

External Review of the Rimisp Territorial Cohesion for Development (CTD) Program:

Scientific Contributions, Policy Influence and Organizational Development

FINAL REPORT

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EXECUTIVE SUMMARY

The following bulleted points report the key findings of this evaluation as regards research and scientific output, policy engagement and influence, and organizational development. The section on Evaluation Findings substantiates these conclusions/views and provides details associated with them.

RESEARCH AND SCIENTIFIC OUTPUT

- **Existing and Pending Scientific Output**

- *Accomplishments*: Following the trend established towards the end of the very productive Rimisp-RTD project, which culminated in, among other impressive products, a Special Issue of *World Development* devoted to Rural Territorial Development, the Rimisp-CTD program has continued to generate a substantial number of working papers, some of which have emerged collected volumes or are under review in peer-reviewed outlets.
- *Unharvested Fruit*: More published papers could have been distilled from the stock of working papers that have been produced.
- *Next Steps*: A concerted effort to publish research results in peer-reviewed journals, regardless of language of publication, will enhance the Rimisp-CTD's reputation/brand; doing so in English-language journals will extend the Rimisp-CTD's reputation/brand and policy reach.

- **Research Linked to Policy Engagement Activities**

- *Accomplishments*: Rimisp's has a long tradition of field-based empirical and qualitative research strategically undertaken to support the definition and promotion of territorial development. This research was reduced under the Rimisp-CTD program, which shifted focus towards policy engagement and influence. These activities have set the stage for a new round of field-based research activities.
- *Unharvested Fruit*: Some opportunities for establishing baseline data may have been lost, but quick, strategic action can address this issue.
- *Next Steps*: Field-based research should (strategically, once again) accompany the ongoing/planned intensive policy engagement activities, especially in Mexico where the potential for introducing experimental elements (perhaps in the targeted roll-out of policy interventions) into the design of this research is most feasible. Failure to do so may compromise the ability of Rimisp-CTD to demonstrate impact and to attribute (even loosely) whatever changes might occur in the field to CTD-supported policy actions.

- **Analyses of Secondary Data**

- *Accomplishments:* Rimisp-CTD continues a tradition of tapping secondary data sources to extend and enrich what is known about spatial inequality and the factors associated with it. Recent important contributions in the areas of social protection programs, rural-urban linkages, and agroindustry-poverty links are noteworthy.
- *Next Steps:* The analyses of secondary data can continue to help identify knowledge gaps and shape hypotheses to guide field-based research. The practical returns to research based on secondary data alone will diminish. New, policy-relevant insights will more likely emerge from combining what is discovered from field-based research undertaken alongside policy engagement activities with secondary data sources; among other things, this research can help to identify extrapolation domains for key policy messages and to estimate the cost-effectiveness of alternative policy options.

- **Territorial Cohesion for National Development**

- *Achievements:* Rimisp-CTD has begun to map out new conceptual space by suggesting that regional and perhaps national economic growth can be hindered by large differences growth and/or poverty reduction among territories.
- *Unharvested Fruit:* The concept and terminology may benefit from rethinking/relabeling, especially for technical folks and those charged with policy implementation and (especially) monitoring and evaluation.
- *Next Steps:* The concept implies and requires a macroeconomic, general-equilibrium approach, perhaps guided by the associations identified in cross-sectional, time series or panel data analyses. Analytical tools are available, but generally not at the level of spatial disaggregation (or 'pre-clustered') to meet the needs of a territorial focus. Moreover, relevant counterfactuals should include the extent to which failed territorial cohesion (somehow defined) affects the flows of national and (perhaps especially) foreign direct investment, territorially and nationally. Promoting this new objective of territorial cohesion will not be 'free,' so new policy action costs should be set alongside the new expected benefits.

- **Selection Criteria for Priority Territories**

- *Achievements:* The program has successfully tapped secondary data and other sources to guide the selection of pilot territories for policy action in Mexico, and elsewhere. This leverages years of Rimisp time/effort and may improve the effectiveness and cost-effectiveness of the programs and policies that Rimisp-CTD is helping to guide in the field.

- *Potentially Unharvest-able Fruit*: The current strategy, which is determined primarily by in-country political factors, focuses attention and priority on territories that are essentially at the ‘bottom of the pyramid.’ In Colombia, where historical circumstances have skewed public and private investments and opportunities, this may be the proper focus. In Mexico and in other countries, where income diversification and other strategies have been better able to play out at household level, and where private investment flows have been more significant and targeted based on commercial interests, adopting a focus on the poorest territories may compromise Rimisp-CTD’s ability to generate and to demonstrate measureable (and cost-effective) impact.
 - *Next Steps*: The policy engagement processes in which Rimisp-CTD is involved are fluid and hence can be managed as circumstances change and as new information emerges. Therefore, Rimisp-CTD should carefully monitor the first set of territories chosen for piloting and tailor program expansion advice based on what is discovered.
- ***Ex ante Assessments of the Impacts of Specific Policy Changes***
 - *Achievements*: Rimisp-CTD, building on past work, has spent considerable time/effort identifying what might be labeled the necessary conditions for successful rural territorial development. This set of conditions has been extremely important in guiding ongoing policy engagement activities; it is hard to know the number of policy cul-de-sacs that have been avoided (and resources saved) thanks to these conditions, but we are sure that the number is large.
 - *Unharvested Fruit*: A comprehensive, explicit framework that allows policy-makers to identify cost-effective, territory-specific investment strategies has yet to emerge.
 - *Next Steps*: At the ‘end of the day,’ policy-makers will choose what to do, and where and how to do it. That said, as Rimisp-CTD re-orient itself towards policy engagement activities -- a domain in which funding constraints, (known) spatially non-uniform needs, (suspected) spatially non-uniform responses to policy actions, and the availability of multiple policy instruments to address given problems, will all combine to force policy-makers to take hard choices regarding what to do (and what not to do), when, and where -- it cannot avoid focusing more time/attention on generating *ex ante* estimates of the expected net benefits of alternative intervention strategies. The ability and willingness to identify ‘best bets’ and policy cul-de-sacs (‘bad bets’) regarding targeting territories and investments within them is imperative for effective policy engagement. This sort of guidance can also help shape ‘higher-level’ policy discussions regarding overall objectives and working definitions (e.g., what the term ‘rural’ means); indeed, Rimisp-CTD has already contributed concretely to such discussions in Colombia and elsewhere. Net present value will be one

useful conceptual framework for these exercises; cost-effectiveness analysis may also prove useful when dealing with objectives such as equity, which are challenging to value.

- **Costs, Cost-Effectiveness and the Burden of Cost**

- *Accomplishments*: Related, Rimisp-CTD has begun to address the costs of alternative policy interventions and to estimate their cost-effectiveness; this work has begun impressively in the context of policy engagement work in Colombia.
- *Unharvested Fruit*: More of this work could have been done in the context of Mexico, and probably in other policy engagement exercises, too.
- *Next Steps*: Rimisp-CTD, perhaps in collaboration with some new research partners, needs to tool-up and to continue to shifts its focus from effectiveness to cost-effectiveness, and embrace the thorny issues of time and of discount rates. Rimisp-CTD should embrace a strategy that envisions all stakeholders not only have a 'voice' in determining what strategies are adopted in given territories, but also have a shared commitment to covering the costs of these interventions. This new avenue of research should be strengthened. Research on innovative public finance instruments, perhaps especially in countries considering important decentralization policies, could be very useful.

- **Issues (Essentially) Missing from the Rimisp-CTD Research Agenda**

- *Achievements*: Rimisp-CTD continues to (rightly) call for policies that bring about sustainable territorial development, and that generate benefits for all of the underprivileged stakeholders in targeted territories.
- *Unharvested Fruit*: However, the environmental underpinnings of sustainable rural development (with the exception of water in two specific geographic areas) are no longer prominently on the Rimisp-CTD research radar screen. Issues related to gender are also less prominent in the Rimisp-CTD research agenda.
- *Next Steps*: These themes will likely re-emerge once traction is gained on practical policy engagement in Mexico, Colombia and elsewhere; CTD should prepare for this.

POLICY ENGAGEMENT AND INFLUENCE

- **Overall Achievements:** Rimisp-CTD has made significant improvements in its capacity to undertake policy engagement activities, and has used this capacity to create opportunities for policy influence, or to take advantage of existing opportunities to do so. Rimisp-CTD is much better positioned today for policy engagement/influence in LAC, and hence remains unique and increasingly valuable in this domain in the region.

- **Enhanced Capacity for Policy Engagement and Influence**
 - *Achievements:* Rimisp-CTD has made very significant and successful investments in its ability to catalyze and to engage in policy discussions, and to influence concrete and relevant policy outcomes. The organization has started by effectively promoting a new policy framework to address rural development challenges based on a strong history of relevant and high-quality research. It has also identified an impressive pool of local partners as well as created spaces and opportunities with them to promote the inclusion of rural development challenges in the political and public agendas. By continuous debate and engagement with diverse stakeholders, it has intelligently tapped into large windows of opportunities for change in significant policy designs and modifications, including the related institutional reforms that need to take place for these policies to be effective. Currently it is perceived as a strategic and valuable partner that can bring new ideas, experiences, and instruments to solve challenges that emerge throughout the policy implementation process.

 - *Next Steps:* As lessons emerge from the key experiences in technical assistance for policy implementation, Rimisp can build on its current CTD's practices of documenting learning in "Learning notes" to generate similar knowledge products, ideally with input from governments that can be of use for future similar policy innovations in other places.

- **Policy Engagement**
 - *Achievements:* Successes to date have been very impressive, and have been achieved (in part) by using the investments noted above to strategically develop new teams involving core Rimisp-CTD staff, new leaders in the national offices, and key partners in the countries with political knowledge and access to key policy spaces. The organization has been very effective in creating or seizing large windows of opportunity to provide policy-makers with new frameworks for effective multi-stakeholder policy discussions. Seven relevant national and sub-national policies have been heavily influenced by Rimisp's evidence, or counted on Rimisp's assistance for their design and implementation. Evidence of success in helping to catalyze and to guide policy debates and action around rural development can be found in Colombia (Mision Rural/PDRIET), Mexico (Territorios Productivos) and Chile (Contract Region). Success in these and other cases has

hinged on Rimisp's willingness and availability (sometimes on very short notice) to engage in policy discussions, and on Rimisp's commitment and demonstrated ability to align its knowledge and proposals with governmental needs, procedures and time frames. In addition, based on Rimisp's guidance, several sub-national policy-makers have developed new initiatives and capacity-strengthening activities to promote rural territorial development.

- *Unharvested Fruit*: Some of Rimisp-CTD policy engagement activities have been less successful, most notably in Central America, where one could argue the need is greatest.
- *Next Steps*: The next steps in policy engagement will involve using the concept of territorial cohesion (and the generic lessons learned from the Rimisp-RTD program) to help craft the practical and implementable details of rural development policies. The CTD program is aware of this and is moving forward in Mexico and (a bit more slowly, as circumstances demand) in Colombia, but the adopted bottom-up approach (from beneficiaries to policy makers) faces challenges, perhaps especially in Mexico, where beneficiary 'demand' may not dovetail neatly with types of public sector investments needed to spur territorial development. Rimisp-CTD should redouble its efforts in Central America, where international support remains relatively heavily focused. Other opportunities for policy engagement exist or could be developed within LAC; lessons learned in Mexico, Colombia, and elsewhere could be used to develop regional strategies for identifying how best to allocate Rimisp-CTD's scarce resources.

- **Meeting Future Demand for Policy Engagement**

- *Achievements*: Rimisp-CTD had done a very impressive job of responding to the real-time needs of policy engagement activities, often at very substantial personal cost.
- *Unharvested Fruit*: Efforts at delegating tasks more evenly across the organization have not been completely successful.
- *Next Steps*: In all cases, there will be more opportunities for Rimisp-CTD involvement than Rimisp-CTD can effectively respond to. The human capital constraint will be especially binding. Hence, Rimisp-CTD should develop a strategy for deciding what can/cannot be done, by whom, when, and where; and when to opt out. This strategy should be developed with input from selected in-country collaborators. Internal deliberations with other Groups within Rimisp and with Rimisp's Executive Director regarding comparative advantage and opportunity costs, and multi-stakeholder consultations are likely the best way of making these choices. Alongside these activities, Rimisp-CTD must also develop a set of measurable and agreed-upon outcome indicators, and set in place a research process (including detailed baseline assessments – see above) that will allow for

the monitoring and evaluation of progress and (where possible) the attribution of measured progress to policy changes that have been enacted.

- **Rural Policy Dialogue Groups**

- *Achievements:* These groups, as well as the New Regional Agenda in Chile, have opened new and concrete opportunities of policy influence, as well as developed local capacity to jointly discuss and use relevant research to address specific policy issues. By establishing and supporting permanent discussion groups for rural development issues and by taking advantage of Presidential elections in Chile to develop and discuss a set of new proposals for decentralized rural development, Rimisp-CTD has been able to promote a new policy agenda that maintains a focus on rural development. This is a very cost-effective strategy for igniting and sustaining policy debates, as well as providing input into specific policy discussions when relevant windows of opportunity emerge.
- *Next Steps:* Maintaining and institutionalizing existing groups, starting new groups (especially at the sub-national and local levels), and establishing links among them will be challenging and likely increase costs, and hence raises the need to address their medium- and long-term sustainability. Some groups may have opportunities to scale up the lessons learned from project-based activities to influence development policies at the national level; Rimisp-CTD can help identify and take advantage of these opportunities.

- **Private-Sector Engagement**

- *Achievements:* Rimisp-CTD has made selected significant and valiant attempts to engage with large-scale private sector entities to promote selected elements of more efficient and effective rural development programs. These efforts have not generated the expected results in the time-frame that was envisioned.
- *Unharvested Fruit:* Rimisp could have better documented the whole process of the creation and development of its technical assistance unit and the discussions associated with those efforts so as to collectively build from agreed lessons and conclusions.
- *Next Steps:* Patience, persistence and a modified strategy may be called for. Rimisp-CTD needs to invest systematically in understanding the objectives, methods, timing, etc. of the private sector, the factors that influence decisions, and how these all vary over space and time, and across different types and scales of private-sector entities (i.e., large-scale enterprises should not be the only partners targeted for learning and for engagement). In short, Rimisp needs to become as informed about (but not necessarily discover, first-hand) private sector objectives and *MO* as it now is about public sector objectives and *MO*. To do this, Rimisp could tap into and contribute to (perhaps via managed consultancies) existing knowledge on corporate social responsibility programs and public-private

partnerships. Furthermore, several current members of GDRs and other consulted experts have expressed willingness to contribute to this new stock of knowledge and articulate new forms of potential engagement. Rimisp should build on this social capital to do this jointly with others in the sector or who have considerable experience.

- Developing National Capacity
 - Achievements: Rimisp, as an organization, is highly valued for its ability to clearly articulate knowledge related to rural development policies, priorities, and principles, and is routinely called upon to share this knowledge in the context of in-country capacity-strengthening activities. Rimisp-CTD faces the same ‘demand,’ which will only increase as the shift towards policy engagement activities continues. Rimisp is also an effective articulator of new knowledge to develop research and capacities for new generations of policymakers. Besides work within the GDRs and its technical assistance projects, the organization has been engaged in several capacity building efforts: from designing a new plan for the SUBDERE in Chile to design tools to strengthen institutional capacities of regional and local collaborators, to co-organizing a diploma training program with FLACSO.
 - Next Steps: In many cases, capacity strengthening is critical to achieving policy influence: indeed, national policy-makers are increasingly aware of complementarity between policy development/implementation and institutional reform. In the end, the impacts of policies recommended/designed with the help of Rimisp-CTD will likely depend heavily on the institutional capacity to carry them out. However, managing this demand will require strategic choices, as mentioned above. Focused capacity-strengthening efforts on partners directly involved in collaborative policy engagement activities makes sense; broader capacity-strengthening efforts might be better and more cost-effectively done in collaboration with universities, state-level capacity building agencies/programs, etc.

ORGANIZATIONAL DEVELOPMENT

- Enhancing Regional Impact
 - Achievements: Rimisp has traditionally leveraged its messaging and influence by establishing and managing a network of research and policy-making partners. Rimisp-CTD has de-emphasized this region-wide mechanism and shifted towards a more geographically focused approach. More recently, national offices (in the model of the Ecuador office) have been established in strategic locations to foster, support, and enhance the efficiency of in-country policy engagement activities.
 - Next Steps: As these offices gain traction, very important and strategic decisions will need to be made regarding their staffing (both numbers and skill sets), and

how to efficiently and effectively manage communication between these country offices and Rimisp-HQ, and among country offices. Developing and implementing communication (and other) strategies that maintain and reinforce Rimisp's working ethos, principles, and commitment to rural development in Latin America will be essential. Expanding the number of country offices, even as policy engagement activities increase in countries not currently served by Rimisp-CTD offices, should await assessments of current and pending in-country office experiments in Mexico, Colombia, and Ecuador.

- Developing a New Generation of Researchers and Policy Engagement Specialists
 - Achievements: Rimisp in general, and Rimisp-CTD in particular, has attracted and retained an impressive group of mid-level researchers with academic, policy engagement and/or management skills. One, in particular, has rapidly become a prominent leader within and outside of Rimisp, recently rising to the level of Rimisp's Executive Director. Others have chosen to leave Rimisp, but in doing so are gaining practical experience in academic and (especially) in real-time policy-making settings; these new experiences may at some point enhance Rimisp's research and policy engagement work. The organization has also developed an improved and more transparent human resource development strategy, thereby enabling professional career paths to be identified and pursued.
 - Unharvested Fruit: However, there is still a critical mass of 'untapped' mid-level researchers. While they are working at full capacity, they experience time constraints and lack the latitude to go beyond their immediate, project-funded activities. Consequently, they have not yet seen the emergence of opportunities to exploit their analytical, creative, leadership and strategic potential.
 - Next Steps: This suggests the need for empowerment and more room for bringing in new ideas that will allow this promising group to gain experience in research and especially in policy engagement activities. This will prepare them to lead initiatives and independently develop new research and policy engagement opportunities in the future. Perhaps more important and urgent, some key vacant positions should be filled in the short term (Principal Researcher of the Agriculture for Development Group) and in the medium term (Principal Researcher of the Social Development and Inclusion Group) in order to maintain the continuity and quality of Rimisp's work in these fields.
- Funding Model
 - Achievements: From the onset of the program, Rimisp-CTD has been aware of the need for, and of the challenges to, developing a new funding model. The program has successfully developed alternative sources of funding during the past years, with heavy emphasis and reliance on governmental funding for national technical assistance projects. Counterpart funding to support research and evaluation

alongside technical assistance projects is sometimes available (e.g., CONEVAL in Mexico).

- Unharvested Fruit: However, funded research did not meet all of Rimisp-CTD's research needs. Funding for regional research and outreach activities (e.g., distilling messages from multiple technical assistance projects) remains problematic – failure to successfully address this funding gap could undermine Rimisp's overall position and its ability to act as a center of excellence in the region.
- Next Steps: Additional funding, perhaps from other national and non-national sources, is needed. Development of a more formal and structured institutional process (i.e., a simple business plan that is revisited annually or a small fundraising team), along with innovative fundraising activities (e.g., crowdfunding), might help Rimisp-CTD institutionalize lessons learned so that they permeate the different Working Groups and national offices to promote further commitment to changing fundraising objectives and activities. It could also guide the exploration of new alternatives (building on what others have tried) and enable the identification of joint efforts for funding where economies of scale are viable or opportunities exist.

1. BACKGROUND OF EVALUATION REPORT

1.1. Background of the Study

The Rimisp-CTD Program was funded, in part, by a grant from IDRC in 2012 (Territories of Wellbeing; Territorial Dynamics in Latin America -- #107091) with follow-up funding in 2013 (Addendum to the same grant proposal). In all, approximately \$5m was provided by IDRC, with substantial additional funding being provided by IFAD (~\$2.2m) and the Ford Foundation (~\$350k). Rimisp-CTD also generated a very substantial amount of additional co- and parallel-funding for the program.

This program of research associated with Rimisp-CTD continues from the groundwork established by the Rimisp-RTD program by addressing rural development by integrating and synthesizing policy, practice and intellectual debate at a *flexible*, sub-national geographic scale (i.e., the territory) in a way that links and cuts across different disciplines. Rimisp-CTD distinguishes itself from earlier programmatic work by its very substantial focus on policy engagement and policy influence.

