



WWP Activity Report

2013–2017



WWP

WORLD WITHOUT POVERTY
BRAZIL LEARNING INITIATIVE

The Brazil Learning Initiative for a World without Poverty (WWP) was the result of a cooperative effort formalised in 2013 among the Ministry of Social Development (MDS) – the former Ministry of Social Development and the Fight Against Hunger – the Institute for Applied Economic Research (Ipea), the International Policy Centre for Inclusive Growth (IPC-IG) of the United Nations Development Programme (UNDP), and the World Bank. Access the WWP portal: <www.wwp.org.br/en>.





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1. Introduction

Over recent decades, an increasing number of developing countries have started to develop social policies and programmes, such as cash transfers, aiming to contribute to the eradication of poverty, food insecurity and vulnerabilities. Some have been inspired by Brazilian achievements.

The halving of extreme poverty since the early 2000s, which lifted millions of Brazilians out of situations of deprivation in a relatively short period, drew the world's attention to the pioneering design and implementation features of innovative Brazilian social programmes, with *Bolsa Família* the most prominent example.

Against this background, requests to the Brazilian government for international technical cooperation initiatives and the organisation of study tours and technical missions have grown steadily. In a single year, for instance, the Brazilian Ministry of Social Development received requests from 136 delegations to organise technical missions. This scenario prompted the Brazilian government to better discuss and share its social policy

models worldwide. The systematisation of structured and easy-to-understand briefings and reports about a wide range of recently launched policies such as *Bolsa Família* and the *Cadastro Único*, as well as its timely availability, became a real necessity.

The Brazil Learning Initiative for a World without Poverty (WWP) was created in 2013, precisely to share Brazilian experiences regarding the details of the design and implementation of its policies and to connect its practitioners to the global dialogue, developing their own capacities to deliver social programmes. By gathering well-known institutions' expertise in a Memorandum of Understanding (MoU)¹ and resourced with a Trust Fund from the World Bank (IDF n. TF016605), this project became reality, to be fully told by this report.

The World Bank, through the Institutional Development Fund (IDF), awards grants to address key challenges in the area of social policy (including productive inclusion and

social assistance) across sub-national entities in Brazil and to strengthen the government's capacity to fulfil its goals of promoting systematic learning and innovation in Brazil as well as effective knowledge sharing with other countries.

The IDF No. TF016605, totaling USD600,000, was awarded to the MDS and administered by IPC-IG/UNDP.

The content of the following pages goes beyond transparency and accountability; it is meant as an additional source of international policy inspiration to address the implementation gap. Nevertheless, the focus of this report is more on WWP's inter-institutional arrangements, and on the cooperation possibilities it has created to foster international development through knowledge production and sharing practices between Brazil and other countries.

After four years (2013–2017) of technical and financial support from its partners, WWP became an inspiring knowledge resource for policymakers, practitioners and implementers. The initiative's publications were downloaded

more than 250,000 times by people all over the world.

Given that success, WWP's products will remain accessible worldwide through its own website <wwp.org.br>, which will be managed by the Ministry of Social Development.

The content will also be available on the socialprotection.org platform in the WWP Community.²

Its case studies are available in a case study library at the Brazilian National School of Public Administration (ENAP) <www.enap.gov.br/casoteca> in English, French, Portuguese and Spanish.

The remainder of the report is organised as follows. Section 2 reveals the project's background, in the context of wider South–South cooperation. Section 3 explains what the project does, its partners and main results, as well as the main features of its products. Section 4 provides a detailed description of how it is all done, including the roles of its partners, committees and permanent teams, the procedures and flowcharts followed, and its audience-related activities.

There are two sections presenting WWP's outcomes: one dedicated to knowledge production, and the other to knowledge-sharing activities. Section 7 is dedicated to presenting all the surveys and evaluations undertaken using samples of the thousands of potential and actual users, showing the importance given to the audience of the initiative.

The final section offers some reflections on the project. As annexes, the reader will find the MoU and its amendments, as well as WWP's Internal Bylaws and a list of everyone who shared with us the ideals of cooperation and knowledge dissemination in the name of better ways to end poverty.

1. Signed in March 2013 by the Brazilian Ministry of Social Development, the Brazilian Institute for Applied Economic Research (Ipea), the United Nations Development Programme (UNDP) and the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA), collectively the World Bank.

2. Available at: <socialprotection.org/connect/communities/brazil-learning-initiative-world-without-poverty-wwp>.



2.

Context

In recent years, the idea of a world without poverty started to be considered an achievable goal. The global anti-poverty movement produced by Millennium Development Goals (MDGs) became stronger and wider, with the Sustainable Development Goals (SDGs) committing world leaders to multiple ways of addressing the many dimensions of poverty and inequality. The MDGs were essential as pathways not only to boost social protection but also to establish the principle that, once engaged, all important world priorities would be vigorously pursued, by sharing the same will, and through diverse practices and means of implementation.

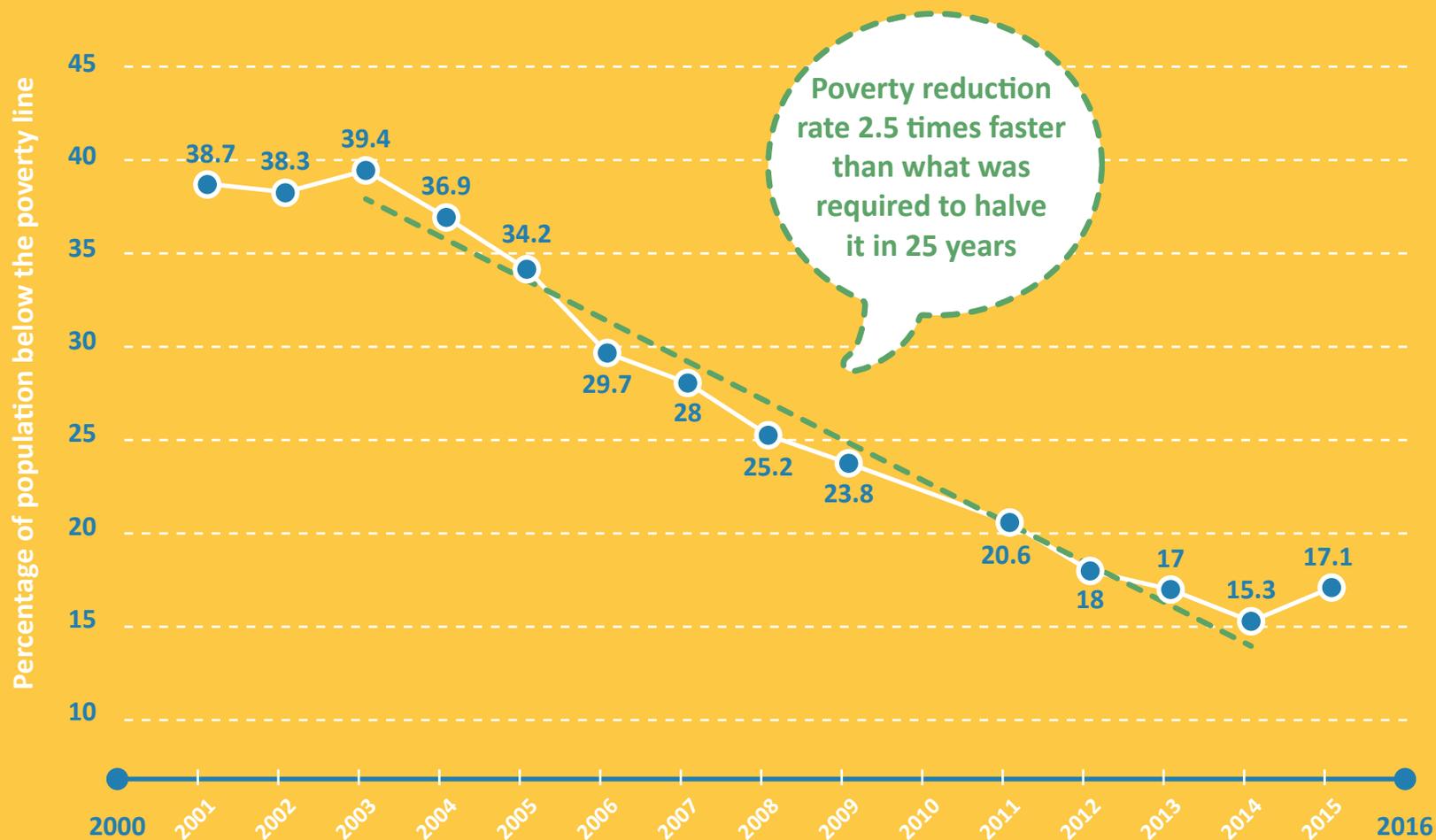
A vital objective targeted by the MDGs and strengthened by the SDGs is reflected in the goal to end poverty in all its forms everywhere and to promote equality among regions and countries. Beyond the transfer of knowledge among developed and less developed countries, this decade and a half of a global development agenda has revealed the importance of sharing experiences among developing

countries. Despite many cultural and geographical differences, South–South cooperation has showed the world that the similarities in terms of social challenges and contexts can truly lead to efficient exchanges, with unseen potential.

Brazil is a ‘late-comer’ in terms of welfare policies. However, the continued response to poverty over recent decades has inspired many other developing countries dealing with similar institutional, political and cultural contexts. In 10 years the proportion of poor people in the country’s total population decreased from 39.4 per cent in 2003 to 17.0 per cent in 2013. The poverty reduction achieved created interest in Brazilian social protection programmes, which evolved not just in budgetary terms but also theoretically and technically, with a key role played by delivering social programmes.

The role of the Ministry of Social Development in this success was key. The inter-sectoral coordination mechanisms, integrating education, health, social protection

Figure 1. Evolution of Poverty in Brazil, 2001-2015



Source: Paes de Barros et al. (2017).³

and productive inclusion actions, resulted in more adequate and integrated strategies to address the various and interrelated dimensions of poverty.

To foster the exchange processes naturally derived from these kinds of experience, WWP was created in 2013. The launch of WWP was directly sponsored by the president

of the World Bank Group, Jim Yong Kim, which certainly gave the project the needed institutional support and international audience.⁴ The initiative seeks to stimulate the exchange of implementation practices by offering opportunities for peer-to-peer learning and a well-organised virtual space for leading social policymakers and practitioners to debate social problems and the ways to end poverty.

3. Available at <<https://wwp.org.br/wp-content/uploads/Presentation-Paes-de-Barros-IAS-Insper-End-Poverty-Day-Oct-17-2017.pdf>>.

4. See Jim Yong Kim's opinion article: 'Brazil's Contribution to a World Free of Poverty', 24 March 2014, <www.worldbank.org/en/news/opinion/2014/03/24/brazil-contribution-world-without-poverty>.



