

SEMEAR INTERNATIONAL PROGRAM

STRATEGIES, GOOD PRACTICES
AND LESSONS LEARNED FROM
**KNOWLEDGE MANAGEMENT
FOR RURAL DEVELOPMENT**





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Salvador / Bahia / Brazil, October 2021



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Dados Internacionais de Catalogação na Publicação (CIP)

F981s Fundo Internacional de Desenvolvimento Agrícola (FIDA).
Semear international program : strategies, good practices and lessons learned from knowledge management for rural development – Salvador : Fundo Internacional de Desenvolvimento Agrícola (FIDA), 2021.

107 p. : im. color.

The publication is a report on strategies, good practices and lessons learned from the implementation of knowledge management. This management integrates one of the strategies adopted by the Semear International Program and aims to assist rural development.

ISBN 978-92-9266-160-1

1. Knowledge management. 2. Rural development. I. Título.

CDU 631.1:001

LIST OF ABBREVIATION

AECID • Spanish Agency for International Development Cooperation

NAA • National Articulation of Agroecology

APQC • American Productivity & Quality Center

ATER • Technical assistance and rural extension

AN • Agroecological Notebooks

CLEAR LAC • Center for Learning on Evaluation and Results for Latin America and the Caribbean

CSS • South-South Cooperation

CTA • Zona da Mata Center for Alternative Technologies

FGV • Getulio Vargas Foundation

IFAD • International Fund for Agricultural Development

KM • Knowledge Management

EDMS • Electronic Document Management System

WG • Working Groups

IICA • Inter-American Institute for Cooperation on Agriculture

M&E • Monitoring and Evaluation

AOP • Annual Operating Plan

PROCASUR • Corporation for Regional Rural Development Training

SIP • Semear International Program

SBGC • Brazilian Association for Knowledge Management

PMU • Project Management Unit



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IFAD IN BRAZIL





VIVA O SEMIÁRIDO PROJECT (PVSA)

Benefited Families: 22,000
Families Headed by Young People: 6,600
Families Headed by Women: 9,500
IFAD Funding: US\$ 20 million
Government Funding: US\$ 10.1 million



PROJETO PAULO FREIRE DESENVOLVIMENTO PRODUTIVO E DE CAPACIDADES

PAULO FREIRE PROJECT (PPF)

Benefited Families: 60,000
Families Headed by Young People: 16,052
Families Headed by Women: 10,800
IFAD Funding: US\$ 40 million
Government Funding: US\$ 40 million



PROCASA

PROJETO DE DESENVOLVIMENTO SUSTENTÁVEL
DO CARIRI, SERIDÓ E CURIMATAÚ

PROCASA PROJECT (SUSTAINABLE DEVELOPMENT OF CARIRI, SERIDÓ AND CURIMATAÚ)

Benefited Families: 22,000
Families Headed by Young People: 1,570
Families Headed by Women: 10,800
IFAD Funding: US\$ 25 million
Government Funding: US\$ 15.5 million



PROJETO DOM TÁVORA

DESENVOLVIMENTO DE NEGÓCIOS RURAIS
PARA PRODUTORES PRODUTORES

DOM TÁVORA PROJECT (PDT)

Benefited Families: 12,000
Families Headed by Young People: 3,600
Families Headed by Women: 4,800
IFAD Funding: US\$ 16 million
Government Funding: US\$ 12.2 million



PRÓ-SEMIÁRIDO

PRÓ SEMIÁRIDO PROJECT (PSA)

Benefited Families: 70,000
Families Headed by Young People: 20,200
Families Headed by Women: 40,500
IFAD Funding: US\$ 45 million
Government Funding: US\$ 50 million



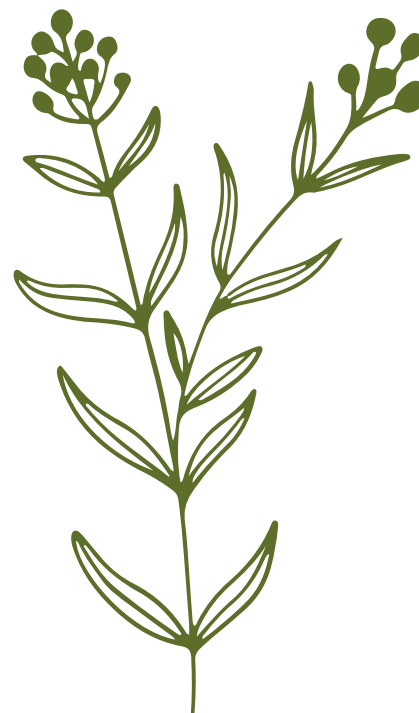
PROJETO DOM HELDER CAMARA

DOM HÉLDER CÂMARA PROJECT 2 (PDHC 2)

Benefited Families: 74,000
Families Headed by Young People: 39,000
Families Headed by Women: 37,000
IFAD Funding: US\$ 18 million
Government Funding: US\$ 82 million



IFAD IN BRAZIL WITH THE **SEMEAR INTERNATIONAL PROGRAM**





IFAD 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 (Procase 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 semi-



nars with technicians and project beneficiaries; technical training for public managers; institutional articulations; support for gender equality; support for the collection of socio-economic 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

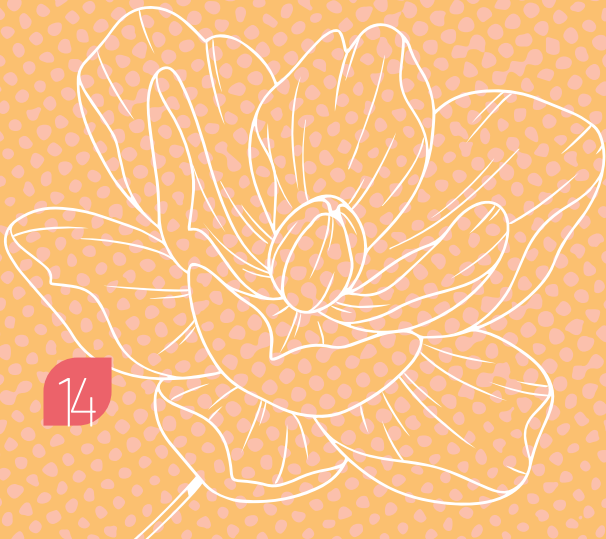
Training, exchange programs, thematic meetings and seminars are the main activities developed to strengthen knowledge and the knowledge exchange between projects, involving technician and beneficiaries. The most addressed themes are: access to markets, agroecology, gender, gastronomy, and goat farming. 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.portalsemiar.org.br.





1. INTRODUCTION

The systematization of experiences produces new knowledge, which makes it possible to better understand these experiences, align practices with theories, establish new directions, improve future processes, share teachings and learnings from them and facilitate replication or transfer models. This understanding is the central idea of this study: presenting the modus operandi and a set of reflections on the implementation of Semear International Program (SIP).

In the interaction of the program with projects supported by IFAD in Brazil, we notice Knowledge Management (KM) in training, workshops, exchanges, institutional articulations, studies and publications, strengthening local government technicians and techniques, promoting gender equality, changing the lives of farmers and family farmers, women, youth, traditional and indigenous communities in the semi-arid region in northeastern Brazil, Latin America and Africa.

According to Milani (2005, p. 11), systematizing means “building the memory of a local development experience,” disseminating knowledge related to practices, stimulating the



For Dahlman (2002), the knowledge economy has an important role in fostering the creation, dissemination and use of knowledge by people and organizations in economic and social development processes. Regarding the two dimensions in question, Velloso (2005) highlights that in the economic sphere, knowledge must be included in all sectors of the economy and not just in sectors of advanced technology; in the economic and social dimension, knowledge must cover all segments of society, especially those at social disadvantage.

1

exchange and confrontation of ideas, recreating integrated views of social intervention processes. Moreover, Holliday (1996, p. 42) states that systematization relates the “immediate processes with their contexts, confronts practical actions with the theoretical assumptions that inspire them”.

Based on these authors, it is important to comment on the structure of this publication, which brings KM concepts and practices that, to some extent, have integrated strategies adopted by the PSI and developed the process, thus consolidating good practices. We also present approaches, relevant knowledge and aspects that allow the creation of favorable environments for KM processes: technologies, governance and relations with different players.

Next, we present good practices designed and implemented in a partnership with projects supported by IFAD that have added value to local knowledge and have helped players and knowledge networks already present in the territories, selected with the aim of inspiring their application in other contexts. To broaden reflections on the knowledge produced, we highlight the Sustainability Strategy guidelines and the lessons learned throughout the process.

We hope this content inspire managers to develop Knowledge Management (KM) programs or sectors, to structure their flows (creation, application, transfer and retention) and to create opportunities for people, organizations and territories to become protagonists of the Knowledge Economy¹.







2. SEMEAR INTERNATIONAL PROGRAM – **BACKGROUND**

SIP is an initiative funded by IFAD, implemented by the Inter-American Institute for Cooperation on Agriculture (IICA). The program advocates a systemic understanding of development, with KM as a structuring element to enable access to knowledge, innovations and good practices of the rural population to improve living conditions and promote sustainable development in the semi-arid areas of Northeast Brazil.

It started in May 2017, following the Semear Program's legacy, an action that also resulted from a donation from IFAD and the Spanish Agency for International Development Cooperation (AECID), in a partnership with IICA, carried out between 2011 and 2017. Its new configuration focused on "training for management based on results and continuous improvement of innovations in public policies to fight rural poverty in the Brazilian northeast."

Besides meeting the demands of projects that were part of IFAD's portfolio in Brazil, the program based its strategy on South-South Cooperation as the main advocacy and escalation tools, fostering regional integration. The new phase of SIP had the challenge



of creating opportunities for the internationalization of actions for countries in Latin America and Africa.

The systemic approach to development is one of the main hallmarks of the program that promotes knowledge management within strategic areas, such as productive and technological innovations, monitoring and evaluation, access to markets, gender and youth, rural businesses, among others.

SIP also aimed to strengthen collaboration and learning networks between various social actors, establishing dialogic and participatory processes that have strengthened relationships between scientific knowledge and local knowledge, and have widened the connection of public managers for the consolidation and continuous improvement of public policies aimed at family farming, in line with the perspective of coexistence with the semi-arid region.

The following SIP strategic objectives stand out:

- Develop and strengthen systems for monitoring and evaluating results and impacts
- Train social organizations and local governments in ME, KM and implement and formulate public policies to fight rural poverty;
- Share with Brazil and other countries the knowledge of innovative practices in family farming in semi-arid regions;
- Promote the discussion on public policies with Brazil and other countries aiming at continuous improvements.

One of the program's target audiences are young people, women in family farming, quilombola communities and indigenous peoples, leaders of state governments in the Northeast, public managers and coordinators of projects supported by IFAD, as well as researchers linked to organizations that foster family agriculture.



In the last five years, SIP has carried out several activities to strengthen the monitoring and evaluation system of projects supported by IFAD in Brazil; promoted national and international experiences exchanges; consolidated efficient and educational communication; fostered rural development policies; promoted learning initiatives in Latin America and Africa; and worked on identifying and systematizing good practices.

Systematized good rural practices, qualification of agricultural policies, technical teams in the government with strengthened skills, dissemination of knowledge to solve public issues, young people creating alternatives for a dignified and prosperous life in small cities, rural businesses expanding their presence in competitive markets, women having their work valued and aware of their participation in the families income, socio-productive activities connected with local traditions and knowledge respecting the limits of nature are some of the impacts of knowledge management as an instrument of development and to combat poverty, as a result of a set of actions promoted and/or supported by SIP, which have been well developed and can be disseminated and replicated in other territories.





DESIGN
GRABICA

3. KNOWLEDGE MANAGEMENT CONCEPTS AND PRACTICES FOR DEVELOPMENT

Since the 2000s, KM has reached strategic levels in Brazilian organizations. Its presence in different interorganizational contexts is generally associated with innovations, integration of digital technologies, information flows inherent to globalization, changes in the mindset of consumers and citizens and, above all, the recognition of the powerful role of knowledge in adding value to products and services in general.

During the same period, we have seen a world marked by volatility, a sense of urgency, complexity and multiple ambiguities. During the Covid-19 pandemic, awareness of the human frailty, anxiety, non-linearity and incomprehensibility have also emerged in this scenario.

The current reality has different nomenclatures, depending on the context and the actors involved: Post-Modernity, Knowledge Society, Information Society, Liquid Modernity, Contemporaneity, Post-Truth, Chaotic Society, Society of Tiredness, etc. Regardless of the concepts and meanings related to these nomenclatures, the fact is that currently a significant part of society is highly exposed to digital technologies, infodemic in digital



According to Polanyi (1966 apud Nonaka; Takeuchi, 2008) tacit knowledge is personal, specific to contexts, and therefore difficult to formalize and communicate.

2

media(fake news)and media saturation, which accelerates the fragmentation of identities, generating narrative disputes concerning new power architectures on a global scale. In short, a scenario that imposes itself as a challenge for professionals, organizations and initiatives that work with KM.

But how to deal with KM? How to make explicit the tacit knowledge² of team members or target audiences of projects and programs? How to guarantee the engagement of people in the production and diffusion of knowledge in the era of attention scarcity? How to deal with intangible assets that are the engines of the contemporary economy?

Organizations and companies are compelled to think about KM when feeling that this asset is about to disappear and especially when this can cause economic and financial losses; as examples, we can mention deaths, retirements, resignations, professional misconduct, environmental catastrophes, equipment damage, etc.

There are countless factors pointed out by Dixon (2008 apud Fukunaga, 2015) that emerge as contemporary challenges in this field, as complex problems that increasingly demand adaptability on the part of knowledge workers; the erosion of cognitive authority (knowledge is no longer concentrated among those who occupy the top management of organizations), and the low adherence and application of KM in the processes of upper and middle management.

In light of these ideas, KM is increasingly in evidence in different organizational contexts (in public and private spheres, and civil society organizations), which does not mean that this field is a novelty (Fukunaga, 2015); on the contrary, it is the result of a socio-historical process in which its emancipation movements started from the 1950s onwards, and were



essential to consolidate this field that is now recognized as strategic for growth dynamics, development of organizations and perpetuation of their legacies.

There are still several challenges for knowledge generators, transformers and users, considering the gaps that need to be filled to reach a scenario where the relevance achieved is consistent with the level of the appropriation of contents, with investments in infrastructure and technology ensuring an ethical collection, generation, retention, application and diffusion of knowledge focused on emancipatory utility, shared values, and social benefits for the development of territories and communities, and the economic and financial return for organizations and their investment networks and partnerships.

KM practices, such as the systematization of Good Practices and Lessons Learned, organization of Communities of Practice, Mapping of Critical Knowledge, among others, need to meet organizational cultures, have strategic intentions and flows of creation, application, retention and transfer of knowledge from organizations, or initiatives developed by them.

Systematizing experiences, consolidating reports, tabulating data, conducting mentoring, and recording hours of training are not KM practices if they do not have a clear intention and do not interact with the organizations' strategies to deliver quality results to shareholders, members and society in general.

As stated by Longo (2014), it is essential to create conditions to store, systematize, retain and make knowledge that has already been available to those who need it, and provide adequate environments so that this new knowledge that generated added value can be created in organizations. Also, there is the need to provide the necessary conditions for carrying out specific actions, so that data, information and knowledge are prepared with focus on utility, reliability and safety.

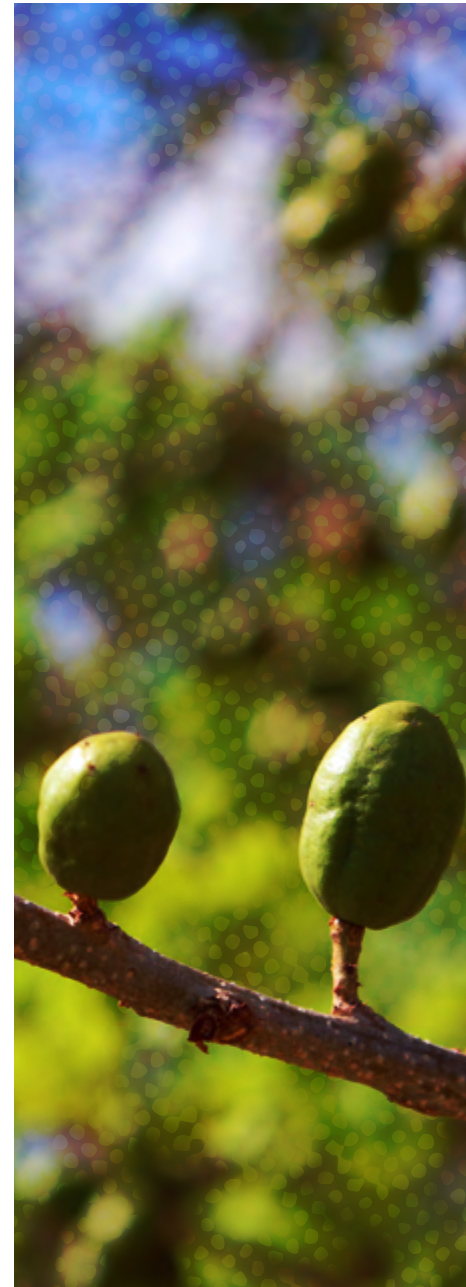


TABLE 1: DATA, INFORMATION AND KNOWLEDGE

DATA	INFORMATION	KNOWLEDGE
Simple observations about the state of the world:	Data with relevance and purpose:	Valuable information from the human mind:
<ul style="list-style-type: none"> • Easily structured; • Easily obtained by machines; • Often quantified; • Easily transferred 	<ul style="list-style-type: none"> • Requires an analysis unit; • Requires consensus regarding meaning; • Necessarily requires human mediation. 	<ul style="list-style-type: none"> • Includes reflection, synthesis and context: • difficult to structure; • difficult to comprehend; • often tacit; • difficult to transfer.