The *general objective* of this research-based policy advisory, capacity-building and policy engagement program is to contribute to the design and implementation of more comprehensive, cross-cutting and effective public policies that will stimulate and support rural territorial dynamics. Specific objectives to strengthen rural territorial development are to: (1) actively inform policies with strategic, research-based analysis of the dynamics of rural territories and of the determinants of change; (2) strengthen the capacity of

strategically selected public and private development agents to engage in policy-making and program-implementation processes; (3) facilitate and make concrete dialogue and interaction among rural development practitioners, policy-makers and researchers from Latin America; and (4) to support the continued consolidation of Rimisp as a leading rural development knowledge center.

The program ends in January of 2016 (with an agreed-upon six-month extension), with a significant number of ongoing operations that involve IDRC grant and additional (non-IDRC) resources; hence, this evaluation captures the Program at approximately mid-stream, especially as regards final published product and policy impact.

The scope of the review is the overall program, consisting of the IDRC grant, along with several other large grants from the International Fund for Agricultural Development (IFAD), the Ford Foundation, and several important grants from national governments in support of policy engagement activities.

1.2. Intended Users & Uses of the External Review

The primary users of this external review are Rimisp Board and management, IDRC management and other donors and national governments interested in investing in a Rimisp follow-up program.

The key general uses of the overall external review are to:

- account for the ~\$5m investment by IDRC;
- better understand how the funding affected scientific and organizational performance and development;
- better understand how funding affected policy engagement and influence; and
- provide guidance for future programming.

This document reports the findings of the evaluation that focused on *scientific contributions, policy influence, and organizational development*.¹ More specifically, the following issues were addressed:

- the quantity and quality of contributions made to the state of knowledge about rural development;
- policy changes, policies being considered for change/adoption, and any modifications to policy change mechanisms in the region as a result of the Rimisp-CTD program; as well as the level of adherence and engagement in territorial cohesion by influential public leaders and private sector leaders, and
- changes to the organizational structure and performance of Rimisp that are attributable to the Rimisp-CTD program.

¹ See Annex 10 for details of the evaluation workplan.

1.3. Values and Principles Guiding the Evaluation Process

Several very important factors influenced the data available for this study, and hence the interpretation and use of the study's results.

First, the Rimisp-CTD project is ongoing and may just now be entering its most productive phase regarding the policy influence. Therefore, this review is in some ways premature; another few years, at least, may be required to more concretely judge the effectiveness and the cost-effectiveness of the Rimisp-CTD project. Therefore, this review makes an effort to identify scientific contributions and policy influence *to date*, and also attempts to *look forward* and assess likely future scientific contributions and policy impacts.

Second, as is always the case, time constraints precluded reviewing all of the documents or contacting all of the individuals that the evaluators would have liked to have included in the data used for this assessment. This is especially true for the assessments of policy engagement and policy influence, hence, most of the examples pertain to data collected during and insights gleaned from site visits in Chile, Mexico and Colombia. With that said, we believe the documents reviewed and the individuals contacted provided an information base that is adequate to support this evaluation, and the conclusions/suggestions it contains.²

Third, views differed among stakeholders regarding some of the issues dealt with in this review. Whenever a consensus view was possible to determine, it is reported. Whenever stakeholders' views were sharply divided on an issue, multiple views are reported.

Fourth, this review takes as given the results of earlier internal and external reviews of the Rimisp-CTD project.

Finally, Rimisp is one of many organizations in LAC doing research on or seeking to promote sustainable, inclusive growth, so attribution issues loom large regarding contributions to science and (especially) to changes in policies, policymaking processes, and policy dialog.

1.4. Description of Methodology

The following data collection methods were employed in this evaluation:

- initial orientation meeting at Rimisp offices in Santiago, Chile;
- review of documentation relevant to the Rimisp-CTD program, including the initial proposal, annual progress reports, documents available on the Rimisp web site,

² It is worth noting that Vosti and Weyrauch undertook an external evaluation (commissioned by IDRC and covering the period 2011-2015) of the Rimisp-RTD program; this evaluation serves as a 'baseline' for the current evaluation.

evaluations conducted by the Rimisp-CTD M&E system, and key publications resulting from the program;³

- review of the recent international literature on rural development theory and practice;
- interviews with selected Rimisp staff, authors of important Rimisp-CTD reports, and a selection of key Rimisp-CTD collaborators;
- interviews with staff from selected key organizations active within and outside the region; and
- interviews with representatives of selected governments and agencies that provided co-funding or parallel funding to the Rimisp-CTD program.⁴

1.5. Acknowledgements

Rimisp-CTD research and support staff worked tirelessly and cheerfully to prepare and deliver the large volume of information upon which this study heavily relies, to present and discuss issues related to the program's scientific contributions and policy influence, and to help to arrange meetings with stakeholders. Special thanks go to Juan Fernández for the truly excellent supporting documentation and logistical assistance he provided prior to and during the evaluation process. Julio Berdegué, as always, was our ever-accessible, ever-helpful point of contact for all issues – without his guidance and input, would have been much more challenging to undertake, and probably of much less value to its intended users.

A long list of stakeholders⁴ graciously agreed to provide input into this study; the time and effort they dedicated to preparing for and participating in interviews was considerable.

Laura Dick provided excellent research support in reviewing the global and Latin America-focused English-language literature related to rural development.

The efforts of these groups are very much appreciated.

All errors are ours.

³ See Annex 9 of this report for a list of documents consulted.

⁴ See Annex 8 to this report for a list of individuals contacted.

2. EVALUATION FINDINGS

2.1. Rimisp-CTD Scientific Research Program

2.1.1. Point of Departure for the Rimisp-CTD Research Program

The seminal contribution of Schejtman and Berdegúe⁵ was the Rimisp-CTD program's intellectual point of departure. This paper is recognized and appreciated by all Rimisp collaborators (and many others) as a fundamental contribution to the stock of knowledge, and one that has immediate resonance with a very broad array of stakeholders throughout LAC. In short, this paper, and others⁶, argue that a new socioeconomic and geographic 'lens' is required to identify options for and ways to promote sustainable, inclusive growth in rural areas in LAC – the proposed geographic lens is the *territory*, which is generally larger than a município (or county) and smaller than a state (or region), and is comprised of a set of stakeholders sharing common histories and purposes that are called upon to promote sustainable, inclusive growth.⁷

The 'jewel in the crown' from the point of international access to the collection of ideas and studies associated with rural territorial development is Rimisp's Special Issue of *World Development*⁸. While considerable effort went into producing that volume, it elevated Rimisp to a new (and deserved) standing in the international scientific community. Among its many contributions, that volume identified a collection of what could be referred to as necessary conditions for inclusive, sustainable rural development, namely:

- structures of resource access and control that are clear, equitable and enforced;
- economic structures that are inclusive, efficient, and flexible, and that are linkages with dynamic markets;
- strong, bi-directional rural–urban linkages, particularly with intermediate-sized cities;
- the key role of strategic public investments to promote 1-3; and
- the key roles of harmonized and inclusive-growth-focused collective action to promote 1-4.

The research program of Rimisp-CTD has been driven, in large part, by this collection of conditions, both in terms of the research undertaken and in the efforts to distill policy messages from research results that are related to these conditions. In what follows, we

⁵ Schejtman and Berdegue (2007), which takes as background, among others, Acemoglu et al. (2002), Krugman (1991, 1998) and Bagnasco (1977 and 1998).

⁶ Especially the work on rural non-farm employment, see Escobar, Reardon and Berdegúe (2001).

⁷ Reducing poverty, and making the ownership of and access to assets and services more equitable, are key objectives of sustainable, inclusive growth.

⁸ Berdegúe, Escobar and Bebbington. 2015. *World Development* Vol. 73, pp. 129–137, 2015

summarize what we feel are the significant contributions to the scientific body of knowledge made by Rimisp-CTD, identify methodological and other shortcomings where appropriate, and suggest next steps that may be useful to the research program, with particular focus on merging the future Rimisp-CTD research with the current (and likely increasing) focus on policy engagement.

2.1.2. The Scientific Productivity of the Rimisp-CTD Program

To date, approximately 75 Rimisp-CTD working papers⁹ have been produced and many of these have either already been published, or are destined for publication as book chapters, journal papers, or both (see below).

Two papers reporting the results of Rimisp-CTD-supported research are under review by international journals.

It is likely that the flow of peer-reviewed scientific products will increase over the next several years as data analyses come to an end, and as the publishable elements of those analyses emerge. Indeed, this is what one would expect from research projects of this size and complexity.

More specifically, the following edited volumes (some titles are provisional) have either been produced or are currently under review.

Book 1 – Trampas Territoriales de Pobreza y Desigualdad: Los casos de Chile, México y Perú. This book contains three pairs of country-level and territorial case studies for Chile, Mexico and Peru, and one introductory/synthesis chapter. It is currently under review.

Book 2 – Informe Latinoamericano sobre Pobreza y Desigualdad (2013). This widely distributed/cited tome in Latin America contains three parts: Part 1 focuses on gaps in income-based poverty and other indicators of social welfare; Part 2 focuses on spatial differences on employment in Brazil and Mexico, with special emphasis on high- and low-quality jobs; and Part 3 presents a series of territorial case studies that focus on private-sector investments (often made jointly with public-sector investments) and their potential to generate employment, especially high-quality jobs. The 2015 edition will be published in December, 2015, and will highlight gender inequality.

Book 3 - Agricultura Familiar en América Latina (2014). This was an IFAD-sponsored research project and volume. The publication, and the series of jointly published

⁹ Available at: <http://rimisp.org/proyectos/publicaciones-y-documentos/?p=programa-cohesion-territorial-para-el-desarrollo&c=documentos-de-trabajo>

country-specific working papers, provide detailed and useful overviews of family farm enterprises in the most important agricultural economies of Latin America.

Book 4 – Rural-Urban Linkages (2014). This work, one of the few efforts looking beyond LAC that Rimisp-CTD has engaged in, was supported primarily by the Ford Foundation. The Final Report remains an in-house document to guide internal Foundation policy and has had substantial influence on internal discussions and funding decisions.¹⁰ Berdegué and Proctor¹¹ provide a useful overview.

2.1.3. Theme-Specific Assessments

What follows is an assessment of the scientific contributions of selected Rimisp-CTD research themes, and suggestions for enhancing productivity, publishability, and policy influence.

2.1.4. Data Bases for Territorial Cohesion

This highly disaggregated, region-wide data base was originally established under the Rimisp-RTD program and used to develop a seminal collection of poverty maps. The data base has been expanded and updated to provide longer time series to support the study of an array of dynamic processes, poverty and equity chief among them. The data base remains regionally unique and publically available; while we cannot determine precisely who used these data¹², it is quite likely that the academic community within LAC has been the primary user. Rimisp-CTD has continued to exploit these data to explore new definitions of territories (e.g., functional territories¹³) and to examine new indicators of human welfare¹⁴ and links among them.

2.1.5. Territorial Poverty, Opportunity and Inequality Traps

This research builds on earlier Rimisp-RTD work, especially the poverty maps and poverty dynamics analyses, and confirms what was originally posited at that time – if you're poor, you're likely to remain so. The results of this work have been broadly distributed and well-received, especially in selected Latin American countries. The research program nudges the scientific frontier forward a bit by identifying some of the factors that may help explain why the set of (somewhat arbitrarily determined) persistently poor spatial units (often not territories, but smaller administrative units) are so¹⁵, but some of the factors suggested

¹⁰ Ford Foundation representative; personal communication, July 2015.

¹¹ Berdegué J. A. and Proctor F. J. (2014) Cities in the Rural Transformation. Working Paper Series N° 122.

¹² Recent upgrades to the data monitoring system will allow future evaluations to probe these issues more deeply.

¹³ See, for example, Rodriguez et al. 2013. Territorios funcionales de Nicaragua.

¹⁴ See, for example, Soloaga and Yunez Naude. 2013. Dinámicas del bienestar territorial en México basadas en los territorios funcionales: 2005- 2010

¹⁵ See, for example, Tomaselli in Trampas Territoriales de Pobreza y Desigualdad: Los casos de Chile, México y Perú, under review.

(e.g.) lack of social cohesion, are hard to define, hard to measure, and even harder to craft policy to deal with. In-depth work comparing territories with similar histories but different economic development paths¹⁶ points up the potential for public-private partnerships to help lift territories out of poverty, but the broad-based replicability of some of these investments may be in doubt. This work would benefit from making more clear distinctions between ‘opportunities’ and amenities (e.g., access to water), and from a clearer articulation of specific policy recommendations for addressing poverty traps, and a clearer justification for why authors feel they would be successful, in a timely way – even the best empirical papers¹⁷ end ‘flat’ in this regard. All of this work would benefit from an ‘economic overlay,’ i.e., some assessment of the cost-effectiveness of alternative strategies for escaping poverty. Finally, this set of research activities is also somewhat inconveniently labeled. From the title, some readers may expect, à la Michael Carter¹⁸, an assessment of the effects of exogenous shocks on the assets of actors or collections them, some of whom manage to overcome these shocks while others do not. Indeed, that sort of analysis, if doable, would dovetail nicely with the part of the definition of territorial dynamics that relies on site-specific history, including economic shocks.

2.1.6. Territorial Cohesion for Development – Definitions, Research Methods and Policy Relevance¹⁹

Rimisp-CTD has begun to map out new conceptual space by suggesting that regional and perhaps national economic growth can be hindered by large differences growth and/or poverty reduction among territories. If this potentially important co-benefit of rural territorial development (higher-scale economic growth) turns out to be large and addressable via concrete policy actions, then RTD should be easier to sell. However, there may be some up-hill battles to fight along the way. The first deals with terminologies. We, as a discipline, have been grappling with how to define territories for some time; Rimisp-CTD is wrestling now with this issue in very practical and (hopefully) policy-relevant ways in the context of its field-based policy engagement activities. Coupling *that* nebulous term with the word ‘cohesion’ – perhaps even more challenging to define, measure and wrap concrete policy dialog around – increases the uncertainty regarding objectives and the means to achieve them. The second relates to data. There are distinct limits to which secondary data can support the proposed analyses. For example, it is difficult for cross-sectional data to support examinations of the effects of (say) population concentrations on

¹⁶ See, for example, Fernandez Labbé et al. in *Trampas Territoriales de Pobreza y Desigualdad: Los casos de Chile, México y Perú*, under review.

¹⁷ See Escobal, in *Trampas Territoriales de Pobreza y Desigualdad: Los casos de Chile, México y Perú*, under review.

¹⁸ See Carter and Barrett (2006) and Fafchamps *et al.* (1998).

¹⁹ We deal very specifically here with the scientific and measurement issues associated with territorial cohesion. Policy-makers can and do march forward for political and other reasons with investments in territorial cohesion (e.g., http://ec.europa.eu/regional_policy/en/funding/cohesion-fund/) before all of the theory and evidence is ‘ready.’ Placing political ‘carts’ before the scientific ‘horses’ may be a political imperative at times, but this does not reduce the value of the ‘horses’; Rimisp-CTD should show prudence and provide guidance in this domain.

regional or national economic growth²⁰ – endogeneity issues loom large. More complete structural macroeconomic models may be the more appropriate tool²¹. The third is a set of conceptual/theoretical/methodological issues that will have to be dealt with before credible policy messages can likely be distilled from research: a) the world may be a highly non-linear one when it comes to economic development and territorial cohesion – extreme lack of cohesion (e.g., warfare) may be catastrophic for development, while very low (but not extreme) levels of cohesion may pose few limitations to growth; b) many other factors aside from territorial cohesion can affect higher-scale growth – proper tools/approaches should be selected to consider these other factors, and their interactions, c) policies for enhancing cohesion need to be spelled out, and d) to help shape policy dialog, the costs associated with enhancing cohesion need to be set alongside their benefits in terms of economic growth. Rimisp-CTD has begun to wrestle with these issues, but new sets of collaborators with more appropriate tools (e.g., groups with existing spatially explicit regional development models) might speed this process and also generate co-benefits for new collaborators who are seeking to understand how best to sub-divide (spatially and sectorally) national economies.

2.1.7. Social Safety Nets

Work on social protection programs²² is new for Rimisp-CTD, and dovetails nicely with the program’s focus on addressing poverty at the bottom of the pyramid using public policy instruments. Identifying subsets of social programs that are by design ‘spatially blind’ but may have spatially and socially heterogeneous effects²³ will contribute to fine-tuning social safety nets. The distinction between providing cash, food, and services to reduce poverty gaps at household level, and making the supra-household-level investments to help the less-poor (thanks to social protection programs) to leverage their resources to escape poverty over the long term is a point very well made. Again, research undertaken alongside ongoing and future Rimisp-CTD policy engagement work have the potential to help policy-makers fine-tune and balance their social safety net and social promotion investment portfolios.

2.1.8. Agroindustry and Poverty Reduction

Rimisp-CTD empirical work on the potential for the expansion of relatively labor-intense agroindustry to reduce poverty locally is well-done and compelling²⁴. Next steps in this

²⁰ See Tomaselli, 2015, under review.

²¹ E.g., Verburg *et al.*, 2006. A multi-scale, multi-model approach for analyzing the future dynamics of European land use. *Ann Reg Sci* (2008) 12:57-77. Or, Cattaneo, A. 2008. Regional Comparative Advantage, Location of Agriculture, and Deforestation in Brazil. *Journal of Sustainable Forestry*, 27:1-2, 25-42.

²² See, e.g., Scott. 2014. *Coordinación Territorial de las Políticas de Protección Social en México*. Serie Documentos de Trabajo N° 140.

²³ See, e.g., Fernández *et al.* 2013. *Políticas de protección social y superación de la pobreza para la inclusión social: una lectura crítica desde el enfoque de cohesión territorial*”. Documento de Trabajo N°23

²⁴ See, e.g., Cazzuffi *et al.* 2015. *Localización de la industria agroalimentaria en Chile y sus cambios en el tiempo, 1995-2009*

research might address the extent to which, and via which specific policy actions/investments, policy-makers can ‘steer’ specific sub-sectors of the agroindustrial complex towards areas with higher levels of poverty, and whether such investments are wise (i.e., are such actions/investments, which may be expensive and impose important local opportunity costs, the most cost-effective strategies promoting job-creating rural development and reducing rural poverty). Finally, rapid mechanization and increasing concerns regarding food quality and especially food safety may influence the spatial location of (e.g.) processing plants, and do so in ways that reduce policy-makers abilities to influence location choices.

2.1.9. Rural-Urban Linkages

Through the territorial lens, the Rimisp-RTD project helped to recast the institutional setting needed to effectively promote sustainable, inclusive growth. The importance and the roles of medium-sized cities in defining territories and in understanding rural development processes are now better understood thanks to that research effort.²⁵ Incorporating cities, some of which are located outside the boundaries of territories,²⁶ generated some new insights into urban-rural linkages. Research undertaken by Rimisp-CTD has taken the analyses of rural-urban linkages a few steps further. “Rural” and “urban” are now defined in non-traditional and more policy-relevant ways, which highlight the potentially mutually beneficial effects (for the poor, especially) of promoting rural-urban linkages and making them more efficient. The roles of food systems and labor markets in determining the types and volumes of bi-directional, rural-urban flows of goods and services are now more deeply appreciated. Questions remain regarding how best to manage this new, larger, and more complex rural-urban interface, and how to prioritize and to geographically target them. What seems to be emerging from this work is an interesting (and healthy, coming from Rimisp-CTD) blend of spatially blind and place-based policy suggestions; research on these issues undertaken alongside ongoing policy engagement work, especially in Mexico and Colombia, may help sort this out.

2.1.10. The Political Economy of Water Policy

This is a welcome return (but a limited one) by Rimisp-CTD to the realm of environment and natural resource management, an area highlighted by Rimisp-RTD as one with great potential for defining/demarcating territories, and for providing clearer (although challenging) sets of policy instruments for use in managing ecosystem service flows, with implications for poverty and wealth. The underlying aim for equity in water access/distribution²⁷ perhaps could be ‘stretched’ to make water policies more progressive. Spatial trade-offs among alternative water-use beneficiaries can be predicted (several tools exist and some can be quickly deployed), and these trade-off vary over time (wet versus dry

²⁵ See, e.g., Berdegué and Proctor. 2014. Cities in the Rural Transformation. Working Paper Series N° 122.