3. Who we are?

WWP was established in March 2013 as a partnership between the Ministry of Social Development, the Institute for Applied Economic Research (Ipea), the International Policy Centre for Inclusive Growth of the United Nations Development Programme (IPC-IG/UNDP) and the World Bank. WWP is part of a global effort by the World Bank and partner countries to use a ‘Science of Delivery’ approach to more systematically capture knowledge about the implementation and results of government programmes and disseminate experiences both nationally and internationally.

WWP supports and encourages a rigorous approach to capturing knowledge about the implementation and results of social programmes and promoting knowledge exchange both nationally and internationally. The initiative brings together partners’ expertise on ending poverty and promoting human development to foster peer-to-peer learning and knowledge-sharing, focusing on the ‘know-how’ of delivery systems and programme implementation.

Thus, its technical contents are expressed as: 1) more profound case studies, emphasising the details of social policies and, most important, their implementation challenges; 2) detailed programme sheets and policy reports, providing in-depth information about policies to other implementers; and 3) more schematic summary sheets, presenting the broader features in a two-page publication.

Moreover, WWP produces videos aiming to illustrate to a broader audience the experiences of the stakeholders involved and giving voice to beneficiaries. By supporting international seminars and webinars, the initiative also stimulates dialogue among different countries. It is a two-way knowledge-sharing path. In one direction, it enables Latin Americans, Africans and many others to learn from the pioneering experience of Brazilian policies such as *Bolsa Família* and the *Cadastro Único*. In the other direction, it presents other realities to Brazilian policymakers, broadening their perspectives on future challenges and giving them diverse insights about different contexts, frequently a very good way to transform their own reality.

WWP webinars were accessible knowledge-sharing tools that involved many partners. They were important opportunities to gather policymakers or implementers in a very dynamic and cost-effective way. These events offered the wider audience the chance to learn about and discuss very important aspects of delivering social programmes.

In its almost four-year history, WWP has published 80 knowledge products about almost 30 different Brazilian social policies. Since these products are published in four languages, this adds up to 300 documents organised in a very concise and structured manner.

By providing all its content in four different languages (English, French, Portuguese and Spanish), WWP is one of the most accessible platforms on social policies worldwide, helping a large number of policymakers and administrators, in addition to researchers and the more general public.



80 publications translated into four languages



39 ▶

exclusive videos on social protection

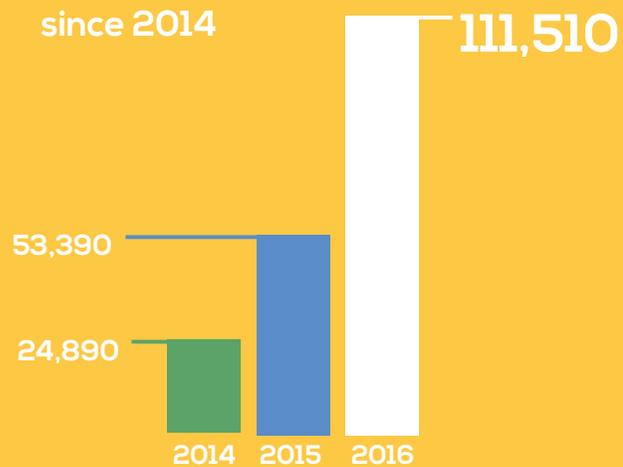
over **250,000** publications downloaded from **184** countries



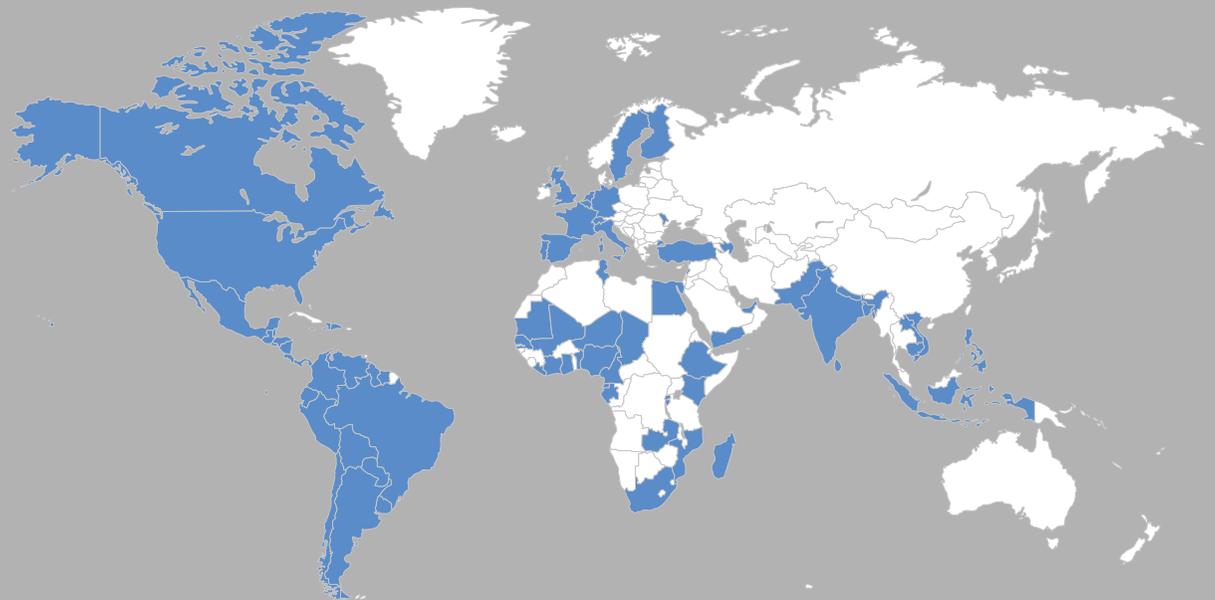
annual readership growth over

100%

since 2014



knowledge exchange with audiences from **76** countries





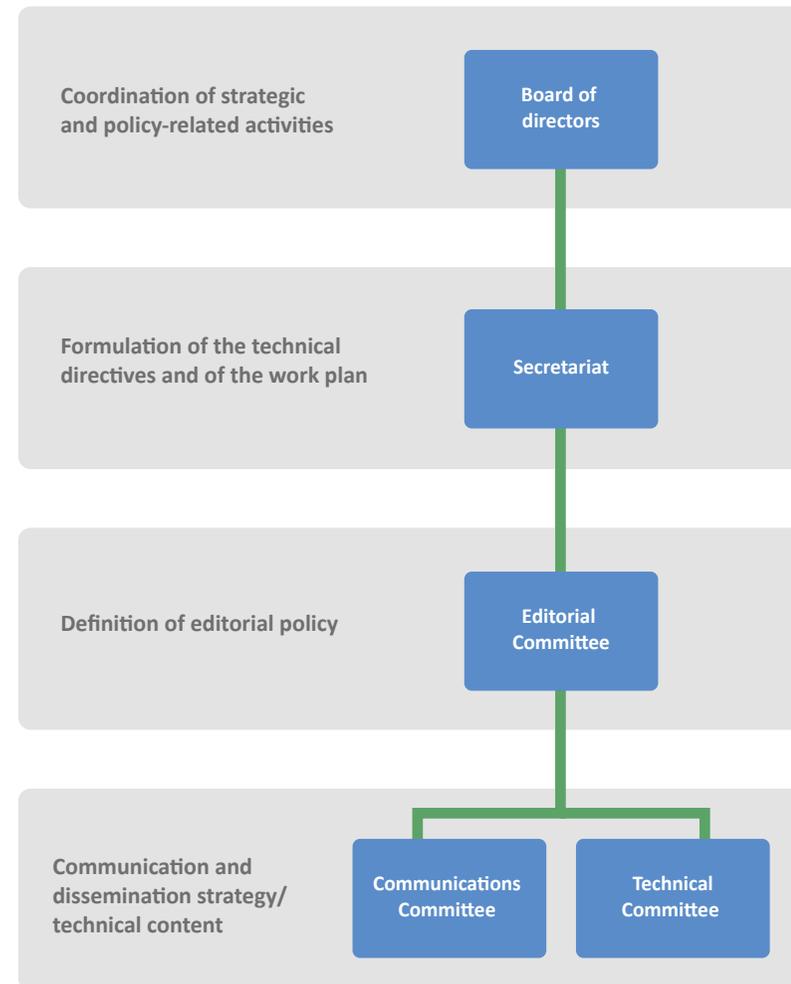
4. How do we work?

As in every fruitful partnership, WWP builds on each partner's expertise, resulting in a lot more than a simple knowledge-sharing platform. Indeed, the platform is just the main outcome of wider teamwork, with the systematic dialogue a result of an inter-organisational structure.

The work developed by the initiative is the result of a structured workflow, based on a mutually agreed work plan adopted by the partners, and on a governance structure based on different committees, which plan, debate and approve all activities. The work of the WWP's dedicated team, comprising a full-time operations and project officer, a communications assistant and a researcher, was extremely important to ensure the timely execution of the agreed work plan according to agreed administrative procedures. Without their work, we would not have reached an audience of a quarter of a million people around the world.

The hiring and maintenance of a dedicated team, as well as the implementation of all activities not financed by

Figure 2. WWP's governance



WWP institutions (videos, events, consultants, website, etc.) was made possible by a financial contribution from the World Bank, entitled IDF Grant No. TF016605, of a total amount of USD600,000 to be spent from March 2015 to December 2017. In addition, the allocation of additional resources from all partners was made through activities related to the design, revision and knowledge production performed by their own means and their own staff allocated to carry out the activities. Finally, and mostly important, without the relentless support and commitment of all members of the institutions that formed the WWP and actively worked towards the initiative's goals, the results and impacts achieved would not be as considerable as they are.

To establish the routines and roles of each staff member and partner, WWP's workflows and the committees' activities, complete Internal Bylaws were jointly defined and followed during the entire life of the project (see Annex II). The Bylaws required all partners to agree to move forward and develop the activities.

The World Bank has embraced WWP as one of its various action pathways for promoting social development and contributing to the longer-term goal of eradicating extreme poverty in the world. Thanks to the expertise of Ipea and the IPC-IG, WWP has been able to count on the support of two of the best think tanks, respectively, on Brazilian development and on worldwide social policy issues. These partners gave the technical inputs necessary to share WWP's content with other contexts, and to define the best selection of the policies and issues to be developed and widely disseminated. In addition, the IPC-IG provided the administrative support necessary to hire the WWP team and to manage the funds under the auspices of the UNDP structure.

The Brazilian Ministry of Social Development was the main source of much of the policy-related knowledge gathered and disseminated by WWP. The content and layout of many of the publications were produced directly by the Ministry, providing an important contribution to some complex and costly activities. The Ministry also played a

very important role in all kinds of definitions and decisions related to its content. Since its launch, WWP has been an important asset in the Ministry's international cooperation. It has facilitated the dissemination of knowledge regarding the policies implemented by the Ministry and has helped the Ministry meet the great demand from developing countries for the exchange of information and experiences.

