-timber forest products, including: i) Design and construction of semi-automatic microindustrial equipment for the extraction of organic candelilla wax, ii) Innovation in the management of the lechuguilla fiber production process based on its production cycle and redesign of the micro-industrial equipment used; iii) Standardization of the process of extracting essential oils from aromatic species (e.g. oregano).

The project has been seeking even better tools for the certification processes for the management and use of non-timber products, in coordination with the certifying entity Association for Standardization and Certification (ANCE). Among the results achieved, the validation of nine (09) criteria and principles for the certification process stand out. Finally, it is worth highlighting the preparation of a manual of good practices for the management of non-timber species in semi-arid areas.

15 Endemic species of the Mexican semiarid from which the wax is obtained that is widely used in various industries, such as food and cosmetics, among others.



3. POLITICAL COMPONENT

3.1. Strengthening inter-institutional articulation

The political component of sustainability routes includes the activities and results of item 6.3 *Strengthening the inter-institutional articulation* of PRODEZSA, which has as expected results:

- a. Provide the project's target population with complementary tools that diversify their productive potential;
- b. Competition of financial, human and material resources with CONAZA (*National Commission of Arid Zones*) to articulate actions aimed at the development of the target population;
- c. Establishment of production chains;
- d. Conducting courses and workshops in the areas covered by the project on basic issues of finance, administration and accounting, through the NAFIN training program;
- e. Develop and replicate processes, equipment and information on the use of the main species in the semiarid region with funding from the CONAFOR-CONACYT Sectorial Fund (*Consejo Nacional de Ciencia y Tecnología*).



PRODEZSA/CONAFOR considers it a priority to establish, as part of the strategy, the following cooperation actions with CONAZA:

1. *Collaboration of financial, human and material resources*: to provide support to rural micro-enterprises and agrarian centers, aiming at the development and strengthening of technical, managerial and productive skills, as well as productive diversification, seeking to complement the support granted by both institutions for the use of non-timber forest species, in addition to incorporating agricultural, livestock, fishing, etc. activities.
2. *Establishment of production chains*: this action aims for producers, agrarian centers or rural micro-enterprises to provide inputs to producers, distributors or traders directly and without intermediaries. In this way, productive diversification is sought with the commercialization of agricultural products that generate greater income for producers or economic micro-enterprises, making a comprehensive and sustainable use of their resources.

With regard to the partnerships established, a collaboration agreement was signed between the National Fund for Agricultural, Rural, Forest and Fisheries Development (FND) and CONAFOR to promote the financing of projects related to the rural-forest sector. This comprehensive rural financing system has a network of financing promoters, state or regional managers of potential producers, to identify and promote the financial products that FND counts on and to provide consultation and support for the integration of the credit application. On the other hand, the partnership established between SADER (Secretary of Agriculture and Rural Development) and CONAFOR-PRODEZSA has favored the diversification of non-timber products with agricultural products.

In the context of developing the capacities of producers and as part of the knowledge management process, PRODEZSA has promoted, with financing from the CONAFOR-CONACYT Sectoral Fund, the realization of four applied research projects that seek to develop and replicate processes, equipment and information on the economic use of seven species from the semiarid region (*candelilla, lechuguilla, oregano, sotol, damiana, yuca and agave*). The purpose of conducting applied research is to develop new techniques and equipment for the use of economically valuable species, as well as to assess the rate of natural regeneration of the main non-timber forest species.

3.2. Access to rural markets and business

The component of *Access to rural markets and businesses* aims to create and strengthen rural micro-enterprises that contribute to their integration into production chains, as well as participation in local, regional and national markets. In this component, support is provided for the creation, development and strengthening of rural micro-enterprises created by and in agrarian centers. The most representative support for this component is the creation of community companies or the formation of the production chain, in addition to support intended for the acquisition and improvement of infrastructure

and equipment used in the productive processes of productive organizations. Similarly, support is provided to strengthen marketing processes through fairs and exhibitions.

As part of this component, in 2017, support was provided for six investment projects for the forest industry, two projects for administration, production and marketing and six projects for business formation and integration of the production chain.

Within the scope of productive organization, community forestry promoters were formed, key figures who have promoted the project to favor the organization of *ejidos* and communities, publicize the institutional offer and monitor the project's actions. The community itself receives training and financial support to carry out these tasks.

With regard to the exchange of experiences and the development of capacities at a horizontal level, seminars were held between communities, with a direct impact on the assimilation of knowledge in processes of capacity development and economic organization of *ejidos* and communities. A third area of action of this component is the technical and management training workshops in the *ejidos* and communities, whose direct effect is the strengthening of activities for the use of non-timber forest resources in areas that include sustainable use of resources, practices, transformation processes, value addition and productive organization.