²⁶ See, for example, Hernandez and Trivelli (2011).

²⁷ Ravnborg et al. 2015. “Water Governance Reform in the context of Inequality. Securing rights or legitimising dispossession?” Presentation at the World Water Congress, Mayo 27, 2015.

years), so policies need to be crafted conditional on climate and weather. Injecting this sort of flexibility into water policy discussions may be fundamental to sustainable and poverty-sensitive water policies.

2.1.11. How Others Think About and Deal with ‘Space’ – Practicality, Overlaps, and Opportunities for Increased Relevance

Thinking about the spatial distribution of humans, human needs, human activities, natural resources, ecosystem service flows, etc. is not new, and every sub-discipline has its own ‘lens’ for demarcating space and for ‘viewing’ the biophysical and socioeconomic actors/processes/interactions/structures/etc. within and across these demarcated areas. Those working on climate change issues²⁸ use one lens, those working on water management use others^{29, 30}, those worrying about land use/land cover change use another, and those grappling with global markets for food/fiber/biofuels use yet another³¹. For practical reasons, some related to the desire to influence policy dialog and decisions, all sub-disciplines have had to become concrete in their demarcations and to select and justify specific actors/actions/interactions/structures/etc. for study and for policy engagement. Overlaps among sub-disciplinary lenses can be very useful in understanding and predicting the effects of policy and other changes³², and enhancing policy influence³³. As Rimisp-CTD focuses more attention and effort on policy engagement, it is being forced craft its own lenses, i.e., to become concrete about the spatial delineation of territories and more selective regarding the actors/etc. that it focuses on. This is a challenging but necessary process. Rimisp can learn from other sub-disciplines about the costs/benefits associated with ‘carving up space’ in particular ways using particular guiding principles. More important, spatial overlaps between Rimisp-CTD territories and the spatial units created by others may emerge (perhaps by design); if/where they do, these overlapping spatial units may offer Rimisp-CTD some (perhaps unexpected) collaborators and enhanced policy relevance.

²⁸ IPCC, 2014: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland, 151 pp.

²⁹ Torres *et al.* 2011. Economic Impacts of Regional Water Scarcity in the São Francisco River Basin, Brazil: An Application of a Linked Hydro-Economic Model. *Environment and Development Economics* 17:227-248.

³⁰ Maneta *et al.* 2009. A Spatially Distributed Hydro-Economic Model to Assess the Effects of Drought on Land Use, Farm Profits, and Agricultural Employment. *Water Resources Research*. 45: 1-19.

³¹ Nelson *et al.* 2010. Food security, farming, and climate change to 2050. Washington, D.C. International Food Policy Research Institute (IFPRI)

<http://www.ifpri.org/publication/food-security-farming-and-climate-change-2050>

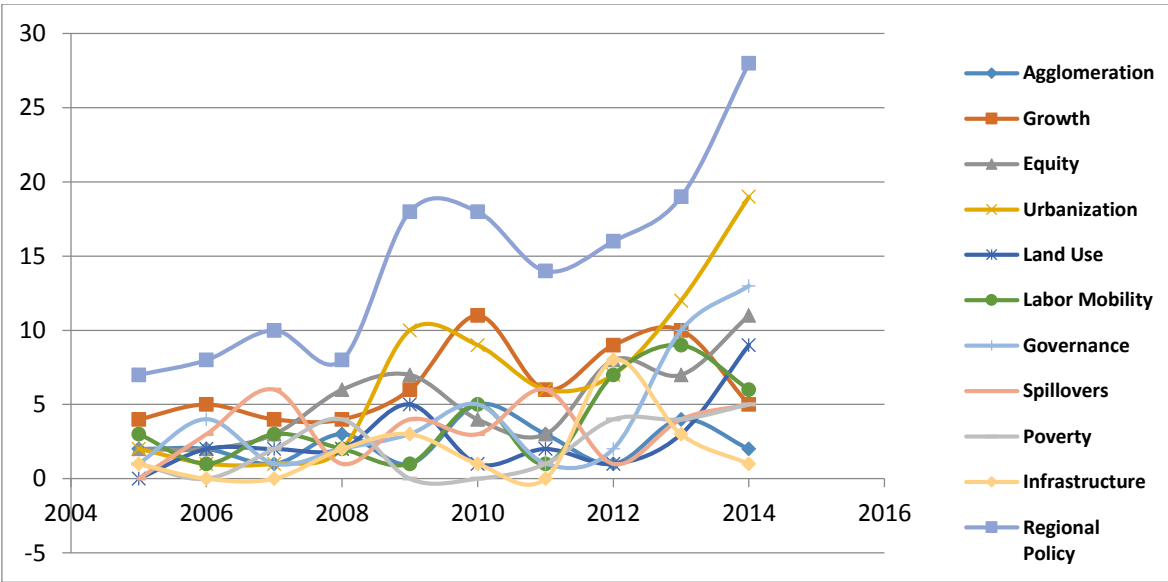
³² Rosegrant *et al.* 2012. International Model for Policy Analysis of Agricultural Commodities and Trade (IMPACT): Model Description International Food Policy Research Institute, Washington, D.C.

³³ Vosti and Brown, 2015, Use of Optimization Modeling to Select Interventions for the Control of Micronutrient Deficiencies. *Food and Nutrition Bulletin*, Volume 36, Supplement3, September 2015.

2.1.12 .Where Do/Can the Rimisp-CTD Scientific Contributions Fit? A Brief Review of the International Regional Science Literature

Finally, in the context of this scientific review of Rimisp-CTD’s activities and outputs, we undertook a review of the regional science literature over the past (approximately) ten years.³⁴ We did so in order to identify broad trends in the literature and to assess overlaps with core Rimisp-CTD research themes, and also to look forward a bit regarding how Rimisp-CTD might position its future scientific output. Papers were reviewed for content and classified by broad research themes. Figure 1 presents the results of this literature review (vertical axis reports the number of papers focusing on particular themes; the right-hand-side legend identifies these themes).

Figure 1: Broad Trends in the Regional Science Literature (# of papers, by key research theme)

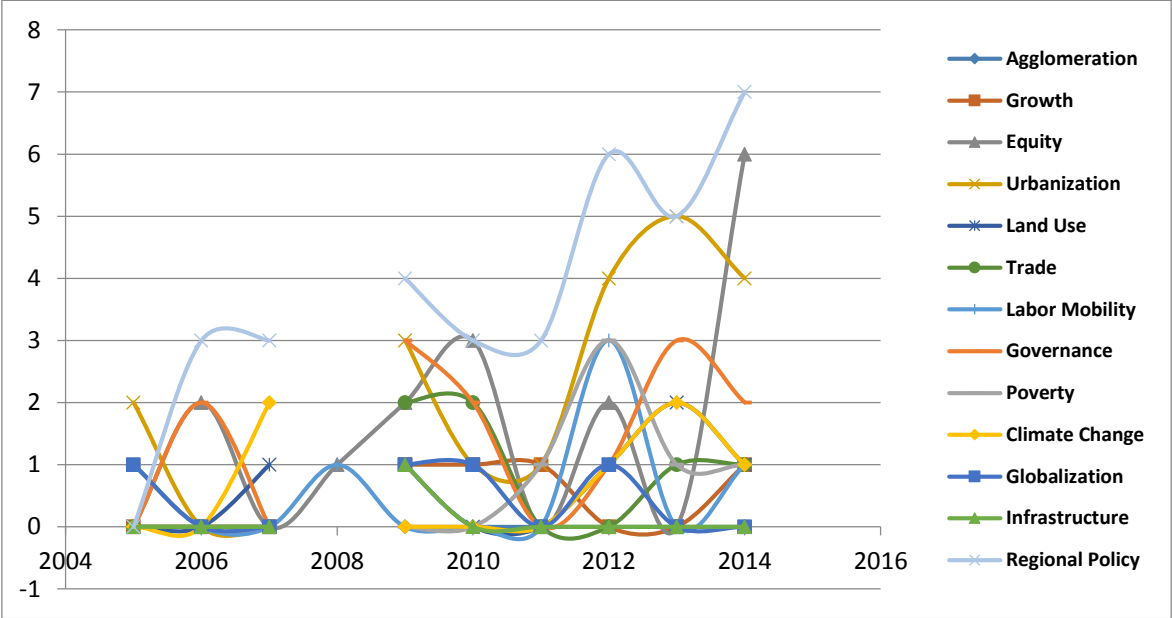


Several trends quickly emerge from this review. First, regional policy (examined in greater detail below) remains the dominant theme in this literature, increasing its share of published papers over the past decade. Second, increasing attention is being paid to urbanization (its causes, its consequences, and how to manage it), and, related, labor

³⁴ The following journals were included in this review: Papers in Regional Science, Journal of Regional Science, International Journal of Urban and Regional Research, Growth and Change, Review of Urban and Regional Development Studies, Regional Science Policy and Practice, Frontiers in Resource and Regional Economics, Journal of Regional and Socioeconomic Issues, Annals of Regional Science, Canadian Journal of Regional Science, International Regional Science Review, Regional Science and Urban Economics, European Journal of Spatial Development, International Review for Spatial Planning and Sustainable Development, Journal of New Frontiers in Spatial Concepts, Journal of Spatial Science, Spatial Economic Analysis, OECD Regional Development Working Papers, Papers in Local and Regional Development, and Regional Analysis and Policy.

mobility. Third, there has been a recent up-tick in interest in and publications focusing on governance (what it means, how to make it more effective and efficient, etc.). Internationally, poverty remains a relatively low-profile issue in this literature, but papers on equity have increased in number over the past five years or so.

Figure 2: Trends in the Regional Science Literature Focusing on Latin America (# of papers, by key research theme)

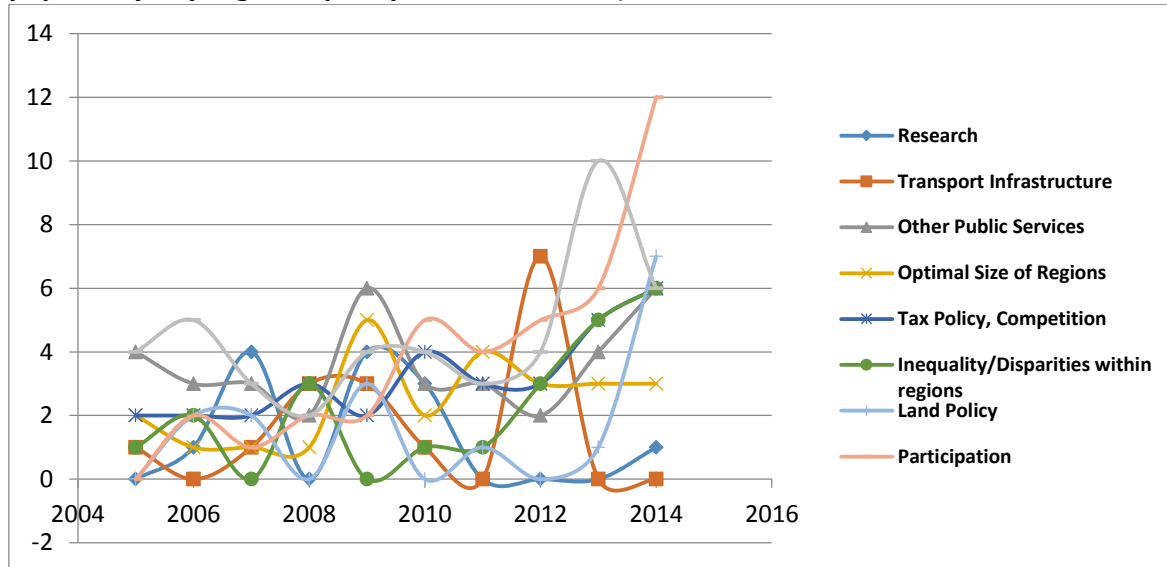


Using the same metrics and research theme categories, the numbers of papers appearing in these same journals but focusing on Latin America are reported in Figure 2. Several factors emerge from reviewing this subset of the literature. First, unsurprisingly, the majority of the international literature is not focused on Latin America. Second, there is a large, recent increase in publications that focus on equity. Third, publications on regional policy have continued to increase in number (essentially) over the entire review period.

Finally, when one looks at the international literature (including that focused on Latin America) *within* the category of ‘regional policy’ (Figure 3), a few interesting trends emerge.

First, participation and development policies top the list of regional policy issues. Second, over the past five years or so, there has been a marked increase in attention being paid to inequality/disparity among regions. Third, land policy (and land use in the non-LAC literature) has experienced a recent increase in attention. Fourth, the optimal size of regions continue to occupy a mid-level position. Finally, and perhaps invitingly (see below), very little attention has being paid recently to research on policy issues.

Figure 3: Trends within the Regional Science Literature Focusing on Policy Issues (# of papers, by key regional policy research theme)



This brief (and admittedly somewhat superficial) review and write-up of it begs two questions: a) what role has Rimisp had in ‘steering’ this literature, and perhaps more important b) how might the emerging and future research output of Rimisp-CTD be conducted and ‘packaged’ in order to dovetail with trends in this literature?

Regarding the first question, given publication lags, etc., Rimisp-CTD is too ‘young’ to have had much influence. While not the focus of this evaluation, Rimisp-RTD, has influenced several veins of the international literature, especially those relating to poverty and inequality.

Regarding the second question, one of the wonderful things about being ‘young’ is that there is time to grow and react to opportunities; Rimisp-CTD is in a position to do both. Several such opportunities are eye-catching. First, as noted above, relatively few publications focus on research – how to go about learning how to design policies that cost-effectively promote sustainable and equitable growth – Rimisp-CTD is, in part, in the business of doing just that and others can learn from their examples (successes and failures). Second, the urbanization literature (growth of cities, how to manage them, etc.) has tended to under-invest in exploring/exploiting rural-urban linkages – this has become one of Rimisp-CTDs core research themes and hence may offer an opportunity for broad influence. Third, interest in equity is on the up-swing; Rimisp-RTD has made very important empirical and other contributions to this literature and Rimisp-CTD may be able to follow that ‘lead’ by discovering how to address equity issues (especially in rural areas) and publishing those findings. Finally, but certainly not exhaustively (one could continue to speculate *ad infinitum*), the literature on the optimal size of regions seems (to our eye) is

disconnected from the notion of and the literature on territories, territorial dynamics and territorial cohesion – Rimisp-CTD may be able to ‘fix’ this.

Finally, there are language issues associated with exposure and impact. Echoing concerns noted in an earlier evaluation, most of the scientific products produced to date are in Spanish, thereby limiting the access of non-Spanish-speaking research and outreach communities. LAC is arguably Rimisp-CTD’s target audience, but publishing selected key products in English-language journals would enhance Rimisp-CTD’s reach and influence.

2.2. The Policy Engagement and Influence of the Rimisp-CTD Program

The first part of this section identifies and documents Rimisp-CTD’s contributions to changes in policy objectives, policy instruments, and policy implementation in areas in Latin America where the program is active.

The second part identifies the strengths and areas of improvement of Rimisp-CTD in formulating and bringing about policy change.

Box 1. A note on the approach to evaluate policy influencing

This evaluation has built on Rimisp’s existing methodology to evaluate policy influence called “Links of policy influence”.

It is based on two premises: i) policy influence outcomes are part of a causal chain involving diverse stakeholders, and programs therefore have different degrees of **attribution** and **contribution to these results**; and ii) the main effects can lie in three areas: **stakeholders**, **policies** and their **processes**. These, in turn, can lead to policy impact on beneficiaries of related public policies.

The first premise implies that Rimisp’s research and policy engagement efforts usually interact with knowledge and advocacy efforts by several other experts and research organizations, as well as policymakers, through an extended period of time. The crafting of new policy entails a very complex process in which actions, propositions and behaviors of these stakeholders are significantly interwoven.

In consequence, and as reported in this document, most of policy achievements are results of Rimisp’s contribution to policy processes, in some cases larger and with a prominent role, in others, to a lesser degree. On the other hand, some technical assistance interventions have led to policy guidance and design that can be directly attributed to Rimisp.

Regarding the second premise, the proposal presented by the organization to IDRC included policy influence objectives related to desired changes among stakeholders (decision makers, opinion leaders and private sector mainly), in policy processes (Policy Dialogue Groups) and in specific policies at the national and sub-national levels. The current evaluation assesses the extent to which these objectives have been achieved, describes related outcomes and analyzes organizational strengths and weaknesses that partially explain success (or the lack of it).

Finally, the third part identifies strategic investments/activities that Rimisp-CTD could make/undertake to enhance the effectiveness of its future policy impact work.

2.2.1. Rimisp-CTD Contributions to Changes in Policy

Rimisp's policy engagement achievements can be placed along a story of evolution, in which the organization has been able to gradually move to new spheres of action, by linking them in a very strategic and thoughtful way. This is called by the organization its "policy entrepreneurship" model.

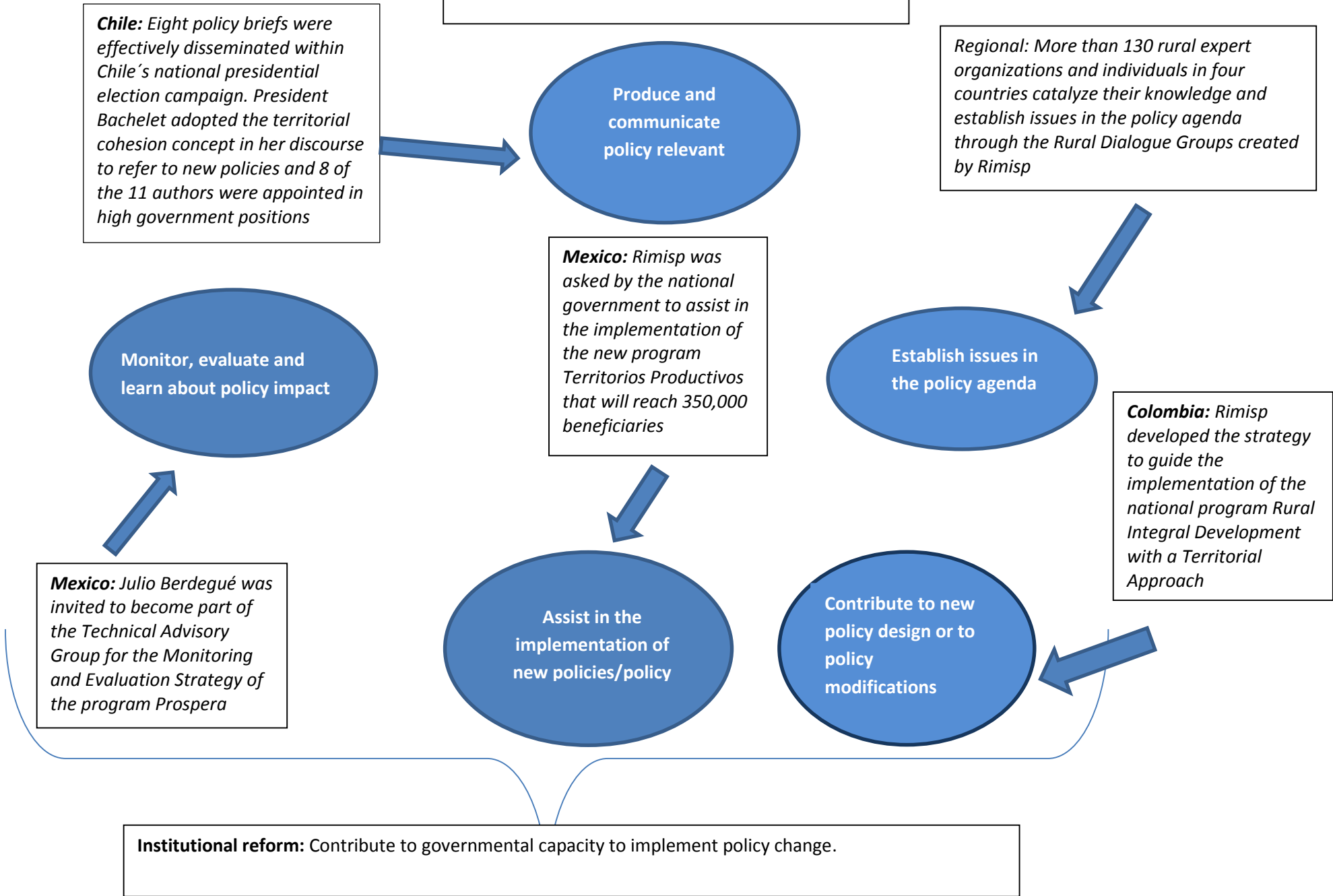
Figure 4 (below) depicts the different ways in which Rimisp attempts to affect policymakers, policy processes and specific policies, with some concrete examples of results of the CTD Program.³⁵

The organization has started by effectively promoting a new policy framework to address rural development challenges based on a strong history of relevant and high quality research. It has also identified an impressive pool of local partners as well as created spaces and opportunities with them to promote the inclusion of rural development challenges in the political and public agendas. By continuous debate and engagement with diverse stakeholders, it has intelligently tapped into large windows of opportunities for change in significant policy designs and modifications, including the related institutional reforms that need to take place for these policies to be effective. Currently it is perceived as a strategic and valuable partner that can bring new ideas, experiences and instruments to solve challenges that emerge throughout policy implementation. It has also made some preliminary steps in terms of M&E by including M&E plans and components in proposals to governments. Also, as lessons emerge from the key experiences in technical assistance for policy implementation, Rimisp can build on its current CTD's practices of documenting learning in "Learning notes" to generate similar knowledge products, ideally with collaboration of governments.