All the partners played a very important role in disseminating the WWP's knowledge products and initiatives worldwide, in particular by sharing their content on their communications and social media channels.

In addition, Brazilian government officials played a pivotal role in producing WWP's first versions of the more detailed papers, the summaries and the programme sheets. Their authorship and their oversight of final versions of all documents were crucial to make WWP's content sufficiently detailed and to reliably and clearly express a unique perspective, as it includes their most important challenges.

That shared authorship is what makes WWP's content useful to thousands of policy-related officials all around the world.

Finally, it is important to mention the most important stakeholders of all: WWP's readers. They helped us plan the best content based on their real needs, by accessing the platform's contents and reading its knowledge products almost 300,000 times over the past years and by answering surveys. WWP conducted seven surveys and evaluations with its target audience, which resulted in a client-driven platform and is probably one of the reasons for its continued growth in readership of over 100 per cent each year since its launch.

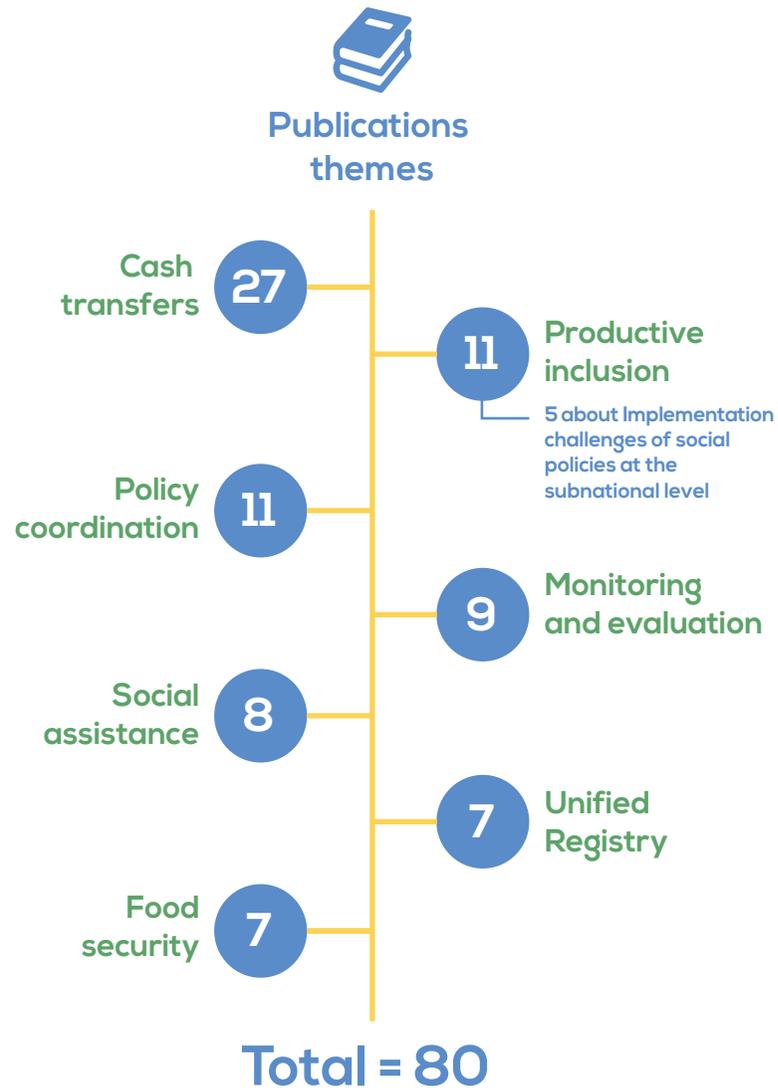
The next two sections illustrate WWP's outputs— Output 1: knowledge production and Output 2: knowledge-sharing—giving readers a complete view of what was produced, its topics and formats, as well as the ways of sharing them worldwide.



5.

Output 1:

Knowledge production



Knowledge production was key to documenting the 'how to' of the Brazilian experience in social protection. WWP's documentation of social protection policies highlights many development challenges, both in terms of coordination of social policy and the organisation and delivery of specific programmes. The process within the WWP has been fundamental to building a general sense of ownership among its member institutions. As every institution is represented in the various committees of the initiative, all products must go through comprehensive revision in terms of technical inputs. In this sense, while the Technical Committee is mainly responsible for the elaboration of the products, the Editorial Committee validates and approves the editorial line. Simultaneously, the Communications Committee is responsible for proposing and approving the communication outputs and dissemination strategies of such products. This inter-institutional workflow has proven to be decisive for the results and impact achieved by WWP.

Between March 2014 and December 2017, WWP produced 80 technical papers and released 39 videos, in different sizes, formats and structures, reaching various segments of its target audience.

WWP's written knowledge products fall into three main categories:

- **Summary sheets:** Divided into topics, summary sheets organise the content about social programmes and policies for immediate comprehension by the reader and are an excellent point of entry to each subject addressed.
- **Articles:** Varying in length from three to ten pages, these articles are designed to clarify and deepen knowledge on specific topics of programmes such as *Bolsa Família* or the *Cadastro Único*.
- **Case studies:** Ranging from 20 to 30 pages, our case studies use the Science of Delivery

methodology to produce more practical and consistent results that facilitate the exchange of experiences by using a common methodology and taxonomy. The studies provide detailed information and more profound knowledge about implementation challenges at the local level.

Publications

To facilitate access to our 80 publications, they have been divided into seven thematic axes. Structured according to Brazil's strengths in the area of social protection and to the topics most researched by the international community, WWP's summary sheets and articles are categorised as follows:

Unified Registry

The Unified Registry for Social Programmes (*Cadastro Único*) is a tool for the identification and socio-economic characterisation of low-income families, with 27 million registered families, used for different social programmes and policies. WWP prepared seven documents about it, including an annotated version of the actual registration form.



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Sérgio Amaral/MDS



Bolsa Família

Our special page on one of the world's largest conditional cash transfer programmes, which reaches more than 13 million families, includes 25 extensive publications on *Bolsa Família*, detailing the programme's conditionalities on health and education, its results and its IT systems, as well as a timeline of the programme.



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Productive inclusion

The WWP series of case studies encompasses five that address productive inclusion. They provide valuable insights into initiatives that helped Brazilian families fend better for themselves and, in the process, overcome vulnerabilities and enhance their quality of life.



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Sérgio Amara/MDS



Sérgio Amara/MDS

Food security

Brazil's leading programme on food and nutrition security, the Food Purchase Programme (*Programa de Aquisição de Alimentos—PAA*), served as an inspiration for the Purchase from Africans for Africa (*PAA Africa*) programme. In Brazil the government has already purchased more than 5 million tons of food from family farmers since 2003. This section also includes information about the Cistern Programme.



Social assistance

The Unified Social Assistance System (*Sistema Único de Assistência Social—SUAS*) is a government-run system that has been organising and funding social assistance services since 2005. Among the programmes summarised in this thematic axis are the Child Labour Eradication Programme (*Programa de Erradicação do Trabalho Infantil—PETI*) and the Continuous Welfare Benefit for the Elderly and Disabled (*Benefício da Prestação Continuada—BPC*).



Sérgio Amara/MDS



Monitoring and evaluation

Expanding the scope and scale of social policies in Brazil has made the management of public programmes and services more complex and professional. In Brazil the Secretariat for Evaluation and Information Management (*Secretaria de Avaliação e Gestão da Informação*—SAGI) of the Ministry of Social Development is key to the production of data.



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Policy coordination

Integrated coordination of different social policies at inter-sectoral and inter-federal level was one of the main features of the Brazil Without Extreme Poverty Plan (*Plano Brasil sem Miséria*), which has 11 knowledge products on our website.



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Case studies

With five issues released between 2016 and 2017, the WWP Case Studies series provides a clear summary of successful Brazilian initiatives on productive inclusion at the subnational level. They are an example of some of the best work undertaken in the country to help the poorer population, excluded from the formal labour market, to generate income through productive activities in rural and urban settings.

Aside from the obvious interest of the international community, case studies' specific focus on local implementation challenges and best practices at the subnational level are particularly important to Brazilian policymakers and national policy-related stakeholders.

The large scope of most Brazilian policies means that they often fail to emphasise the local context of federal social policies or state- and regional-level policies. To address this, WWP has produced case studies on programmes such as the *Programa Vida Melhor* (in Bahia state) and *CrediAmigo* (in the Northeast region of Brazil). In this context, case studies offer an excellent opportunity to depict those experiences, with the intention of also developing Brazilian policy perspectives from the country's own experiences.

The series also highlights the challenges faced by public managers in the implementation of these policies, as well as the limitations of each programme and intervention carried out. Some of the documents are accompanied by a dynamic, explanatory video.



Reproduction/WWP

The *Sertão do São Francisco* Territory (IRPAA):

Development of Rural Activities

This case study features an extremely vulnerable group: family farmers. In Brazil they face several challenges, such as water shortages and poor access to land, credit, inputs and markets. To counter these problems, in 2011, Brazil established a development programme focused on technical assistance and rural extension services plus an additional grant of BRL2,400. Implementation of the Rural Productive Activities Oriented Cash Transfer in the *Sertão do São Francisco* Territory reveals positive outcomes of the technical assistance and rural extension work carried out by the Regional Institute for Appropriate Small Farming and Animal Husbandry (IRPAA).



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Pedro Ivo Sena (goo.gl/Si8Ntm)

How to Strengthen Urban Micro-entrepreneurs: Bahia's *Vida Melhor* Programme

The Bahia state government's Better Life (*Vida Melhor*) programme was launched in 2011 with a focus on vulnerable citizens working informally (e.g. street vendors, trash pickers and craft artists), excluded from formal labour markets and often ignored by official aid mechanisms.



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Professional Training Challenges: the Pronatec/BSM Experience in Senador Canedo-GO

The municipality of Senador Canedo, in the Brazilian state of Goiás, has achieved important progress in one of Brazil's labour market programmes by mobilising target audiences, mediating the relationship with the labour market and assisting students to find job opportunities.



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Reproduction/WWP



Reproduction/WWP

Rural Productive Inclusion: the Technical Assistance Experience and Grant from the State of Ceará, Brazil

This case study details the challenges involved in and lessons learned from implementing the Rural Productive Activities Oriented Cash Transfer in the state of Ceará, in northeastern Brazil. The programme served 20,000 families living in extreme poverty.



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Urban Productive Inclusion through Microcredit: the Case of the *CrediAmigo* Programme

This case study reveals how the *CrediAmigo* programme expanded and consolidated its urban microcredit services for the low-income population of the Northeast region of Brazil. The programme currently has more than 2 million customers.



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Cícero R. C. Omena (goo.gl/FV5OQV)

Videos

WWP has produced 39 videos on social protection. The most representative videos fall into one of four categories: the Quick Questions series, the Case Studies series, events videos and training videos. This last category consists of subtitled re-editions of official material from the

Ministry of Social Development originally aimed at Brazilian practitioners.