The Regional Territorial Management Project pays attention to the areas where forestry work is carried out and where the people are who decide, based on institutional care and support, on comprehensive and sustainable management of the territory and promotions in strategic forest areas.



Finally, the change in the operating structure in 2020, with the objective of strengthening cooperatives in the states, enabled the insertion of two technical promoters specialized in five federative entities (Chihuahua, Coahuila, Durango, Oaxaca and Puebla).

3.3. Generation and dissemination of lessons and learning from PRODEZSA

As established in the exit strategy document, PRODEZSA intends to produce the following dissemination materials (Transition Activities):

- » Infographics referring to the project's success stories, highlighting the organizational, technical, legal and productive conditions that allowed them to actively participate

in the market or develop skills in sustainable exploration, thus increasing their forest heritage.

- » Video on the initial and final conditions of candelilla producers in the State of Coahuila.
- » Presentation of successful cases of companies formed and in operation, including the factors that made them success stories.
- » Publications in magazines such as Folha Verde and Floresta Inovação, where the results and applicability of research in forest areas are highlighted, as well as the benefits and scope of the use of the main non-timber species, in addition to highlighting the change caused in rural micro-enterprises, from their participation in PRODEZSA.
- » Prepare and publish on PRODEZSA, CONAFOR and IFAD social networks information on the benefits obtained by the producers, agrarian communities, women and youth who participated in the project.
- » Develop and socialize knowledge products arising from research demands generated with the CONAFOR-CONACYT sector fund, which will be disseminated among end users (producers and providers of technical services) for their appropriation.
- » Dissemination of the results of the knowledge management initiative for the adaptation of Family Farming to Climate Change, within the scope of the INNOVA AF Project, carried out by IICA and IFAD.



LESSONS LEARNED

From the systematization of lessons learned from the PDHC, PROCASE and PRODEZSA productive projects and from the PSI knowledge management project, the following considerations should be made:

Technical assistance and rural extension



PDHC brings as a lesson learned the importance of attention in identifying the beneficiary public, especially the groups most excluded from public policies. The establishment of partnerships with state agencies and reference units, built along the ATER projects in the region, allowed companies to incorporate these beneficiaries who were previously excluded from access to technical assistance.

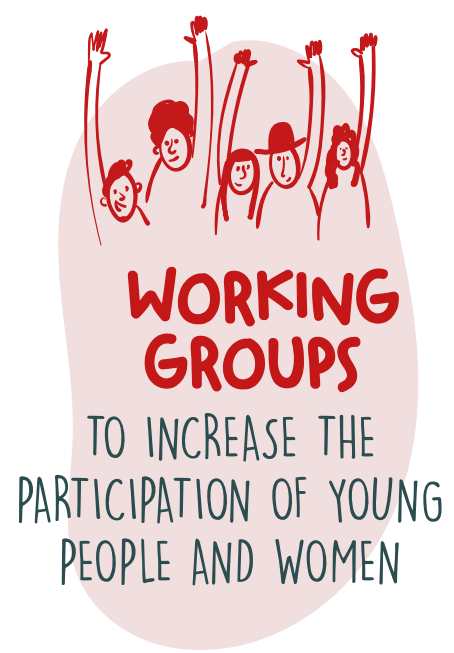
Both PROCASE and PDHC highlighted the importance of the proper selection of implementing institutions with a history of operation in the region covered by the project and the need for mechanisms in the contract itself to avoid the turnover of ATER technicians.

In the case of PROCASE, the results were more effective with companies operating in the same region or territory as compared to technical assistance companies from other locations/states. In addition, ATER private companies had more solid results and/or better quality of work compared to public companies. The project also highlighted that technical assistance contractors have experience more focused on the production chains of agricultural sciences (e.g. goat farming, cattle raising, fruit growing, recovery of degraded areas), but it was challenging to work with themes related to non-agricultural activities such as handicrafts (e.g. . crochet, pottery, renaissance lace, sewing).

PDHC also highlighted the importance of the ATER service being integrated into development policies, whether credit with subsidized interest or no return resources. Due to the inherent difficulties of serving a very poor population, access to technical assistance alone does not bring changes, but when it comes with productive development, the results are more promising. In this sense, it is necessary to integrate ATER activities with access to credit lines for poor farmers and also to attract young people with productive projects. In addition, the articulation with complementary public policies can enhance project results, including access to land and access to water resources, especially critical in the semiarid region.