Source: DAVENPORT (1998)

To complement this table, we could mention another pillar referred by Silva (2019): Intelligence/Wisdom – the human capacity to analyze, interpret, integrate, predict and act in the most diverse situations.

However, when addressing KM, it is essential to apply practices. This is a field that deserves more attention in the agenda of leaders and teams, as it represents a confluence between people, processes, technologies and organizational culture.

For the Brazilian Association for Knowledge Management (SBGC), KM has the purpose of:

understanding and perceiving the context for an intentional management approach to identify, map, share, disseminate, retain, protect, experiment, create and apply knowledge in products, services, processes, methodologies and actions of an organization and/or a society to generate systemic memory, collective and collaborative intelligence and continuous innovation, increasing thus the capacity to restructure and transform its nature, persistently renewing its competitive advantage. (SBGC, 2013)

O'Dell and Hubert (2011) highlight a very well-structured concept adopted by The American Productivity & Quality Center (APQC), which defines KM as:

a systematic effort that allows information and knowledge to develop, flow and create values and to manage processes to provide the right knowledge for the right people at the right time and help them to share information in order to improve organizational performance. (O'DELL; HUBERT, 2011, p.2)

Undoubtedly, knowledge is one of the main assets of organizations and thus deserves the attention of managers. According to Do Valle(2016), intangible assets(individual knowledge, skills, talents, methods, processes, innovation, patents, business and management models, relationships, reputation and brand) are key components of performance and differentiation in the 21st century, and organizations need to reinvent their business and management models in the Knowledge Economy.

Do Valle(2015)also emphasizes the need of paying attention to and investing in intangibles assets, especially knowledge, which the author considers “the fabulous treasure wasted by companies and organizations,” as it directly impacts the dynamics and results of businesses.

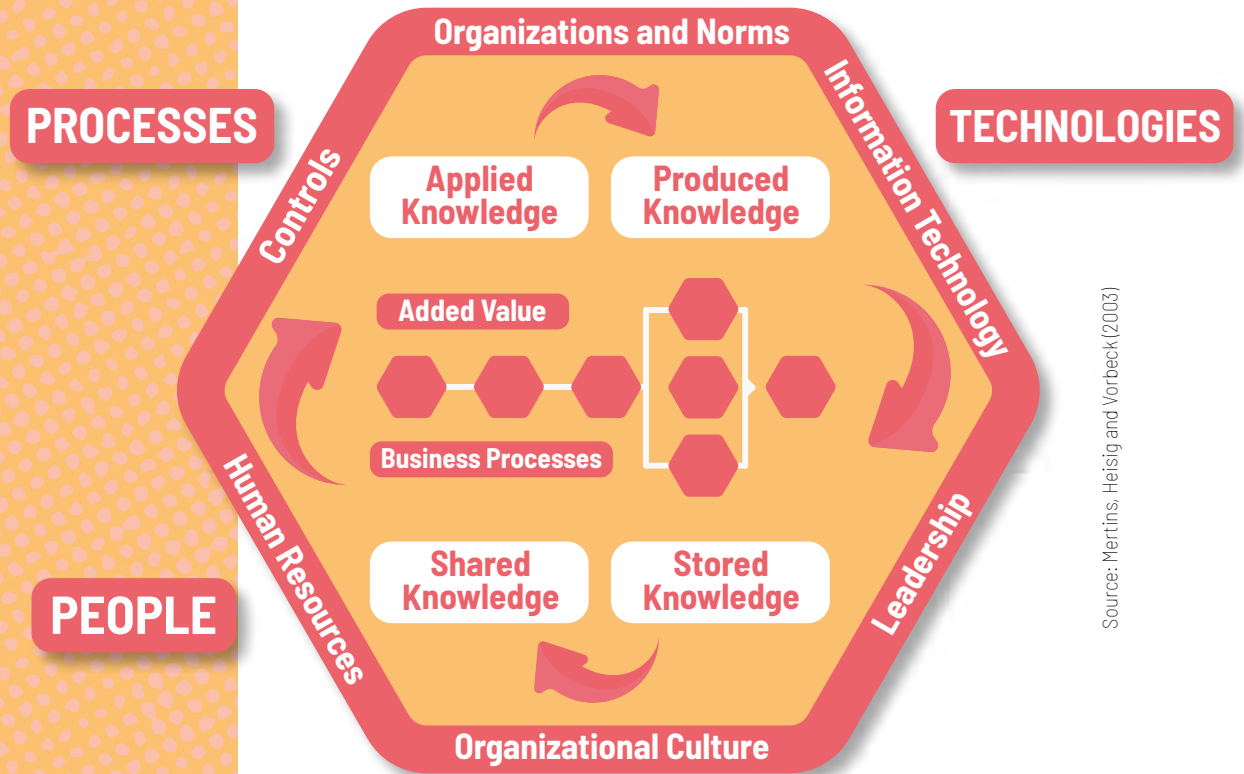
Organization members, as agents of change at different hierarchical levels and inserted in the Knowledge Economy, are crucial for data production and refinement and consolidation of information. These data and consolidations generate knowledge that enhances organizations adding value to their products, and consequently increases business revenues and strengthens organizational cultures and identities.

Unger(2018)defines the Knowledge Economy as the accumulation of capital, technological capabilities and science applied on productive activities. Its ideal feature is permanent innovation in processes, methods, as well as products and technologies.

Concerning KM, organizations should have positioning, direction and connection with strategies, organizational culture, people, processes and technologies:



FIGURE 1 - ELEMENTS OF KNOWLEDGE MANAGEMENT



Source: Mertins, Heisig and Vorbeck (2003)

KM only makes sense if managers understand its value. This practice must be part of a clear strategy, defining organizational mission, vision, values and objectives to map essential knowledge and processes (application, creation, retention and transfer).





4. KNOWLEDGE MANAGEMENT STRATEGIES IN SEMEAR INTERNATIONAL

A knowledge-based company is a learning organization that recognizes knowledge as a **strategic resource, and creates knowledge that can be processed internally and used externally**, taking advantage of intellectual capitals and considering that knowledge workers are critical components. (Long, 2014, p. 56)

Nonaka and Takeuchi (1997), authors of technical literature in this field, state that KM is the capacity of an organization to **create** knowledge, diffuse **and** incorporate it into products, **services** and systems. The intention of bringing this classic view to this section is precisely to show the synergy of SIP choices in theoretical and methodological terms, as well as the good practices in this area.

More than a strategic component, KM is intrinsic to the program, and its approaches, processes and practices of creation, retention, transfer and application are connected to strategies aimed at combating poverty in the semi-arid region in Northeastern Brazil. In line with IFAD, IICA and partners, PSI promoted learning, the use and reuse of knowledge for people's interaction in the debate, reflection and exchange of ideas and lessons that have contributed decisively to programs and projects, besides their impact on public policies.





It is important to highlight that in the KM Strategy established by IFAD (2019) there is a concept that serves as a basis for the program actions, which emphasize KM as a set of **processes, instruments and behaviors that connect people and motivate them to generate, use and disseminate good practices, knowledge and specialized skills that may contribute to the efficiency, credibility and effectiveness of development activities**, with the following effects:

- **increase in the quality** of results and programs in the countries;
- **scope of results**;
- increase in the use of **knowledge based** on empirical data and experiences;
- increased **visibility, credibility and influence**;
- strengthening of the **learning culture**;
- strengthening of **links and synergies** between operations and activities;
- intensive use of knowledge at regional, national and global levels;
- achieving **better outcomes concerning** developments and contributing to the **2030 Agenda's** goals;
- identification and systematization of good practices and successful results implemented by IFAD;
- generation, mobilization and use of knowledge **to reduce rural poverty**;
- increasing the effectiveness of the development assistance process; and
- to define the **sustainability of institutions involved** in the projects.

All these effects can be observed in the dynamics of knowledge processes, from the understanding of an experience to its systematization as a knowledge product of the SIP or other projects supported by IFAD in Brazil.

Transforming tacit knowledge identified in communities and in organizations based on explicit knowledge, from the perspective of socioeconomic empowerment of traditional communities – and considering the challenges of living in a semi-arid region and the de-

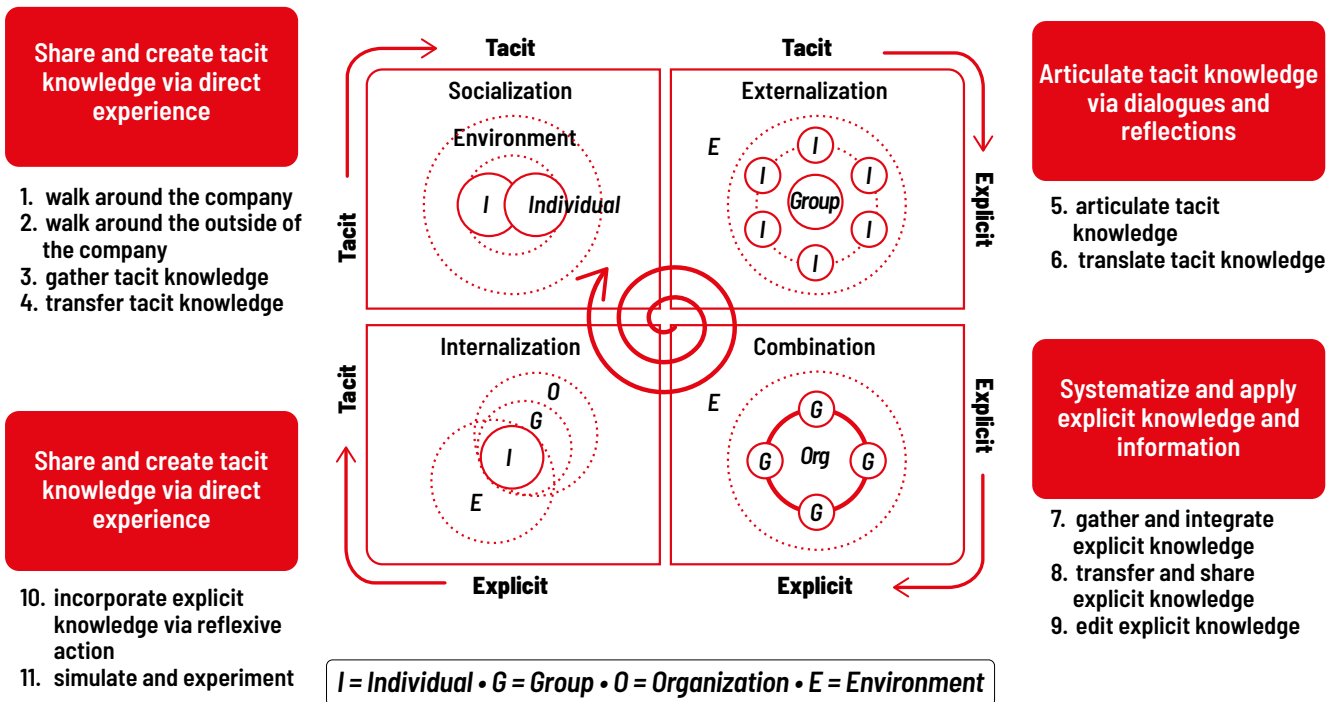
velopment of activities that demand the collaboration of actors from different spheres of governance – is still a challenge for SIP.

These ideas follow the discussion of Nonaka and Takeuchi about the knowledge creation cycle (Figure 2):

Knowledge creation starts with a socialization process, in which new tacit knowledge is converted through shared experiences in everyday social interaction. As tacit knowledge is difficult to formalize and is often specific to time and space, it can only be acquired through shared experiences, such as spending time together or living in the same environment. (NONAKA; TAKEUCHI, 2008, p. 96-97)



FIGURE 2 - KNOWLEDGE CREATION CYCLE



Source: Nonaka and Takeuchi (2008, p. 96)

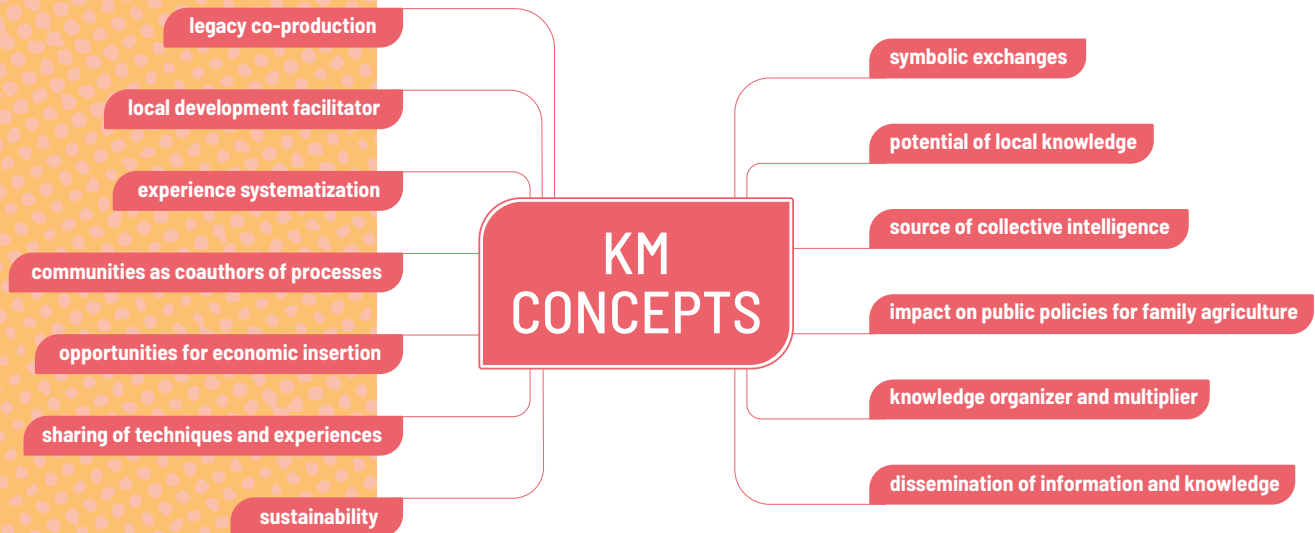
Consolidating and disseminating knowledge products associated with different and complementary approaches (intelligence and innovation; interaction and collaboration; learning and competence; information and content) has become possible within the SIP scope due to the alignment of actions with its Management Committee focusing on one main goal: transforming the reality of family farmers in the Brazilian Northeast semi-arid region.

4.1 KNOWLEDGE MANAGEMENT IN PRACTICE

KM presupposes a set of practices related to strategies that should include communication, management and decision-making flows, organizational culture and the purpose of actors and organizations.

The analysis of documents, as well as the interaction with the SIP management team, allowed us to identify different KM perceptions that materialize the policies of IFAD, IICA and other projects and, above all, the demands from the communities where the program was implemented.

FIGURE 3 - PERCEPTIONS ABOUT KM IN SIP



Source: SIP (2021)

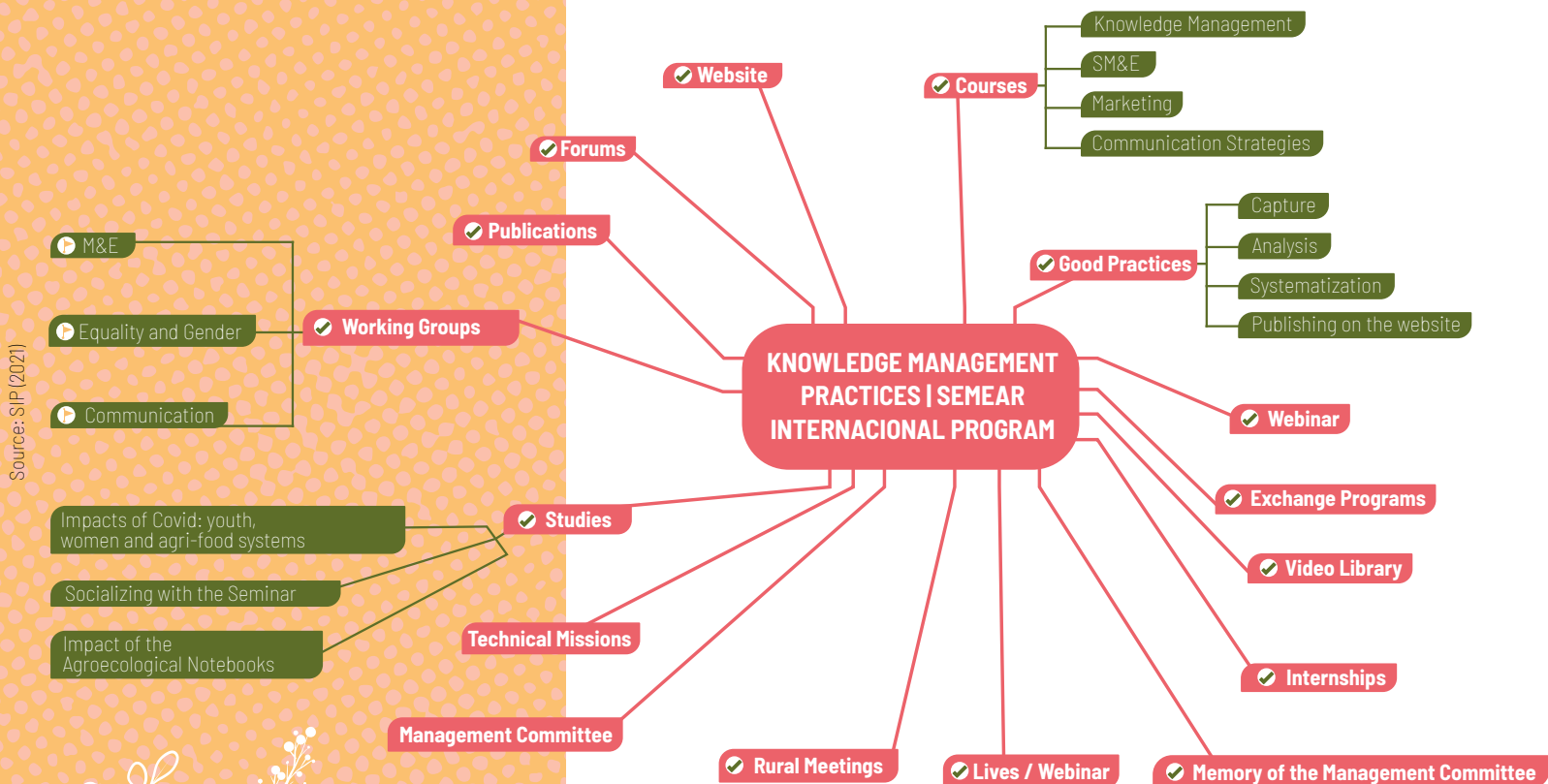
The notion of KM associated with the **systematization** of data related to experiences in the field is the most frequent among different audiences, and results in publications that materialize the efforts undertaken by SIP.