This section provides a glimpse of materials produced exclusively by WWP, the most successful being the Case Studies series, which complements the written versions of the same series and helps national and foreign policymakers understand the processes involved in the selected initiatives.

How to Strengthen Disadvantaged Micro-entrepreneurs? *Programa Vida Melhor, Bahia, Brazil* (Case Studies series)

A hotdog seller with no cart and street vendors with no idea of whether they are selling at a profit or a loss. These are some of the issues faced by small entrepreneurs in the informal economy. In Bahia, the Better Life (*Vida Melhor*) programme seeks to promote social and economic inclusion of workers by providing professional training, microcredit and donation of equipment.



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Five Challenges for Social Policies in the Amazon Region (Events)

Amazonia is home to more than 35 million people across nine South American countries. The efforts of the various governments to deliver social assistance services to meet the needs of this population are defined by the specific characteristics of the Amazonian territory, listed in this video made as a result of the I Pan-Amazonian Seminar on Social Protection.



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Social Protection in Brazil: 1: Eligibility, Registration and Information Systems (Brazilian Social Protection System series)

This video is part of a series of four episodes on the Brazilian social protection system. It presents general concepts of the *Bolsa Família* programme and the Unified Registry using real testimonials from beneficiaries and practitioners of social programmes.



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Quick Questions series

The format chosen for this series corresponds to one of WWP's core objectives: worldwide knowledge exchange on social protection. With five editions, Quick Questions

are short videos where a Brazilian practitioner answers a question asked by a foreign policymaker regarding their respective fields of expertise, sharing both knowledge and insightful information on topics such as social registries and monitoring and evaluation.

Monitoring and Evaluation Systems – Invited Country: Argentina

How did Brazil build its system to monitor the outcomes of social policies and programmes? This was the question posed by Argentina in the form of Soledad Cubas, National Director of the Social Policy Information, Monitoring, and Assessment System (SIEMPRO). She discusses her country's situation and exchanges ideas with Paula Montagner, former Deputy Secretary of Evaluation and Information Management at the Brazilian Ministry of Social Development.



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Output 2:
Knowledge-sharing

Sharing knowledge related to poverty reduction and policy is WWP’s ultimate goal. The multiple formats and languages used for its papers and videos, delivered through diverse communications channels, were all meant to reach a wide range of audiences around the world. The support provided by WWP to international events, as well as to the virtual international dialogue, was essential to ensure that sharing information was truly the focus of the project. Not only could the international audience learn from the Brazilian experience, but Brazilian specialists could also learn about possible improvements and innovative thinking from other policy contexts, particularly through the events and webinars.

All activities were devised and validated by the WWP secretariat and executed by other committees. This shows, once again, how crucial the inter-institutional work was for the development of events, webinars and, ultimately, the new website.



13 webinars
in 4 languages

75,000 website sessions  **290,000** page views

 over **5,000**

interactions on Facebook
with one weekly post
(July 2016 - June 2017)

1,174  newsletter subscribers

38% average open rate

(against an average of 19.3% among non-profit organisations)*

8% average click rate

(against an average of 1.9% in the same sector)

*According to MailChimp, as October 2017.

Website

Launched simultaneously with the initiative in March 2014, the WWP website has established itself as a significant repository of knowledge products, with readership doubling each year. In 2016, WWP publications and presentations registered 111,510 downloads, an increase of 108 per cent

against the previous year, which had already achieved 114 per cent growth compared to 2014, totalling around 250,000 downloads worldwide as of September 2017.

Based on these results, *Bolsa Família* and the Unified Registry are by far the most commonly researched topics among the project’s audience.

Most popular publications

Portuguese

- *Bolsa Família* Conditionalities: Non-Compliance (*Bolsa Família* Series No. 10)
- Professional Training Challenges: the Pronatec-BSM Experience in Senador Canedo, Brazil (Case Study Series No. 3)
- Registration Form of the Unified Registry (Unified Registry Series No. 5)
- Programme Sheet on the Unified Registry (Unified Registry Series No. 2)
- The National Survey on the Homeless Population (M&E Use Reports Series No. 2)

English

- Registration Form of the Unified Registry (Unified Registry Series No. 5)
- *Bolsa Família* Conditionalities: Presentation (*Bolsa Família* Series No. 3)
- Introduction to the Unified Registry (Unified Registry Series No. 3)
- *Bolsa Família* Conditionalities: How Does It Work? (*Bolsa Família* Series No. 6)
- Brazil’s Experience with Developing a Unified Registry (Unified Registry Series nº 4)

Spanish

- Registration Form of the Unified Registry (Unified Registry Series No. 5)
- *Bolsa Família* Conditionalities: How Does It Work? (*Bolsa Família* Series No. 6)
- Introduction to the Brazil Without Extreme Poverty Plan (Policy Coordination Series No. 2)
- *Bolsa Família* Conditionalities: Presentation (*Bolsa Família* Series No. 3)
- *Bolsa Família* Fact Sheet (*Bolsa Família* Series No. 1)

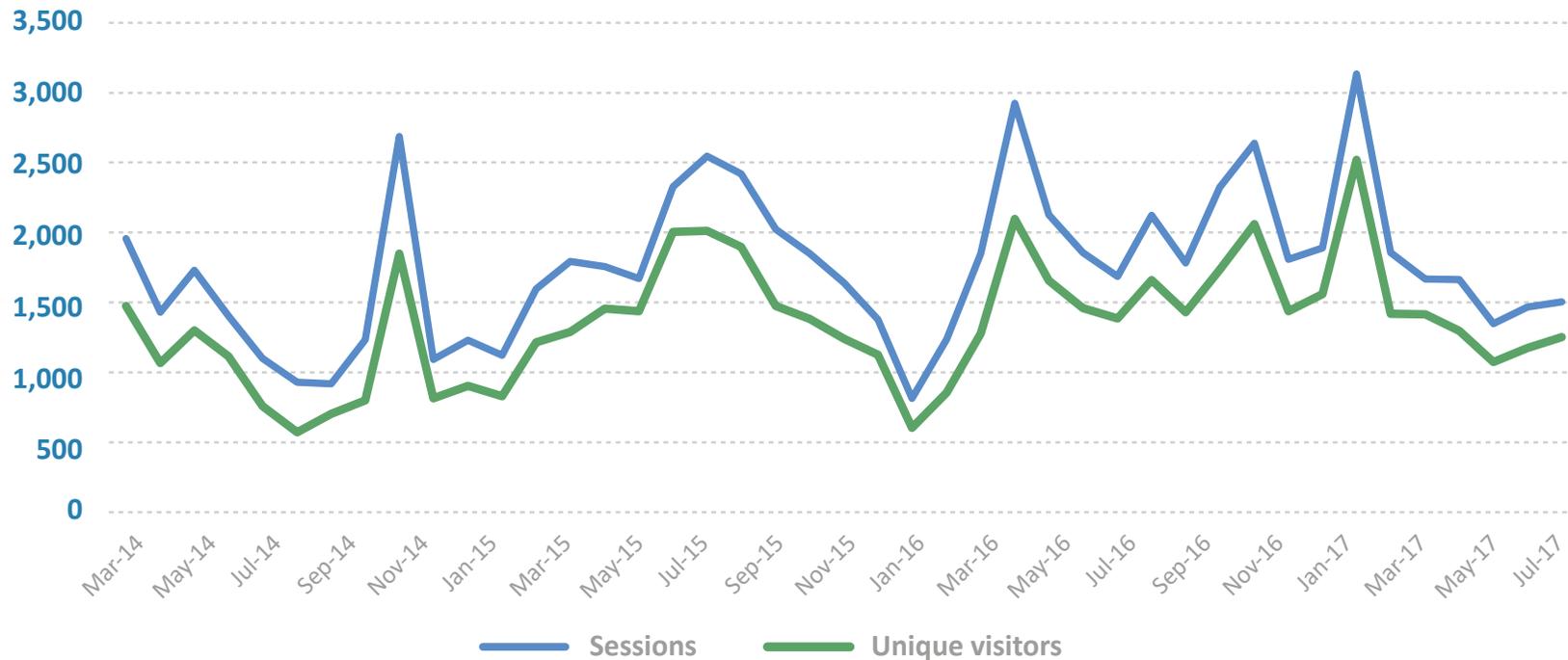
French

- Registration Form of the Unified Registry (Unified Registry Series No. 5)
- Introduction to the Unified Registry (Unified Registry Series No. 3)
- *Bolsa Família* Fact Sheet (*Bolsa Família* Series No. 1)
- *Bolsa Verde* Programme Sheet (*Bolsa Verde* Series No. 2)
- Fact Sheet on the Unified Registry (Unified Registry Series No. 1)

Considering the website audience alone (excluding PDF publications), the numbers reached a total of 75,542 sessions,

58,099 unique visitors and 292,193 page views, representing a monthly average of 1,756, 1,351 and 6,795, respectively.

Figure 3. Website traffic



Audience peaks were registered during supported or promoted events: First International Seminar WWP (November 2014), the Ministry of Social Development's International Seminar (May 2016) and the Pan-Amazonian Seminar (March 2017).

Released in March 2017, WWP's new website featured a new categorisation for publications and videos, revamped its research tool and provided a responsive format (adaptable to mobile phones and tablets) and a more user-friendly interface. The new site follows more modern Search Engine Optimisation (SEO) strategies—i.e. is correctly programmed to appear and be visible to online search engines. Its release, backed by a big inter-institutional launch campaign, contributed to WWP setting its audience record in its first month of release: 2,520 unique visitors in March 2017, a 61 per cent increase compared to February and 195 per cent compared to March of the previous year.

Newsletters

WWP newsletters have been issued quarterly since June 2014. A total of 16 editions had been released

up to December 2017. The 1,174 subscribers are distributed as follows:

- English: 265
- Portuguese: 785
- Spanish: 74
- French: 50



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The French-language newsletter was launched only in April 2017, from the 12th edition on, hence the lower number of subscribers.

Subscribers' engagement can be considered high.

The most significant way to determine this is the open

rate—essentially how many people have opened and viewed the newsletter—and the click rate—i.e. how many actually clicked on content.

The average open rate of the first 14 editions in all languages is 38.1 per cent, and the click rate averages 8.2 per cent. Both indicators are above the market average, which are 19.3 per cent and 1.9 per cent, respectively, for non-profit organisations, according to MailChimp, one of the leading email marketing suppliers in the world.

Subscribers are mainly experts and practitioners, as newsletter subscriptions typically increased at social protection events. The monthly growth in the number of subscribers has usually been around 1 per cent, but could reach up to 12 per cent during international meetings, such as the Ministry of Social Development's XI International Seminar on Social Policies for Development (May 2016) and the I Pan-Amazonian Seminar on Social Protection (March 2017).