Underpinning all these efforts, are Rimisp's contributions to institutional reform, a key aspect for successful policy implementation. This is done by two major strategies: 1) address the needed institutional arrangements that need to take place within new policy design and implementation; and 2) design and/or participate in different capacity building activities that are fundamental to enable policymakers effectively deploy new policies or policy changes.

³⁵ Please note that some selected examples belong to projects/initiatives that also had other types of policy engagement. For example, Rural Dialogue Groups have also been effective in contributing to new policies design.

Figure 4. An integral policy engagement model



Policy contributions made throughout the program are very diverse in nature and imply different sets of skills, efforts and strategies. Therefore, to organize the presentation of such a varied set of results, we have decided to first revisit the objectives that were originally established by Rimisp in its proposal to IDRC “Rimisp Core Support for Rural Development – Phase 2; Centre File 107091-001” in 2012 which were established for the following three levels:

1. National policy influencing , mainly through the work of Policy Dialogue Working Groups (known as Rural Dialogue Groups), to be composed by approximately 20 influential opinion and decision makers formation in Mexico, El Salvador, Colombia, and Ecuador.
2. Sub-national policy influence, via agreements with sub-national governments supported by the Multi-Donor Territorial Cohesion Fund.
3. Strategic communications, i.e., research produced was to be disseminated to reach key opinion leaders and decision makers in each country.

For these three lines of work, the following indicators were defined:

Table 1. Indicators of Policy Influence

2 Policy influencing	National	<ul style="list-style-type: none"> ▪ One Policy Dialogue Working Group in each participating country², each of them involving about 20 influential opinion and decision-makers participating regularly, from private, public, academic and civil society sectors. ▪ At least one important public policy or program significantly informed and influenced with research results, per country, per policy-oriented project. ▪ At least three large private sector firms or associations engaged in substantial discussion of implications of their business strategies for territories in which they operate ▪ One new public sector project, programs or policy supported by multi-donor Territorial Cohesion Fund, in each country, every three years.
	Sub-national	<ul style="list-style-type: none"> ▪ Agreements in place and being implemented with at least one sub-national government (provincial level), supported by multi-donor Territorial Cohesion Fund, per participating country, every three years ▪ At least one case of significant influence in major strategies and programs of sub-national governments (provincial level), per country, every three years.
	Strategic communications	<ul style="list-style-type: none"> ▪ No less than 20 key opinion-makers and decision-makers per country, and an additional 100 from regional and international organizations, systematically receive information and analysis generated by the program ▪ At least 300 articles in influential newspapers and magazines ▪ New Rimisp web portal, state-of-the-art, with at least 100,000 distinct visitors per year and no less than 30,000 downloads

This table synthetizes what has been proposed under IDRC’s donation to “Rimisp Core Support for Rural Development – Phase 2; Centre File 107091-001”. However, it is important to note that this evaluation takes a functional approach since it focuses in a set of endeavors that:

- Are conceptually and operationally articulated around IDRC’s support as its central nucleus (for example, the Policy Dialogue Groups mentioned as the first set of outcomes derive from IFAD’s previous support to create these in different countries)
- Work on territorial cohesion and territorial development
- Are conducted by the same work team and partners network

In this sense, the program has effectively combined the support of different donors: 56% IDRC, 34% traditional donors such as IFAD and the Ford Foundation and 10% non traditional donors such as the governments of Mexico, Chile, Perú and Colombia to produce the presented results.

Regarding the three main lines of work included in the proposal, *results at the national level* have surpassed expectations in terms of the performance of the Policy Dialogue Groups and the way Rimisp's research and ideas have permeated significant national policies. Also, some changes have been performed to align available resources and expertise with specific emerging opportunities raised by policy windows. Rimisp and its partners have been able to effectively tap into these opportunities, and their policy engagement has quickly moved beyond informing policy design to being required by different governments to help them implement those policies, or piloting them.

Work to *engage private sector* in discussions on their potential engagement to further analyze the implications of their business strategies in the territories in which they operate has been varied and intensive. However, there are no concrete results to the date.

In terms of the *sub-national level*, four agreements took place with governments in Chile, ranging from the design of territorial rural to development plans to capacity building for territorial development. However, it did not take place as committed in other countries since Rimisp decided to strategically re-focus funds from the original Multi-Donor Territorial Cohesion Fund to ensure its independent engagement in assisting governments in Mexico and Colombia for major national policies, thus enlarging scale for impact. This financial support was coupled with resources from IFAD, Prospera and INDAP.

Third, *strategic communications* has enabled Rimisp to enhance its focus on reaching key players in different countries through prioritized tools and flagship products. Through these efforts, Rimisp has achieved an important presence in the regional debate on rural territorial development and territorial inequality, with a large number of downloads and quotes by different leading organizations and researchers. Moreover, the organization reached a greater visibility due to an increasingly presence in media through op-eds and interviews. Identifying national spokespersons to ensure significant outreach, paying attention to national and updating it frequently, and circulating brief information pieces were some of the strategic choices that enabled Rimisp to achieve its communication goals.


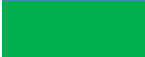


For a complete synthesis of the solid and diverse set of achievements of the policy influencing efforts in the three mentioned levels, see Annex 2.

Besides affecting in diverse degrees policy debate, design and implementation, Rimisp has produced an estimation of the potential success and reach of those policies as shown in Table 3 below. Final beneficiaries are only considered for focalized policies, this means those programs that have defined very specific target audiences. We also include data on governmental spending on the proposed policies. Rimisp's contribution not only would potentially reach the amounts below but has also helped to foster public spending in critical programs for rural development with a territorial approach.

Table 2. Indicators of Policy Impact

	Country	General	Earmarked		Government funding (USD, M)	
			Minimum	Maximum	2015	2016
Rural Dialogue Group	CO					
Rural Dialogue Group	EC		47,000			
Rural Dialogue Group	SV		76,316			
Rural Dialogue Group	MX					
New regional agenda	CL					
Rural Development Plan for the region of Los Ríos	CL		70,115	165,415		
Contratos Región	CL					
Diagnosis and proposal for the re-orientation of regional capacity development (SUBDERE)	CL					
System of Certification for Regional and Local Governments	CL					
Plan de Desarrollo Comunal de Melipilla	CL		103,950	103,950		
Adequacy of planning and management tools for tourism in the region of Los Ríos	CL					
Redesign of the Program Indigenous territorial Development	CL		50,000	50,000		41.5
Integral rural development Plan with territorial focus	CO		61,390	682,114		46.9
Employment and rural income	CO					
Territorios Productivos Program	MX		10,000	350,000	37.7	75.3
Evaluation of the program for productive fostering	MX					

Articulated Program for Rural Territorial Development	PE					
Salmón Chile	CL					
Minera Teck	CL					
Antofagasta Minerals	CL					
	Total		418,771	1,351,479	37.7	163.7

-  In process; there is still no way to assess success or failure
-  Secured or highly probable success
-  Doubtful success in the next two years
-  No progress by August 2015

2.2.1. Policy Influence Highlights

To achieve the above mentioned results, Rimisp deployed three main strategies: 1) traditional communications of its research (aligned with what Rimisp had historically done: make their research available through conventional channels such as papers, workshops, briefs, presentations, bulletins, etc. as well as one-on-one or small group basis conversations/meetings with influential, usually high-level decision-makers and/or their top technical-political advisors), 2) National dialogues and debates (including private sector), and 3) technical assistance.

These strategies were geared to produce effects at three levels: 1) public policies, its stakeholders and its processes, 2) leaders related to this field, and 3) private sector.

As already noted above Rimisp-CTD, there is a very varied set of contributions to changes in policy objectives, policy instruments, and policy implementation in areas in Latin America including changes in those actors that are relevant to the success of these changes. Besides those shared in the tables and Annex 2, we will share a general group of set of achievements that are worth highlighting.

- **Highlight #1:** Rimisp is regarded as a unique regional policy research organization that produces relevant knowledge that that can help decision makers develop new policies.

Leaders in the rural development field, including current and former policymakers and experts, have not hesitated to acknowledge and value Rimisp's unique positioning: all interviewees have remarked that there is no other organization in the region (nor at the national level in several countries) that possesses an equal strategic balance between research and policy orientation on rural development. In that sense, it is today the sole regional center with a rich and valued mix of research, policy influence and technical assistance that positions it in a unique place to catalyze relevant and useful conceptual and practical knowledge on and through the region to inform significant policy discussions, formulation, implementation and M&E. Rimisp also brings innovation to the table: it has the capacity to ignite discussions with new approaches, ideas, etc. with a good understanding of Latin American realities.

- **Highlight #2:** Rimisp is a leading case in terms of development of its policy influence capacity.

Rimisp has made a quantum leap in terms of policy influence by effectively combining three different strategies: development and communication of policy relevant research, strengthening of policy dialogue groups and technical assistance to governments. During this second phase of the program, the organization has made a clear investment on focusing its efforts and energy to translate and frame

its research and ideas to effectively link them to policymakers' needs and interests, as well as to policy problems largely recognized by diverse local stakeholders.

The above mentioned strategies have opened up different opportunities to engage in policy debate and formulation and achieve several types of changes at the level of actors, processes and policies. This has been performed through a strategic combination of the core team in Chile with new leaders in the national offices and key partners in the different countries with political knowledge and access to key policy spaces.

- **Highlight #3:** Rimisp is an active player in key rural development policy processes by catalyzing its current knowledge base through on-site engagement and strategic partnerships.

Successes to date have been very impressive, and have been achieved (in part) by using the investments noted above to strategically develop new teams involving core Rimisp staff, new leaders in the national offices, and key partners in the countries with the adequate political knowledge and access to key policy spaces. Even "hard" researchers function as excellent agents of policy influence because they work as part of a team with shared goals and commitment. This clearly leverages their potential with Rimisp's capacity to ignite discussion and establish problems and potential solutions in the public policy agenda.

The organization has been very effective in creating or seizing large windows of opportunity to provide policymakers with new frameworks for effective multi-stakeholder policy discussions. Evidence of success in helping to catalyze and to guide policy debates and action around rural development can be found in Colombia (Misión Rural/PDRIET) and in Mexico (Territorios Productivos), and Chile (Contrato Región).

Success in these and other cases has hinged on Rimisp's willingness and availability (sometimes on very short notice) to engage in policy discussions and policy implementation challenges, and Rimisp's commitment and demonstrated ability to align its knowledge and proposals with governmental needs, procedures and time frames.

- **Highlight #4:** Rimisp has demonstrated that it is a valued partner for national and sub-national governments for designing and implementing innovative public policies for rural development under the territorial cohesion approach

The CTD program has also allowed Rimisp to begin to experiment with a new modality of policy influencing: technical assistance directly provided to governments in Colombia, Mexico and Chile.

The first one, conducted in alliance with IFAD was developed in Mexico. Demand for Rimisp's knowledge and guidance for policy design and implementation is clear and increasing. Following the first experience, several other governments have contracted Rimisp to help them develop new policies as already shown in Table 1. In the case of Colombia, continuous engagement of the organization in key policy spaces such as Policy Dialogue Groups and Misión Rural has enabled it to inform crucial new national policies with its knowledge and recommendations (see Box 2 and Box 3).

Motivations to call upon Rimisp are various: its technical knowledge and expertise are regarded of high quality, it has knowledge and access to useful experiences and examples from other countries in the region, and it works with local partners that have clear social and political capital, legitimacy and reputation as well as access to key stakeholders and policy spaces. Moreover, a key factor that accounts for the way Rimisp has been able so far to provide strategic advice and support while remaining independent is that work has been done under a joint venture scheme instead of regular contracts by which a government hires the assistance. This means that Rimisp enters the relationship by co-funding part of the work (time of their researchers and experts) and consequently can negotiate terms, pace, etc. of their involvement.

However, the fact that their help is approved and received with satisfaction by its governmental counterparts is not a guarantee of success. Implementation of changes entails a new set of policy influencing strategies as well as the generation of more practical and systematized knowledge on how to do things (e.g. how should local stakeholders be convened to participate in a joint rural development plan ensuring there is inclusion, transparency, representability, etc.).

The role of senior public officials as permanent leaders throughout implementation is also crucial. For example, when working at the SUBDERE in Chile to institutionalize the Group for the Strengthening of capacity, it was extremely challenging to convene teams from different units and guarantee their ongoing commitment due to the constant changes in staff and the lack of a clear top-down mandate.

Finally, a significant challenge is to find the mid-way between systematizing and providing strategic guidance in implementation and doing hands-on work related to daily management of problems and conflicts that arise during the initial implementation stage. Several policymakers have expressed the importance of counting with Rimisp on a day to day basis to help them sort out solutions to challenges, questions and problems that arise as implementation rolls out. This poses an important dilemma: should Rimisp become this sort of partner? Or should it restrict its assistance to conceptualizing ideas, systematizing lessons and providing further recommendations? What would happen if there is no sufficient governmental capacity to effectively deal with more routine problems?

Box 2. Increasing demand for relevant policies

The pipeline of projects with governments continues to be enlarged.

In October 2015 Rimisp has been formally asked by the Ministry of Finance, Mexico, Economic Productivity Unit (Secretaría de Hacienda y Creditor Público, Unidad de Productividad Económica), to assist them in writing the “Results and Impacts Framework” and the “Rules of Operation” of a brand new program that has been included in the budget for 2016. It is a program to support small farmers, with an annual budget of Mex\$ 3,900 million (USD 238 million), and that will potentially reach about 190,000 small producers (about 12% of the target population).

Moreover, from the Office of Colombia’s High Commissioner for Peace (Alto Comisionado para la Paz) Rimisp is awaiting to receive any time a formal request to provide strategic advice and technical support to design the detailed implementation plans for the Territorial Development Programs that will be the backbone of what they call “territorial peace” (paz territorial). The organization has managed to reallocate USD 50.000 from CTD’s budget to respond to this top priority.

Box 3. Misión Rural: an unprecedented initiative to innovate and design long-term rural development policies in Colombia

In February 2014 the President of Colombia invited Julio Berdegué to participate in the Executive Council of Misión Rural, a national initiative under the coordination of the National Planning Department (in its think tank role). Furthermore, Santiago Perry, secretary of the Colombia GDR and key partner of Rimisp is also a member of this group. MR aims to define the main guidelines for the development of an ample and robust portfolio of public policies and instruments that will allow the government to make the best decisions of public investment for rural development in the next 20 years.

This is clearly the most relevant policy development in Colombia due to its scale, time horizons and its close links with the peace negotiation process between the national government and the FARC. Indeed, the agreement #1 in La Habana related to integral rural development is the conduction of rural development programs **with a territorial approach**. The main goal of these programs is to enable regional transformation from an integral perspective that will allow a quicker and broader implementation of existing national plans, prioritizing those territories that have been most affected by the conflict, though not limited to these.

The incorporation of the territorial approach to this key policy milestone should not be underestimated. This is a clear example of a specific type of use of research called by Weiss: **the enlightenment function**, by which concepts and generalizations from many studies over an extended period are absorbed by policymakers. These tend to integrate research ideas along with other information, into their interpretation of events. The territorial approach framework has followed a similar path: it has gradually percolated into the local stock of knowledge, due to Rimisp's strong dissemination efforts combined with those of other relevant stakeholders such as national academics, advisors and experts. Indeed, the territorial concept had already been incorporated in a bill draft in 2012 after presenting and discussing it with local farmer communities, etc.

Misión Rural works as an independent body with a long-term approach. It has been commissioned to address six main strategies: 1. Territorial order and development; 2. Closing social inequities gaps with a human rights approach; 3. Productive inclusion; 4. Development of a competitive rurality, with an emphasis in the agricultural sector; 5. Environmental sustainability for rural development; and 6. Profound institutional reform.

Even though recommendations from MR are aimed at influencing policies in a large timeframe, the fact that the National Planning Department (NDP) functions as a coordinator of this space enables a clear permeation of new ideas into existing policy discussion, design, and implementation such as the National Development Plan. In fact, Rimisp has developed a key document for strategy #1: the Strategy for the Implementation of the Program Rural Development with a Territorial Approach. This strategy is in partly informed by lessons learned on two pilot projects conducted by NDP and other recent and relevant experiences with a territorial approach led by government, civil society and public-private partnerships.

Even though the institutional scheme to implement recommendations is still under discussion within MR, two concrete ideas have already been adopted by the government and should be implemented within the next 4 months: 1) the creation of a Rural Development Fund to provide financial and technical support for the design and implementation of local rural development plans with the participation of diverse stakeholders and the dissolution of the existing ineffective, corrupt and politically-captured programs; and 2) the creation of a National Land Authority, to deal with the pending issues of access to land, property rights, and devolution of land to dispossessed peasant and indigenous communities.

- **Highlight #5:** The creation and strengthening of four Policy Dialogue Groups as well as the New Regional Agenda in Chile have paved the way to open up concrete opportunities of policy engagement as well as develop local capacity to jointly discuss and use relevant research to address particular policy problems/dilemmas, going beyond sectorial interests and ideologies.

Opening up permanent discussion groups for rural development issues in Colombia, Ecuador, México and El Salvador as well as seizing the presidential elections in Chile as an opportunity to develop and discuss a set of proposals emerging from a highly regarded team of local stakeholders have proven effective strategies to nurture the policy agenda and ensure that rural topics are addressed in policy decisions.

Moreover, the GDRs have become an effective strategy to bridge efforts and ideas from diverse sectors, since its members come from academia, policy, private sector and other civil society organizations, bringing into the table an array of interests, ideas, and even prejudices about other sectors. The possibility to have a permanent space to discuss and find common ground has elevated the quality of policy debate, by moving beyond ideology and pre-conceived notions to find how to make collective contributions to very concrete policy alternatives and dilemmas. However, diversity and inclusion can be further strengthened so as to bring in voices of communities who live in remote areas or do not have the current capacity or interest in contributing to debate and decision-making.

Besides becoming increasingly institutionalized spaces to discuss and channel new ideas and ignite policy debate, the GDRs have been able to affect specific policy processes as well as design of new policies. In fact, in the last year, they have contributed with the design of at least four concrete public policies (two in Ecuador y two in El Salvador), and have significantly informed policy strategies in Colombia. (All these policy outcomes and those of the New Regional Agenda in Chile are synthesized in Annex 2.

Each member then takes this to other spaces and thus brings ideas to different actors (For example, the GDR in Colombia participates in the Annual Event of the Agricultural Society where diverse private business representatives and union members are exposed to their ideas and proposals.) Box 4 shares additional innovations brought forward by the GDR in Colombia.

Box 4. GDRs: weaving and expanding local capacity to work collaboratively for a better rural development

Among different ideas emanating from GDRs to incorporate new voices and ideas to inform rural development policy, there are two innovative ones to highlight. They emerged among the GDR in Colombia to engage urban citizens who usually are very disconnected from rural problems, even though this sector is key to their well-being. .

The first one is taking debates into a more public space by encouraging citizen participation at [La silla vacía](#) (The empty chair), an interactive space for those interested in Colombia's political reality.

The second one is developing an exchange program through internships for young rural people to spend time in the city and vice versa.