Concerning interactions, relationships are key to the creation, implementation and consolidation of the program's KM practices, and provide environments for **organizational learning, creative intelligence and symbolic (sociocultural perspective), and concrete exchanges** that strengthen socio-productive and socioeconomic activities. Exchanges, regional meetings and missions are KM practices that are the results of a deeper learning perspective, since more than a simple exchange of techniques, life experiences (existential dimension) are highly valued by the target audiences.

Producing knowledge in a global context marked by excessive data flows, which are often untrue or inconsistent, has also become a major challenge for SIP. What made this program possible was the connection of multiple hands, voices, doings and knowledge, which is why the actors involved in the program were mobilized to master techniques of collecting, processing, organizing and systematizing data.



FIGURE 4 - KNOWLEDGE MANAGEMENT PRACTICES



Source: SIP (2021)

All knowledge produced during the program was **based on concrete experiences** of family farmers, young people, women, quilombolas, technicians working in projects supported by IFAD, and social and productive innovations were used as alternatives to coexist in the semi-arid and to combat poverty in the region, through the identification of good management, production and community organization practices. The systematization and dissemination of knowledge were essential to strengthen productive dynamics in the territories and to improve the skills of their main actors, with the aim of replicating the experiences in other territories.

KM does not make much sense without a well-constructed and established diffusion strategy. SIP communication was strategically designed to increase the visibility of knowledge products (websites, social networks, books, folders, etc.) resulting from the program, giving voice to those participating in the projects supported by IFAD Brazil and increasing the possibility of expanding the SIP content.

The communication strategies allowed users from different parts of the world to find meanings in shared contents, and maybe the lessons learned and good practices will become a reality in other territories in the future, especially in contexts supported by IFAD.

Moreover, an efficient KM system depends on variables and conditions that can create a facilitating environment: **Organizational Culture, Technology and Infrastructure, and Management Model.**

In the SIP context, some of these conditions were present since the beginning of the program, thanks to the legacy of previous programs and conditions provided by the IICA structure. Others have been consolidated with the work of SIP over the years. Clear guidelines, well-designed governance, qualified teams, mobilized territories, engaged projects and participants were crucial for the success of the strategies adopted and will be essential for other KM projects. The availability of the “living collection” that became SIP is a source of opportunities for communities, which by appropriating the dynamics of the Knowledge Economy will constantly transform their lives, proving that the semi-arid region can be a prosperous and dynamic place.

4.2 APPROACHES

Given its extensive network of partners, the program identified different approaches based on a study by Saito (2019):

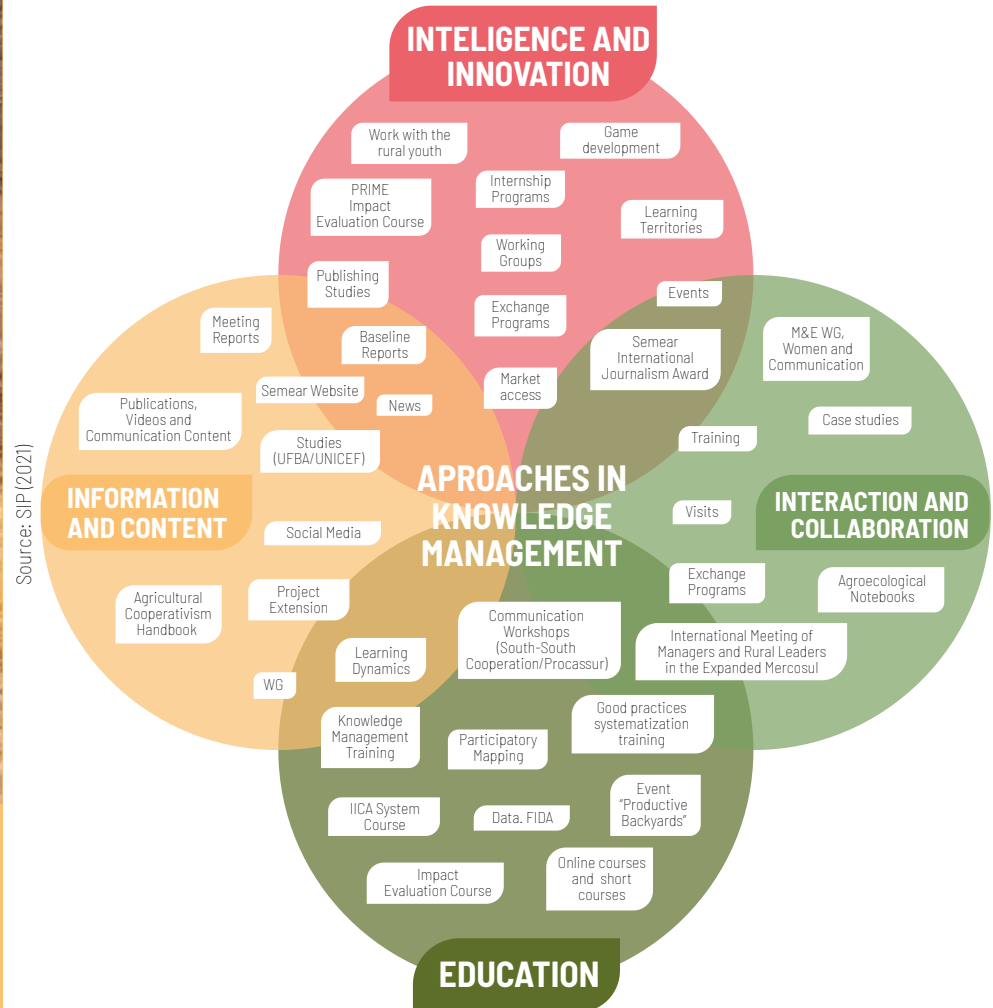
- (i) **intelligence and innovation:** information search and analysis for insights, technological prospecting and trend monitoring;
- (ii) **interaction and collaboration:** access and exchange of tacit knowledge, such as meetings, communities of practice, etc.;





- (iii) **learning and competence:** training to strengthen the skills of members of organizations;
- (iv) **information and content:** access to explicit knowledge, that is, knowledge that can be easily recorded in documents, files, spreadsheets, videos, websites, etc.

FIGURE 5 - KM APPROACHES IN SIP



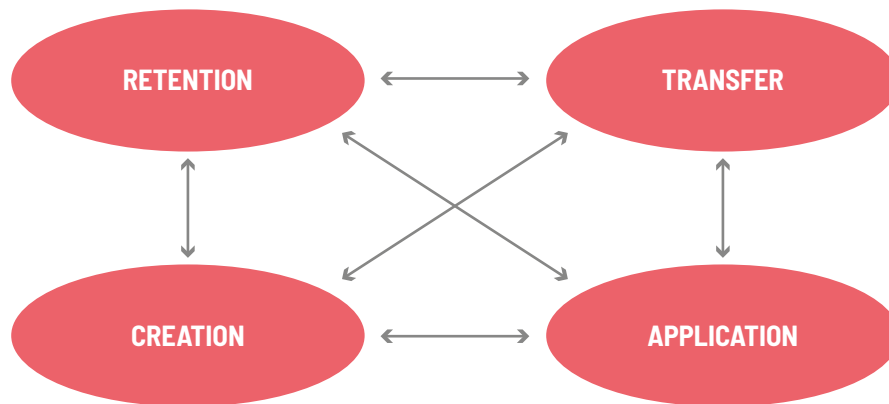
To become effective, these KM practices or processes need a favorable environment, that is, a context that stimulates the dynamics of knowledge in the organization. As pointed out by Nonaka and Takeuchi (2008, p. 99), “knowledge cannot be created in a void, and needs a place where information is given meaning through interpretation to become real knowledge.”

Therefore, it is essential to assess and monitor three important variables of the facilitating environment that affects the form and permanence of KM practices or processes: (i) organizational culture, (ii) management model, and (iii) technology and infrastructure.

4.3 KM PROCESSES

The literature on the subject includes a variety of nomenclatures and applications related to KM processes. For the purposes of this systematization, the Reference Model created by SBGC (2013) was used, which defined four processes, as shown in the following image:

FIGURE 6 - KNOWLEDGE MANAGEMENT PROCESSES



Source: SBGC (2013)



From this point onwards, the activities linked to each KM process carried out by SIP will be described, considering the multiple views of the management team:

4.3.1 CREATION: STAGE OF KNOWLEDGE DEVELOPMENT OR ACQUISITION OF INTERNAL OR EXTERNAL KNOWLEDGE

- Development of KM products with partners, with technical teams of the projects and with the Management Committee;
- Creation of KM workflows that were a reference for other IFAD projects;
- Institution of Working Groups (WG);
- Exchanges (systematization and reporting);
- Data from participants;
- Hiring consultants to carry out studies.

4.3.2 APPLICATION: ACCESS, USE AND REUSE OF KNOWLEDGE

- Retroactive evaluations to verify the effects and impacts of actions on the lives of the participants: post-event interviews (6/12months), survey of perceptions about the effects of training to identify good results;
- Technicians of the projects reveal, through different means, the perceptions of how enriching SIP's contributions were to transform people's lives;
- They also systematize experiences that indicate good results for learning in trainings and other activities offered by SIP;
- Experience reports.

4.3.3 RETENTION: SUBPROCESSES OF KNOWLEDGE PRESERVATION AND RECORDING

- Database with publications of the program;
- Improvement reports prepared and delivered to the Management Committee;
- Systematization of experiences;
- Images and videos database.



4.3.4 TRANSFER: DISSEMINATION AND SHARING

- Digital publications available on the website and printed material;
- Support to events (exchanges, training, workshops, forums);
- Content sharing on social media;
- Working Groups;
- Semear livestreams (dissemination of content during the pandemic);
- Products releases (studies, books, videos, booklets and reports);
- Press articles.

4.4 PARTICIPATORY MANAGEMENT AND DEVELOPMENT OF PARTNERSHIPS

Participatory management and partnerships were the SIP's main strategies to ensure activities and maximization of resources and efforts. Partnerships with ministerial bodies, national and international organizations and projects supported by other international organs ensured the possibility of influencing public policies, international guidelines, and broadening actions. Partnerships with universities and educational institutions strengthened the production of studies, implementation of high-level training and large-scale dissemination of the scientific knowledge produced.

This strategy was based on:

- Continuous alignment with the Management Committee and participation in IFAD projects;
- Creation of WG that included technicians from the following specialties and areas of knowledge: Communication, Gender and Monitoring & Evaluation (ME);
- Qualified services and consultancies;
- Strategic planning for internal and external communication, essential for the consolidation of knowledge products;
- Integration and centralization of projects by SIP;
- Partnerships and co-production.



4.5 DISSEMINATION OF KNOWLEDGE

The strategy for knowledge dissemination involved several aspects interlinked to other strategic lines of action:

- Definition of an internal and external communication strategy for the dissemination of content related to SIP, IFAD, IICA, projects and experiences of participants;
- Establishment of key partnerships for the production of specific content;
- Press office to disseminate information on SIP actions and projects;
- Definition of multiple forms of communication and language diversification to reach different audiences (technicians, managers, local governments, producers).

4.6 CRITICAL KNOWLEDGE

According to Alvarenga Neto (2018), knowledge represents the sum of the experiences of a person and/or an organization and only exists in the human mind and among human beings. In KM initiatives, this knowledge needs to be mapped, revisited and, when necessary, updated to ensure alignment with business strategies or organizational purposes.

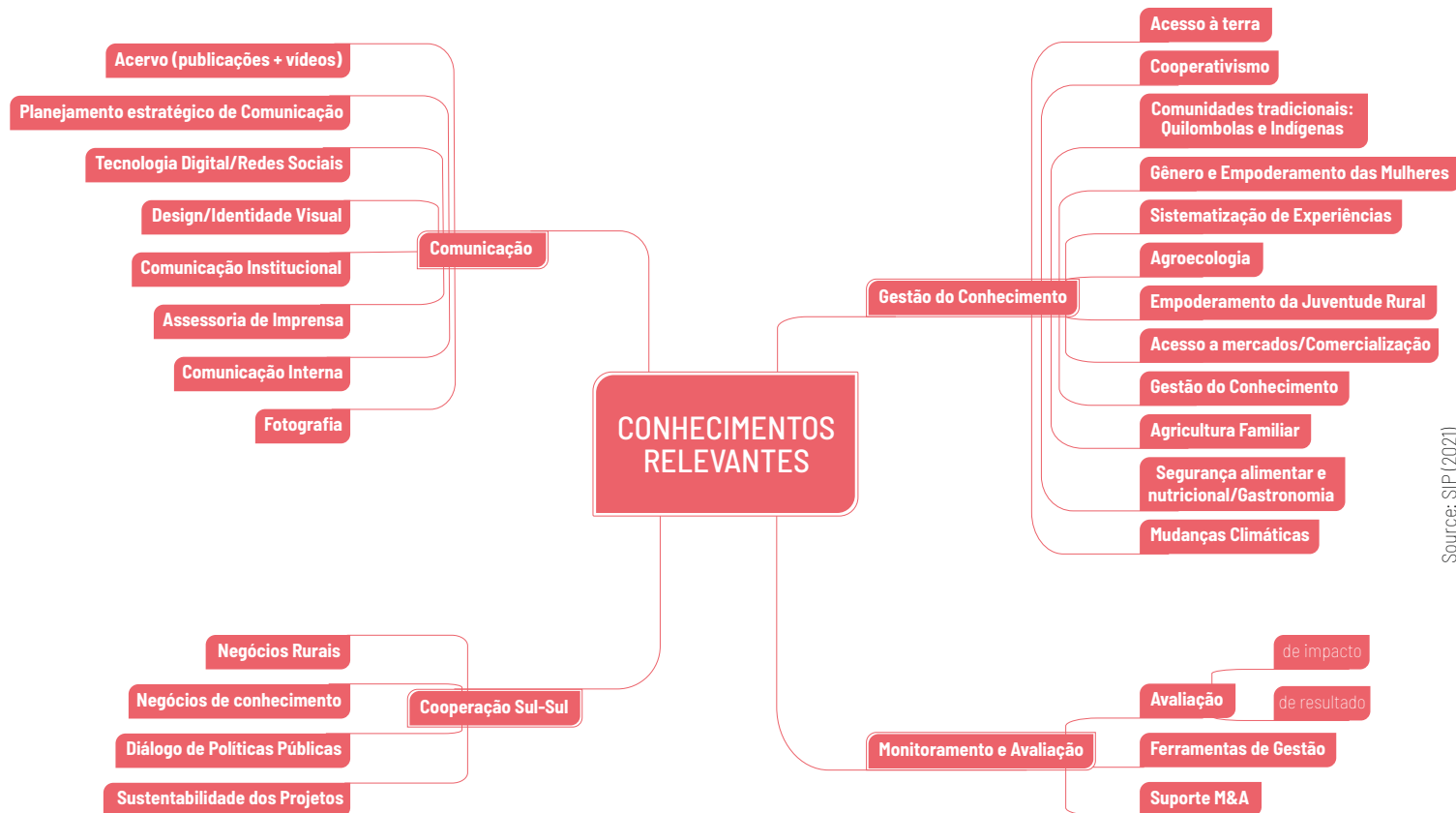
In this process, it is essential to identify critical knowledge, or strategic knowledge, for competitive advantages in relation to similar experiences.

To define critical knowledge, it is necessary to analyze how information can improve results, reduce risks, and if it can be easily recovered.

In the case of SIP, the critical knowledge mapped resulted from the funders' strategic guidelines and from theories of change based on the demands of partners and participants.



FIGURA 7 – CRITICAL KNOWLEDGE MAPPING



Source: SIP (2021)

For this mapping of SIP critical knowledge, adherence to guiding documents, synergy with the project strategies and events addressing those topics were the main aspects considered.