The screenshot displays the WWP website interface. At the top, the WWP logo and tagline 'WORLD WITHOUT POVERTY' are visible. A navigation menu includes links for 'WHAT IS WWP?', 'WHAT IS POVERTY?', 'SOCIAL POLICIES', 'PUBLICATIONS', 'VIDEOS', 'EVENTS', 'NEWS', and 'CONTACT US'. The main banner features a large image of a hand holding a 'Bolsa Familia' card, with the text 'New series on the Bolsa Familia' and a 'LEARN MORE' button. Below this, the 'SOCIAL POLICIES' section highlights three key areas: 'Bolsa Familia', 'Productive Inclusion', and 'Social Assistance', each with a brief description and a 'LEARN MORE' button. To the right, a 'Main Themes' grid lists various policy areas. The 'VIDEOS' section at the bottom features three video thumbnails: a webinar on investing in early years, a 'WWP Quick Question' about data access, and stories of productive inclusion in Pernambuco.

Revamped WWP website: new functionality and a user-friendly interface.

Social media

As WWP does not have its own social media channels (Facebook, Twitter or LinkedIn), it has relied on its partners to disseminate content. Each partner receives suggestions for posts prepared by the WWP

team weekly and publishes them on its own social media. If, on the one hand, this arrangement limits the frequency of posting—an average of one published every week—on the other hand, it allows the content to reach different audiences, via both Twitter and Facebook.



New website social media campaign, in Portuguese.

By disseminating knowledge products and participating in awareness-raising campaigns on commemorative dates, 36 posts suggested by WWP achieved around 2,917 ‘likes’, 1,608 ‘shares’ and 292 comments on Facebook in the fiscal year 2016-2017 (July–June), an average of 33 interactions per post by each partner. A short video for the

International Day for the Eradication of Poverty in October 2016 engaged 969 people through Twitter and Facebook.

WWP has a YouTube channel, which hosts 43 videos (in all languages) produced since May 2016. Like the



Same post, different channels: partners shared on their institutional pages WWP’s weekly prepared content in English and Portuguese.

website, all content—profile page, video titles and descriptions—are available in four languages and displayed according to users' configuration.

The channel has 101 subscribers and over 6,000 views, all videos included. The Case Studies series alone, with three videos, represents 60 per cent of this audience.

[Incentive to family farming in Brazil's *Sertão*: the *Fomento* programme](#), in Portuguese, is leading, with around 1,500 views.

Events

By organising or supporting international events, WWP has engaged with its target audience and achieved positive results in terms of outreach—website access, publication downloads and newsletter subscriptions—as well as raising awareness about the policies and programmes addressed in its publications.

The initiative promoted an international event in its first year of existence and has given substantial support to several seminars—mostly in partnership with the Ministry of Social Development—workshops and courses in Brazil since then. All of them represented important opportunities to promote innovation and foster the dissemination of best practices among diverse countries. Decisions about topics and issues to be addressed at each event were all meant to meet partners' needs—most importantly, the Ministry of Social Development. By doing so, WWP guaranteed important opportunities not only to provide the Brazilian government with concrete inputs and innovative insights, but also to strengthen its ties with its international counterparts, which certainly contributed to exchanges of technical knowledge.

With this objective in mind, the agendas of WWP events have always been closely aligned with the most urgent advances being pursued by the Ministry of Social Development. One example is the International Seminar on Database and Information Systems Integration for

Public Policy Improvement, the first with such a specific aim. Another rationale applied to the formulation of WWP events was to place some emphasis on the identification of subnational policies and practices, as a way to strengthen

Brazil's own capacity to innovate from its own examples. WWP's support to the Good Municipal Practices Award for Labour Market Access in the state of Rio de Janeiro was one important example.



1 International Seminar WWP, 2014. Photo: Ana Nascimento/MDS.

Seminars

First International Seminar WWP

Brasília, 18–19 November 2014

Renowned national and international poverty experts discussed ways of overcoming global poverty in this event promoted by WWP, addressing the current anti-poverty policy agenda at the global level with a special emphasis on Brazil's experience. The event was organised in partnership with Center RIO+ for Sustainable Development. Recordings are available at WWP's YouTube channel in English, Spanish and Portuguese.

International Seminar on Database and Information Systems Integration for Public Policy Improvement

Brasília, 5–6 April 2016

Participants: 150

This seminar gathered experts and representatives from Brazilian and international government teams to discuss the institutional, technological and contextual aspects of the sharing of expertise on databases and data systems between government sectors. WWP provided a two-day study trip to Rio de Janeiro for all international panellists about Brazil's social protection system. The initiative also offered communications support such as an online repository of slide presentations, as well as intense coverage of all round tables in this event led by the Ministry of Social Development.

XI International Seminar on Social Policies for Development

Brasília, 10–13 May 2016

Participants: 250

Delegations from over 40 countries attended the seminar to learn about the basis of the Brazilian social protection system. The seminar remains the Ministry of Social

Development's biggest international event to this day. The WWP website acted as the seminar's communications hub, streaming it live in three languages, publishing all presentations while they occurred and offering news coverage. WWP also covered the delegations' in-city transport expenses.

I Pan-Amazonian Seminar on Social Protection

Belém, 27–31 March 2017

Participants: 223

As the first attempt, led by Brazil, to establish a regular and international forum for Amazon countries to share knowledge on social assistance in the Amazonian context, WWP prepared a special video and financed the report team, which led to the official memory of the seminar in the form of a book, also prepared by WWP.

Other events

Technical Workshop on Multidimensional Poverty

Brasília, 25–26 August 2015

Participants: 60

Government representatives and research institutes in Brazil, Chile, Colombia, Costa Rica, Mexico and Uruguay met in Brasília to discuss national experiences about the design and implementation of multidimensional poverty indicators in this technical workshop organised by WWP.

Workshop on Poverty and Inequality in Brazil: Indicators and Trends from 1992 to 2014

Brasília, 12 March 2015

Participants: 40

Government technical staff and other specialists attended this workshop organised by the Ministry of Social

Development in cooperation with WWP to discuss the evolution of poverty and income inequality in Brazil from data collected by the National Household Sample Survey (PNAD) to contribute to the monitoring agenda of the Sustainable Development Goals.

Good Municipal Practices Award for Labour Market Access

Rio de Janeiro, 31 March 2016

The award (*Prêmio Boas Práticas Municipais de Indução ao Acesso ao Mundo do Trabalho*) recognised nine successful social and economic inclusion experiences by Rio de Janeiro state municipalities, focusing on poor and extremely poor households. Policymakers from three municipalities won a study trip provided by WWP to learn about similar practices in Colombia. The event took place in partnership with the Secretary of State for Social Assistance and Human Rights of Rio de Janeiro.

Course on Preparing Public Policies

Case Studies

Brasília, 27–28 April 2017

Participants: 40

This two-day course trained 40 Brazilian federal government staff working on public policies about the Science of Delivery approach, a methodology of knowledge production used in WWP case studies which aims to produce more practical and consistent results while adopting common methodologies and taxonomies for preparing case studies. The course started a fruitful partnership with two organisations:

- **Global Delivery Initiative (GDI)**

Created in 2015, the GDI is the result of governments, development agencies, banks and multilateral and non-governmental organisations that support the Science of Delivery approach to case studies and other knowledge-sharing tools. The GDI website published WWP's first case study.

- **National School of Public Administration (ENAP)**

ENAP is a Brazilian public foundation linked to the Ministry of Planning with the core mission of developing the competencies of civil servants to enhance government capacity for managing public policies, which has been done since 1986. In addition to the training course in Brasília, WWP's partnership with ENAP includes the publication of all of the initiative's case studies and related videos, in four languages, in the ENAP library, which encountered great success thanks to the foundation's promotional efforts.

Webinars

Webinars have become one of WWP's key instruments for sharing knowledge with other nations, with policymakers, including from high-level authorities, from Colombia,

Mexico, Senegal and Chile participating in virtual seminars in 2016 and 2017. These events were truly relevant for the exchange of ideas among specialists, giving the audience a unique experience of watching and interacting with high-level policy dialogue.

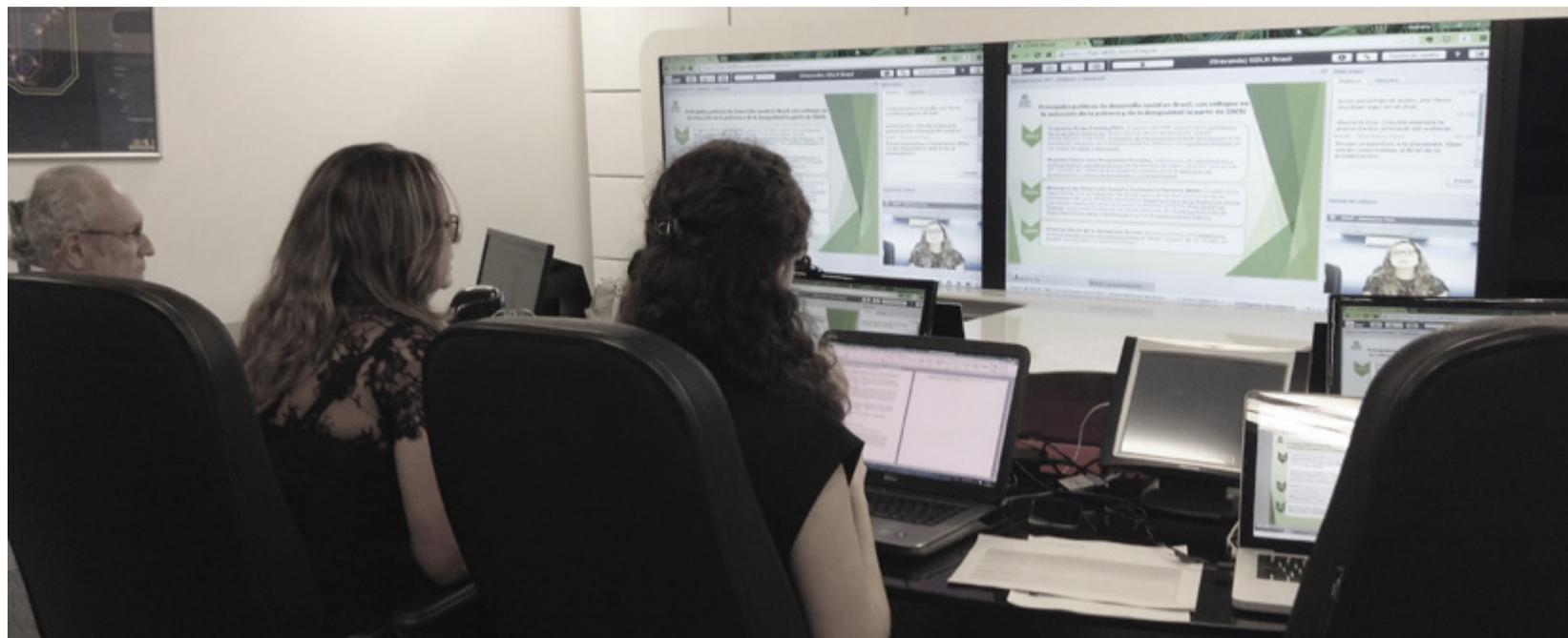
The webinars' agendas were determined according to the most popular subjects identified in audience surveys, conducted online after each meeting, as well as the policy priorities of Brazilian stakeholders, whose needs were constantly assessed. 'Investing in the early years: the experience of Chile' (August 2017), for instance, linked practitioners from Chile's successful *Crece Contigo*, an early childhood development programme, with Brazilian policymakers implementing the country's *Criança Feliz* programme.