- **Highlight #6:** Rimisp needs to further its understanding and engagement with the private sector due to its key role in several rural development areas and its potential to harness local capacity and become a partner of the public sector in the promotion of territorial cohesion.

RIMISP needs to strategically and systematically invest in better understanding the objectives, methods, timing, etc. of the private sector, the factors that influence decisions, and how these all vary over space and time, and across different types and scales of private-sector entities. In short, RIMISP needs to become as informed about the private sector objectives and modus operandi as it now knows about the public sector so as to be able to promote strategic partnerships at the territorial level with those companies willing and mature to make a change.

While it is a fact that contacts and proposals through the creation of the UAT (Unidad de Asistencia Técnica) to a few large companies have not yielded positive results yet, Rimisp has done some good progress in terms of detecting some of the implied costs and risks of working with the private sector (for example, the reputation and independence of the organization could be at risk under certain collaboration schemes such as direct contracts). It is also more aware of where some low hanging opportunities reside (for example, the UAT coordinator has identified how several parameters of Rimisp's projects and proposals are well aligned with the goals of current corporate responsibility programs, especially among enterprises who have a high need to ensure that local development of communities in the mid and long-term).

- **Highlight #7:** Rimisp is an effective articulator of new knowledge to develop research and capacities for new generations of policymakers.

Rimisp has also been effective in broadening policy horizons. As Carden states, “Policy is often frustrated by a scarcity of choices. Research can improve the intellectual framework surrounding policymaking by introducing new ideas to the policy agenda, by ensuring that information comes to policymakers in a form and language they can quickly grasp and use, and by fostering helpful dialogue between researchers and decision makers. Researchers win the respect and gratitude of policymakers by providing new insight or information that can unlock those zero-sum, ‘either-or’ policy dichotomies that so often seem to constrict debate and decision.”

In this sense, besides work within the GDRs and its technical assistance projects, the organization has been engaged in several capacity building efforts: from designing a new plan for the SUBDERE in Chile to propose and design tools to strengthen institutional capacities of regional and local to co-organizing a certification program with –FLACSO called “Development with Territorial Cohesion” which has attracted 55 participants in its 2013 and 2014 editions and has increased to 50 in 2015. Most of these participants are mid to high-level bureaucrats from different Latin American governments. Course fees are paid by individuals or the State agencies in which they work.

2.2.2. Strengths and Areas for Improvement

Based on interviewees’ perceptions and the different documents analyzed in the evaluation, these are the most important strengths of Rimisp linked to its capacity to effect policy change:

- Capacity to link its strong and comprehensive research agenda with policy-relevant issues in the region. Rimisp has been able to identify topics of relevance to local actors and that are connected to problems that policymakers need to solve. For example, in Colombia several interviewees (experts, partners and policymakers) have acknowledged that the institutional architecture of the country is a core issue to be dealt with in the upcoming years (having abandoned the rural areas for decades, the Colombian state needs to re-build its regional presence in these territories by making public goods and services available to its inhabitants). Rimisp’s territorial approach implies the articulation of governmental and non-governmental mechanisms and proposes ways to develop a new architecture.
- Technical credibility and legitimacy: Rimisp and the partners with whom it works are highly regarded by international, regional and local experts in terms of their knowledge contributions and the research they produce. They are perceived as the best experts in the field, with the added competitive advantage of being able to tap into regional and other countries’ experiences and contacts.
- Rimisp and its partners are politically savvy: they have been able to immediately detect and seize important policy windows (e.g. changes in national governments in

Mexico and Colombia), connect with agents of change among policymakers who have some degree of affinity with their approach, present its offer and proposals as a joint venture only requiring a small scale of investment and building on existing capacity and programs (they are thus perceived as partners who bring resources to add to current efforts with them vis a vis consultants who come to rip business gains) and be on call, with enough flexibility, realism and commitment as to adjust solutions and proposals to the rhythms, budgets and procedures of the public administration.

- In terms of areas of improvement, Rimisp faces a series of challenges to further strengthen its policy engagement capacity and focus:
- Institutionalize policy influence capacity: CTD and its main team members have clearly made significant strands in terms of engaging in key policy processes in different countries. This new knowledge on how to assist governments in policy design and implementation, along with the doors opened at different State agencies in several countries could be capitalized by other Working Groups as the organization discusses its way forward. Rimisp's identity as whole organization is linked to these discussions. By doing this, the organization will not only generate a valuable model for its members but also become a lab of learning for other think tanks in the region going through similar processes.
- Generate evidence on the impact of public policies in which Rimisp has played an important role: there is need to move further along the line of contribution to policy (as depicted in Graph 1 of Section 1) to understand and gather evidence on the impact of those policies in which Rimisp has been engaged. The concept of territorial approach and the recommendations that emerge from it has implied a significant investment for the organization, its partners and its supporters. There is now need to understand how it plays out on the field to solve rural development challenges. Even though there are several factors throughout the implementation of policies that are clearly beyond the control of the organization and can significantly affect its outcomes, Rimisp needs to gather data on what is working and what is not. This entails proposing M&E plans to governments as it has already done and trying to assist them so that they can implement them. However, should governments not generate this collection of data or be reluctant to share/publicize it, the organization needs to think about alternative methods to strengthen its impact assessment, both prior to and post implementation efforts.
- Refine its technical assistance model: Rimisp has clearly demonstrated that its expertise, network of partners and policy proposals are demanded by national and sub-national governments. It has also worked under different arrangements with governments (being hired for its human resources' contributions and working under joint ventures as well) so as to learn about the pros and cons of each working relationship. It has also a strong conviction of the need to tap into this type of resources for its sustainability in the future. However, the model relies significantly

on a specific profile of leaders like Julio Berdegué who are well received and heard by decision makers. It also entails some challenges in terms of how to continue doing relevant research that does not solely respond to current demand from governments. To further promote it, there is need to analyze in depth its implications and make some adjustments so that the way technical assistance is provided also responds to the organization's current and future capacity, interests and opportunities.

- *Reexamine the involvement of the private sector:* Rimisp has yet to spend sufficient time in better gauging the private sector to develop a more sophisticated strategy for its engagement, especially taking into account that some of the key determinants of success (e.g. rural-urban links) are very commercial in nature.
- *Articulate its research-policy legacy:* after many years of support by IDRC and other donors to the efforts and development, Rimisp counts with a valuable knowledge base (unique in the region), solid network of partners (both researchers and those involved directly in policymaking) and a pool of relevant experiences in engaging with policies at different levels and sectors. Even though the organization has continuously capitalized on its achievements as well as honestly discussed on what it has learned from failures or shortfalls, it has not been able to strategically systematize what it knows and has learned so that its direct partners but also others working in similar fields/challenges in the region can benefit from its legacy and expand its potential contribution to positive change. Windows of opportunity are several, ranging from very practical hands on work with local governments and other stakeholders, to strategic advice and influence at the large discussions that frame policy decisions. Rimisp can only tap into some of these, but could work with others to extend the reach of its ideas and the lessons that emerge from its innovative practices.

2.2.3. Investments to Enhance Rimisp-CTD Policy Influence

Finally, and based on previous findings on strengths and areas of improvement combined with external opportunities and constrains, we present a series of *recommendations* on the strategic investments/activities that Rimisp-CTD could make/undertake to enhance the effectiveness of its future policy influence work.

The five main recommendations are:

- **Set a Strategic Focus for Policy Influence based on Current and Future Constrains:** Although policy engagement achievements have been undeniably significant and impressive to date, the capacity of Rimisp-CTD to continue to respond to *existing* commitments, and especially to take on *new* commitments, is limited. The human capital constraint is especially binding. Hence, Rimisp-CTD should develop a strategy for deciding what can/cannot be done, by whom, when, and where. This strategy

should be developed with input from other Groups within Rimisp, Rimisp's Executive Director, and selected in-country collaborators.

- Naturally, this decision cannot be made independently from decisions on the balance and articulation between research, dialogue and policy engagement. It is also linked to the institutionalization of Rimisp's policy influence capacity. In this sense, and based on Rimisp's experience in contributing to most stages of the policy cycle and in developing capacity within institutions to develop and implement new policies, a new model should be discussed. From research, to agenda setting, to design, to implementation, to M&E and learning, where can the organization be most valuable and effective? Could part of the focus be related to participating in pilots and generating a set of lessons learned and guidelines for larger efforts? An interesting reflective exercise could be a discussion of the future level of investment in each type of policy contribution according to where the organization can add more value and also taking into account the potential changes in its current funding model. A very concrete template could be developed where criteria for selection are established. Based on results from this discussion, the organization could proceed to decide on the next two recommendations.
- **Nurture the Practical and Operational Policy-Knowledge Base.** The next steps in policy engagement will involve using the concept of territorial cohesion (and the generic lessons learned from the RTD program) to help craft the practical and implementable details of rural development policies. The CTD program is aware of this and is moving forward in Mexico and (a bit more slowly, as circumstances demand) in Colombia, but the adopted bottom-up approach (from beneficiaries to policy makers) faces challenges, perhaps especially in Mexico, where beneficiary 'demand' may not dovetail with types of public sector investments needed to spur territorial development. In all cases, there will be more opportunities for Rimisp involvement than Rimisp can effectively respond to. Therefore, hard choices will have to be made regarding when and with whom to engage and when to opt out; internal deliberations regarding comparative advantage and opportunity costs, and multi-stakeholder consultations are likely the best way of making these choices. To inform these decisions, Rimisp could systematize its existing demand and assess its attractiveness according to the criteria established when setting a new strategic focus.
- Furthermore, it is advisable that the organization also devises specific mechanisms to ensure that there are significant feedback loops between research, dialogue and action. For example, each research projects could end with a group discussion to decide what will be used to promote dialogue and debate through existing communications channels, and which actions should be taken to develop specific project proposals based on the research findings.
- **Define how to Develop National Capacity:** Rimisp, as an institution, is highly valued for its ability to clearly articulate knowledge related to rural development policies,

priorities, and principles, and is routinely called upon to share this knowledge in the context of in-country capacity strengthening activities. It has also an increasingly proven record in participating in more traditional capacity building activities with partners such as universities.

- This is a key contribution of the organization in terms of policy: there is an increasing awareness among policymakers of how policy and institutional reform are complementary. In fact, the final impact of policies recommended/designed with the help of Rimisp depends largely on the institutional capacity to carry them out. In this direction, Rimisp-CTD faces the same ‘demand,’ which will only increase as the shift towards policy engagement activities continues. Managing this demand will require strategic choices. Focused capacity strengthening efforts on partners directly involved in collaborative policy engagement activities makes sense; broader capacity strengthening efforts might be better and more cost-effectively done in collaboration with universities, state capacity building agencies/programs, etc.
- Furthermore, a crucial issue within governmental capacity is: what happens when policy implies a multi-sectoral and intra-sectoral approach? This idea of merging social subsidies with productive projects is increasingly appealing to several governments, there is also clear awareness of the challenges implied in combining institutional efforts of ministries, secretaries and agencies that have traditionally deployed sectorial policies. There is a gap between a discourse that acknowledges the need and attractiveness of merging efforts and the available instruments and mechanisms to do it in practice, starting from budget processes themselves. Indeed, many government institutions still work as silos. This could also become a policy engagement opportunity, by studying and systematizing practices and experiences in intra-governmental articulation and coordination.
- **Generate New Evidence on the Impact of Public Policies with Territorial Approaches:** The results and impact of any public policy are largely dependent from a complex set of factors related to the way the State operates and also how other relevant stakeholders respond to these policies that are beyond the control of Rimisp, and even far away from its influence sphere. For example, the program “Territorios Productivos” in Mexico has been designed to be implemented in 350.000 households in almost 400 municipalities in the 32 States that integrate the country, with the direct participation of at least 15 pre-existing public programs that depend from 7 governmental agencies. Governance and management of such a program is clearly extremely complex and is the role and responsibility of government, not of a think tank like Rimisp.
- However, by having been engaged in the design of this type of programs, Rimisp-CTD must do its best to develop a set of measurable and agreed-upon outcome indicators, and set in place a research process (including detailed baseline assessments – see above) that will allow for the monitoring and evaluation of progress and (where possible) the attribution/contribution of measured progress to

policy changes that have been enacted. This could be performed jointly with governmental agencies (for example, CONEVAL in Mexico) as well as other partners experienced in this type of evaluations with good access to international funding opportunities such as 3iE, World Bank, etc. Even though any of these lines of work requires governmental approval and collaboration to enable good data collection and use of the results, the organization needs to make its best to understand how the design has taken into account (or not) implementation factors to at least enhance future design efforts.

- Some degree of monitoring and evaluation is crucial to strengthen the evidence base on how Rimisp's research and recommendations emerging from it are effectively contributing to: 1) enhance the wellbeing and increasing the opportunities for those living in the poorest territories; and 2) the reduction of territorial inequities in terms of X variables. Working as direct advisors in implementation of some of these programs is a very concrete opportunity to gather and systematize data.
- Finally, practical knowledge relevant for governments that have decided to innovate in terms of rural development policies by applying a territorial approach, could also benefit from counting with some tools/methods to conduct some risk-assessment exercises as well as to how to deal with the expected resistances that emerge from these changes (for example, trade unions who have been benefited from previous resources allocation in old policies).
- ***Harness Private-Sector Potential:*** – it is clear that efforts to involve the private sector have not generated the expected results in the time-frame that was envisioned. Patience, persistence and a modified strategy may be called for. There is a critical mass of agreement among internal and external interviewees about the need and the convenience to further involve the private sector, especially those companies operating under new modes and principles, with larger potential to become co-agents of change.
- To systematically invest in better understanding the sector and identifying the best chances for real partnerships, Rimisp could tap into and contribute to (perhaps via managed consultancies) existing knowledge on corporate social responsibility programs and public-private partnerships³⁶. Several current members of GDRs and other consulted experts have expressed willingness to contribute to this new stock of knowledge and articulate new forms of potential engagement. The think tank should build on this social capital to do this jointly with others who already belong to the sector or have extensively worked with it. Some further ideas on how to involve this sector are shared in Box 5 on this page.

³⁶ For example, the Rockefeller Center at Harvard recently conducted a very interesting study on local philanthropy in Latin America. A center like this one could probably be interested in leading a similar effort related to private sector engagement in rural development initiatives.

Box 5. Further ideas on private sector engagement

- Conduct a classification of private companies to identify which types offer more potential to get engaged (applying criteria such as degree of development of their sustainability and/or CSR strategies, level of community acceptance vs conflict, etc.).
- Systematize lessons learned from projects where private sector has been largely involved in community development and show signs of fitting into a new paradigm (consulting firms like Price Waterhouse that certify such processes could become good sources of information for identification)
- Review and provide recommendations to modify or create new public policies that regulate large private sector engagement | the community welfare/market
- Identify private companies that are not directly connected to rural communities nor rural development but that could be interested in supporting Rimisp's efforts under their CSR programs
- Explore literature on clusters (CEPAL has a large study of 63 of these) to incorporate knowledge that can be useful to re-think potential roles of the private sector
- Explore with current partners specific cases that might shed light into a new strategy (for example, SAC's Secretary in Colombia mentioned the Caso de Palma in which companies provided supplies and technical assistance and the producers their land and work, under a partnership agreement with shared risks)
- Look at exports sector where incentives for better behaviors are larger

It is also important to note that some companies have perceived Rimisp as an attractive alternative to the existing CSR programs, and are considering or have considered its proposals. The organization has the potential to become a facilitator of discussions and development of new ideas among community members with the participation of the government and the private sector. Another possibility (non-exclusive) is to observe and systematize some pilots led by the private sector which could be scaled up or enhanced under a territorial cohesion lens.

Other relevant actions to improve policy engagement include:

- **Consolidate Rimisp's Unique Regional Positioning:** To safeguard and enhance its extensively valued regional positioning, Rimisp should pay constant attention on how innovations in its operational and funding models are performed and aligned. It should ensure a constant, updated, and accessible flow of policy guidance on rural development issues at the regional level, increasingly strengthened and made more concrete by new policy engagement activities.
- **Scale up Impact of Rural Policy Dialogue Groups:** These groups as well as the New Regional Agenda in Chile have opened new and concrete opportunities of policy

influence, as well as developed local capacity to jointly discuss and use relevant research to address specific policy issues. This is a very cost-effective strategy for igniting and sustaining policy debates, as well as providing input to policy discussions. Maintaining and institutionalizing existing groups, starting new groups (especially at the sub-national and local levels), and establishing links among them will be challenging and likely increase costs, and hence increases the need to address their medium- and long-term sustainability. Some groups may have opportunities to scale up the lessons learned from project-based activities to influence development policies at the national level; Rimisp-CTD can help identify and take advantage of these opportunities.

- **Refine its Arms-Length Policy Engagement:** Motivations to call upon Rimisp-CTD are many, and so are the contractual and other arrangements that can bind Rimisp-CTD and its collaborators. To retain independence, agility and efficiency, Rimisp-CTD is increasingly engaging in joint venture schemes. These arrangements have funding implications (Rimisp must cover some of its own policy engagement costs), but if secure funding can be found, the benefits of joint ventures outweigh the costs.
- Alternatively, the organizations needs to discuss and develop some basic criteria/guidelines to ensure that its technical assistance model attracts new funding and generates new policy influence opportunities but at the same time does not harness its autonomy, both in terms of agenda and working principles. One potential venue is to establish a reasonable % of projects that governments demand or are willing to pay for and balance it with other types of independent interventions.
- **Reach a Broader Set of Relevant Stakeholders as Policy Implementation Expands and Needs Increase:** Most of the research and knowledge produced by Rimisp has reached in a very effective way to key academic and policymaking groups in the different countries. However, to strengthen its current effort in using research to create a new paradigm (i.e. way of understanding what is rural development and why a territorial approach is a potential way to solve current problems), Rimisp should think about new ways to make its research available to those local actors who will play a key role in the implementation of new policies (civil society organizations, local and subnational policymakers, local unions, private companies). In this sense, Rimisp-CTD has, by and large, continued to rely on a traditional mode of distilling policy messages from research and effectively communicating them to key academic and policy-making groups in LAC. This has worked very well for these specific groups. Additionally, its increased media appearances and new presence in social media has extended its visibility to new stakeholders. This type of communications has worked well to make Rimisp and its general work visible to others.
- However, along with new policy engagement activities it needs to identify how to communicate and interact with new sets of actors for whom (e.g.) the notion of territories and the importance of investments to strengthen rural-urban linkages

(perhaps in ways that do not immediately benefit them) may be foreign or who may need further communications engagement to get interested in Rimisp's proposals/ideas and moreover, to act upon them.

- The need to further communicate with new local stakeholders is also relevant to enable the application of the participatory approach promoted by Rimisp in some territorial strategies. Changing to a model that designs policy with participation of the community so that it responds to local needs and avoids capture by particular groups such as large unions will require that new stakeholders are brought on board with a better understanding of main problems, dilemmas and potential solutions linked to territorial development.
- Hence, Rimisp-CTD will need to creatively develop new strategies (including those involving mass media) to make its messages available to these emerging local actors (e.g., civil society organizations, local and subnational policymakers, local unions, private companies) who may play key roles in the implementation of new policies. One line of work which is currently under consideration of the GDR in Colombia is to generate awareness in citizenship of the key roles and contributions of rural population to their well-being, which could become a new line of policy influence. There are also opportunities to further expand local knowledge capacity, for example by articulating new programs with local and regional universities.
- Decentralization of efforts, such as promoting more local/regional GDRs is also an opportunity to further replicate processes and mechanisms. Another possibility is to strengthen existing local groups of reflection and promote knowledge generation. These could become minimal academic groups that can help train new people with new vision and public policy capacity, with governmental and private support.
- **Develop a Research-Policy Legacy that Can Be Used and Enhanced by Others:** as mentioned in the previous section, Rimisp could further distill lessons emerging from all the research and policy engagement worked done in the region in the past 10 years to inform its own future strategy (for example to identify financial and non-financial instruments that partners like IDRC and IFAD could contribute with) as well as the understanding and work of research and policy organizations working on similar issues. Among several knowledge products, Rimisp could develop case studies on how national and sub-national governments have designed and implemented rural development policies with a territorial approach, handbooks and guidelines for mid-level bureaucrats on the key recurrent steps on the implementation of this type of policies (including how to convene multi-stakeholder initiatives, how to allocate resources in a transparent and effective way), trainings for community-based agents on rural development with territorial cohesion, etc. Governmental roadmaps as well as tools that can be used by local stakeholders such as CSOs, small unions, etc. could ensure that this type of knowledge is effectively documented and used. Menus of options and alternatives are important to avoid “one size fits all” prescriptions, understanding that each territory has a unique way

of unravelling its potential. Some of these efforts could be funded by governments themselves (for example, by including a larger OH when possible) since many of these are benefiting from previous investment in knowledge by IDRC and other key supporters of Rimisp and its partners.