4.7 GOVERNANCE

The SIP's governance through instruments of transparency, equity, responsibility and accountability ensured the trust and positive image of the program to its stakeholders, with actions and knowledge products aligned with shared guidelines and demands from target audiences:

- Synergistic action between projects, SIP management team, IFAD and IICA, within the scope of the management committee, ensuring the correct schedule and partnerships with other international bodies, local governments, ATER entities, civil society organizations and family farmers;
- SIP knowledge products have legitimacy and facilitate dialogues and initiatives;
- Working Groups (Equity & Gender, Communication and M&E) act as a mechanism for listening and collaborative construction of projects to serve participants, validate actions, legitimize decisions and plan collective actions;
- Validation of results and impacts planned for the program through follow-up, monitoring and evaluation;
- Website's traffic and downloads show the relevance of the work developed within the SIP scope, in Brazil and in other countries with programs also supported by IFAD;
- Alignment with the projects (demanded topics, processes, work routines, relevance, audience profiles, consultancies, systems, contextualization of activities);
- Administrative control, payment system, bidding processes, updating and application of standard procedures (aligned with the AOP), respecting the SIP responsibilities (hierarchy) and legal frameworks.

4.8 PEOPLE

According to Macedo et al. (2017), working with knowledge today in organizations implies new designs, multifunctional teams, multilateral communication and information shared in networks and communities.

KM, processes, technologies and interculturality in multidisciplinary teams are elements that, when well combined, result in data accessibility, cohesive teams, strategic alignment and organizational learning.



To enter the universe of specialists conducting SIP, we present here the typology of Knowledge Workers, developed by Geisler (2007), which contributes to identifying and adapting employee profiles to the functions and consequently to ensuring assertiveness in initiatives focused on KM.

TABLE 2 - KNOWLEDGE WORKER TYPOLOGY

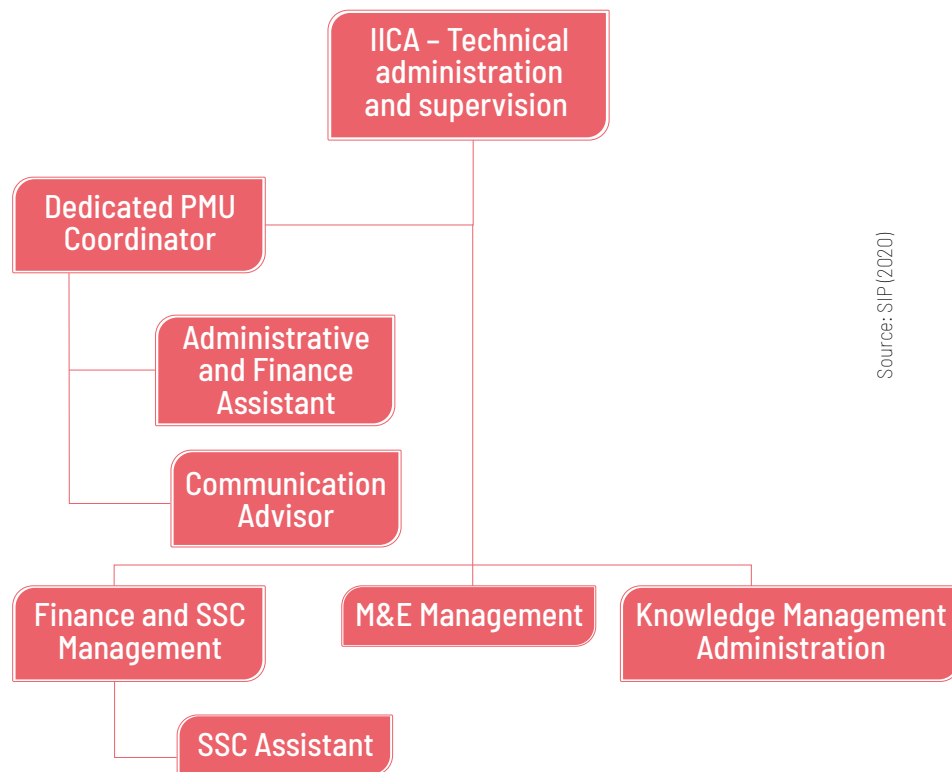
TYPE	GENERATORS	TRANSFORMERS	USERS
DESCRIPTION	Knowledge generators are people, units and organizations that collect, create, and store knowledge from various resources.	They are people, units and organizations that transfer, share, distribute and exchange knowledge to and from the organization's internal and external resources.	They are people, units and organizations that implement, use, adopt, adapt, absorb and explore the results, benefits and impacts of knowledge.
KNOWLEDGE STAGES	GENERATION	TRANSFER	APPLICATION/RETENTION

Geisler (2007)



Figure 8 shows the team configuration for implementing SIP.

FIGURE 8 - TEAM ORGANIZATION FLOW CHART



Source: SIP (2020)

It is a relatively small team, considering the size, complexity of the work, resources mobilized and the number of partners, territories and people impacted by the program. Given these contexts, the strategy adopted by the funder was establishing a partnership with an organization that would provide a consolidated administrative framework, such as IICA. Moreover, to achieve the expected results and carry out actions, the Program Management Unit (PMU) sought from the beginning to work in a network and to establish strategic partnerships for the planned implementation, hiring consultants, such as graphic designers, social media analysts, and other professionals for specific actions.



The following table presents the functions contemplated for the KM strategies implemented by SIP:

1. COORDENAÇÃO UGP

RESPONSIBILITIES	KEY DELIVERABLES
<ul style="list-style-type: none"> • Lead the PMU-SIP team; • Prepare progress reports; • Develop and/or revise Reference Terms for consultancies and acquisitions; • Manage data and information for monitoring and evaluation; • Manage routines and activities in alignment with the Management Committee; • Maintain constant communication between IFAD, IICA and projects for alignments and program guidelines; • Map risks that may affect the program actions to have responses for elimination and/or mitigation; • Identify new partnerships and strengthen those from Semear 1; • Identify and create opportunities for SIP; • Propose sustainability strategies for the period after the three-year program; • Fulfill the functions of the Technical Secretariat and call the meetings of the Program Management Committee. 	<ul style="list-style-type: none"> • Development of an M&A system (data.FIDA) implemented and under internationalization; • Managers and technicians from state governments and social organizations trained in M&E; • Sharing of SIP knowledge products in Brazil and in other countries, mainly in Latin America and Africa; • Growing access to SIP's social networks, revealing the development of relevant content to different audiences interested in the SIP's main topics; • Strengthening the dialogue on public policies through several workshops and meetings of the Forum of Managers and Managers of Family Agriculture (FA); • Team working in a cohesive, committed way and exceeding expected results; • Partnerships established throughout the program, with governments, civil society organizations, universities, organs and international organizations that improved the program.

2. ADMINISTRATIVE AND FINANCIAL MANAGEMENT

RESPONSIBILITIES	KEY DELIVERABLES
<ul style="list-style-type: none"> • Manage the resources of the SIP and counterparts; • Prepare financial reports; • Manage IFAD's resource expenditures; • Develop with the coordination annual operating plans (AOP) and procurement plans and contracts; • Review and approve expenses; • Review and approve terms of reference; • Conduct audits; • Support direct hiring or other high-level negotiations; • Support the review and approval of contractual amendments. 	<ul style="list-style-type: none"> • Audits carried out with satisfactory results and without reservations; • Hirings for the processes and flows of organs; • Efficient management and allocation of resources that allowed operations working without surprises; • AOP deliveries and financial reports within deadlines.

3. SOUTH-SOUTH COOPERATION MANAGEMENT

RESPONSIBILITIES	KEY DELIVERABLES
<ul style="list-style-type: none">Organize international events (exchanges/ workshops/ webinars);Identify, systematize and share best practices in IFAD projects and partners from other countries;Participate in supervision missions;Facilitate the transfer of best practices;Support IFAD in its South-South Cooperation (SSC) strategies;Develop new international strategic partnerships aligned with IFAD Projects in Brazil and with SIP;Provide inputs related to SSC for progress reports.	<ul style="list-style-type: none">Development of international strategic partnerships aligned with IFAD projects in Brazil and with the Semear Program;Implementation of four learning territories in Brazil, in partnership with Procasur;Conducting international exchanges, focusing on themes demanded by projects;Development of publications aimed at the interest of different public benefiting from the PSI;Promotion of training aimed at strengthening the skills of technical teams in projects supported by IFAD in Brazil;The SIP's image strengthened as a program that worked strongly in favor of SSC among IFAD projects and other partners.

4. SOUTH-SOUTH COOPERATION ASSISTANT

RESPONSIBILITIES	KEY DELIVERABLES
<ul style="list-style-type: none">Organize international events (exchanges/ workshops/ webinars);Contribute to the South-South Cooperation management with information necessary for the planning, fulfillment and monitoring of the SIP's international cooperation actions;Work with the management in the planning, governance and fulfillment of all activities in the area.Prepare and/or revise terms of reference for hiring consultants, goods and services related to South-South Cooperation activities.Prepare requests for the issuance of tickets, daily rates and other expenses related to travels.Provide logistics and programmatic support for all those participating in management activities.Prepare briefings and other documents required by the management. Provide inputs related to SSC for progress reports.	<ul style="list-style-type: none">Implementation of four learning territories in Brazil, in partnership with Procasur;Conducting international exchanges, focusing on themes demanded by projects;Development of publications aimed at the interest of different public benefiting from the SIPPromotion of training aimed at strengthening the skills of technical teams in projects supported by IFAD in Brazil.

5. ADMINISTRATION OF KNOWLEDGE MANAGEMENT

RESPONSIBILITIES	KEY DELIVERABLES
<ul style="list-style-type: none">Identify and diffuse good practices;Implement the main methodologies for systematizing good practices for the training of teams in projects supported by IFAD;Promote the interchange of knowledge between projects and partners through exchanges, workshops, webinars and other events;Manage contracts, deadlines and activities of consultants/ specialists;Improve technical aspects of projects through training, workshops and other technical activities;Engaging the target audience in KM actions - women, youth, traditional communities and family farmers.	<ul style="list-style-type: none">Development of national strategic partnerships aligned with IFAD projects in Brazil and with the Semear Program;Carrying out activities with projects supported by IFAD in Brazil (exchanges, workshops and lectures);Development of publications in line with the demands of different participants of the program;Conducting training to strengthen technical aspects of teams in projects supported by IFAD in Brazil;Creation and management of the Gender Working Group, which supports projects to strengthen key areas, such as gender, rural youth and traditional communities.

6. MONITORING & EVALUATION (M&E) MANAGEMENT

RESPONSIBILITIES	KEY DELIVERABLES
<ul style="list-style-type: none">Strengthen M&E skills to assist projects supported by IFAD in Brazil;Conduct the development of integrated management systems for projects supported by IFAD (Data.FIDA);Manage Component 1 contracts of SIP;Produce analytical reports on SIP advances;Monitoring internal routines and processes, aiming to ensure adequacy to the project design and the Logical Framework Approach;Support project management in decision-making processes;Coordinate the preparation of evaluative studies of projects supported by IFAD in Brazil.	<ul style="list-style-type: none">Creation and leadership of M&E working groups of projects supported by IFAD in Brazil, key element for the development of the Data.FIDA system;Development of studies (SIP, projects supported by IFAD in Brazil, among others);Control and evaluation routines within SIP;Data.FIDA and Data.IFAD-ESA systems;Promotion of training aimed at strengthening the skills of technical teams in projects supported by IFAD in Brazil.

7. PRESS OFFICE

RESPONSIBILITIES	KEY DELIVERABLES
<ul style="list-style-type: none">■ Management of the content published by SIP's media;■ Strategy planning and management of communication processes;■ Press office and assistance for projects and IFAD;■ Production, writing and revision of texts;■ Management of the Semear International Journalism Award.	<ul style="list-style-type: none">■ Update communication strategies;■ Keep the website and social networks updated and increase the interest of audiences;■ Greater inclusion of project guidelines, SIP, IFAD and IICA in the media;■ Development of videos, folders and other materials focusing on SIP results and projects supported by IFAD in Brazil;■ Innovation in the release of the Semear Internacional Journalism Award.

8. ADMINISTRATIVE AND FINANCIAL ASSISTANCE

RESPONSIBILITIES	KEY DELIVERABLES
<ul style="list-style-type: none">■ Support in the issuance of airline tickets and daily rates;■ Logistics of events;■ Administrative and financial routines (payments, contract management, relationship with service providers);■ Support bidding and contracting processes;■ Make phone calls, organize and update files;■ Guide internal and external audiences on administrative and financial matters.	<ul style="list-style-type: none">■ Management and fulfillment of contracts and the meeting of deadlines;■ Payment management according to regulations and deadlines;■ Planning and carrying out events without setbacks;■ Effective communication with external consultants hired by the program;■ Efficient organization of administrative and financial documents.

4.9 TECHNOLOGIES

Digital technologies allow identifying scenarios and storing knowledge in the short, medium and long terms, also ensuring its diffusion.

To guarantee the access and availability of knowledge generated by the program, SIP se-

lected technologies that facilitate management and communication, always paying attention to the following requirements:

- data organization and reliability;
- implementation aligned with management cycles;
- data generation focused on the utility and optimization of decision-making processes;
- improvement of the user's experience in data extraction, analysis and decision-making;
- accessibility;
- low susceptibility to human error;
- enhancement of formal communication processes;
- adherence to users' needs;
- content in different languages;
- acceleration of administrative processes.



Table 3 lists the technologies that supported KM flows in SIP.

TABLE 3 - LIST OF TECHNOLOGIES ADOPTED BY SIP

TECHNOLOGIES	FOCUS	ADVANTAGES
M&E IFAD system	Integrated management of projects supported by IFAD in Brazil.	<ul style="list-style-type: none"> □ Integrated project management and information centralization; □ Data control, security and reliability; □ Data accessibility and availability on the web and faster reports; □ Calculation of impacts on people/communities (events, courses, workshops); □ Report templates; □ Overview of the projects' portfolio, budget execution, participants; □ Facilitates the M&E of projects.
IICA Integrated Management System	Management of Bidding Processes and Electronic Document Management.	<ul style="list-style-type: none"> □ Organize bidding processes, payments, contracts; □ Allows the storage/history of contracts and payments management; □ Facilitates communication with IICA members.

Semear Website	<p>Publications, videos, events description and other materials available;</p> <p>Sharing and visibility for the program, projects and information on IFAD.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Wide diffusion of information on projects, SIP and the semi-arid region; <input type="checkbox"/> Visibility for the access and expansion of project beneficiaries; <input type="checkbox"/> Efforts to reach all family farmers (good practices); <input type="checkbox"/> Free access and downloads in different languages; <input type="checkbox"/> Range representativeness.
Social media	<p>Wide and daily diffusion of information, and contact with the public.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Interaction with strategic audiences.
Spreadsheet Editors	<p>Financial management, controlling and monitoring tools to feed the systems.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> SEasy to use; <input type="checkbox"/> Filters data, consolidates information, etc.; <input type="checkbox"/> Low costs and flexibility; <input type="checkbox"/> Monitoring of actions; <input type="checkbox"/> Information management/internal control. (Goals of the logical framework, events, vacations, etc.); <input type="checkbox"/> Financial management and financial reporting for IFAD.
Graphic Facilitation	<p>Mind map/Panel/Illustration with memories of events (relevant points).</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Summary illustrating ways to stimulate new learning.
Instant messengers	<p>Quick communication with the team, IICA, consultants (internal and external agents), WG and beneficiaries.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitates communication processes; <input type="checkbox"/> Spreads news quickly; <input type="checkbox"/> Attracts new audiences to the SIP's media; <input type="checkbox"/> Contributes for establishing guidelines related to projects; <input type="checkbox"/> Facilitates the dialogue with farmers who have poor access to the internet or mobile phones.
Virtual Disks	<p>Sharing documents with staffs (SIP's specific account).</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitates the sharing of administrative processes.

Google Analytics and Social Media Analytics Tools	Analysis and monitoring of communication strategies and tools.	☐ Possibility of changing communication processes.
Google Forms	Data collection from the interventions; Attendance list (quantitative); evaluation of events (qualitative).	☐ Information bank with consolidated data since 2017.
ZOOM/Google Meet	Communication and relationship.	☐ Organization of meetings.
Games	Organization of learning processes with young people.	☐ Increases the attention of young people to training processes in the program.

Technologies drive the process of innovation, management, communication flows and knowledge management. The idea is selecting those that are the most suitable, accessible, reliable and consistent according to the challenges in management and especially with the available budget.

4.10 STRENGTHENING INDIVIDUAL AND COLLECTIVE SKILLS

During the realignment of strategies and planning of PMU, and especially due to the Covid-19 pandemic, the program included target audiences in its technical sector, strengthening new skills through trainings, workshops and short courses. This guideline allowed the establishment of a practical program, with limited staff and resources, and relevant partners to achieve better results.

The capacity building approach comprised:

- Diversified processes for mapping the real demand for knowledge of beneficiaries;
- Qualification of knowledge demands focusing on utility and relevance and considering the needs and expectations of different audiences;



- Training in entrepreneurship, eco-gastronomy, rural tourism, among others topics, offered to rural youth;
- Rural youth trained to act as managers of knowledge companies through the Learning Territories Program;
- Work focusing on gender equity (agroecological notebooks, videos and other materials);
- Work with artisans focusing on marketing, training and discussions for the empowerment of rural women;
- Constant search for innovation: Learning Territories, distance learning short courses, Instagram workshops, Knowledge Internship Program in the Semi-arid Regions of Latin America, among others.

WG approach to “Learning and Competence” included, within the scope of SIP, actions to enhance the skills of technical teams to improve their results.

Training, workshops, in-person or virtual forums, and national or international exchanges, were some KM tools adopted to address information and critical knowledge for the development of skills, continuous improvement of processes and consolidation of actions. The training of technicians further favored the engagement of actors, while improving their skills and competences in the area.