The decisions about the specific approach to each subject and the most appropriate language to use to address it were part of WWP's learning curve on webinars. Political timing and assessments with the public as well as

research with the audience established the priority themes for the knowledge exchange in the field.

Held in English, French, Portuguese or Spanish, webinars helped to successfully boost WWP's presence

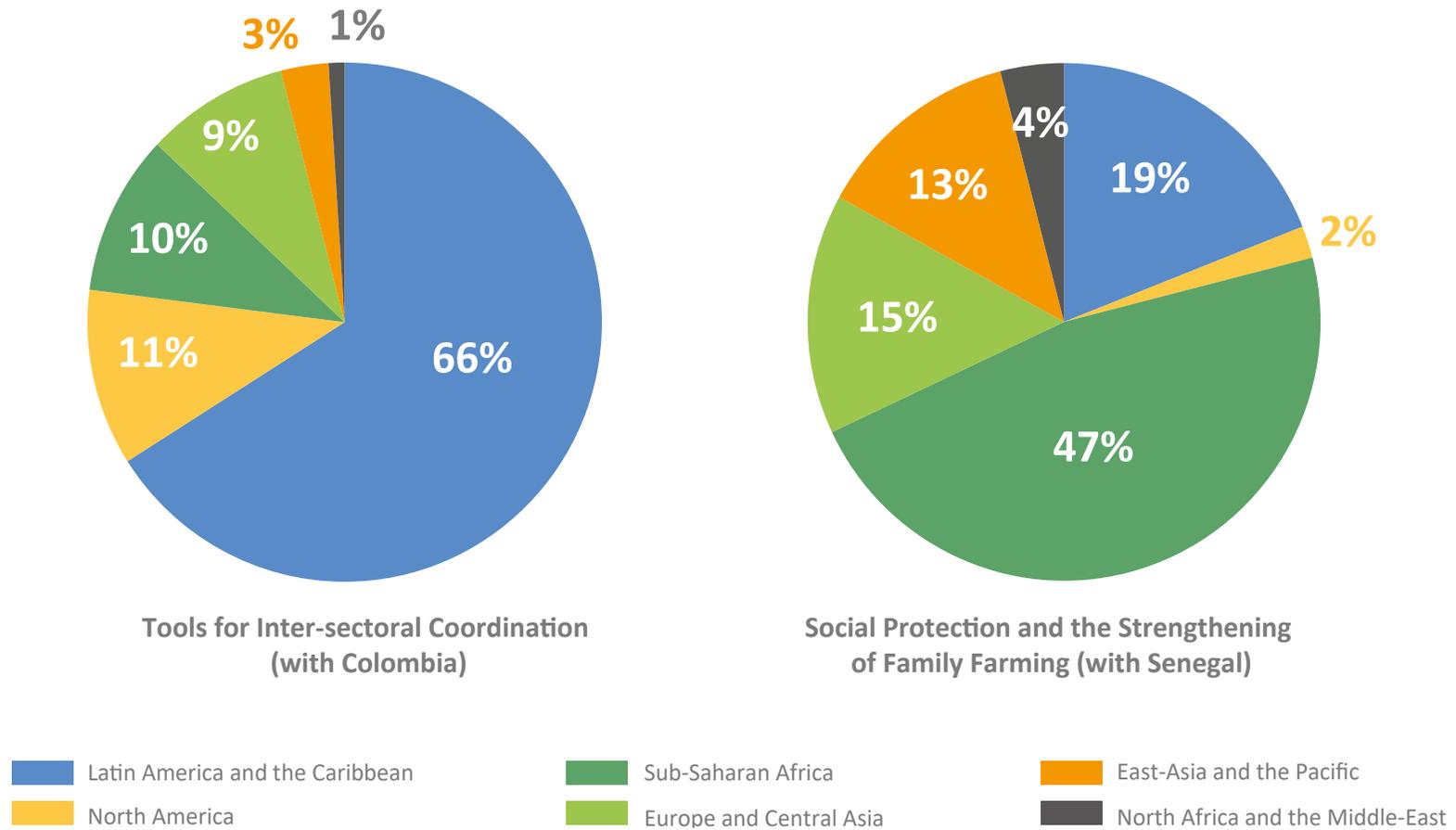
in different regions of the globe. For instance, 47 per cent of participants in the Senegal webinar on family farming were from sub-Saharan Africa, while most of the audience for the one with Colombia were from Latin American (66 per cent).



Webinar 'Sharing Knowledge on Social Development Policies: the Brazilian Experience', in Spanish (2015). Photo: Marianna Rios/WWP.

This different targeting is shown below:

Figure 4. Audience participation

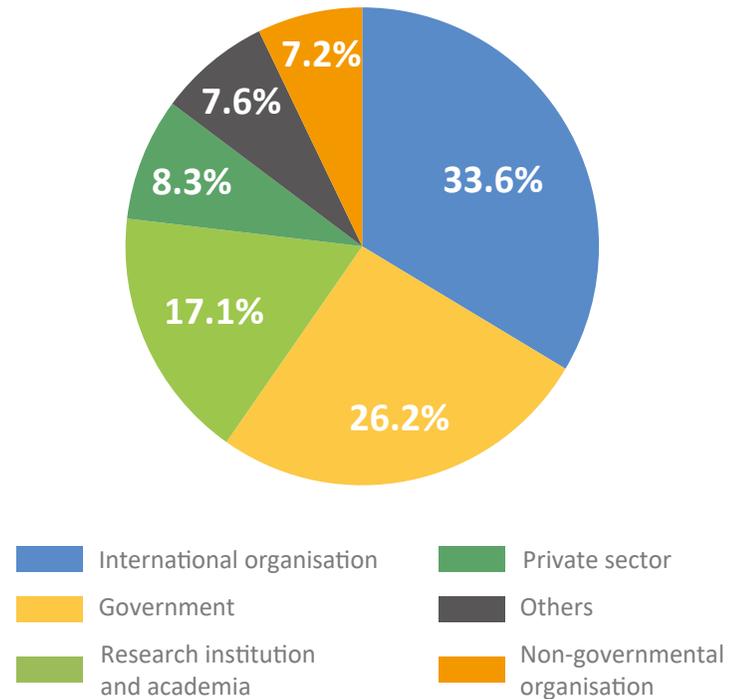


The initiative has organised a total of 13 webinars, engaging in several partnerships with some key institutions in the global social policy debate. Among them, it is important to highlight the collaboration with: i) the Inter-American Social Protection Network (IASPN) and the Organization of American States (OAS),⁵ which sponsored two meetings about the Unified Registry, in two different languages; ii) the Global Development Learning Network,⁶ which resulted in three different webinar sessions about WWP activities, each one in a different language; and iii) the partnership with socialprotection.org.⁷

The partnership with the online platform socialprotection.org was established in 2016 and helped to increase the webinars' reach and technical quality. The platform has over 2,500 members and an active online community of experts and students in the field of social protection. Two webinar series resulted from this partnership: 'The Brazilian Experience on Social Protection Programmes' and the 'Country Dialogue on Social Protection'. These two series delivered

six sessions totalling 460 attendees from 76 countries. Most of the participants were government professionals or representatives of international organisations.

Figure 5. Webinar public by organisation type





Participants from the webinar “Access to and Dissemination of Information on the Bolsa Família Programme”, from left to right: Luis Henrique Paiva (Ipea, IPC-IG), Cibelle Colmanetti e Souza (Ministry of Social Development) and Antonio Claret (Ipea, IPC-IG). Photo: Marco Prates/WWP.

Webinar details:

Unified Registry for Social Programmes:

the Brazilian Experience

Spanish, 3 September 2014

English, 29 April 2015

The webinar provided details about Brazil's Unified Registry, how data is collected and which stakeholders are involved in the process, and allowed participants to debate alternatives for knowledge exchange in the implementation of single registries.

Sharing Knowledge on Social Development

Policies: the Brazilian Experience

Portuguese, 28 October 2015

Spanish, 11 March 2016

English, 15 March 2016

The webinar aimed to disseminate information about WWP's activities, publications and mission to

social protection practitioners and policymakers around the world.

Access to and Dissemination of Information on the Bolsa Família Programme

English, 12 July 2016

Participants: 143

In WWP's most successful webinar and the first of 'The Brazilian Experience on Social Protection Programmes' series, panellist Cibelle Colmanetti e Souza (Ministry of Social Development) explained Brazil's recipe for establishing effective communication between government and beneficiaries in the world's largest cash transfer programme—an essential task to avoid misinformation and ensure access to rights. The virtual seminar also addressed *Bolsa Família's* social control and participation. The presentation and the recording are available.



Rodrigo Lofrano, Coordinator of the Bolsa Família Programme's Conditionalities (MDS), presented the webinar "Tools for Intersectoral Coordination" in Brasília. In September 2016, Andrea León López, from the Department for Social Prosperity of Colombia, participated from Bogotá. Photo: Marco Prates/WWP.

**Tools for Inter-sectoral Coordination:
How to Integrate Social Policies of Income
Transfer Programmes with Conditionalities
(Colombia and Brazil)⁸**

English, 29 September 2016

Participants: 71

The webinar allowed the participants to deepen their knowledge of Brazil's experience on the complex integration of the various institutions and hierarchical levels responsible for the conditionalities of *Bolsa Família* and Colombia's Unidos programme.

**Social Protection and the
Strengthening of Family Farming
(Senegal and Brazil)**

French, 01 December 2016

Participants: 53

Panellists from Brazil and Senegal showed how the two countries benefit by coordinating the support to family farming and national social protection systems. The ties between Brazil and Senegal are particularly strong in the food security field.

**Design and Implementation of Monitoring
and Evaluation Systems: the Cases of
Brazil and Mexico**

Spanish, 23 February 2017

Participants: 104

Programme managers in Mexico and Brazil shared the lessons they have learned in creating and institutionalising social policy monitoring and evaluation systems, discussing the challenges involved in the development of a legal framework and key questions when planning and implementing evaluations.

How to Promote Gender-responsive Policies: the Examples of Brazil and Mali

French, 29 June 2017

Participants: 40

The webinar presented the gender dimension in Brazil and Mali under two broad approaches: the first focused on the cross-cutting feature of gender issues in the public policy agenda, and the second approach introduced the participants to policies that directly address the economic empowerment of women.