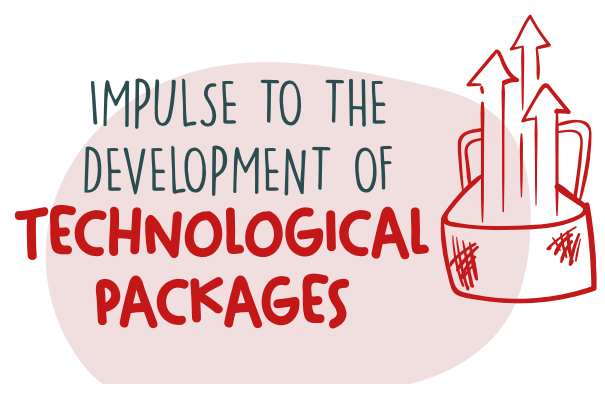
Gender and rural youth

PDHC indicated that the project had difficulty in incorporating young people into technical assistance activities in view of the rural exodus scenario. In this case, the lesson learned is to establish more specific actions to work on rural youth issues in the countryside. On the other hand, PRODEZSA highlighted the importance of promoting active participation in activities aimed exclusively at women. For PROCASE, the training and mobilization of female farmers, as well as technical teams on gender issues, favored the insertion of women as beneficiaries of the project.



Productive Development, Cooperatives, Rural Businesses and Market Access

PRODEZSA highlighted the importance of developing technological packages to add value to non-timber forest products as a way to improve production processes (e.g. use of citric acid to replace sulfuric acid by candelilla wax producers and technology to improve the carving process of *lechuguilla* fiber).



Land management

PRODEZSA provided the learning experience of promoting support with a staggered development approach with actions in the territory. In this sense, the project highlighted the relevance of the collaboration of experienced local partners and their presence at the territorial level for the improvement of supported projects. Another lesson learned is the importance of implementing activities to strengthen organizational and associative capacities that favor the continuity of actions implemented in the territory.



Delays in project implementation

PDCH highlighted the damage caused by the discontinuity of the project's actions (e.g. giving up of some families). Similarly, the delay in executing

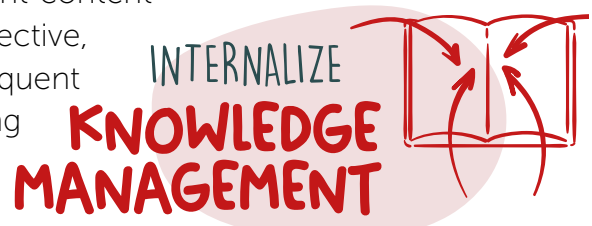
the agreements and hiring technical assistance companies, in the case of PROCASE, caused a lag in prices, a mismatch with the internal dynamics/interests of the communities and changes in the project's technical team. In addition, the delays related to the bureaucracy

inherent in the execution of the projects were related to the capacities of the local associations (PROCASE had to train the beneficiaries on various topics, such as bidding).

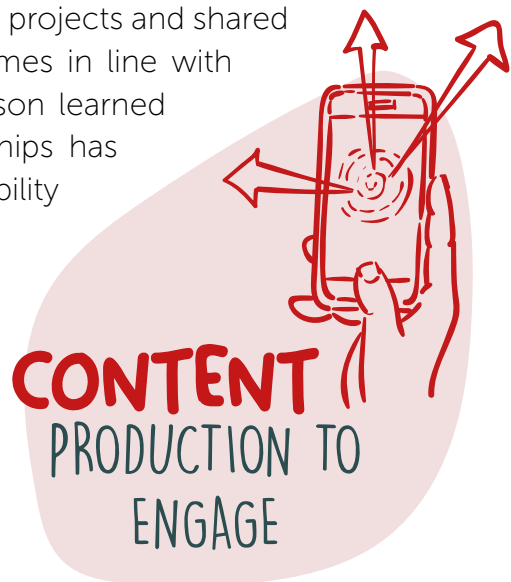


Knowledge management

PSI considers that communication for a diverse audience requires structured and differentiated strategies, whose innovations enable greater effectiveness. Considering the premise that knowledge management (KM) is essential in the fight against rural poverty, access to information brings more assertive actions when the team is focused on content production (e.g. systematization of agroecological logbooks and visibility of female productive work). Thus, the production of relevant content for specific audiences makes communication effective, increasing interest, engagement and the consequent improvement in results. Finally, the ongoing training of technical teams consists of effective tools for internal knowledge sharing.