Target audiences included beneficiaries of IFAD projects (farmers, producers, etc.), and the project teams. The main critical concepts that supported the actions were: access to markets, monitoring and evaluation, rural tourism, cooperativism, food security and nutrition, rural youth, gender equity and eco-gastronomy. These concepts were selected after as listening participants, funders and partners, and above all considering the contributions of the working groups, which gradually established themselves as legitimate interlocutors of the emerging demands from territories, productive groups, etc.

In-person workshops varied in terms of size, depending on the experiences provided. Those dedicated to consolidating and sharing the results from agroecological notebooks³, for example, had large audiences at the regional level. In these events women shared the results from their notebooks, which had boosted the domestic economy, pointing out



non-monetary resources that integrate the budgets.

The exchanges were also consolidated as key KM practices for the design of new agreements for interorganizational partnerships, diffusion of good practices, social technologies refinement and for strengthening learning, considering that the practices and interactions between people brought the possibility of change.

4.11 ARTICULATION WITH PUBLIC POLICIES

The Forum of Managers of Family Agriculture in the Northeast is one of the most important actions for public policies. It was an important space to gather managers from the public sector and the civil society to discuss issues and propose policies for the area.

Between 2017 and 2021, SIP supported six editions of the Forum: Fortaleza (CE), Natal (RN), São Luís (MA), Maceió (AL) and Teresina (PI). These meetings contributed to improve the debate on common actions and projects related to family farming, drinking water, land property regularization, agroecology products, technical assistance and economic inclusion of people from traditional communities.

The Forum's guidelines followed the SIP's operating premises, as the development of territories and family farming are fundamental pillars for new productive opportunities. SIP also supported workshops to promote discussions on public policy proposals based on topics regarding the demands of the Brazilian family farming, such as agroecology, traditional peoples and communities, caprine production, etc.

4.12 SOUTH-SOUTH COOPERATION

The Brazilian Cooperation Agency (Ministry of Foreign Affairs) understands SSC as an opportunity for exchanging knowledge and experiences from **developing countries**. The idea is to share lessons and successful practices that could face similar challenges in terms of socioeconomic development.

3

Agroecological Notebooks: a political and pedagogical instrument created by the Zona da Mata Center for Alternative Technologies (CTA-ZM) in partnership with the Women's Movement of Zona da Mata and East of Minas, to measure and give visibility to the work of agroecological farmers and improve their autonomy.



Since its conception, SIP has been adopting this international cooperation model, whose main characteristic is the sharing of specialized skills and successful experiences between countries, in a more dialogical, solidary and integral relationship in comparison to the classic “North-South” cooperation. Despite having a specific component and budget for international cooperation actions, after some advances the program has turned SSC into a transversal strategy for all components, focusing mainly on scalability and sustainability of KM products.

The actions were planned and integrated into each area of the program (M&E, KM, Communication, Policies and SSC) to establish a network of regional partners, involving not only IFAD projects in Latin America and Africa, but also civil society organizations from different countries.

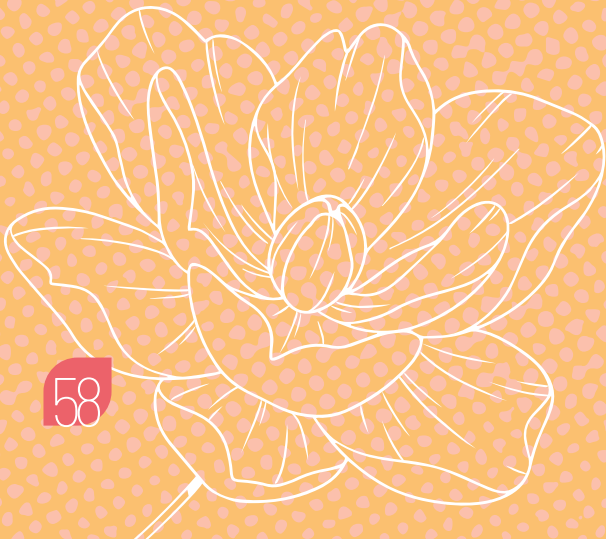
The SSC transversality was possible through:

- Strengthening dialogues and bringing together projects supported by IFAD in Northeast Brazil and partners from other regions.
- Exchanges of strategic topics for project management at the regional level.
- Diffusion of KM instruments and Brazilian experiences, through events or communication products – for instance, agroecological notebooks.
- Internationalization of the Data.FIDA system.
- Consolidation of networks or interest groups among youth from different countries, in a partnership with the Semi-Arid Platform.
- A strategy of producing content in three languages (Portuguese, Spanish and English).

4.13 COMMUNICATION

The communication strategies associated with KM practices adopted by SIP attracted the interest of different audiences, due to the technical quality of productions and the relevance of contents.

Undoubtedly, knowledge is SIP’s main asset, and the commitment to its diffusion through the Communication Area and the Press Office has contributed to increase the visibility



of the actions developed. Moreover, they have reinforced the program's positive image, transparency and governance for society in general, which in turn gives meaning to contents and brings specific experiences by applying knowledge in territories, organizations, productive groups and work routines.

The communication area interacts with all SIP components, and strategically improves all the content produced in different languages to reach different audiences.

The institutional and tactical alignment between the program's Communication Area and advisors, through the Communication WG, was key for the strategic management of actions, as it improved the synchronization of purposes, optimization of processes, facilitated the production and circulation of content, and provided support for producing events for other SIP's components and for the training demands of technicians and beneficiaries.

4.13.1 SEMEAR INTERNATIONAL WEBSITE

The website is one of the main communication tools for the knowledge generated in the program. It contains the SIP's archive and is a channel for the interaction of different audiences, providing official information and detailing strategic objectives, coverage areas, consolidation of results, professional opportunities, diffusion and sharing of news and knowledge products (publications, studies, videos, good practices). The website has also exclusive content on monitoring and evaluation, gender, and a hotsite for the Semear International Journalism Award.

Sharing relevant knowledge is the main objective of the website. It is also visually appealing, easy-to-read and concentrates between 67% and 75% of organic searches.

"Best Practices" is the most accessed section. It contains 54 good rural practices analyzed and verified by the technical teams of projects supported by IFAD in Brazil and systematized by SIP.





To integrate the set of Good Practices in the Semear's website, experiences were evaluated by technicians from different areas. After identifying an experience as a potential success case, they analyzed if it could help to solve specific difficulties (financial, climate, adaptability to nature in general), or if it had a systematized implementation history, support from the project or from SIP, and if could promote changes in the scenario. Additionally, sustainability degree, public relevance and applicability in other contexts were also evaluated. Finally, we highlight the availability of creators to be interviewed by technicians and/or consultants to collect information.

Other sections such as "Publications" (studies, booklets, etc.) contains knowledge products that also mobilize the interests of users; "News" has recent content about the dynamics of the program, projects, IFAD and IICA.

The frequency of articles, audiovisual productions, publications (books, studies, manuals and booklets) and posts on social media is planned to meet the demands of different audiences, which results in an organic traffic.

4.13.2 EXPANSION OF DIGITAL PRESENCE DUE TO THE COVID-19 PANDEMIC

The digital world has always been part of the Semear International's scope. However, with the Covid-19 pandemic, new challenges were imposed for the program, which redesigned communication strategies to attract audiences accustomed to in-person meetings. Considering all the uncertainties of the period and following all health protocols, SIP teams planned and promoted a set of actions that reinvented the sense of participation, supported by the SIP's communication team and advisors:

- "Semear International" livestreaming – cycle of live online interviews on the Semear International's Instagram profile – addressing the following topics related to the program and projects supported by IFAD (women, youth and traditional communities): rural youth, gender, innovation, anti-racist struggles, eco-gastronomy, agroecology, impact assessment, rural development, life in the semi-arid region, post-pandemic world.

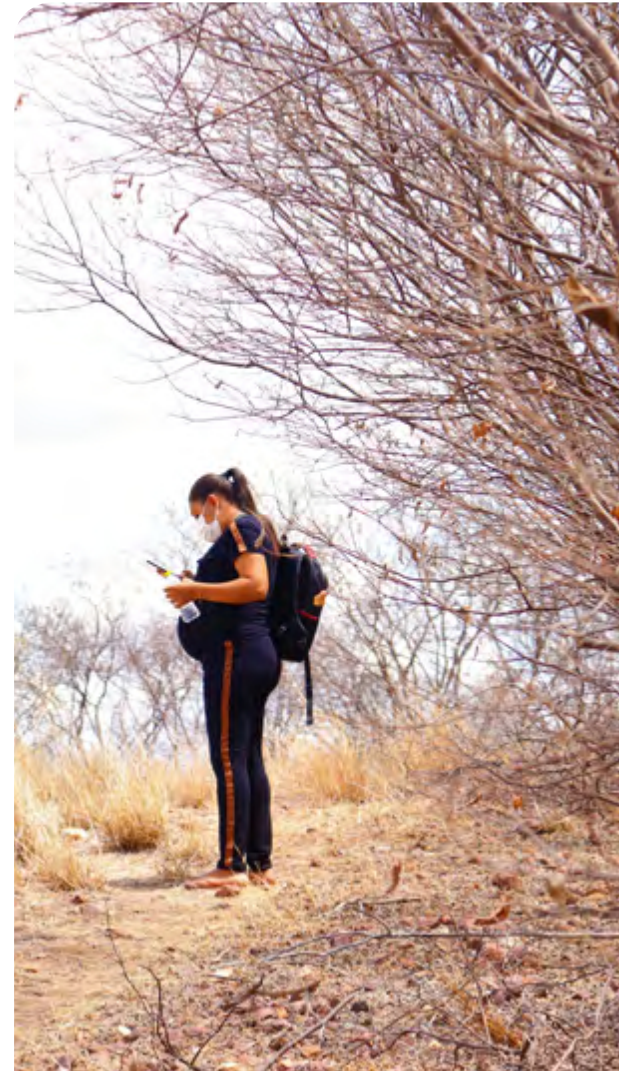
- Communication Workshops for managers of the “Learning Territories” project in a partnership with Semear International’s South-South Cooperation component and with Procasur, covering the following topics: visual identity, strategic communication planning and photography.
- Terra Madre/BRASIL: support for the virtual edition of the event, in partnership with the Slow Food project with the production of a catalog with family farming products and a hotspot.
- Support for the production of several webinars, such as the presentation of the results of Agroecological Notebooks, the event to release the book “Gastroquinta: comida do quintal para a mesa,” the organization of an international exchange called “Brazil and Africa – Diffusion of the use of Agroecological Notebooks” and the exchange between Brazil and Mexico on Sustainability Strategies.

4.13.3 SEMEAR INTERNATIONAL JOURNALISM AWARD

Also in 2020 the actions were performed according to the notice of Semear International Journalism Award, which was instituted with the aim of increasing the visibility of projects supported by IFAD in Brazil, stimulating the interest of journalists working in different media that broadcast contents about the projects, developed actions, results and knowledge generated.

In this event, the best journalistic works were awarded – radio, TV, print and internet categories – while highlighting Good Rural Practices in the Brazilian Semi-arid Region, implemented by projects supported by IFAD.

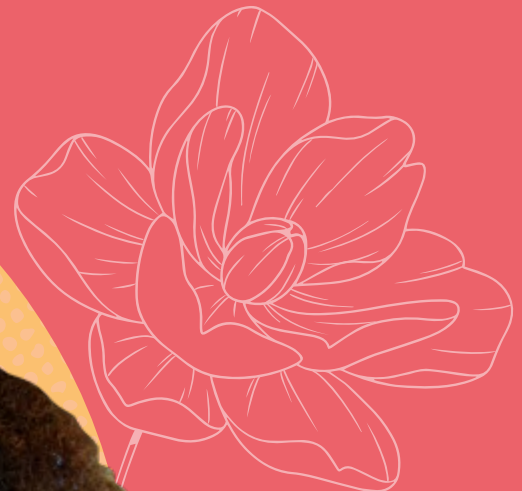
The challenge of implementing efficient and educational communication became possible for SIP, due to the program’s PMU team that focused on thinking about communication in a systematic way to plan and perform the actions, incorporating institutional directions of funders and partners.







5



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Comunidade

5. GOOD PRACTICES



FIGURE 9 – SIP’S BEST PRACTICES

SIP has acquired expertise in KM, M&E and strategic communication, enabling the implementation of a set of good management practices, which reflect the maturity of the program and have the potential of incorporating other contexts.

Some experiences were selected and the design, implementation, governance and consolidation of results are available to encourage reflections and support managers of similar programs to find safe paths based on SIP experiences.

5.1 STRATEGIC, INTEGRATED AND SHARED MANAGEMENT

The SIP management was built on dialogue, evidence based decision-making and attention to the pillars of governance (transparency, equity, accountability, responsibility) established by funders, partners and beneficiaries.

The integrated management of the program is headed by IICA, through a dialogue with IFAD, which finances the resources and controls a management unit with a multidisciplinary team responsible for carrying out actions.

The PSI team is responsible for carrying out the program's actions, and for aligning plans with the demands of beneficiaries the Management Committee was created, a governance body formed by the coordination of projects supported by IFAD in Brazil and a representative of IICA, while SIP acts as the technical secretariat. The committee is responsible for defining the political, institutional, technical and managerial guidelines of the program, to ensure the quality standards of operations, aligning them with the final objectives of IFAD and IICA, as well as meeting the demands and expectations of the projects.

In this collaborative action, demands are raised, discussed and approved. Then, they are shared with the technical teams of projects and with WG representatives, which in many cases work in partnership with SIP for implementing actions in territories.

The achievement of results and lessons learned by SIP reflects a management model that has been improved in the program's cycles, which has clear and objective responsibilities based on a continuous flow of communication that allows actors to participate of dynamic decision-making processes based on specific regulations, legal frameworks and good management practices, as can be seen in the following lines, regarding decisions, planning and implementation of the program:





<p>MANAGEMENT COMMITTEE</p>	<ul style="list-style-type: none"> <input type="checkbox"/> It directs, deliberates and monitors the initiatives of the program; <input type="checkbox"/> receives project proposals, evaluates them and issues opinions; <input type="checkbox"/> approves annual operating plans and determines budget guidelines; <input type="checkbox"/> when necessary, the committee revises goals and renegotiates plans;
<p>SIP</p>	<ul style="list-style-type: none"> <input type="checkbox"/> coordinates and integrates results, monitors and evaluates the performance of Semear International; <input type="checkbox"/> the committee is also a technical secretariat, and convenes and systematizes meetings of the program's Management Committee; <input type="checkbox"/> complies with planning instruments related to the program's execution cycle, prepared collectively and in line with the guidelines of the program's Management Committee and IFAD's Supervision Missions; <input type="checkbox"/> analyzes the supply and demand for knowledge (beneficiaries), aligning them with current planning instruments; <input type="checkbox"/> submits proposals to the Management Committee, and in case of approval/validation, implements them; <input type="checkbox"/> plans, performs and monitors the implementation of activities (events, studies, publications) and, at the end, monitors the entire systematization cycle; <input type="checkbox"/> defines appropriate audience profiles for the activities;
<p>PROJECT COORDINATORS</p>	<ul style="list-style-type: none"> <input type="checkbox"/> they contribute to defining strategies to be followed by SIP; <input type="checkbox"/> access, research, evaluate and contribute to the proposals; <input type="checkbox"/> define the focus of activities and involve technical teams in the planning; <input type="checkbox"/> select project participants/representatives in each SIP activity;
<p>TECHNICAL TEAMS (specialists that are part of WGs in the area of Communication, Gender, Knowledge Management and Evaluation)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> support the preparation of proposals, activities, and topics relevant to the audiences; <input type="checkbox"/> estimate and plan the logistics of activities with other coordinators; <input type="checkbox"/> align schedules with project coordinators; <input type="checkbox"/> they give feedback to coordinators who validate and approve resources, align their counterparts and, together with SIP team, execute the proposals;

The PSI team, throughout its implementation, consults the Management Committee and technicians participating in WGs to align the knowledge demands presented by beneficiaries as guidelines for planning their actions, always aiming at the quality of the program.

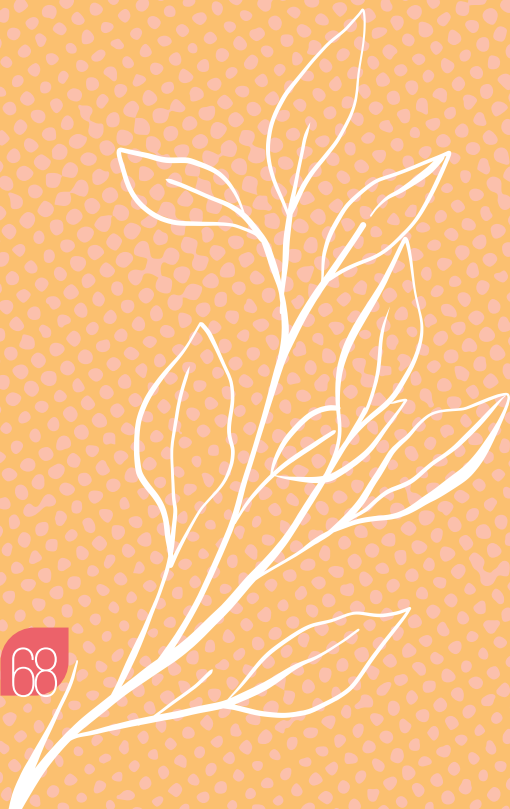
Joint actions between projects, PSI management team, IFAD and IICA, within the scope of the Management Committee, ensure the correct schedule and partnerships with other international bodies, local governments, ATER entities, civil society organizations and family farmers; In addition to reports, evaluations of results, the minutes of Management Committee meetings are also documents that contribute to the program's legacy.