Investing in the Early Years: the Experience of Chile

Spanish, 24 August 2017

Participants: 49

While Brazil is implementing its early childhood development programme *Criança Feliz*, the webinar presented key features about the experience from Chile's *Crece Contigo*.

5. The Inter-American Social Protection Network is a community of practice for national social development ministries and agencies, in collaboration with international organisations, non-governmental organisations, the private sector and academia.

6. The Global Development Learning Network is a partnership of over 120 recognised global institutions in about 80 countries. In Brazil it is represented by the University of Brasília (*Universidade de Brasília—UnB*).

7. A knowledge-sharing platform established in 2015.

8. WWP also organised another two versions of the webinar in English (8 December 2015) and Spanish (10 December 2015), but they were restricted to Brazil's experience.



7.
**Audience feedback
and WWP evaluations**

WWP has conducted several surveys and evaluations with its partners and target audience since its inception. To plan the best ways to share its content and to define its activities, themes and knowledge products, three surveys were conducted in the early years, covering 132 participants from 61 countries at three international events held in Brazil in 2013 and 2014: the Special Meeting of the Africa Community of Practice (CoP) of Cash and Conditional Cash Transfers, the South–South Learning Forum: Designing and Delivering Social Protection and Labour Systems, and the International Seminar on Social Policies for Development.

Based on their interests, WWP directed its focus to issues related to the Unified Registry, the conditionalities of *Bolsa Família* and the federal coordination of Brazilian social programmes, the top three priorities of 85 per cent of the audience surveyed. Case studies and online courses were also identified as the preferred formats for sharing this kind of knowledge.

By mid-2015, topics of monitoring and evaluation, federative coordination, productive inclusion and social assistance were included, following the order of priority observed in the surveys. Since then the list of knowledge products produced by the WWP has been expanded and improved to offer different learning experiences and to adapt to the different needs of users around the world.

In May 2016, 150 social policy managers and technicians attending the 11th International Seminar on Social Policies for Development were invited to learn about a few WWP products and then encouraged to evaluate them. Of the total of 150 participants, 111 (74 per cent) answered the questionnaire available in four languages; of these, 53.2 per cent considered the material adequate for their purpose. Monitoring and evaluation was the most commonly requested topic, and online courses were considered the most suitable format.

In December 2016, 10 representatives of international organisations and African governments also participated in

an email survey with the participants of the Africa Community of Practice (CoP). For 90 per cent of the respondents, the WWP material to which they had access was considered very good or excellent regarding its relevance to their work, its level of knowledge and the clarity of the information.

Another way of systematically verifying the audience's opinions was through specific surveys carried out after the webinars held in July, September and December 2016. Although they tend to attract specific audiences, with more in-depth interest in particular themes, fortunately these events addressed the most popular topics identified in previous assessments of audience interests: i) *Bolsa Família's* strategies for accessing and disseminating information; ii) the integration of social policies (or inter-sectoral coordination); and iii) social protection and family farming. Together, 267 people attended the webinars, from a wide variety of regions (between 47 and 71 different countries), mostly from Africa and North and Latin America, and mostly from international organisations. There was a predominance of female attendees, high-level

officials, including experts, managers and policymakers.

The vast majority of the participants evaluated the events as truly relevant and declared themselves to be interested in further participation in similar webinars. The evaluations of the level of detail, the amount of interaction and the quality of the speakers were also all quite positive.

To assess in detail the quality of the knowledge products, but also to find out how they are supporting the WWP audience, an online survey was submitted to the 105 most frequent readers of the newsletter between January and February 2017. Of the 105 subscribers invited to answer the online survey, 41 participated in the survey and 15 completed the entire questionnaire, which represents 36.6 per cent.

Knowledge products were quite positively evaluated, especially the following aspects: pertinence to improving the respondent's knowledge; relevance to the implementation of a similar programme in another country; level of knowledge; clarity of information; level of detail; and approach to important

issues. When questioned about the relevance of knowledge products to the design, implementation and/or management of a similar policy, programme or tool in another country, 56.3 per cent agreed that the material offered was indeed relevant.

In this context, it is fair to conclude that WWP has achieved most of its aims and aspirations by keeping the formats and topics of its knowledge products dynamic and consistent with its audience's interests and needs.





8.

Final remarks

The Brazil Learning Initiative for a World without Poverty (WWP) has provided technical knowledge and promoted comprehensive dialogue among policymakers, reaching more than a quarter of a million people around the world. In doing so, it has demonstrated the relevance of learning from real challenges described directly by implementers based on ‘on-the-ground’ processes and tools, which usually go unnoticed.

Considering its highly specific aims, 250,000 downloads, 290,000 page views and 1,174 newsletter subscribers are impressive figures. These results have not been obtained as a result of a client–supplier relationship, but as an indicator of the worldwide demand for implementation and ‘on-the-ground’ policy-related information. Part of WWP’s success has been its ability to link countries and promote peer-to-peer learning experiences using an array of different media.

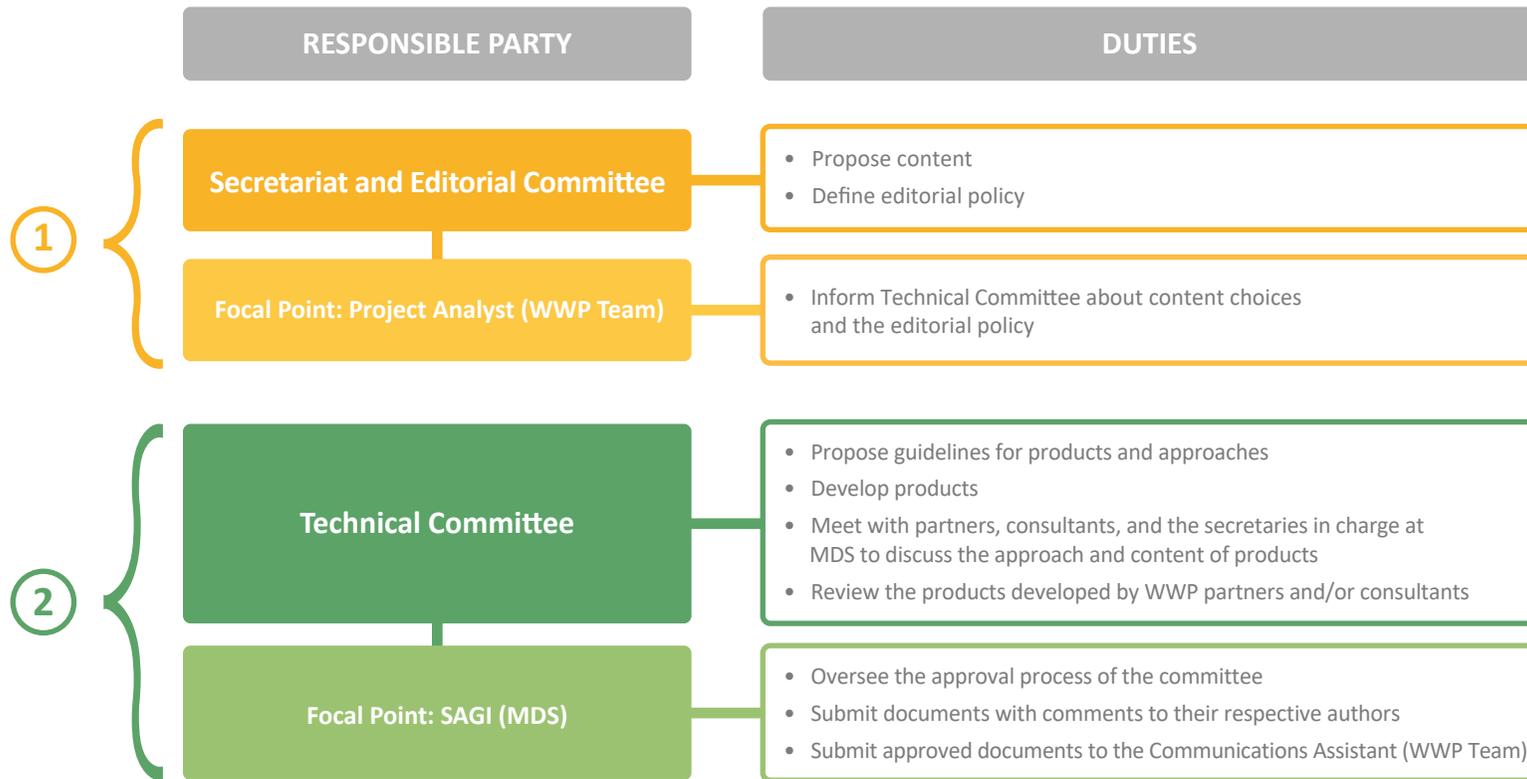
Beyond these remarkable figures, the achievements of the initiative are not easily measured. They include anecdotal histories often repeated by policymakers regarding the decisions inspired by Brazilian social policies or the innovative insights Brazilian managers obtained by interacting at events

and webinars with their counterparts from abroad. Another lesson learned is that the WWP’s formats (videos, webinars, documents and the platform itself), the accessibility of its content and the diversity of its working languages demonstrate a novel model of knowledge exchange that can be replicated and scaled up when applied to other fields.

An important legacy of WWP is the fruitful institutional cooperation that has aligned and amplified the activities of key stakeholders with a common goal to end poverty. The technical cooperation fostered by the WWP shows success stories and lessons learned by policymakers and practitioners, as well as the challenges facing policies aimed at helping the people most in need with the political discontinuities of the social protection policies.