In addition to a knowledge management program to support the projects, Semear Internacional has played an articulating role between the projects through the formation of a network for cooperation and knowledge exchange. This key role has enabled the optimization of resources, the expansion of the reach of beneficiaries, the exchange of knowledge between projects and shared solutions, and the definition of activities and themes in line with the demands of the projects. In this sense, a lesson learned is that the establishment of institutional partnerships has an essential role in the execution and sustainability strategy, especially considering a program as lean in human resources as PSI. Semear also highlighted the importance of planning activities in conjunction with projects and technical teams. Another lesson learned is that KM must be internalized in a structured way by projects.



Monitoramento & avaliação

O PDHC ressaltou a importância da construção de indicadores alinhados com o desenho do projeto, bem como a relevância de incorporar no desenho inicial mecanismos de mitigação de riscos e situações de interrupção do projeto. No caso do PROCASE, a falta de um sistema de monitoramento desde o início de sua implementação (o sistema Data.FIDA entrou em operação a partir de 2019) gerou dificuldades na execução do projeto relacionadas à organização/sistematização dos dados.





CONCLUSIONS

The systematization of technical documents and the debates held during the exchange bring reflections on the crucial aspects in defining sustainability routes. First, the relevance of the executing agencies and their capacity to make projects sustainable and scalable, in their appropriation as a country. Each executing agency has a normative framework under which it implements the programs and in each country there are opportunities and limitations. But the examples provided in this study show that there was a real effort to leverage the opportunities to achieve sustainability and the scaling up of project results.

WE ARE CREATING
STRATEGIES FOR
TEAM WORK



Second, it is essential that the beneficiaries be protagonists, that is, their appropriation of the projects must occur through participation in the design, implementation and closing processes of the programs. For this, activities related to training and technical assistance are extremely relevant, so that the necessary capacities are created in the field. The same applies to the development of new technologies and practices, certifications and licensing, which are important to create a new reality for small producers to produce in the future.

Another element that should be given greater emphasis is the work of building alliances and partnerships between projects and programs and local governments and subnational authorities, as an element of continuity of processes. In addition, connecting beneficiaries, producer organizations and producers with public policies and including the most marginalized groups.

BRING
ALTERNATIVES FOR
YOUTH
NOT TO LEAVE THE RURAL FIELD



Finally, the relevance of continuous systematization to manage knowledge and make improvements in the execution of programs under the march is highlighted. Thanks to the investment in Knowledge Management, the projects have been able to internalize lessons learned and make improvements in their execution.