5.2 CONSTITUTION AND CONSOLIDATION OF WORKING GROUPS

A Community of Practice is a group of people who share a common interest and concern, and who come together to develop knowledge to solve specific issues. (SGBC, 2021)

WGs, as Communities of Practice, were organized by agreements recognized as key for the program (Monitoring & Evaluation, Communication, Equity & Gender) and coordinates the dialogue with beneficiaries, for mobilizing actions of local actors, supporting the production and implementation of events (workshops, courses, exchanges) and monitoring studies. These working groups also supervise the systematization, monitoring and evaluation of the project's results and impacts, developing the Data.FIDA management system and disseminating strategies contemplated in the performance of press offices.

The M&E WG was created in July 2017 with the objective of aligning demands and work plans, discussing M&E methodologies and instruments, identifying good practices, mapping bottlenecks, exchanging experiences, implementing continuous process improvements and creating workshops for the technicians of projects supported by IFAD. In short, the M&E WG aims to integrate the performance of technical areas, aiming at a single management vision within the scope of projects supported by IFAD in Brazil, widely based on a culture of decision-making and implementation of actions and evidence based public policies.



Impact assessment was one of the most demanded topics by the projects, which is why SIP provided training specifically focused on rural development for the project's M&E advisors. The PRIME course – Program in Rural M&E – was held for the first time in Portuguese as a result of the partnership between SIP, The Center for Learning on Evaluation and Results for Brazil and Lusophone Africa [FGV EESP Clear], Center for Learning on Evaluation and Results, Latin America and the Caribbean [Clear LAC], Clear Initiative, IFAD and IICA. This was an original action among IFAD projects in the world.

Qualifying the program's communication strategies in line with the demands of projects, the institutional identity of partners, and defining instruments to diffuse information on the program were challenges faced by the Communication WG. This WG had a key role for an innovation, which will be presented later as a good practice: the Semear International Journalism Award.

The Equity and Gender WG was created in 2018 to strengthen the relationship and knowledge about the actions and events that each project had been carrying out in this area. The interactions allowed to identify emerging agendas that, more than discussing intersectional issues to face structural issues such as sexism and patriarchy, began to promote actions that increased the visibility of successful experiences led by women from the semi-arid region, especially their contributions for the local economy, the division of domestic labor and food security.

Among the actions of this WG, the creation of collective projects stands out, such as the pilot project to monitor the use of Agroecological Notebooks, workshops on gender, which discussed the subject within the scope of projects, and studies focused on women's empowerment.

WGs have become an essential channel for dialogue, but also for solutions aligned with the demands of projects and with the IFAD's premises. In these WGs, technicians are consulted on possible formats that could be used in some SIP initiatives. Thus, they promote



dialogue and shared decision-making, while co-producing actions (design, planning, implementation and evaluation).

Communities of practice are formed by people who voluntarily share the same interest or passion, interact regularly, exchange information and knowledge, seek to support communities and share learning based on the following dimensions: joint actions, mutual involvement and shared experiences. (Wenger, 2010 *apud* Fernandes, Cardoso, Capaverde, Silva, 2016)

WGs promote the exchange of knowledge, practices and work instruments. They are interlocutors of project audiences and contribute to defining the demands for knowledge presented by beneficiaries, indicating guidelines for the planning of actions and, consequently, generating shared learning and ensuring the necessary legitimacy for the approval of guidelines by the SIP Management Committee.

WGs have become key spaces for institutional and tactical alignment, which monitor and evaluate procedures. Their design and operation favor the synchronization of purposes, and facilitate the production and diffusion of contents, supporting the production of events of other components and the training demands of technicians and target audiences.

All WGs (M&E, Equity & Gender, Communication) contributed to overcome challenges faced by SIP, expanding the sense of co-responsibility, reinforcing the focus on the organizational culture and peculiarities of projects to ensure greater efficiency and optimization in workflows, decision-making processes and in the implementation of actions carried out with technical advisory services for projects supported by IFAD in Brazil.

5.3 2020/2021 SEMEAR INTERNATIONAL JOURNALISM AWARD: FROM CONCEPTION TO THE FINAL EVENT

The award was conceived with the aim of giving visibility to the projects supported by IFAD in Brazil, through different communication channels, by disseminating articles on



the projects, actions developed, results and impacts.

Journalists from all over Brazil were encouraged to produce content on the effects of SIP experiences on people's lives and on the positive transformation of their territories, and thus to promote knowledge diffusion.

This initiative was a key innovative communication and marketing strategy that ensured the presence of projects supported by IFAD in the mass media (print media, internet, radio and TV) in all Northeast states and in other regions of the country (Southeast and Central-West), spreading information and knowledge generated by these projects, a situation that would not be possible through the contracting of services, because the costs would be too high.

The award has always been in line with the strategic communication plan established by the SIP's press office, which had the initial idea and involved different governance bodies:

PRESS OFFICE SIP	<ul style="list-style-type: none">□ created the award, discussed the idea with the Management Committee and, after the committee's approval, prepared the initial rules and submitted the award for acceptance by IFAD and IICA;□ after the proposal was approved, advisors from the Communication WG detailed the rules and prepared a communication plan for the award;□ release dates were established for five Northeastern capitals; however, due to the Covid-19 pandemic, the in-person event only took place in two of them - Aracaju (SE) and João Pessoa (PB) - while a virtual edition took place in other cities. Then, new agendas were negotiated, and releases of the award were sent to the national press;□ the communication planning was based on marketing strategies, content for social media and a hotspot;□ registration for the award and creation of a judging panel. After the works are evaluated by the panel, winning candidates are notified, and the result is published on the website and diffused on social media. After the award, the entire process is evaluated and a news clipping about the event is prepared.
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The award is a specific action within the SIP's external communication strategies. To participate in the contest, people could submit news articles in four categories: print media, TV, radio and internet – the winners in each category earned a prize of R\$ 12,500.00, while second places were awarded with prizes of R\$5,000.00.

The approaches included topics such as: a) techniques developed to improve certain products; b) support for the marketing of family farming products; c) impacts from a specific project supported by IFAD in those communities; d) results of actions focused on gender concerning women's empowerment in rural areas; e) protagonism of rural youth; f) work focused on quilombolas and indigenous communities; and g) knowledge management and diffusion of Good Rural Practices. Journalists submitted their works until October 5th, 2021.

As established in the notice, the judgment of the articles should be objective and consider the following criteria: journalistic techniques, adequacy to the theme, relevance of the approach, innovation and creativity, ethics and sources. Thus, the following evaluative items were considered:

- Focus on the themes proposed in the notice of award , and on the projects supported by IFAD in the Brazilian semi-arid region, with IFAD, IICA, Semear International and other IFAD programs and donations in Brazil;
- Journalistic objectivity, newsworthiness, depth of approach, concatenation and articulation of ideas, vocabulary, clarity and conciseness;
- Public interest and topicality. Scope and relevance. Society-changing potential of the story or report. Novelty of the topic addressed;
- Diversity and quality of sources used. Interviews with rural people (beneficiaries or not), with governmental (from IFAD projects or not) and non-governmental (IFAD or not) representatives.
- Language: suitability for the audience, ease of understanding and narrative quality (reativity, poetic elements, but maintaining objectivity).

The public notice was published on the Semear's website and on SIP's social networks; later it was also published on the award's website, which was designed to give more visibility to the event. The application form, press release and contacts of communication advisors (IFAD and Semear International projects) were also available on the websites. Moreover, SIP's press office worked to publish notes and articles about the award in the mainstream media to attract the attention of other audiences and strengthen the SIP's institutional image.

For the final awards results, a broad dissemination strategy was used. All reports and articles had wide visibility in the SIP's communication channels and the winners were also responsible for spreading the news about their achievements in their states. Additionally, instead of an in-person award ceremony, SIP collected testimonials from the winners and material from the reports to produce a closing ceremony video that included all contents and speeches of the organizers and partners.



5.4 DEVELOPMENT OF EXCHANGE METHODOLOGY

The exchanges (Annex I) favored, throughout the implementation of SIP, countless contexts of dynamic and deep learning. In these actions, rural youth, women, family farmers, project technicians, rural leaders and public managers from seven countries had contact with significant experiences related to family farming in the Brazilian semi-arid region.

During the activities, the SIP team has developed expertise in planning, carrying out and systematizing these interactions to recognize and strengthen local talents and resources, creating a favorable space for the exchange of knowledge among participants, as described by the following topics:

- This methodology presupposes the interaction of multiple actors (SIP, partners, IFAD projects, technicians, community leaders) who, by identifying opportunities to promote exchanges, validate the experiences that can be shared, the contributions of knowledge, define profiles and select target audiences.
- This group helps to identify knowledge based on concrete experiences that can add to the experience of predefined audiences.
- As a result, previous visits or consultations are carried out to get more information on the experiences, as well as the feasibility assessment of these activities;
- Leaders are encouraged to join a project, to mobilize audiences and participate in exchanges (in-person or online);
- These actors are key interlocutors who present exchange proposals for territories and start the process of selecting participants with adequate profile for the proposed activity;
- The entire process is systematized, from the conception to final exchange, by SIP or by contracted consultants;
- Participants carry out an evaluation after the events to indicate how the action added to their individual and/or collective development process.



Exchanges have boosted the design of new arrangements for inter-organizational partnerships, the diffusion of good practices, refinement of social technologies, integration of projects supported by IFAD in Brazil, Africa and Latin America and the consolidation of learning through interactions between people in the places where changes materialize.

In these places, there is also the diffusion of knowledge related to the work of SIP, and the projects supported by IFAD and partners have a deeper learning relationship, based on the trajectories of other actors.

5.5 DATA.FIDA SYSTEM: DESIGN, DEVELOPMENT, IMPLEMENTATION AND INTERNATIONALIZATION STRATEGIES

Throughout its history, SIP has always valued evidence based decision-making processes, which is why it has invested in actions to strengthen management skills and evaluative approaches, integrating different methodologies to improve the capacities of people and organizations involved in the program and in projects supported by IFAD in Brazil, the main interested parties in the productive actions of this component.

Data.IFAD is the result of a demand focused on strengthening M&E capabilities, active listening, the cooperation and co-production that articulated IFAD project coordinators and strategic partners interested in a solution to improve communication and knowledge flows, administrative routines and the consolidation of qualified, reliable and consistent information on the program's advances.

Data.IFAD is an online integrated project management platform designed to optimize administration, improve control, consolidate data, store strategic information and strengthen the governance of projects supported by IFAD. Based on good project management and M&E practices, the platform has nine modules (with a user-friendly interface and intuitive information architecture) that provide a systemic view of the operationalization of projects, use of resources and impacts of their implementation, as describe in the following items:



- Module 1 – Registration: environment to register information of users who will access the platform (IFAD, IICA, beneficiaries, consultants, etc.), which determines permissions according to the competences of all actors involved.
- Module 2 – Project Management: managers and teams with permissions insert information about territories, municipalities, resources, expenditure categories, bidding procedures, data on technical cooperation, analytical structure of projects, logical framework, indicators, Annual Operating Plan and investment plans.
- Module 3 – Financial: it adds information on exchange rates, bank accounts, transactions, payment of expenses, accountability, reporting and monitoring in general.
- Module 4 – Investment Plans: direct management of plans and preparation of reports for monitoring.
- Module 5 – Acquisitions: terms of reference and contracts.
- Module 6 – Human and Social Capital: information on the events produced by the projects, as well as on the participation in external events, releases and reports.
- Module 7 – Monitoring & Evaluation: control dashboard that gathers information from other system modules.
- Module 8 – Administrative: management of administrative routines and flows.
- Module 9 – Supervision Mission: aimed at registering IFAD's supervision missions of projects; and monitoring the recommendations indicated by the teams.

After consolidating the Data.FIDA platform, the objective was to migrate 100% of the logical framework data and update the best practices systematized by SIP.

The program also ensured structured training actions for all M&E advisors of the six projects supported by IFAD in Brazil; IFAD donations in Brazil and in other countries; specialists from partner organizations (such as BNDES); and staffs (IFAD and IICA) so that they could explore the tool.

Given the design and implementation of M&E actions associated with KM practices, as well as the gains related to the application of Data.FIDA and the training of technical teams, we

recognize that this legacy of the Brazilian experience should be replicated in other supported projects by IFAD around the world, since the demands and bottlenecks from these projects are present in other contexts. Evidence of Data.FIDA's potential has already been noticed, such as the adoption of the tool by technical teams of projects supported by IFAD in Malawi, and in the entire Southern African portfolio. Based on this dynamics, there is the possibility of integrating IFAD's regional divisions and a global vision of the Fund's portfolio.

5.6 LEARNING TERRITORIES

As a result of the exchange of experiences for learning territories (LT) in Colombia carried out in 2019, the implementation proposal for the Learning Territories Program in Brazil was prepared and planned based on the decision of SIP and Procasur to concentrate efforts in replicating the strategy in other IFAD projects.

Learning Territories in Brazil is a proposal for scaling up innovations based on the knowledge management of producers, families, communities and rural associations, as well as an exit strategy for projects supported by IFAD. With this methodology, the idea is to organize and enhance the lessons learned by local talents of each territory, building on-site training proposals and creating solutions for other public and private investments in rural development, enabling local talents to **sell their knowledge services**.

It is an innovative way of managing local knowledge. The program prepares communities to offer continuous training to their producers/farmers with peer-to-peer learning methodologies focused on the diffusion of knowledge, exchange of experiences and theoretical and practical learning with emphasis on their applicability.

The Learning Territories Program helps community members to be recognized in the rural technical services market as WG members and technical advisors, which represents an investment of SIP in the sustainability of the program's actions, ensuring the creation of new centers and knowledge managers.



After the exchange in Colombia, technicians from IFAD projects in Brazil and other beneficiaries prepared Innovation Plans and submitted them to SIP and Procasur for evaluation, with their proposals for learning territories. After this stage, technical visits by Procasur specialists were carried out to the three territories mentioned to analyze the social density and feasibility of proposals.

Based on field work, we identified that the set of organizations in the territories, the articulation of producers' associations and potential businesses, as well as the KM actions that could be developed, would allow in the territories the leadership of a group of young people selected by associations that have shown interest in being part of the strategy.

Even in the global pandemic situation, the process of training young people and providing advice for developing LTs in Brazil has already begun. The planned activities were adapted to the online format, being carried out through online meetings and reaching a total of four territories: Bahia, Pernambuco, Paraíba and Piauí.

Since then, young managers from each state, already identified and mobilized, are part of a group of 16 young managers engaged in LTs in Brazil - 56% of them are women, 100% are young people and 18% are traditional communities. The training process has been developed since 2020, with weekly meetings that address fundamental themes for the creation **of knowledge companies** in each territory. Until June 2021, at least forty online meetings had been held with managers, promoting further development of activities and themes, such as identity, territory, communication, territorial assets, products, market, etc.

The project designed to implement the learning territories strategy was structured in eight stages. Due to the limitations imposed by the pandemic, it was necessary to redefine some actions⁴.

- Stage 1: Identification of a potential learning territory;
- Step 2: Identification of young LT managers;



- Stage 3: Training – LT strategy;
- Stage 4: Training – Identification and creation of a List of Local Talents;
- Stage 5: Training – Learning territory as a knowledge company;
- Stage 6: Training – Preparation of Communication Plans;
- Step 7: Training – Management of knowledge companies;
- Step 8: Pilot exchanges.

To integrate the participation of young people from different territories, several methodologies are being applied and tested during the training process to make it more dynamic. Currently, in addition to meetings, interactive games are being used to address the topics studied in a didactic way. The investment on gamification – using games and work activities that are not just for entertainment – has been successful and has engaged young managers in the “challenges” presented by games.

5.7 AGROECOLOGICAL NOTEBOOKS

Sexism is so deeply rooted in our society that the social and economic value of women’s labor has made invisible, to the point that, in some contexts, they have difficulty realizing the impacts of their contribution to development processes in different scales (from home to public spaces). This situation, also observed in other countries, motivated SIP to plan actions to discuss and resignify the presence of women in different spaces, and to highlight how important they are for the semi-arid region.

One of these actions was a pilot project called “Agroecological Notebooks” that was planned by the Equity and Gender Working Group with all projects and partners and financed by Semear International. The project involved almost 900 rural women living in the semi-arid region in Brazil.

The Agroecological Notebook was created by the Zona da Mata Center for Alternative Technologies (CTA/ZM), in partnership with the Women’s Movement of Zona da Mata and East of Minas, in 2011, with the objective of giving visibility to the work of female farmers. From the interaction with women from the National Articulation of Agroecology (NAA), the notebook has been implemented in other Brazilian regions.

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<https://padlet.com/Procasur/LnhadotempoTABrasil>.





In this pilot project, 879 women from five states – Bahia, Sergipe, Paraíba, Piauí and Ceará – took notes for 13 months (between September 2019 and September 2020). The notes show the power of women in production, marketing and exchange: 1,228 types of products generating around R\$ 3,214,127.81 (considering non-monetary socioeconomic relations) and an average income of R\$ 440 per month.

The use of Agroecological Notebooks allowed the identification of a silent revolution led by women in rural areas. It is a political and pedagogical instrument that highlights the women's presence in agroecology and above all their participation in family economy.

The project also emphasizes their work, which has been unrecognized, undervalued and made invisible. The technical monitoring of notebooks allowed SIP to identify their socioeconomic profile, to map the productive activities of small rural properties (fruits, vegetables, greens, vegetables, small animals) and marketing actions, exchange systems, donations, income, food security, division of domestic work and participation in the economy. The notebooks also quantify women's work by calculating the production and destination of products, and by valuing their knowledge and experiences.