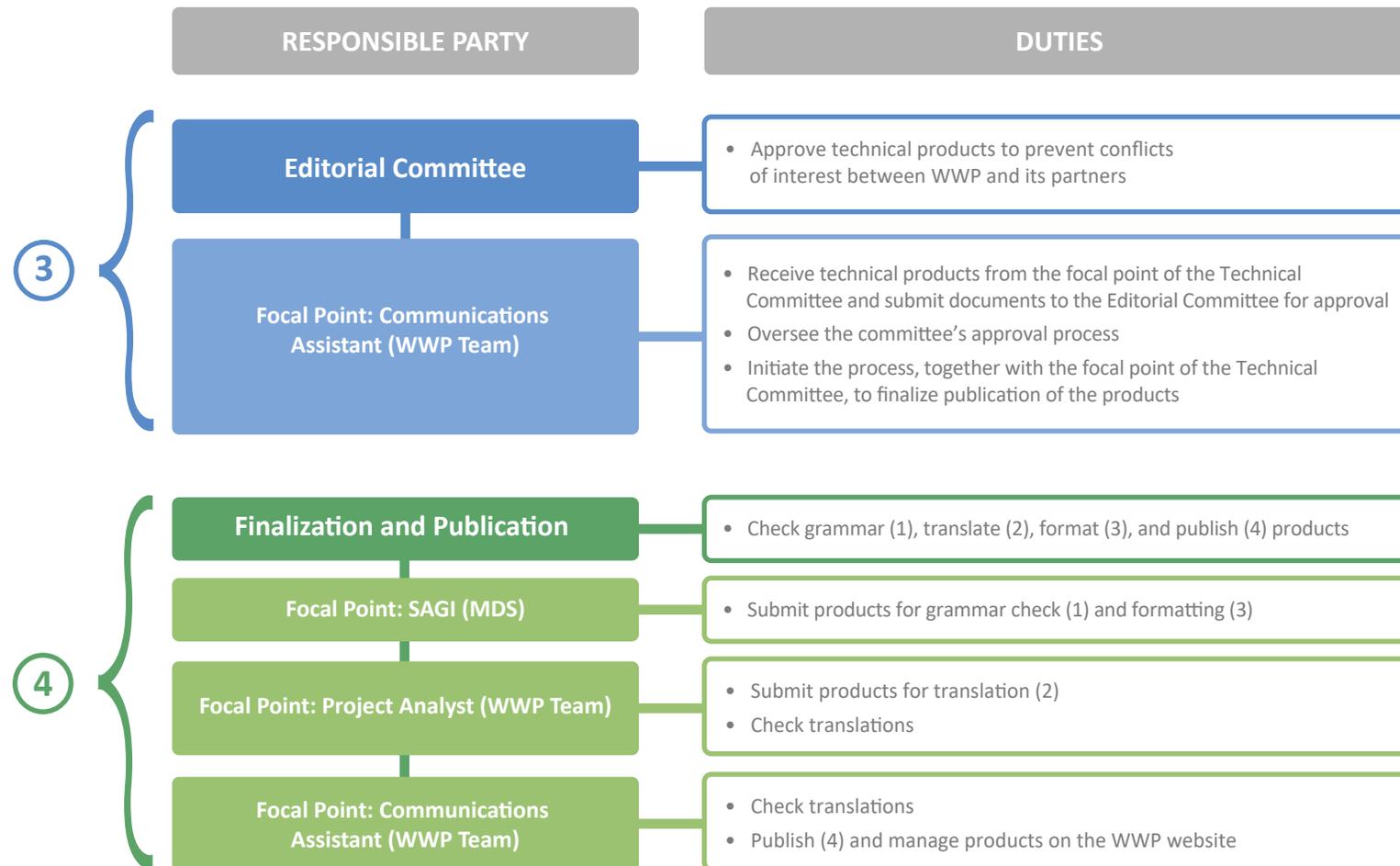
All of the WWP’s knowledge products and content will remain accessible on the website wpp.org.br, which from now on will be managed exclusively by the Brazilian government through the Ministry of Social Development. It is a final effort in the genuine quest to share knowledge in a World (that really must be) without Poverty.

Appendix I: Flowchart for developing technical products

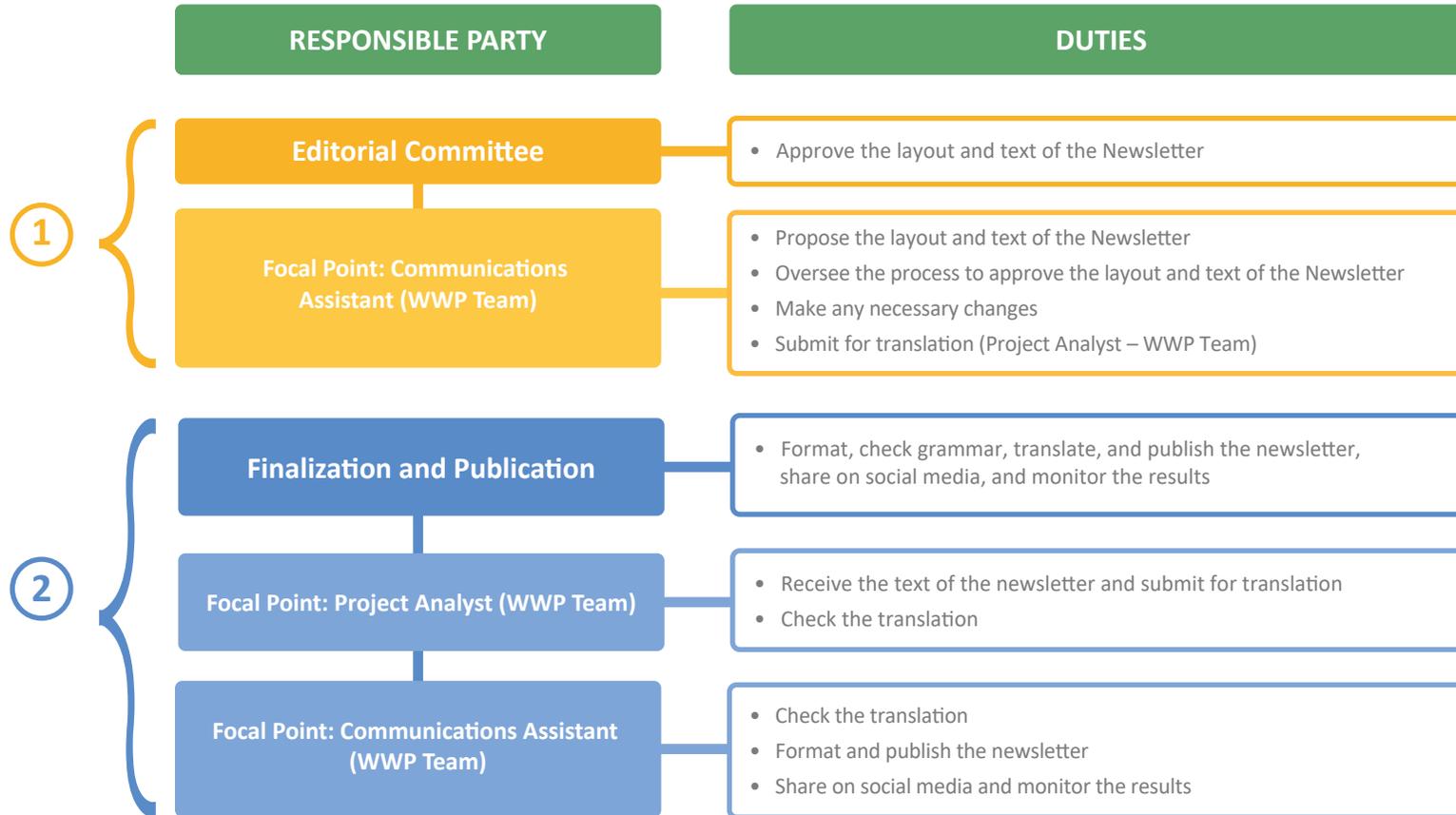


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Appendix I: Flowchart for developing technical products



Appendix II: Flowchart for producing the newsletter



Annex I. Memorandum of Understanding (MOU)

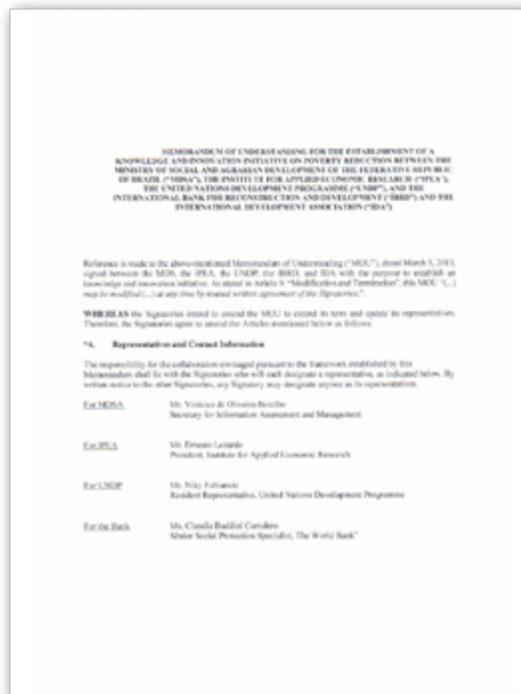


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Annex II. Amendment

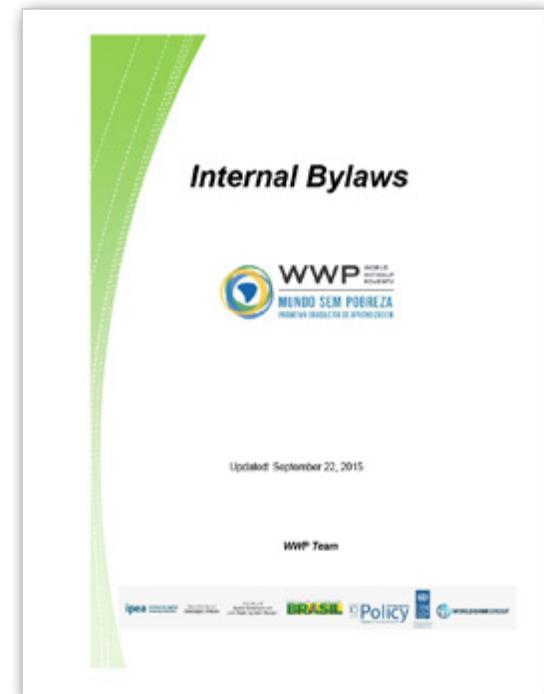


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Annex III. Internal Bylaws



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Collaborators

2013-2017

Report designed by the IPC-IG Publications team:

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Santiago Varella



We work with global partners, and, of course, the newsletter and the activities WWP are disseminating are helpful and useful. I always ask my colleagues in the programme and in Brazil if they have received the newsletter. Otherwise, I send it to them myself.

Christof Kersting, Director of the Global Alliances for Social Protection Programme, GIZ–German International Cooperation.



Definitely the material about Brazil's cash transfers and the Unified Registry are useful to other countries. In our programme, we are aiming at structuring a database with information about the beneficiaries. The WWP documents had all the information we needed to plan a similar action in my country.

I did not find similar information in other sources, so the WWP content is original for me. **Titus Ouma**, Senior Programme Officer–Capacity Building, Expanding Social Protection Programme, Uganda.

“ We have been using WWP briefing notes on social assistance, social registries, operations of *Bolsa Família*, productive inclusion and the lessons on how Social Assistance Centers are a strategic mechanism for identifying the poor. I believe this is also a useful source for many members of the Africa CoP on Cash Transfers.

Gabriel Fernandez, National Social Protection Coordinator, Ministry of Gender, Children and Social Protection, Liberia.

“ WWP has been great at tracking the development of Brazil in social protection. Other countries may learn from this experience. And even if there was not a conditional cash transfer programme, *Cadastro Único* would still be useful to the social protection system. (...)

We indeed benefited a lot from the *Cadastro Único* documents. (...) Some of these publications WWP has been sharing are really useful to us.

Amadeus Kamagenge, Director, Tanzania Social Action Fund (TASAF).

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