- Other knowledge products could be targeted to researchers, think tanks, universities and experts who produce research that could uniform rural development processes. One of the most promising directions in this sense would be to produce some case studies or briefs on what are the main reality checks that any piece of research should undergo to make a concrete and valuable contribution to a policy space, process, or content. Although there are several think tanks in the region with large experience in working with the government, there is yet no systematic effort to document how good ideas emerging from research can really become drivers of new policies or policy changes throughout the whole cycle, besides the traditional stories of change/case studies.
- Moreover, the organization has a track record of identifying achievements as well as failures and openly sharing thoughts about challenges, future moves, ideas, etc. Having learned and shared learning among its core stakeholders, it has a strong platform to further systematize its story and development so as to generate relevant and useful theoretical and practical knowledge on how to build links between research and policy to contribute to rural development in Latin America.

2.3. Rimisp’s Organizational Development

This section addresses the third component of the evaluation: the contribution of the CTD program to Rimisp’s development as an organization. This third component responds to the following assumption: “In order to implement a complex and ambitious program, Rimisp must become a better and more capable organization.” (CTD proposal, June 2012).

There is also a specific objective of the Program linked to this component: “Rimisp is a globally connected regional reference center regarding territorial inequality and cohesion and placed-based policies.” For this purpose, Rimisp decided to invest in five organizational development areas to achieve the results (see Table 3). The Table 3 also summaries the main results and products achieved for each activity.

Table 3. Rimisp’s development: activities, & proposed and achieved main results & products

Activity	Proposed main results or products	Achieved main results or products
Consolidate newly acquired capacities	<ul style="list-style-type: none"> • In depth revision and updating of corporate support systems • Strengthened communications unit • Strengthened M&E and Learning system 	<ul style="list-style-type: none"> • CTD communications is now led in-house with successful results • MEL efforts and formats contributed to gather a critical and helpful mass of information to inform decision-making and promote learning within the Program
Flagship products and services	<ul style="list-style-type: none"> • Territorial Data Lab • Bi-annual Latin American Poverty and Inequality Report • Equitierra magazine • InterCambios electronic newsletter 	<ul style="list-style-type: none"> • Territorial Data Lab was converted into DATE • The Bi-annual report is ongoing: its web site registered 16,926 visits in 2013-2014 • Equitierra and InterCambios were replaced by the monthly CTD Bulletin, distributed to 3505 contacts of different countries in Latin America and other regions
Mid-career staff	<ul style="list-style-type: none"> • Attract and retain five mid-career staff than can lead significant new programs 	<ul style="list-style-type: none"> • Five mid-career profiles were incorporated and retained: Current Executive Director and Principal Researcher of the Social Inclusion and Development; Associate Researcher of the CTD Program; Representative of Mexico’s national office; Executive Coordinator of the Cultural Biodiversity Group; Responsible of M&E (who also works as a researcher).
Expanding to Africa and Asia	<ul style="list-style-type: none"> • About four SS African and Asian partners participating in the program • Continuous monitoring and analysis of experience to inform a strategic decision in late 2013 or early 2014 	<p>The proposed goals were not achieved, but the following results were registered:</p> <ul style="list-style-type: none"> • Memorandum of understanding with NEPAD • Workshop with NEPAD in Rome • Participation with 2 papers in a conference of African agricultural economists. • Agreement and financing from non-IDRC sources (USD 500,000) for partners in Asia (executed by IFAD and the Center for Chinese Agricultural Policy)

Non-traditional funding	<ul style="list-style-type: none"> • Non-traditional fundraising strategy and work plan • At least 20% of Rimisp work program funded by non-traditional sources 	<ul style="list-style-type: none"> • Strategy and work plan are not documented. • Rimisp’s non-traditional funding for current year (2015) reached 28% (CTD Program contributes with 51,4% of the total of non-traditional funding)
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Based on these organizational objectives and using the previous ‘External Review of Rimisp-RTD Project: Organizational Issues’ (2011) as a baseline, the external evaluation team agreed with Rimisp to focus the assessment of “Rimisp’s development” on five critical dimensions:

- A. Regional work model
- B. Development of a new generation of researchers
- C. Diversification of funds
- D. Flagship products and media presence
- E. New individuals hired/trained

The evaluation findings linked to each of these dimensions are presented following this structure:

1. Main results
2. Strengths and areas for improvement
3. Major strategic issues to address in the future

2.3.1. Regional Organizational Model

Main Results

Organizing its work at regional and sub-regional levels so as to ensure and increase its presence and impact, was one of the main recommendations of the previous external evaluation (2011) regarding Rimisp’s organizational development. Indeed, important progress has been made in the last years regarding the expansion and relevance of the organization along the continent.

- **Highlight 1: Strengthening of Rimisp’ regional presence fostered by the partners’ network and the national offices in strategic countries of the region**

In the last years Rimisp has been able to strengthen its regional approach and presence through two main strategies. The first one is nurturing and focusing the partners’ network working in different countries in the region on an *ad hoc* project-basis. The second is the setting up of representative national offices in strategic countries in the region.

Through these two main strategies, one more formal (offices) and the other more informal (network), Rimisp has been able to establish itself as a regional space. It deepened the steps made in the period before this evaluation (by that time it had a formal office in Ecuador and an expanded network in Bolivia and Central America), thus strengthening its *ethos* of a regional organization, with formal presence in Ecuador and Mexico (and very soon in Colombia³⁷), supported by an informal network of prestigious partners.

- **Highlight 2: Strategic shift in the partners' network: a smaller group with flexible operation, and articulation with Rimisp's Working groups**

Rimisp has traditionally leveraged its messaging and influence by establishing and managing a network of research and policy-making partners (mainly in Peru, Mexico, Colombia, Chile, Brazil, Nicaragua, Ecuador y El Salvador). Compared with the previous Program "Rural Territorial Dynamics" (DTR, from its name in Spanish), Rimisp-CTD has shifted towards a smaller number of partners in the countries (three to seven) working on a research or influence project-basis. Indeed, there is a core of strong partners from research groups in Mexico (six), Peru (six) and Colombia (five). It has managed to focus its energy so as to concentrate relationships on those members who prove more valuable and are more committed to the organization.

Even though the network has not a formal virtual space through which their members interact, its flexibility and pipeline of projects are efficient enough to keep partners active and motivated and ensure the right implementation of projects as well as reactions to windows of opportunity.

Today, the network gathers around 38 partners from 25 institutions in 9 countries for research projects, and works with 12 governmental counterparts and 19 partners in 5 countries within policy influence projects, plus the 4 Rural Dialogue Groups that operate in different countries (with the participation of approximately 149 relevant stakeholders ranging from policymakers to academics and private sector leaders³⁸).

This network has been very relevant for some of the Working groups established since 2014 after a change in the programmatic design of Rimisp. Moreover, the partners have recently assumed important responsibilities in coordinating multi-country projects, thus alleviating the workload of the central coordination in Chile. Example of this is that two current initiatives are being coordinated by partners (one from Mexico on a project that also

³⁷ A final agreement has been reached with a person who will be their Representative in Colombia and the office will open in November 2015.

³⁸ Mexico's GDR gathers 75 members, El Salvador's 23, Colombia's 25 and Ecuador's 26. These numbers are available at Rimisp's website.

includes Colombia, Peru and Brazil, and a second from Nicaragua, a project which also includes Ecuador).

- **Highlight 3: National offices: ‘on-the-ground’ presence that strengthens regionalization, national influence and access to non-traditional funding**

As per the second strategy, national offices (in the model of the Ecuador office) have been established or and in the process of start up in strategic locations to foster, support, and enhance the efficiency of in-country policy engagement activities. This legal representation beyond Chile also increases the opportunity to access national non-traditional funding, especially in those cases in which legal representation is a requirement.

At the same time, the offices work as a radar in those countries, enabling the organization to generate locally relevant projects as well as policy influence niches. For instance, the Mexico Office has helped generate new projects with the National government. Moreover, their stable presence ‘on the ground’ allows strengthening the network of partners as well as developing new relationships and identifying relevant partners.

By the moment, two offices have been set up in Ecuador (2010) and Mexico (2013). These two offices add up to Rimisp’s office in Chile (with national action strategies, different from the regional perspective), and a fourth one is about to begin operating in Colombia. Rimisp’s bet on achieving relevance at the national level³⁹ contributes, at the same time, to the regionalization of the organization.

- **Highlight 4: Experienced leaders to guide offices’ strategies and articulation with Rimisp’s Working Groups**

National offices are also a strategic support for Working Groups: they help consolidate and articulate the Working Groups’ national strategies and manage projects in those territories as well as amplify the Groups’ influence. The Representative defines the Office’s own national strategy in conversations with the Executive Director and with Principal Researchers of Working Groups. A key instance to plan this is the Management Group, composed by the Executive Director, the Principal Researchers of the Working Groups, the Administration and Finances Director and the Representatives of offices. It meets virtually monthly and holds two annual face to face events: the International Council Meeting and Rimisp Annual meeting. The Management Group’s meetings also allow the offices to exchange experiences and learn from each other.

³⁹ While it has not opened an office, Rimisp has strengthened its presence in Peru (especially through the collaboration of strategic partners such as Carolina Trivelli), and it has been represented for many years in Central America by an expert placed in the area. Moreover, new projects and opportunities have been promoted and actively sought in Chile.

Whether it is more effective for a Working Group to work in a country via the office or via the network of partners, depends on the projects' features and the national environment. For instance, while the Biocultural Diversity Group has a strong presence in Colombia and Bolivia via its partners and without having offices, in Mexico or Ecuador it has not been able to penetrate with its work besides counting with a formal office. Anyway, in some cases having a legal representation in a country is a condition to access funding, but in other cases it can be supplemented by partnerships with other organizations.

- **Highlight 5: Decentralization of Rimisp's staff that contributes to a wider regional presence**

Seeking to strengthen its regional presence, in the last years Rimisp complemented its two main strategies (the partners' network and the national offices) with the decentralization of its staff, understood by placing permanent employees (not only *ad hoc* partners) in other countries or in other Chilean cities besides Santiago. This is the case of Claudia Ranaboldo, Principal Researcher of the Cultural Biodiversity Group, who leads the team and articulates with Bolivian partners taking advantage of her strategic presence in Bolivia. The result is that 10 members of Rimisp's team (around 25% of all staff) are working outside the Head Office in Chile (2 in Mexico, 4 in Ecuador, 1 in Bolivia and 3 in Chilean cities different from Santiago)⁴⁰. Of the Principal Researchers, 4 (50%) are decentralized. Of the management team, 3 of 7 are decentralized.

2.3.2. Strengths and Areas for Improvement

Strengths

- **Existing expertise in creating national offices**

Ecuador and Mexico offices' experiences left valuable lessons for Rimisp regarding the process of opening new national offices. These offices have learned by doing, and new offices would benefit from their experiences to build a more streamlined and efficient process. At this point, Rimisp has more knowledge and experience regarding minimum operative structure or funding, or expected profile of the Representative of the offices. Furthermore, Chile's own experience in management of common functions and challenges is also a capital on which all the other offices can build. Nevertheless, even when there has been progress in the design and implementation of this organizational model, it will surely evolve based on learnings, achievements and failures.

⁴⁰ CTD Third Annual Report 2014-2015.

- **Increased opportunities to access public funding**

The 'on-the-ground' presence and the knowledge and experience of the Representatives of offices about the country's processes is a good combination when thinking on the access to public funding. The understanding of the national (and subnational) stakeholders, the political timing and key milestones and, generally, having a more accurate sense of the landscape, is a great active that Rimisp could exploit. For instance, Mexico's Representative has vast experience in the national public sector, what has already given Rimisp the opportunity to collaborate with the State in several projects. The contracts with PROSPERA in Mexico and the Department for Social Prosperity in Colombia are examples of success achieved.

2.3.3. Areas for Improvement

- **Effective combination and alignment of expertise between Working Groups and national offices**

The re-structuring of Rimisp organizational design was a major challenge for national offices, which saw the need to reflect the interests of the new Working Groups. Before that, national offices were more linked to specific projects or issues. To reflect the diverse expertise encompassed in the four Groups and incorporate this knowledge in the national field is quite challenging. By the moment, the relationship between Groups and offices depends largely on the expertise of the staff (for instance, because of the Representative of Office's background, Mexico has stronger links with the Social Inclusion and Development and the Development with Territorial Cohesion Working Groups).

- **National approach of the national offices' work**

National penetration is not equal to regional approach, as well as regionalization is not the result of the sum of the parts. While the promotion of National Offices is an effective strategy to increment Rimisp's regional presence, by the moment they have better served to the organization's presence in those countries rather than have internalized a regional approach in their work. In this sense, Rimisp's regionalization is promoted by the Working Groups and regional research projects rather than by the National Offices, whose internalization of regional lens depends on their staff's expertise.

- **Lack of guidance to start up a national office**

Both Ecuador and Mexico's offices have learned by doing. That is, they did not count on clear guidelines from Chile regarding initial managerial aspects, such as planning or reporting processes and protocols. While this characteristic did not affect their work, counting on established (but flexible) procedures would benefit the experience of upcoming offices by making their initial steps more straightforward. Also, as new issues arise for the existing offices, there is opportunity for the Chilean staff to play a mentoring role that not

only helps them solve specific problems or inform strategic decisions but also promotes a stronger sense of being a regional team.

2.3.4. Recommendations

- **Consolidate existing national offices before opening new ones**

The main challenge ahead regarding the national offices is their consolidation. Ideally, this should come before new attempts to open new offices in other countries (except the case of Colombia, which is an advanced discussion and a country where Rimisp already has a strong presence). Expanding the number of country offices in countries not currently served by Rimisp-CTD offices, should await assessments of current and pending in-country office experiments in Ecuador, Mexico and Colombia. Moreover, as these offices gain traction, very important and strategic decisions will need to be made regarding their staffing (both numbers and skill sets), and how to efficiently and effectively manage communication between these country offices and Rimisp-HQ, and among country offices.

An exception to this recommendation is Central America, a sub-region where Rimisp has had and continues to have several initiatives with its partners, in particular in Nicaragua and El Salvador. As an important area of the region, it would be a great niche to open a new National Office in the near-future, especially due to larger international funding still reaching that sub-region.

- **Promote alignment of expertise and approach among Working Groups and National Offices**

While it is clear that research efforts are led by the Working Groups, national offices should facilitate this research work in the countries. A more aligned expertise between these spaces will guarantee that offices can respond to Groups' needs and interests, and more generally, to Rimisp's objectives. As the former Executive Director stated: "Rimisp's know how is based in Working Groups". This alignment could be promoted through two main actions: by gradually incorporating new researchers to the offices based on a careful selection of the profiles that reflect the Working Groups' needs or by building new capacities of current national staff. While the former alternative is more expensive and depends largely on consolidation of new projects and funding, the second one is more feasible in the short term (indeed, Mexico Office's Research Assistant is currently being trained in biocultural diversity).

Moreover, developing and implementing communication (and other) strategies that maintain and reinforce Rimisp's working *ethos*, principles and commitment to rural development in Latin America will be essential. Building more alignment between national offices and Working Groups' approaches will also help strengthen regionalization of Rimisp's work.

- **Equip national offices with individuals with policy engagement skills to respond to national and sub-national demands**

As it was mentioned in component 2, Rimisp needs to expand its working muscle to respond to new commitments, such as increasing demand from national and sub-national governments. National offices could play an important role if the organization re-defines a strategic focus for policy influence: they should be equipped with permanent and non-permanent staff that can go beyond technical support to Chile, and have the needed skills and capacity to provide advice to government throughout implementation or generate knowledge products stemming from this assistance that can be used by other policymakers.

- **Institutionalize the process of opening new offices, with initial administrative and management support from Chile**

In the future, and paying especially attention to short-term opening of offices (as it is the case of Colombia), it is important to count on roadmaps based on Ecuador and Mexico's experiences. These offices have learned by doing, and new offices would benefit from their experiences to build a more straightforward process. This experience could be documented, as well as important initial issues, such as the minimum operative structure or funding, or expected profile and skills of the Representative (i.e.: research, fund raising and policy engagement skills, among others), could be established. Moreover, national offices would benefit from more guidance from the Head Office in Chile regarding managerial aspects, such as planning or reporting processes and protocols. Generally, more uniformity in terms of working principles and priorities should be agreed upon to avoid that offices become silos operating mostly on their own.

Of course, each new opening process will need to pay attention to specificities of the national context (in terms of administrative and financial requirements, available partners, seniority and expertise of researchers, among others). Also, offices should have flexibility to find its own path to connect research and evidence with advocacy, considering their context and skills. Moreover, clearer criteria to understand whether it is convenience or not to open a National Office could be documented. For instance, Rimisp could consider the scope of other offices in the zone, level of competitiveness in the national market, and opportunities for policy influence, among others⁴¹.

- **Ensure organizational stability to promote consolidation of national offices**

The recent movements in Rimisp's Executive Direction entail both challenges and opportunities for each national office: how does the new Director's background and future plans affect the work with different offices? As a matter of fact, Working Groups' Principal Researchers and Representatives of national offices are expectant to see the implications

⁴¹ Note that some of these criteria were considered when a possibility to open an office in Bolivia emerged. Finally, it was decided to continue working in the country without legal representation.

of this change in their work. Based on the International Board's leadership, Rimisp's organizational stability needs to be ensured to avoid suffering (as much as possible) unexpected and sharp changes through the process of consolidation of national offices.

- **Keep Rimisp-CTD's eyes on other countries, too**

While the overall recommendation is to strengthen what has been built in terms of national offices, Rimisp's presence and projects in other countries should not be disregarded. As we have said, regionalization is broader than opening national offices, so it is important to maintain (and, whenever is possible, strengthen) presence in other countries too.

2.3.5. Development of a New Generation of Researchers

Main Results

- **Highlight #1: An impressive group of mid-level researchers**

Rimisp in general, and Rimisp-CTD in particular, has attracted and retained an impressive group of mid-level researchers with academic, policy engagement and/or management skills. One, in particular, has rapidly become a prominent leader within and outside of Rimisp, recently rising to the level of Rimisp's Executive Director. Others key profiles include the Associate Researcher of the CTD Program, the Representative of Mexico's national office, the Executive Coordinator of the Cultural Biodiversity Group, and the responsible of M&E (who also performs as a researcher). By the moment of writing this report, a Representative for the office in Colombia was about to be hired. The majority of them combines PhD (graduates or candidates), experience in the public and/or third sector, and teaching skills (mainly linked to universities).

- **Highlight #2: A more transparent human resource development strategy, with defined roles and established promotion processes**

Rimisp has developed an improved and more transparent human resource development strategy, thereby enabling professional career paths to be identified and pursued. The organization has defined its staff's structure with clear roles and established promotion processes. The following categories have been defined for research teams: Principal Researcher, Researcher, Associate Researcher and Research Assistant⁴². A number of staff members have already seen their careers paths promoted under this new scheme.

⁴² See Annex 1 for a description of the positions.

2.3.5. Strengths and Areas for Improvement

Strengths

- **Rimisp is an attractive place for policy researchers**

Young professionals are attracted by some of the possibilities that Rimisp offers: conducting policy research, working with governments in public policy issues, learning from high-qualified senior researchers in the field, and exchanging with other colleagues to build an interdisciplinary approach to public policies. Another major incentive is the support that Rimisp gives to their professional careers by giving them room to harmonize training opportunities (Master or PhD studies) and research practice. Finally, the mix of profiles that coexist in the organization is also attractive as it offers a variety of knowledge and skills for different policy challenges: from pure research to political negotiation, or communication.

- **Gradual broadening of internal leadership responsibilities**

Rimisp is still experiencing a transition in terms of emerging new leaderships: while some positive signs of growing institutionalization of processes allow the emergence of leaders, it is important to further consolidate them. While in the past years most capacity to set the agenda, raise funds, and generate prestigious working opportunities depended significantly on Julio Berdegué, this influence is gradually lower than it used to be. New leaders such as former Executive Directors emerged and left their mark in the organization. The emergence and empowerment of new Representatives in the national offices, and the new Executive Director (with her vast knowledge of Rimisp's culture), are also promising steps that can contribute to the institutionalization of new leaderships.