With these notebooks, women have changed the perceptions of their role. The representativeness of domestic work is now discussed in their households and reveals their empowerment and participation in the economy.

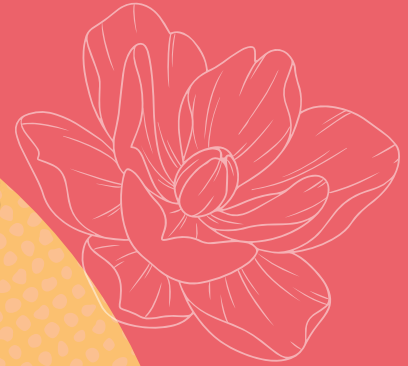


FIND OUT MORE ABOUT
**AGROECOLOGICAL
NOTEBOOKS** IN SIP
PUBLICATIONS.

The activities and actors involved are summarized in the following section:

<p>SEMEAR INTERNATIONAL PROGRAM</p>	<ul style="list-style-type: none"> □ plans with the Gender WG the implementation and use of Notebooks, approves the team structure and logistics with the CTA and mobilizes the projects; □ renders the entire structure for the training of multipliers viable and, after a year of monitoring, promotes a Regional Meeting to analyze results, monitor the application of a socioeconomic questionnaire, consolidate and spread knowledge products.
<p>CTA TECHNICAL TEAM</p>	<ul style="list-style-type: none"> □ defines schedules, budget, assignments of the right of use (pedagogical methodology and staff), trains multipliers (technicians/farmers); □ encourages updates, clears doubts, stimulates advances, monitors the social evolution of women using the tool, applies the socioeconomic questionnaire, systematizes and shares data from the notebooks.
<p>IFAD/BRAZIL PROJECTS</p>	<ul style="list-style-type: none"> □ they align details with CTA and SIP, identify and select the farmers who will be trained to use the notebooks and mobilize ATER organizations and other technicians and farmers. organize, through the M&E advisory department, all data received and forward them to the CTA team for systematization.
<p>MULTIPLIER TECHNIQUES</p>	<ul style="list-style-type: none"> □ they plan the logistics, mobilize farmers, train and monitor farmers monthly (visits, WhatsApp), send the data to the M&E team of each project and organize events.
<p>FEMALE FARMERS</p>	<ul style="list-style-type: none"> □ they participate in the training course, receive the notebook, answer the socioeconomic questionnaire (ground zero), start filling out the instrument daily, consolidate data and share experiences in meetings with other women.

6



6. SUSTAINABILITY STRATEGY AND KNOWLEDGE AVAILABILITY

The results obtained since 2017 confirm collective constructions through decision-making processes based on the Management Committee's guidelines, the creation of WGs and development of activities with different actors and partners, among others.

The processes of creation, application and diffusion of PSI knowledge, in line with the KM strategic guidelines established by IFAD and IICA, have brought about changes in the relationships between actors and in the dynamics of production and diffusion of knowledge, creating opportunities for family farmers, community organizations and young people, as well as improving technical assistance services provided by rural development agencies linked to local governments, and strengthening the skills of actors in monitoring, evaluating and managing knowledge.

Investing in the knowledge of people and organizations, adding values, encouraging meetings and connections, sharing data and connecting them to development strategies have helped to consolidate a legacy to target audiences. A KM program needs to be connected to business strategies or organizational purposes, and it only makes sense if the knowle-



dge produced is accessible to everybody. After closing a cycle of learning, now the challenge for the network of managers and partners is keeping alive the lessons and experiences of the program. It was because of this and other issues relevant to the future of this program that the SIP's Strategic Sustainability Plan was drawn up and presented to IFAD.

The SIP's Sustainability Strategy document is a commitment to the preservation of the program's legacy. This technical document presents the strategies, potential partners, tools and methods that will guarantee the continuity of the actions and results achieved by SIP with audiences and partners.

The sustainability of SIP's actions expands the objectives and guidelines of this initiative, considering that it:

- expands the use and adoption of Data.Fida by projects supported by IFAD in Brazil, Latin American and Africa;
- strengthens channels for dialogues, agendas and for the implementation of practices that drive local forces based on knowledge;
- improves the institutional capacities of technical teams;
- includes beneficiaries in the knowledge economy, creating contexts that enable financial gains by offering services associated with the KM practices of local communities;
- strengthens public policies for rural development;
- stimulates community, female, rural and youth empowerment.

The proposal aims to present strategies, possible partners, tools and methodologies that can guarantee the continuity of the actions and results achieved by SIP with audiences after the end of the program.

The sustainability strategies document defends the continuity, improvement and expansion of initiatives such as the WGs (Monitoring & Evaluation, Equity & Gender, and Communication), further development of trainings in Impact Assessment and KM, the creation of





a Virtual Library based on information from the website, consolidation of the strategy for improving the use of Data.Fida and the strengthening of dialogues, proposals and public policies aimed at social development in the regions.

Besides having a logical implementation design, with detailed objectives and results, sustainability strategies are essential for the continuity of the program (with or without a new donations) and may guarantee its feasibility and good results. The document also highlights the need to strengthen governance, especially concerning to the program's responsibilities, considering possible architectures and organizational networks capable of supporting innovations.



7



7. LESSONS LEARNED

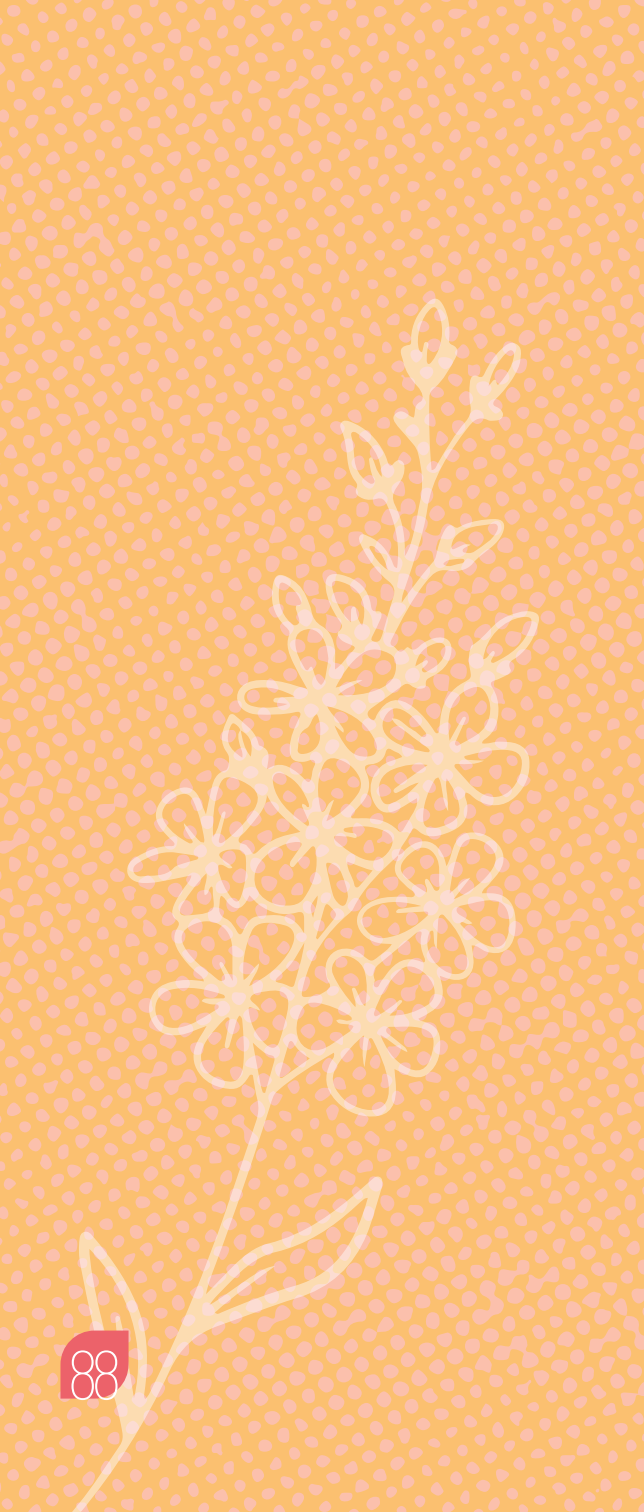
The SIP implementation allows the social transformation of life trajectories, organizations, movements, communities and territories. The knowledge generated is the main legacy of the program and its diffusion and application still stand out as the main challenges.

Dialogue and co-production are part of the SIP strategy and allow the adequate application of resources, strengthening the skills of local actors, consolidating important knowledge products and a good set of lessons learned, which can be useful for leaders who want to implement similar initiatives.

Consolidating the lessons learned from experiences is a way of planning future strategies. In this sense, considering that all the lessons learned must be documented throughout the phases of the project (initiation, planning, monitoring and controlling, execution and closing) and must become a knowledge base to support the organization in decision-making processes, SIP presents, in this section, the network of lessons that improved the implementation of actions.

For Fukunaga and Lima (2019), a lesson learned is knowledge acquired through experience, which is captured, recorded, analyzed and shared. For the authors, avoiding the recurrence of negative or unsuccessful cases and applying this knowledge future situations – positive or successful cases – are the main objectives of this KM practice.





It has to be stressed that lessons learned are deviations identified in the trajectory of a project (program or policy) in relation to what was initially planned. Mapping, capturing, analyzing and recording how such deviations caused the concrete situation is an important mission for KM workers.

Here we list the lessons, subdivided into dimensions, accumulated throughout the PSI's journey:

7.1 PEOPLE

- The size of the initial team must be compatible with the number of activities, and the coordinator/manager must participate in the selection process of the team that will be under his or her supervision - at the same time, they need to hire the members;
- Consolidating a set of responsibilities to distribute the power among KM teams prevents the duplication of deliveries and strengthens co-responsibility in the management of processes;
- Avoid the duplication of different functions in a single position.

7.2 PROCESSES

- The selection processes for team composition in programs such as SIP must require from professionals' specific skills and qualifications in the field of KM. This gap generally requires from professionals a higher qualification in the field to understand a specific vocabulary and set of practices, as they need to face challenges imposed by the program's management instruments;
- Carrying out a market study, defining fair pricing rules, being clear about the professional profiles and the expected products were the main factors for a successful selection process and quality deliveries. It is essential that the processes be supported/followed up by specialists in the area to ensure better choices;
- The procedure applied to the hiring of employees, adopted by IICA and IFAD, can

be an alternative for a dynamic management based on cost-effectiveness. The efficiency of defining knowledge demands and offers tends to increase with active listening and decisions in participatory contexts (discussion forums, specialized networks, groups, etc.);

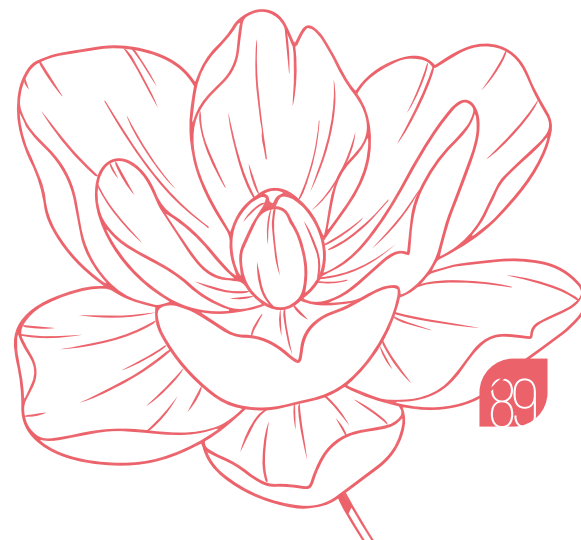
- Knowing the real interests of the beneficiaries is an important condition for the success of the KM and PSI practices, which has consulted the Management Committee and technicians and of WGs to define the demands for knowledge presented by beneficiaries as a guideline for actions.

7.3 INFRASTRUCTURE AND TECHNOLOGY

- Medium and large sized projects and programs require multiple hirings; therefore, consultants are considered strategic partners for good results. They contribute with their expertise in the work undertaken by the SIP's PMU;
- Having a good content storage infrastructure linked to robust databases improves the search processes and, consequently, the management of knowledge products;
- Technological devices must be supported by well-designed management processes, with clear responsibilities and resulting from a planned delegation process, which facilitates control and the availability of knowledge to the public through a set of permissions according to functions.

7.4 GOVERNANCE

- To strengthen governance and workflow and the support structure offered by IICA (well-structured processes, bidding and contracting committees, accounting, management systems, archiving, legal support, experts) was essential for the work conducted by a small team;
- SIP consolidated WGs as a key communication channel for conflict resolution, relationships, engagement with projects, and involved actors in the preparation of proposals (identification of knowledge demands, target audience, etc.);



- KM has been progressively integrated into the projects supported by IFAD. The result was a process of continuing education and qualified information for assertive actions, the production of relevant content, implementation of communication processes aligned with the projects, generators of engagement and continuous improvement;
- The main strategy of SIP to achieve the expected results, considering its small team, was the partnerships in different spheres (civil society organization, governments, higher education institutions) and the adoption of a community logic, considering knowledge and the optimization of resources as integrating elements of personal and interorganizational relationships.

7.5 COMMUNICATION

- Structuring a Strategic Communication Plan and KM practices increased the reach and visibility of Semear International, as well as of the other projects supported by IFAD in Brazil. The plan improved internal and external communication, evidenced the positive impacts of the program's actions, and legitimized the knowledge products linked to social contexts, family farming, global agendas, local governments and other priority groups of the projects (women, youth, etc.);
- Every KM initiative must be based on a very well-structured diffusion strategy, and planning communication advisory services ensures a deeper connection with the projects. Moreover, sharing information on different channels (website, social and print media) and in other languages (images, videos, audiovisual, books, agroecological notebooks, press articles, etc.) have been engaging internal and external audiences with the program;
- Recognizing the important role of the SIP's audiences and encouraging them to lead innovation processes, establishing agendas for community development, producing social content in line with cultural identities and global trends were key elements to ensure public engagement and the participation in knowledge production.

7.6 KNOWLEDGE FLOWS

■ CREATION

- KM products should incorporate different languages (text, graphic design, video and audio), should be accessible and create other contexts where the practices could be replicated.
- Planning activities in close relations with projects and technical teams.

■ APPLICATION

- Training in specific KM topics should be offered to the teams and beneficiaries of programs and projects.
- The application of KM products needs a flexible design management system, with goals aligned with strategies and governance.

■ RETENÇÃO

- The strategies of actions must be systematized (exchanges/reports) to consolidate the organizational legacy.
- Best practices and lessons from the program should be constantly evaluated (internally and externally).

■ TRANSFER

- Monitoring and evaluating learning after the program are fundamental requirements to improve decision-making processes and future deliveries;
- Strengthening KM teams of the projects and encourage the creation of knowledge management centers to reduce their dependence on KM support programs, ensuring the sustainability and the exchange of knowledge between projects and partners, and the adoption of a KM culture among rural development projects;
- Developing partnerships and sustainability strategies will also guarantee the availability of the knowledge produced by SIP for target audiences benefiting from the program.









8. FINAL CONSIDERATIONS

Systematizing is building the memory of a local development experience, disseminating knowledge (lessons and teachings), encouraging the exchange and confrontation of ideas, and contributing to integrate different views of social intervention processes. (Milani, 2005, p. 11)

Since 2017, SIP has implemented a KM model that recognizes and values the knowledge of rural populations living in the semi-arid region of Northeastern Brazil.

Over five years, SIP has articulated and integrated management practices to improve the capacities of local governments concerning monitoring and evaluation, gender and equity, communication, commercialization and access to markets. The program developed collection and systematization instruments, built and validated metrics and indicators (qualitative and quantitative), besides reinforcing its governance through participatory management and investments in software technologies to protect information and optimize knowledge flows.

Through national and international exchanges, workshops and trainings, the program disseminated good rural practices managed by family farmers, who also found in the access,





production and diffusion of knowledge an alternative to create a prosperous future.

PSI recognizes and values the power of youth in the territories, gives visibility to the strength and contributions of women to the economy and to the food security of their families and communities. With a network of partners, it has consolidated studies and publications on topics of public relevance, aiming to contribute to social discussions and public policies aimed at improving the living conditions of rural populations.

The ability to dialogue with different audiences, to align and contextualize KM guidelines with target audiences allowed SIP to consolidate products, such as Data.Fida and the strategic agenda of South-South Cooperation, which are part of the legacy built by the program and the fundamental pillars for its internationalization and, above all, for its sustainability strategies.

Throughout its experience, SIP has created a special KM reference model that can inspire other projects and encourage actors and networks to create and expand opportunities for young people, women, farmers, and socially disadvantaged audiences, so they can be inserted in productive activities that have knowledge as a way of emancipation and collective development.