WE WANT TO IMPROVE THE
**USE NATURAL
RESOURCES**

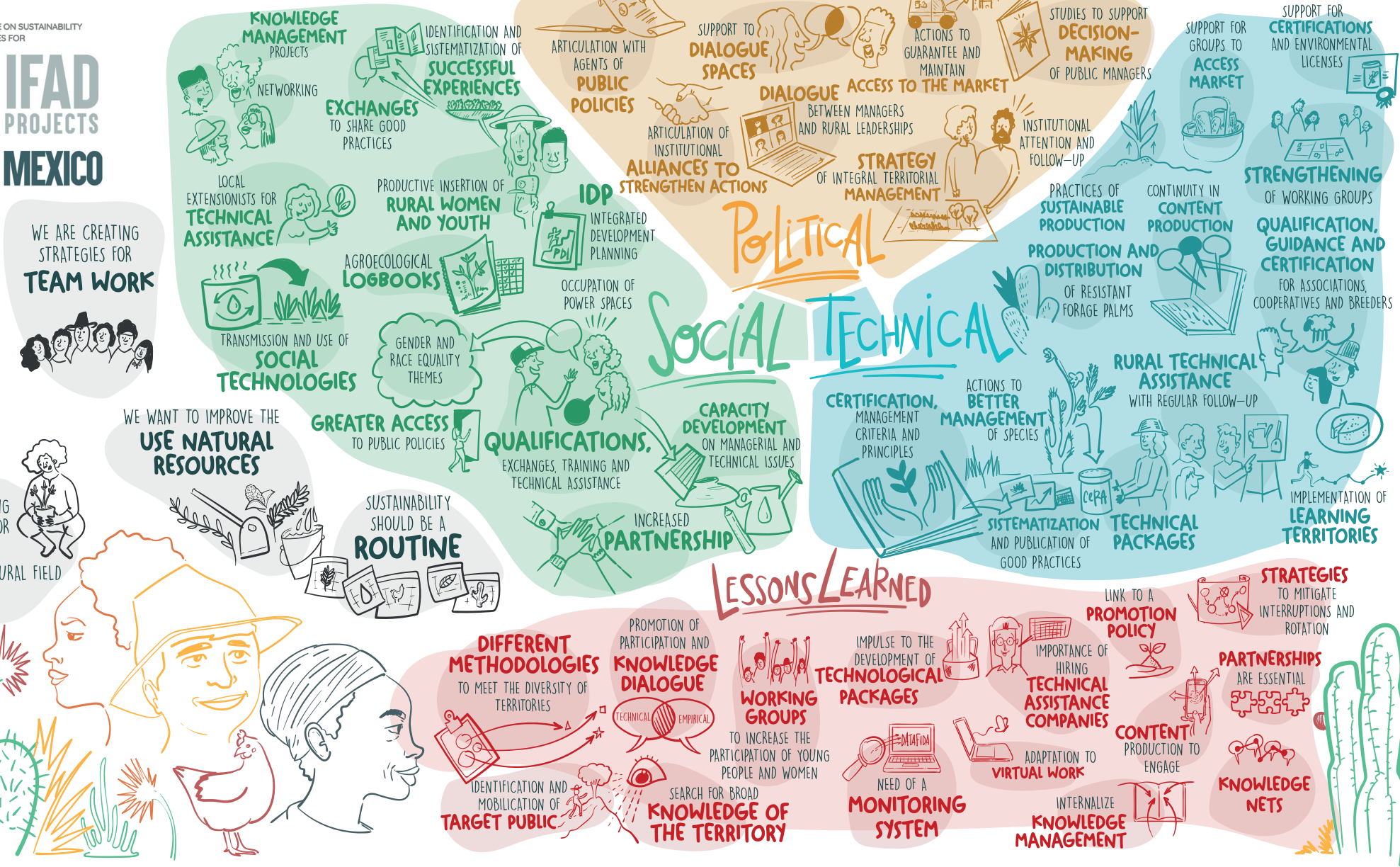


SUSTAINABILITY
SHOULD BE A
ROUTINE



However, for this complete design to be effective, it will be essential that the routes are drawn at the beginning, that sustainability strategies are part of its design and that they involve all parties and all project partners.

GRAPHIC PANEL OF THE SUSTAINABILITY ROUTES

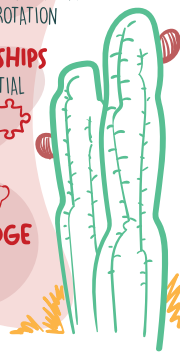


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SUSTAINABILITY SHOULD BE A ROUTINE



MENTAL MAPS

SOCIAL COMPONENT



Education and training

Exchange of experiences

Systematization of good practices

Formation of M&E teams



KNOWLEDGE MANAGEMENT



Articulation of institutional partnerships

South-South cooperation



COOPERATION NETWORKS



FORTELECIMENTO DA ORGANIZAÇÃO SOCIAL



Development of technical skills

Associativism

Cooperativism

PARTICIPATION AND EMPOWERMENT OF PRIORITY GROUPS



RURAL YOUTH



Training and exchanges programs

Learning territories

WOMEN



Productive projects led by women

Agroecological logbooks

TECHNICAL ASSISTANCE AND RURAL EXTENSION



Community and regional extensionists

Collective ATER

TRADITIONAL PEOPLES AND COMMUNITIES



Certification of quilombola territories

Principles of certification for non-timber forest species

Certification of producers (e.g. goat cheese)

Certification of agroindustries

CERTIFICATION PROCESSES

Studies of capacity of extraction of NR

Prevention and mitigation of desertification of effects

Improvement of water management (e.g. reuse of water)

NATURAL RESOURCES MANAGEMENT PRACTICES

Extraction of plant species (e.g. lechuguilla, candellila and essential oils)

Payment for environmental services

Territorial management model

TECHNOLOGICAL PACKAGES

TECHNICAL

COMPONENT

TECHNICAL ASSISTANCE AND RURAL EXTENSION

Increase of animal production (goat and sheep)

Best practices of soil management

Improvement of animal forage system (e.g. forage palm resistant to carmine cochineal)

TRAINING

Good practices of agricultural production

Diversification of agricultural and non-agricultural practices

Marketing and sales strategies

MONITORING AND EVALUATION (M&E)

DATA-FIDA Brasil System

M&E Working Group

Management plans

Community forest promoters

Technical assistance (ATER)

Public procurement

Land credit

Rural development

Land regularization

TERRITORIAL
MANAGEMENT MODELS

ACCESS AND/OR ARTICULATION
OF PUBLIC POLICIES

POLITICAL

COMPONENT

ACCESS TO MARKETS

Institutional markets

Private markets

STRATEGIC PARTNERSHIPS

Public bodies

Private sector

Universities

Civil society

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