Areas for Improvement

- **Under-tapped critical mass of promising researchers**

Even though in the last years Rimisp welcomed a promising group of researchers, there is still a critical mass of 'under tapped' mid-level staff. While they are working at full capacity, they feel time constraints and the lack of space to go beyond their immediate, project-funded responsibilities. Consequently, they have not yet seen the emergence of opportunities to exploit their analytical, creative, leadership and strategic potential, even though in many cases they were hired for this purpose.

- **High levels of staff turn-over**

Rotation of the staff is still a major concern. For instance, between 2013 and 2014 the CTD Program suffered many changes within its team, mainly due to the incorporation of Rimisp's staff to the government administration. This is the case of Ignacia Fernández (who then returned to the organization to lead the Social Inclusion and Development Group and in August 2015 was appointed as the Executive Director), Verónica Pinilla (former responsible of the Technical Assistance Unit) and Diego Reinoso (former Coordinator of communications).

- **Key vacant positions**

Since Rimisp and Consultorías Profesionales Agraria Ltda ended their partnership, the Agriculture for Development Group works without a Principal Researcher. As a matter of fact, Rimisp has been unable to get this group well organized and well-led. Moreover, the promotion of Ignacia Fernández, Principal Researcher of the Social Development and Inclusion Group, to the position of Executive Director of Rimisp, without the possibility of planning a smooth transition, could have effects in the Group's work (for instance, by suffering some deceleration). While it has been decided that she will continue leading the Group (60% of her time to the Executive Direction, 40% of her time to the Group), combining both tasks appears as a major challenge, especially considering that one of the responsibilities of Principal Researchers is shaping a solid team under the new Working Groups scheme.

Recommendations

- **Generate more and new opportunities for untapped talent**

There is a need for empowerment and more room that will allow untapped talent to deploy their potential. More space are needed to encourage them to bring in new ideas and analytical approaches, and they need to be encouraged to spend more time in policy engagement activities. This will prepare them to lead initiatives and independently develop new research and policy engagement opportunities in the future. Moreover, establish the priority for current employees to achieve new vacant positions seems a suitable incentive, considering an actual career path within Rimisp. Indeed, Ignacia Fernandez's movement to the Executive Direction responds to this logic.

- **Strengthen national offices' staff**

While most of the Working Groups have been able to shape the new staff structure in their teams, National Offices work with smaller teams (mainly a Representative and a Research Assistant), what, as stated in the Regional work model dimension, affects their possibility to incorporate Rimisp's know how in the different policy areas as well as to actively seek for

new opportunities. Professionals capable of occupying mid-positions in the offices should be attracted.

- **Cover vacant key positions**

Some key vacant positions should be filled in the short term (Principal Researcher of the Agriculture for Development Group) and in the medium term (Principal Researcher of the Social Development and Inclusion Group) in order to maintain the continuity and quality of Rimisp's work in these fields. Regarding the Principal Researcher of the Social Development Group, a gradual transition at the head of the Group should be in the mid-term agenda, after the new Director gets used to its new position.

Rimisp could learn from achievements and failures on dealing with mid-level researchers in the last years. Based on those lessons, the organization should analyze whether it is time to rethink some roles and responsibilities, as well as incentives and working schemes, in order to strengthen Rimisp possibilities to attract this type of profiles.

- **Bridge the generational gap and make the most of young researchers**

Even though Rimisp was able to incorporate new young staff, the organization still counts largely on a group of experienced researchers who represents the organization before its audiences. Aligning the expertise and the specific weight of the more experienced researchers with the new ideas that might come from younger researchers, will push the organization to move from its comfort zone. The latter can give Rimisp a more innovative approach to public issues, and be more willing to take risks regarding research methods, policy analysis or communication tools, among other issues. This will help identify future leaders for the Working Groups.

- **Keep track of those researchers who left (but might return)**

Some promising researchers have chosen to leave Rimisp, but in doing so are gaining practical experience in academic and (especially) in real-time policy-making settings; these new experiences may at some point enhance Rimisp's research and policy engagement work, in two senses: they can help expand the network of allies of the organization (both in terms of research or engagement concrete work and funding opportunities), and they can be potential candidates for future positions within the organization.

2.3.6. Diversification of Funding Sources

Considering the gradually withdrawal of international donors' in the region, and the challenges in terms of availability of funds for policy research activities, Rimisp has initiated a change in its "business model", with a special focus on attracting non-traditional funding: support from national public agencies and the private sector.

Main results

- **Highlight #1: Rimisp has successfully developed alternative sources of funding**

Rimisp has successfully surpassed the goal of 20% of non-traditional funding and achieved 28% of these types of funds (in 2015).

Table 4. Rimisp’s non-traditional funding sources (as of May 2015)

SOURCE	INCOME (U\$)	%
Governments	1,643,667	24%
Diploma Rimisp-FLACSO	218,000	3%
Private companies	85,000	1%
Philanthropy	0	0%
TOTAL NON-TRADITIONAL	1,946,667	28 %
TOTAL RIMISP	6,947,348	100%

Source: Table Non-traditional Funding 2015 (Rimisp), shared with the evaluation team.

The CTD program has provided an important opportunity to explore new modalities to attract non-traditional funding, with heavy emphasis and reliance on governmental funding for national technical assistance projects. The Program contributes with 51.4% of the total of non-traditional funding, while the other 48.6% comes from the DTR-IC Program.

- **Highlight #2: Public sector represents the major non-traditional support and is an increasingly appealing funding source**

The major part of this new support comes from public sector. By May 2015, in the case of CTD Program, projects conducted in Mexico and Chile represented 24% of co-funding resources. National offices and regional partners play a major role in attracting national public support, and of course in implementing projects. A project supported by the Under-Secretary for Regional Development in Chile and the project “Territorios productivos” in Mexico are examples of these efforts.

- **Highlight #3: Capacity building appears as an attractive mechanism to raise funds**

Moreover, Rimisp has started a successful educational work associated with prestigious universities and FLACSO Chile. This effort is 100% paid by students or their employers, and does not receive support from the CTD Program. It represents 3% of the CTD program. By 2015, Rimisp was able to almost duplicate the number of participants in the Diploma.

- **Highlight #4: Discontinuation of the Technical Assistance Unit**

Even though the core objective of the UAT (its acronym in Spanish) was to engage the private sector in projects for territorial development, this unit was a key piece to win two

public tenders (though they represented relatively small projects), especially in Chile. Its discontinuation could also undermine Rimisp's opportunities to attract both private and public funds.

Strengths

- **National offices: a key mechanism to attract non-traditional funding**

Rimisp's stable presence in some strategic countries through national offices are an opportunity to bring closer to national policy makers the organization's capacity to articulate knowledge and present feasible policy solutions. These characteristics, together with a clear sense of political timing and communication formats, are attractive to policy makers. Mexico's national office success in attracting support from the Mexican government as part of the Productive Territories Program (PTP) is an example of this potential.

Areas for Improvement

- **Dependence on large projects for regional projects**

Rimisp still shows a funding dependence on a few large projects supported by international donors (i.e., IDRC, IFAD and Ford). New projects supported by non-traditional funding still represent a relatively small part of the organization's budget, they typically support activities rather than salaries, and are in the policy engagement domain rather than in research. Moreover, they are short-term projects because public budget in most Latin American countries are annual by law, which generate a constant need to seek alternative funds. The national agencies that do support research (e.g. the CONICYTs of the different countries), dedicate all of their resources to academic science rather than the type of research done by think tanks such as Rimisp. It is also difficult to find support for outreach activities (e.g., distilling messages from multiple technical assistance projects).

This scenario, combined with the gradual withdrawal of international funders that play a critically important role in supporting independent policy research, poses a real risk in the mid-term: Rimisp's agenda might become too subject to their demands, and the organization might not be able to establish its own topics and pursue new analytical approaches. Research might become mostly instrumental to solve very specific policy situations and the space for innovation and out-of-the box thinking might be significantly reduced. Furthermore, responding to national or sub-national specific needs of agencies could undermine Rimisp's overall position and its ability to act as a center of excellence in the region.

- **Challenges to attracting private sector support and the reputational dilemma**

So far, and even though some attempts were developed, Rimisp presents weak results in attracting private sector support. Direct services to companies, partnerships with mining companies and philanthropists' contributions have been considered, and a project pipeline was developed. The main concern for Rimisp's leaders is still the issue of independence and the reputational cost.

- **Informal fundraising processes and individual dependence**

Most of the actions oriented to attract new and non-traditional funding were the consequence of windows of opportunity identified by a few leaders within the organization. Moreover, transactional costs associated to diversification efforts are high. By the moment, Rimisp was not able to find a suitable scheme that allocates responsibility for this task to a specific unit or members in the organization, or that ensures organizational processes to effectively detect, allocate and respond to new opportunities. With the increasing role of national offices this might deepen the challenges of coordination and institutionalization.

Recommendations

- **Ensure large projects in the mid-term to facilitate the transition to a new business model**

In the short-term, it would be important to ensure the renewal of big and strategic projects that create a safe and mid-term basis to strengthen the transition to a new business model. This shows the critically important role that funders like IDRC or Ford could continue playing for centers like Rimisp. On another note, the idea of an Institutional Strengthening Fund (gradually built with overhead contributions) could be refloated, as it will allow the teams to continue working on their tasks but at the same time be protected against adverse situations.

- **Maintain a research agenda that safeguards Rimisp's identity**

The implications of changes in funding sources would affect the organization *ethos*: there is a need for conducting deeper and reflexive discussions on how to balance Rimisp's desired research agenda with the real funding possibilities and find innovative mechanisms to ensure sustainability of the organization and independency of the research agenda. The UAT or a space like the one suggested in #4 could help balance research interests and funding opportunities.

- **Pilot a variety of actions to cultivate private sector support**

A variety of actions might be explored at this point, in particular considering that national contexts present a good opportunity to test the involvement of private sector in funding policy analysis. First, Rimisp could start with small and pilot projects to understand to what extent the relationship with the private sector impacts in the organization independence or reputation, and at the same time win experience in dealing with the private sector in this sense. Second, explore other activities beyond research projects that could be supported by the private sector, such as the systematization of lessons in the field of Corporate Social Responsibility. Third, shaping a consortium of several private companies that could support certain projects, thus reducing the possibility of being captured by a single view or demand.

- **Institutionalize the fundraising function**

The UAT could be refloated but this time with a focus on identifying and managing opportunities for the entire organization, and not only for the CTD Program. Moreover, Rimisp could build a formal space or mechanism to allocate general funding opportunities to the different teams within the organization. This space will be composed by the Executive Director, the Principal Researchers, the Communications Director and other key staff with enough knowledge and experience to make suggestions regarding the opportunities and the best team to conduct the project. This mechanism will also ensure that new projects are aligned with Rimisp's agenda.

By the moment, this proposed scheme finds a barrier in the fact that most of the funding opportunities are the result of the work of one or a couple of persons in each team, a work that remains unpaid. Some institutional fund, built with overhead of the projects, might allow hiring a person responsible for developing new funding opportunities, as well as "buy" time of some relevant profiles in the organization to evaluate and allocate them to the different teams.

- **Explore new alternative sources of funding**

Engaging local philanthropies in funding policy research is still a major challenge for Rimisp. The new trend of crowd-funding could be tested to attract individual who might support Rimisp's efforts. On another note, building a Government Consulting Unit dedicated to respond specifically to the demand that generates additional funds could be analyzed. The contributions of this unit to Rimisp's overall budget could have a limits in terms of percentages, in order to avoid running reputational risks, thus setting clear and transparent criteria for these consultancies.

- **Further develop the capacity building options**

Expanding capacity building options could help Rimisp to ensure a stable funding source. New partnerships in other countries of the region could be explored. Moreover, online *ad hoc* and packed courses to specific audiences (especially policy makers as noted in Component 2 due to their increasing need of new skills and knowledge to deal with current policy challenges, civil society organization, among others) could be piloted. If this capacity grows in the mid-term, Rimisp might analyze the possibility of building a specific unit dedicated to manage these activities.

- **Consolidate a business plan with fundraising responsibilities**

Providing fundraising efforts with a more formal and structured institutional process, like a simple business plan (with clear goals, strategies and responsible) that is revisited annually or small fundraising team, might help the organization institutionalize lessons learned so that they permeate the different Working Groups and national offices to promote further commitment to change. It could also guide the exploration of new alternatives (building on what others have tried) and enable the detection of joint efforts for funding where economies of scale are viable or opportunities relevant. Based on the business plan, design mechanisms to transfer Chile's Office fund raising skills and mechanisms.

2.3.7. Flagship Products and Media Presence

Main results

- **Highlight #1: Significant presence in the regional debate on rural territorial development and territorial inequality**

Through the CTD/DTR program, Rimisp has achieved an important presence in the regional debate on rural territorial development and territorial inequality, underpinned by a set of technical and strategic products and communications efforts with significant scope and a large number of downloads and quotes by different leading organizations and researchers.

As an indicator of this presence, general and specific engines' search for each country of the Program indicates that the presence of Rimisp associated with the terms "territorial inequality" and "rural territorial development" (in Spanish), in general and specifically for Latin America, is significant⁴³. For detailed information, see Annex 4 - Rimisp and partners' presence in the web.

⁴³ For information and indicators on Rimisp's website performance, see the "Report on the contribution of CTD Program to Rimisp's positioning as regional reference", April 2015, by Juan Fernández Labbé, and the Guide Document for External Evaluation of CTD Program.

- **Highlight #2: Relevant flagship products pull regional outreach**

Two products stand out for their contribution to positioning Rimisp a regional reference: the Latin American Report on Poverty and Inequality and the CTD Bulletin.

Since 2011, the Latin American Report on Poverty and Inequality was officially released in four countries (Chile, Colombia, Nicaragua and Peru), reaching high media coverage in national and international media. It has its own web site, which received 16,926 visits in 2013-2014 (25 visits per day on average), registering a peak in May 2014 (1,430 visits), period where its launch was conducted in several countries in the region. The main countries of origin of visitors are Chile (22%), Colombia (18%), Mexico (17%), Peru (9%) and Ecuador (6%). The Report also includes Bolivia, Brazil, El Salvador, Guatemala, and Nicaragua. The third edition of the Report (2015) is under development.

The CTD Bulletin is a monthly publication aimed at providing information on the Program's activities and relevant issues to Rimisp's partners and stakeholders. Its first issue was published in January 2013 and has a monthly frequency, adding to July 2015 a total of 26 editions. While the number of recipients greatly increased since May 2013 (1,130 to 3,503 in March 2015), the average of opening shows little variation (it remains in 20%) (For detailed information, see Annex 6 - Rimisp's flagship products).

In Latin America, the Bulletin is distributed among carefully-selected influential contacts in: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, Dominican Republic and Uruguay. Moreover, it also reaches countries like USA, Canada, New Zealand, Germany, Spain, Italy, United Kingdom, among others in Europe.

Since its first issue in January 2013, the Bulletin underwent changes in its format that enhanced its uptake: it was shortened, its look and feel was modified to make it more reader/user-friendly, and scientific information became its main focus.

The results of an online survey circulated by Rimisp among the recipients of CTD Bulletin show interesting data regarding this product's contribution to Rimisp's positioning: it has a relevant reading rate and it is positively valued by those who read it for detailed information, see Annex 5 –Rimisp's flagship products).

- **Highlight # 3: Greater presence in the media**

Rimisp achieved a greater visibility due to an increasingly presence in media through op-eds and interviews, especially in four countries: Chile, Mexico, Colombia and Peru.

The media appearances have increased over time, tripling the average of monthly publications in the period January 2013-January 2015 compared with the period February 2008-June 2012 (DTR Program) (For detailed information, see Annex 7 - Rimisp's presence

in the media.) In particular, the Latin American Report on Poverty and Inequality reached greater presence in media between May and July 2014 (date of its release in the various countries of the region).

- **Highlight #4: Successful renewal of the website and venture in social media⁴⁴**

Rimisp's website and CTD social media tools reveal to be a relevant gateway to content produced by the organization in general and the CTD program in particular. The target set at the beginning of the CTD program in the field of communications, which established the goal that the new Rimisp's website receive at least 100,000 visits per year, was successfully met: for the period August 2012-October 2014, the website registered an average of 103,660 visitors per year.

The use of social media was promoted within the CTD Program. The Twitter account @territorial was created in November 2012 and two years later it had 1,748 followers and 2,599 published tweets. The CTD Program Facebook fan page recorded 3,401 "likes" by December, 2014, having grown by 9.4% during the year. During 2014, 242 publications were made, with an average range of 525 each and an estimated 127,050 global reach.

Strengths and Areas for Improvement

Strengths

- **National spokespersons to ensure significant and sustained outreach**

The dissemination and positioning of the Report in the press and specialized audiences in different countries was strengthened by the strategy of identifying spokespersons (within national offices or partners' network) who spread out Rimisp's work.

- **Different strategies and actions contribute to increased CTD impact**

In addition to identifying national spokespersons, other strategies and actions stand out: (i) Besides being a global project, paying attention to specific data in each country was important to attract the attention and communicate in those territories. (ii) Constant update of data was important to foster a policy relevant discussion. (ii) Brief information pieces circulated to the bulletin's database were effective to disseminate new products.

Area of Improvement

- **Difficulties in addressing national communicational landscapes**

Conducting a critical analysis of the communicational environment in different countries is not an easy task. Even though Rimisp works with spokespersons that help the Program

⁴⁴ For information and indicators on Rimisp's website performance, see the referenced report.

disseminate its findings in different territories, this takes place on an ad hoc basis. Moreover, the follow up with local journalists or the monitoring of relevant debates, actions that the CTD Communications Team regularly conducts in Chile, cannot be replicated in other countries in which Rimisp does not count on a responsible person for communication.

Recommendations

- **Adapt communication strategy to national contexts**

It would be important to optimize the communication strategy by adapting it to the national offices' skills and time commitment. One possibility will be to contract a responsible person for communication for each office, like it recently happened in Mexico's, where they incorporated a part time communicator. Anyway, we recommend to wait until the results of this strategy could be assessed (more time is needed), and then analyze whether it is convenient for national offices to invest in a part or full time communicator.

- **Enhance communications with policy makers by aligning communication and influence efforts**

Rimisp could explore the possibility to develop a systematic communication product intended to policy makers, with an adapted format and writing style (i.e.: policy briefs with focused diagnosis and concrete policy proposals, and in a non-technical language). This product could serve as an element to reinforce other communication efforts with policy makers that Rimisp already conducts (like *ad hoc* meetings with relevant policy makers in the field, taking advantage of the renown of Rimisp's Principal Investigators). Moreover, simple and concrete products with key data could also become 'food' for journalists.

- **Align fundraising and communication efforts**

Communication actions could also underpin the new fund raising efforts. For instance, specific products could be designed for meetings with potential funders (standard documents that present Rimisp's general and specific information). That is, by adapting communications actions to influence and fundraising efforts, Rimisp will put communication at disposal of a desired organizational model.

- **Prioritize communication efforts**

A lot of communicational work has been done in the last years (flagship products, relationship with media, renewal of the website and venture in social media, among others). However, most of these efforts are dispersed, thus undermining their impact. So it would be important to prioritize the actions based on key communication objectives.

Box 6. Ideas to prioritize communication efforts

The communication team could systematically work during a certain period on positioning a certain concept via social media and the flagship products, combining interviews in the bulletin, op-eds by CTD researchers, kick-off messages and interactive discussions with followers, among others.

Moreover, considering the high internal demand for communication expertise (see E. New capacities acquired), and in order to make an efficient use of the communications team' time and skills, it would be important that both them and the researchers agree on what can be done by the latter, and in which actions the communication support is really needed.

Furthermore, it would be helpful to enhance communications planning in order to optimize communication services. For instance, current monthly meetings of the communication team could take place weekly.

Finally, a more rigorous assessment of cost/value ratio of some activities could be done in order to detect which are those that yield better results in terms of Rimisp's most important objectives, and thus prioritize accordingly.

2.3.8. New Organizational Capacity

We have identified the fields of communication and Monitoring, Evaluation and Learning (MEL) as those in which Rimisp has acquired significant capacities in the last years.