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10. ANNEXES



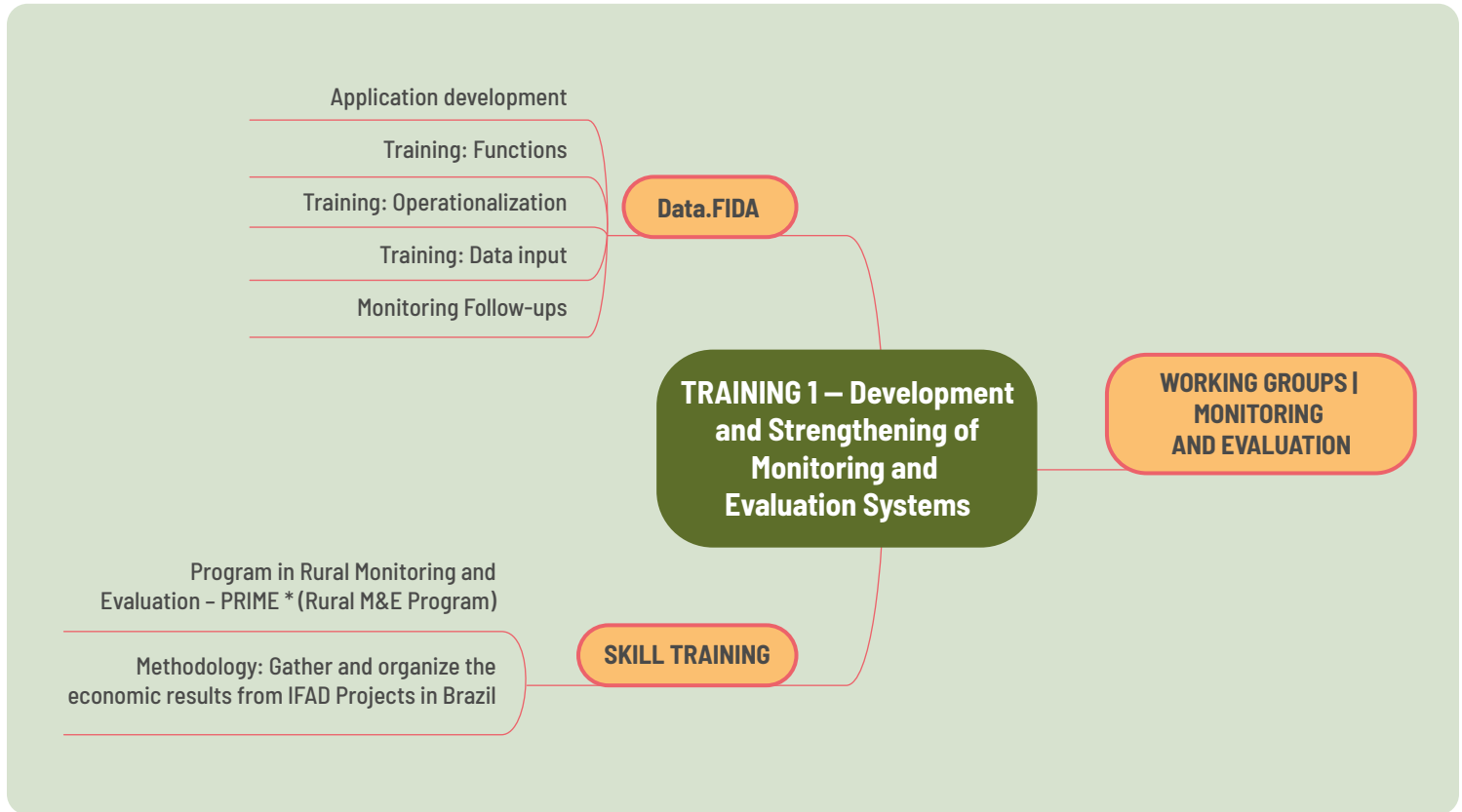
ANNEX I – EXCHANGES

- Innovations in Public Policies of Rural development linked to FA in Latin America;
- Rural Youth – Training for Facilitators in Social Management, Leadership, Organization and Rural Youth Entrepreneurship in the State of Piauí, Brazil;
- Slow Food eco-gastronomy for young people of IFAD projects in Brazil;
- Access to markets;
- Training in the systematization of experiences;
- II Forum of young people living in the Brazilian Semi-arid;
- Rural tourism:
- South-South Cooperation in Family Agriculture – Brazil and Mozambique;
- Local Talents (Fair) – Mozambique/Procasur;
- PROCASUR – Bolivia's Climate Change Route;
- Knowledge in the Semi-Arid Region of LA – Access to Natural Resources and Participatory Mapping – The Chaco Tri-national initiative;
- Exchange of Knowledge in the Semi-Arid Region of AL – Training in Participatory Mapping;
- International Summit of Young Entrepreneurs – Cameroon/Procasur;
- IFAD Mercosur – Global Meeting of the Farmers' Forum
- Learning Territories – Colombia/Procasur;
- Knowledge in the Semi-arid Latin America – Youth and Agroecology;
- IFAD Rural Leaders and Managers Meeting;
- Brazil x Mexico: Agroforestry Systems;
- Ideas and knowledge on Sustainability Strategies for projects and programs supported by IFAD in Brazil and Mexico;
- Good Knowledge Management Practices between projects and programs supported by IFAD..

ANNEX II – TRAININGS

- CMarket Access Training;
- Training of marketing agents with focus on Family Farming;
- M&E training for the technical teams of IFAD Projects for the use of Data.FIDA;
- Cooperativism course focused on developing/strengthening the skills of technicians from IFAD projects in Brazil, responsible for advising agricultural cooperatives;
- Workshop for Presentation of the Methodology, Collection and Systematization of Economic Results of IFAD Projects in Brazil, which was conceived with the purpose of qualifying M&E technicians of all projects supported by IFAD, representatives of institutions such as IICA, UFBA, University of Brasília (UnB), Rede Ater Nordeste ASPTA – Family Agriculture and Agroecology and Centro Sabiá to implement actions focused on evaluation and thus show the results;
- Training in Participatory Mapping, part of the Exchange of Knowledge between the Semi-arid Regions of Latin America;
- Training in Knowledge Management involving sixty participants, including technicians from the Dom Távora, Viva o Semiárido, Paulo Freire, Dom Helder Câmara II, Pró-Semiárido and Procasa projects, as well as members of the International Fund for Agricultural Development (IFAD) and the Inter-American Institute for Cooperation on Agriculture (IICA);
- Training in Impact Evaluation (PRIME Impact Evaluation) with focus on rural development;
- Training in Capitalization of Experiences for Greater Impact on Rural Development.

ANNEX III – MAPS WITH THE KM STRATEGIES ADOPTED BY SIP



**TRAINING 2 –
KNOWLEDGE MANAGEMENT
AND COMMUNICATION**

MEETINGS

- IV National Meeting on Agroecology
- II Meeting of Rural Youth from the Semi-arid Region
- XI Brazilian Congress on Agroecology
- Vamos Subir a Serra (Let us Climb the Mountain) – Zumbi dos Palmares
- Gastrothursday – from the backyard to the table (book launch)

ONLINE INTERVIEW

- ASCOBETÂNIA
- Secretary Of Agrarian Development in the state of Ceará (Paulo Freire Project)
- Gender, race/Ethnicity and the Pró-Semiárido Project (Bahia)
- Gastronomy as a key element in the daily life of rural families
- Technical advisory for family farmers during the pandemic
- The Dom Távora Project and its main activities in family agriculture in the state of Sergipe
- The impact of the International Fund for Agricultural Development, its presence in Brazil and Latin America, and its place within the UN system
- Family Agriculture in Mozambique: practices, impacts and challenges
- The Inter-American Institute for Cooperation on Agriculture (IICA) in Brazil: history and challenges during and after the pandemic
- PROCASE actions in the state of Paraíba
- Agroecology empowering rural women
- Ecogastronomy
- Impact evaluation, especially in projects of rural development
- The anti-racist struggle, its challenges and possibilities of cohabiting the semiárid

Strengthening Chains or Local Productive Arrangements

- Honey Road
- Lamb Road

Working group: Equality and Gender

- Constitution
- Meetings
- Strategic Plan

Capacitaciones y Talleres

- Estrategias para dinamizar la cadena productiva de la ganadería ovina y caprina en el territorio del Alto Sertão Alagoas
- Formación de agentes de comercialización centrada en la AF
- Comercialización de productos artesanales
- Fotografía
- Gestión del conocimiento
- Estudios culturales y Antropológicos

Exchange Programs

- Innovations in Public Policies for Rural Development related to Family Agriculture in Latin America
- Training of Social Management, Leadership, Organization, and Rural Youth Entrepreneurship Facilitators
- Market access
- Training in Experience Systematization
- Rural Tourism
- From Brazil to Africa – Dissemination of Agroecological Notebooks: a successful experience in Brazil's IFAD projects
- Eco-gastronomy Slow Food for the youth

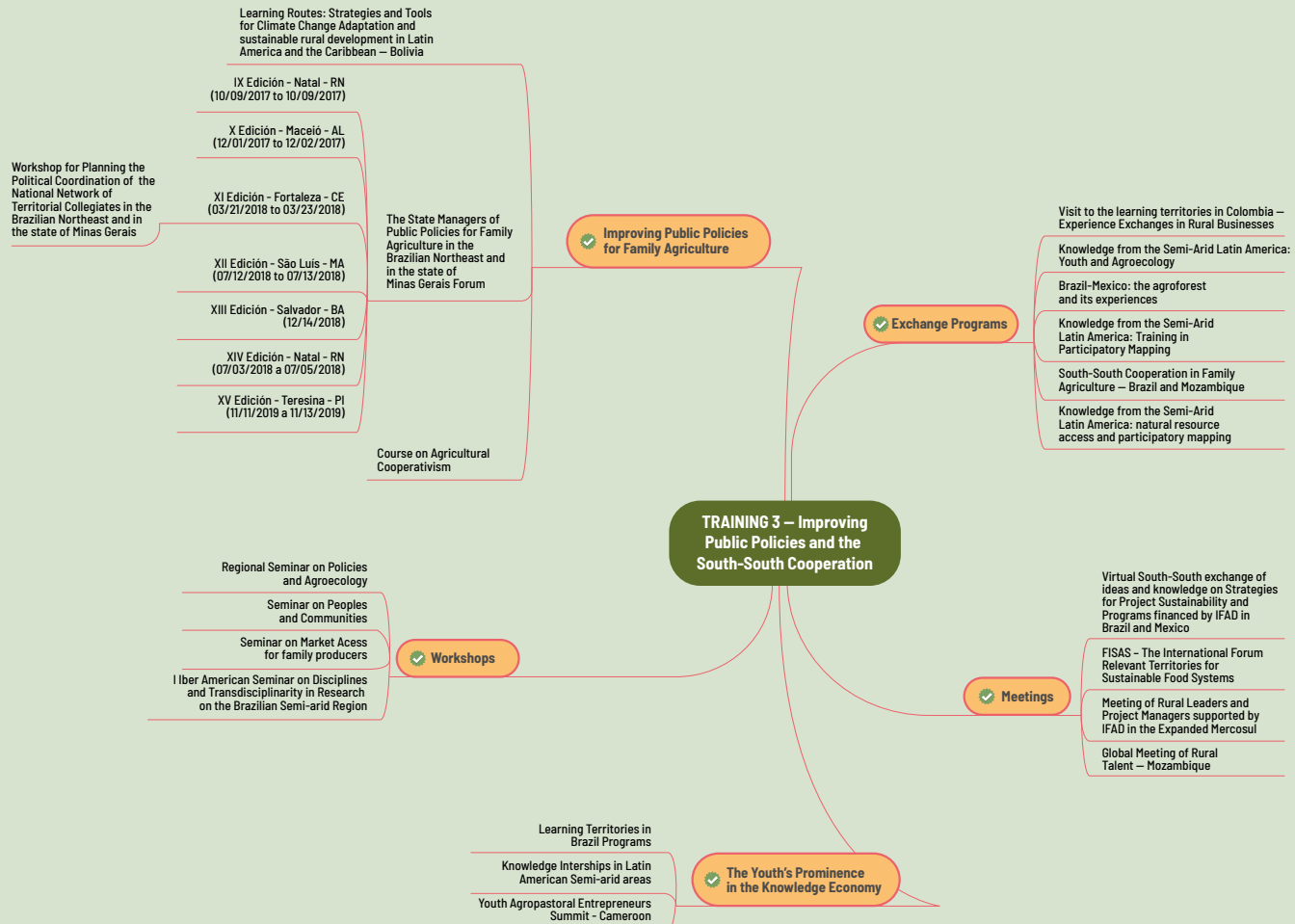
Workshops

- Agroecological Notebooks training in projects supported by AFID in Brazil
- State workshops on Agroecological Note books
- Regional workshops on the results of agroecological notebooks – first semester
- The impact of Covid-19 on agri-food systems in the Brazilian Northeast Workshop

Semear International Journalism Award

Meetings with Strategic Partners

- Management meeting institutional purchases – Ministry of Citizenship



LESSONS, CHALLENGES AND OPPORTUNITIES:

MEET THE CHALLENGES OF CLIMATE CHANGE

KNOWLEDGE MANAGEMENT IS ESSENTIAL IN AREAS MOST VULNERABLE TO CLIMATE EFFECTS

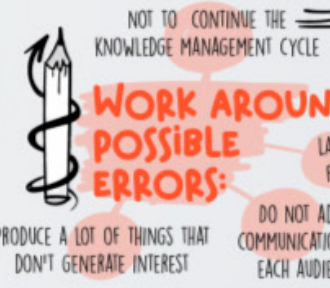


TO UPDATE DOUBTS IN ORDER TO IMPROVE THE CONTENT

EVIDENCE-BASED DECISION-MAKING CULTURE

APPLICATION OF STANDARDIZED QUESTIONNAIRES

THE KNOWLEDGE MANAGEMENT SHOULD BE SYSTEMATIC AND INTEGRATED THROUGHOUT THE CYCLE OF EXPERIENCE



PROTAGONISM AND PARTICIPATION IN ALL STAGES

MONITORING AND EVALUATING LEARNINGS IN ORDER TO IMPROVE DECISION-MAKING PROCESSES

TO ORGANIZE PROCESSES TO AVOID STARTING "FROM SCRATCH"

CONTINUOUS OPERATIONALIZATION OF KNOWLEDGE MANAGEMENT

THINK LOCALLY AND ACT GLOBALLY

LEARNING CIRCLES TO EXCHANGE KNOWLEDGE IN A HORIZONTAL WAY

CREATING PODCASTS TO CONTINUE CONVERSATIONS DURING THE PANDEMIC

WORKING GROUPS ARE IMPORTANT COMMUNICATION

COMMUNITIES OF PRACTICE MEETINGS TO DISCUSS THE DAILY DOING AND THE FEELING

INVOLVE BENEFICIARIES IN SYSTEMATIZATION

WIDE DISSEMINATION OF WHAT WAS BUILT

EXCHANGE OF EXPERIENCES IN KNOWLEDGE MANAGEMENT

STRATEGIES AND GOOD PRACTICES FOR RURAL DEVELOPMENT



- HOW?**
- CAPABILITIES
 - INVESTMENTS
 - TECHNICAL ASSISTANCE
 - CONTENT
- WHAT?**
- INDIVIDUAL AND ORGANIZATIONAL CAPABILITIES
 - PRODUCTIVE AND COMMUNITY DEVELOPMENT
- WHO?**
- RURAL FARMERS
 - PEOPLE OF THE SEMI-ARID

THE PANDEMIC STRENGTHENED PARTNERSHIPS

IT IS POSSIBLE TO ADAPT SOME ACTIONS FOR HYBRID MODELS



WHAT KIND OF KNOWLEDGE THE AUDIENCE SEEKS?

SYSTEMATIZATION OF EXPERIENCES

TO CONSOLIDATE ORGANIZATIONAL MEMORY

- STRENGTHENS
- ENGAGES
- LEVELS CONCEPTS

IFAD PROJECTS:

- #1 TO CAPTURE AND RECORD WHAT HAS BEEN DONE SO FAR
- #2 TO DISSEMINATE CONTENT ON RURAL DEVELOPMENT
- #3 TO CAPTURE AND RECORD LESSONS LEARNED AND GOOD MANAGEMENT AND EXECUTION
- #4 THE PRODUCTION OF STUDIES AND RESEARCH TO FORMULATE POLICIES AND SUPPORT INVESTMENT

TO SHARE EXPERIENCES

SO THAT OTHERS CAN USE THEM



STRATEGIES AND BEST PRACTICES:

LISTENING AND STRENGTHENING CHANNELS OF DIALOGUE AND WORKING GROUPS



IDENTIFICATION, SYSTEMATIZATION AND DISSEMINATION OF GOOD PRACTICES TO FACE THE POVERTY

PARTNERSHIP WITH KEY ACTORS FOR IMPLEMENTING ACTIONS

SCALABILITY AND SUSTAINABILITY OF THE KNOWLEDGE MANAGEMENT PRODUCTS

COMMUNICATION CHANNELS

AND PROPER FORMATS FOR EACH INTEREST GROUP



PRESERVATION, REGISTRATION AND DISSEMINATION OF THE KNOWLEDGE THROUGH DATABASES, DATA.FIDA SYSTEM, PUBLICATIONS AND EVENTS

INTEGRATED COMMUNICATION INTERNAL + EXTERNAL, REACHING DIFFERENT STAKEHOLDERS



CROSS MEDIA: THE MESSAGE MUST BE UNIFIED

JOURNALISM AWARD

STRENGTHENING THE RELATIONSHIP WITH THE PRESS, BRINGING VISIBILITY TO THE SEMI-ARID

LEARNING TERRITORIES YOUNG PEOPLE RECOGNIZED AS PAID SUPPLIERS OF KNOWLEDGE MANAGEMENT SERVICES



AGROECOLOGICAL LOGBOOK POLITICAL AND PEDAGOGICAL INSTRUMENT FOR RECORDING CONSUMPTION, EXCHANGE AND SALE

UNDERSTANDING THE SCENARIO FOR ACTION PLANNING



This work was composed in typographies of the Barlow Semi Condensed family,
for the Semear Internacional Program from September to December 2021.



Investindo nas populações rurais



SEMear
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