Main results

- **Highlight #1: Successful shift from external to in-house communication**

Since 2014 Rimisp started to lead the CTD program's communications with the incorporation of a Coordinator of Communications and an Assistant. Thus, CTD's communications are now designed and led in-house. Between 2012 and 2013 CTD communications were designed and led by the private agency "Factor Estratégico" (as well as other initiatives of the organization). While their work allowed CTD to achieve important

communication results in Chile, the results in other countries were weaker. Moreover, their services were more expensive than it was originally expected. The main lesson of that experience was that it is better to use this type of partnerships with specific influence goals rather than as a permanent service.

- **Highlight #2: A set of M&E reports were developed**

In compliance of the Monitoring and Evaluation Plan for the CTD Program established in December 2012, Rimisp has generated different types of reports to the date:

- ✓ 3 annual evaluation reports (2012-2013, 2013-2014 and 2014-2015)
- ✓ 1 methodology for assessing Rimisp's influence
- ✓ 4 thematic evaluation reports (another 2 are scheduled for the second half of 2015)

Thus, Rimisp has found different formats to collect and present data regarding its different activities within CTD Program. Generally, these documents are very completed and combine both rich quantitative with qualitative data.

- **Highlight #3: An adapted methodology to assess Rimisp's policy influence was developed**

In 2013 Rimisp hired an external consultant to develop a methodology to evaluate the outcomes of Rimisp's policy influence actions. The methodology "Links of policy influence" was piloted by assessing the performance of the Colombian Rural Dialogue Group in terms of its contribution to the prioritization of the rural poverty in the country's policy agenda.

Area for Improvement

- **Prioritize internal demand for communication expertise**

The team dedicated to CTD communications is composed by a Coordinator and an Assistant. They are also in charge of the "Development with Territorial Cohesion" Working Group communications. While the team gets to manage CTD Program with relative efficiency, the Group's demands generates an important work overload. Focusing efforts based on a good evaluation of what tools/activities provide better value could help streamline demand.

Recommendations

- **Ensure that a MEL culture permeates the entire organization**

To date, MEL is a luxury that only the CTD Program enjoys. These practices have not permeated the entire organization yet. It would be important that M&E&L practices scale to Working Groups. One possibility is that the responsible of MEL should be a full-time resource financed not by a single project (CTD) but by an institutional fund built by small contributions from the budgets of different projects to MEL activities. Alternatively, it would be important to adapt MEL methods to the capacities and resources of each team. In this sense, Rimisp could encourage each Working Group to establish management goals (which will then be validated by the Executive Direction) and organize the team responsibilities so they can report bi-annually on their progress.

- **Complement M&E reports with a Learning reflection**

While some Learning notes have been generated for other projects, this type of reflexive exercise has not been recorded for the CTD Program. It would be important to apply this practice to the CTD Program too. Moreover, considering the current M&E reports, in some cases in which certain targets or objectives were not achieved, a more accurate explanation or reflection on the causes would help the reader to understand the process and not only its consequences. Finally, in those cases in which challenges or problems prevented the organization of achieving its goals, or when challenges ahead are identified, it would be important to share how the organization intended to solve or prepares to face them.

Annex 1: Acronyms

DTR – Dinámicas Territoriales Rurales

CTD – Cohesion for Territorial Development

ECLAC – Economic Commission for Latin America and the Caribbean

GRADE – Grupo de Análisis para el Desarrollo (Perú)

IDB – Inter-American Development Bank

IDRC – International Development Research Centre

IEP – Instituto de Estudios Peruanos

IFAD – International Fund for Agricultural Development

IFPRI – International Food Policy Research Institute

LAC – Latin America and the Caribbean

M&E – Monitoring and Evaluation

NZAID – New Zealand Agency for International Development

PRISMA – Programa Salvadoreño de Investigación sobre Desarrollo y Medio Ambiente

Rimisp – Centro Latinoamericano para el Desarrollo Rural (Latin American Center for Rural Development)

WB – World Bank

Annex 2: Policy Influence Achievements

	Main results	Related policy influence projects	Examples of related research/technical assistance documents	Relevant governmental counterparts
National	<p>4 Policy Dialogue Groups composed by diverse members of different sectors are actively discussing and informing relevant public policies in Colombia, Ecuador, Mexico and El Salvador (for detail of policy outcomes of each Group please see Annex 2)</p>	<p>Under the program Knowledge for Change (with IFAD's co-funding):</p> <ol style="list-style-type: none"> 1) Consultancy to promote sustainable agriculture through the campaign " "For a healthier life, let's sow consciously in harmony with the environment in El Salvador" 2) Rural development with a territorial approach seminars , in Colombia 	<ul style="list-style-type: none"> - Corporación PBA (2014). Guidelines and strategies for rural development in the Caribbean region of Colombia. Corporación PBA, Bogotá: - Fundación Prisma (2014). Facing the coffee crisis: experiences of cooperatives and individual producers in El Salvador. GDR El Salvador – Fundación Prisma, San Salvador. - Castillo, M.J. (2015). Analysis of the Productivity and Competitiveness of cattle in the Ecuadorian littoral - 	<ul style="list-style-type: none"> • Ministries of Environment and Agriculture and Technical Secretary of Presidency (El Salvador) • Social Development Secretary (México) • Ministry of Agriculture in Ecuador • Ministry of Agriculture and Rural Development in Colombia
	<p>7 large national policies and policy discussions have been informed by policy-oriented research produced by Rimisp</p>	<ol style="list-style-type: none"> 1) New Regional Agenda in Chile 	<p>Book</p> <p>Policy Briefs:</p> <ul style="list-style-type: none"> • Poverty and territorial cohesion • Health, development and territorial cohesion • Economic development and territorial • Fiscal decentralization and territorial cohesion • Scholar education and territorial cohesion 	<p>Electoral commands of the candidates for presidency: Michelle Bachelet, Evelyn Matthei, Marco Enriquez-Ominami and Franco Parisi.</p>

		<p>2) Technical assistance to the Agricultural Development Institute in Chile</p> <p>3) Technical assistance to the Economic Productivity Unit of the Secretaría de Hacienda in Mexico</p>	<ul style="list-style-type: none"> • Territorial inequities in the labor markets • Strengthening of capacities and territorial cohesion • From administrative decentralization to political decentralization <p>To be developed</p> <ol style="list-style-type: none"> 1. Program for the Promotion of Agriculture (Héctor Robles) 2. Program Productivity and Competitiveness for Food and Agriculture (Juan Manuel Torres) 3. Program Commercialization and Market Development (William Foster) 4. Integral Program for Rural Development (Gerardo Franco) 5. Fund to Support Productive Projects at Agrarian Nucleus (FAPPA) (Jesus Arellano); 6. Program to Support Female Entrepreneurs' Productivity (PROMETE) (Jesus Arellano) 	<ul style="list-style-type: none"> • Agricultural Development Institute (INDAP) • Ministry of Social Development (MIDESO) • Economic Productivity Unit
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		<p>4) Technical assistance to the program TERRITORIOS PRODUCTIVOS in Mexico</p> <p>5) Technical assistance to the Rural Mission in Colombia: Strategy for a large scale implementation of rural development programs with a territorial approach</p> <p>6) Technical assistance to Rural Mission on Rural Employment and Income in Colombia</p> <p>7) Technical assistance to the Presidency Office in Perú</p>	<p>Document for the design of the program Territorios Productivos</p> <p>Workplan for technical assistance during 2015 approved by the government</p> <p>Final report officially approved</p> <p>Final report delivered: "Labor market in the rural sector of Colombia"</p> <p>Final Report presented to the Presidency Office</p>	<ul style="list-style-type: none"> • Secretary of Finance • Social Development Secretary • PROSPERA-Program for Social Inclusion • 15 programs to Foster productivity, executed by 7 State agencies from the federal government • Mission for the Transformation of the Colombian Countryside (Misión Rural) • National Planning Department • Presidency Office of Perú
<p>3 large private companies have received and discussed proposals from Rimisp to develop projects related to rural development with a territorial approach</p>				

<p>Sub-national</p>	<p>3 sub-national governments in Chile have developed new initiatives based on Rimisp's inputs</p>	<p>1) Development of the Territorial Rural Development plan for the regional government in Los Ríos</p> <p>Program for the Adequacy and Complementarity of tools for tourism planning and management in the region of Los Ríos</p> <p>2) Technical assistance to the Department of Regional Strengthening and project “Strengthening of institutional capacities for territorial development” of the Under-Secretary of Regional Development (SUBDERE)</p> <p>3) Plan for Communal Development (PLADECO) in Melipilla</p>	<ul style="list-style-type: none"> • Document with the framework for the development of the Territorial Rural Development plan of Los Ríos • Update on progress • Diagnosis of the Department for Regional Strengthening, DDR, SUBDERE • Final report on Contratos Región • Final report (draft) 	<ul style="list-style-type: none"> • Los Ríos Regional Government • Division for Rural Strengthening of the Under-Secretary of Regional Development (SUBDERE) • Melipilla Municipality • Regional Metropolitan Government. • Under-secretary of Regional Development
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<p>Strategic commu- nications</p>	<ul style="list-style-type: none"> • The Latin American Report on Poverty and Inequality web site received 16,926 visits in 2013-2014 (25 visits per day on average), registering a peak in May 2014 (1,430 visits). The Report discusses 10 countries. Between May and July 2014 (date of its release in the various countries of the region) it reached 45 presences in 42 media from 13 countries (69% electronic –web, 18% print newspaper-website, 9% TV, and 2% radio). • 3,505 contacts of different countries in Latin America and other regions as well, are monthly reached by the CTD Bulletin. It has an opening rate of 20%. 26 editions were circulated since its launch in January 2013. • The new Rimisp’s web site registered an average of 103,660 visitors per year for the period August 2012-October 2014. • The Twitter account @territorial reached has 1,700 followers and 2,599 tweets published since its launch in November 2012. • The CTD Program Facebook fan page records 3,472 "likes" until December • 2014, having grown by 9.4% during the year. During 2014, 242 publications were made, with an average range of 525 each and an estimated 127,050 global reach. • 432 presences in media of 14 countries for the period March 2013-July 2015. With a monthly average of 18 publications.
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ANNEX 3: POLICY OUTCOMES OF RURAL DIALOGUE

Establecimiento de Grupos de Diálogo Rural con líderes influyentes del gobierno y políticos, el sector empresarial, la sociedad civil y la academia influyen en los procesos de políticas específicas de importancia nacional en : Ecuador, Colombia, El Salvador y México

Generación de un espacio de debate sobre políticas y de incidencia en el diseño de estrategias, planes y programas, desde la perspectiva de la cohesión territorial.

Incidencia a nivel procesos de políticas/ líderes

Incidencia a nivel de políticas

Chile

Se incorpora en la agenda pública el problema de la desigualdad territorial

Adopción por parte del gobierno entrante de diversas medidas tendientes a avanzar en la superación de dicha desigualdad desde un enfoque de desarrollo con cohesión territorial

El Salvador

Apoyo al diseño de la Ley de Soberanía y Seguridad Alimentaria.
Apoyo a MESPABAL que inspiró el nacimiento del Programa Territorios de Progreso.

Acuerdo interministerial MAG-MARN para agroforestería y zafra verde

Provisión de insumos para estrategias y programas públicos:
La Estrategia Nacional de Biodiversidad
Programa Restauración de Ecosistemas y paisajes.
Estrategia de Desarrollo Costero-Marina que incluye FOMILENIO II.
Programa de Agricultura Familiar.

Colombia

Incorporación de lineamientos del GDR en los documentos guía de las políticas de desarrollo rural

Miembros del GDR han colaborado en tres de los siete informes oficiales de la Misión Rural

Trabajo con la DNP: Definición de categorías de ruralidad, para clasificar a los territorios y agruparlos a objeto de intervención.

Aprobación del capítulo rural del Plan Nacional de Desarrollo 2014-2018 presentado por el DNP e ingresado para discusión legislativa en el Congreso

Ecuador

Aporte a la generación de políticas focalizadas pertinentes a los territorios rurales más empobrecidos, mediante la elaboración de mapas de pobreza, tipologías de territorios y priorización para la implementación piloto de políticas del Buen Vivir Rural
Asistencia técnica a la Coordinación General de Innovación del (MAGAP) para el diseño del "Plan para el incremento de la productividad" y, dentro de él, del Proyecto Nacional de Semillas para Agro cadenas Estratégicas

Mexico

El GDR de Mexico ha debido ser re-lanzado en 2014 tras la pérdida de su Secretario Ejecutivo. Su nueva conformación es reciente como para señalar resultados aún.

No obstante, en su primera fase elaboró un documento, suscrito por 47 integrantes del equipo que fue entregado al equipo de transición del Presidente Enrique Peña Nieto, y posteriormente a sus Secretarios de Agricultura y Desarrollo.

POLICY OUTCOMES COLOMBIA

Establecimiento de Grupos de Diálogo Rural con líderes influyentes del gobierno y políticos, el sector empresarial, la sociedad civil y la academia influyen en los procesos de políticas específicas de importancia nacional

Incidencia a nivel procesos de políticas/ líderes

Incidencia a nivel de políticas

Espacio de rearticulación de redes, aprendizaje e incidencia en torno al desarrollo rural, reconocido y legitimado. Formado por actores diversos con vastas trayectorias personales en la materia, sus prioridades han sido visibilizar lo rural en el debate público y potenciar la perspectiva del desarrollo rural con enfoque territorial

Colombia/ POLITICAS

- Se han incorporado lineamientos del GDR en los documentos guía de las políticas en materia de desarrollo rural
- Miembros del GDR han colaborado en tres de los siete informes oficiales de la Misión Rural
- Trabajo con la DNP: Definición de **categorías de ruralidad**, que fueran adecuadas para clasificar a los territorios y agruparlos a objeto de intervención. Dicho trabajo se tradujo en un documento elaborado por la Dirección de Desarrollo Rural Sostenible (DDRS) en el marco de la Misión Rural.
- Desde Misión Rural se ha alimentado el capítulo rural del Plan Nacional de Desarrollo 2014-2018 presentado por el DNP y aprobado por el Congreso en mayo 2014.

PROCESOS

- En el Consejo Directivo de Misión Rural tienen presencia dos miembros del GDR Colombia y un experto internacional, investigador principal de RIMISP.
- Colaboración en torno a un proyecto sobre ley de tierras y desarrollo rural,
- El Grupo constituye un espacio de orientación para las políticas, reconocido por el intercambio de experiencias, debate y planteamiento de recomendaciones.
- Instancia de articulación y recuperación de redes de actores con trayectoria en el desarrollo rural, fortaleciendo la posibilidad del debate informado y el establecimiento de áreas de trabajo conjunto.

ACTORES

- Miembros del Grupo han sido amplificadores de los temas abordados por el GDR, al llevarlos a sus respectivos espacios de trabajo y ámbitos de acción.
- Miembros del GDR Intercambian visiones, conocimiento y experiencias, y expanden la comprensión y uso de conceptos.
- En el caso de la SAC, se afirma que inicialmente era contraria al Proceso de Paz, así como también se oponía a la redistribución de tierras; gracias a los debates en el GDR, sus posiciones han sido más flexibles, abriéndose por ejemplo, a la revisión de los latifundios improductivos.
- En algunos casos la participación en el GDR es destacada como una actividad institucional formalizada (es el caso de la Oficina de CEPAL en Bogotá⁸), en cuyo espacio se reflexiona acerca del sector rural.
- El enfoque territorial, la importancia de la participación ciudadana, de la multisectorialidad, integralidad, diferenciación de territorios y consideración de lo rural en su acepción más amplia (semi-rural y más allá de lo agro) han sido objeto de debate y se han ido instalando en la discusión de los actores clave

POLICY OUTCOMES ECUADOR

Establecimiento de Grupo de Diálogo Rural con líderes influyentes del gobierno y políticos, el sector empresarial, la sociedad civil y la academia influyen en los procesos de políticas específicas de importancia nacional

Incidencia a nivel procesos de políticas/ líderes

Incidencia a nivel de políticas

Generación de un espacio de debate sobre políticas y de incidencia en el diseño de estrategias, planes y programas, desde la perspectiva de la cohesión territorial.

Ecuador

- Aporte a la generación de políticas focalizadas pertinentes a los territorios rurales más empobrecidos, mediante la elaboración de **mapas de pobreza, tipologías de territorios y priorización para la implementación piloto de políticas del Buen Vivir Rural**
- Se proveyó asistencia técnica a la Coordinación General de Innovación del (MAGAP) para el diseño del “Plan para el incremento de la productividad”, y se impulsa la expansión de los planes a otros cultivos (*arroz, cacao, banano y palma*) y se incorporan las ruedas de negocios
- Asistencia técnica para Proyecto Nacional de Semillas: se incorpora la propuesta de proveer semillas y paquetes tecnológicos para fortalecer la productividad de pequeños agricultores; se institucionaliza en el MAGAP el esquema de asistencia técnica en sus programas (140 técnicos en el terreno)

PROCESOS

GDR ha servido como **un nuevo paso en la formulación de políticas, por cuanto el diseño original de algunos planes se somete a opinión del GDR para refinarlo**. Se contribuye así, a un proceso más participativo y transparente. En todo caso, el Grupo sigue siendo un espacio independiente y “de doble vía”, donde no sólo se comentan los planteamientos del gobierno, sino que también se levantan temas y propuestas

Nuevo proyecto de ley de tierras que incluye consideraciones propuestas en el marco del Grupo

El Grupo ha incidido en otros ámbitos, como el de finanzas rurales, donde ha aportado en una discusión que alimentó la eventual creación del Banco de Desarrollo Rural Urbano-Marginal

ACTORES

- Miembros del GDR que ocupan altos cargos de gobierno sean **portadores de discursos, conocimientos y relaciones surgidos en el marco del mismo** y expanden esa impronta en sus espacios de trabajo ligados a la toma de decisiones.
- Reconocimiento por parte de actores que, sin ser miembros del Grupo, han tenido contacto o vínculos con él han experimentado cambios en sus conocimientos sobre temas específicos y relaciones, al ver al grupo como una red de actores relevante
- Entre conocimientos destacados están el **enfoque de focalización con consideración territorial, la necesidad de una mirada integral**, que permita observar de manera conjunta los fenómenos que afectan al agro, **y la importancia de la asistencia técnica especializada**.

POLICY OUTCOMES EL SALVADOR

Establecimiento de Grupos de Diálogo Rural con líderes influyentes del gobierno y políticos, el sector empresarial, la sociedad civil y la academia influyen en los procesos de políticas específicas de importancia nacional

Incidencia a nivel procesos de políticas/ líderes

Incidencia a nivel de políticas

Generación de un espacio de debate sobre políticas y de incidencia en el diseño de estrategias, planes y programas, desde la perspectiva de la cohesión territorial.

El Salvador/ POLITICAS

- Apoyo al diseño de la Ley de Soberanía y Seguridad Alimentaria
- Apoyo a MESPABAL que inspiró el nacimiento del Programa Territorios de Progreso.

- Acuerdo interministerial MAG-MARN para agroforestería y zafra verde

- Provisión de insumos para estrategias y programas públicos:
 - La Estrategia Nacional de Biodiversidad
 - Programa Restauración de Ecosistemas y paisajes.
 - Estrategia de Desarrollo Costero-Marina que incluye FOMILENIO II.

- Programa de Agricultura Familiar.

PROCESOS

- Campaña de Agricultura Sustentable, en conjunto con el Ministerio de Medioambiente y Recursos Naturales (MARN)
- Organización del Foro Nacional de Agricultura Familiar 2014.
- Inclusión de variados actores en un mismo espacio: poder sentarse juntos y compartir criterios distintos en un ambiente de respeto con el objeto de hacer propuestas de nación es un valor en sí mismo, sobre todo y en un país con una fuerte polarización política
- Apoyo al desarrollo de la gobernanza de Mesbapal

ACTORES

- Adquisición de nuevos conocimientos
- Adopción de puntos de vistas en común frente a problemáticas sobre el desarrollo rural
- Único espacio desde donde los temas agrícolas se abordan desde su dimensión ambiental
- Importancia a acciones que apoyan la agroforestería; amplificación a través de reclamos de distintos sectores
- Acercamiento entre el sector cañero y el movimiento social por el “Derecho a la Vida y los Recursos Naturales” del Bajo Lempa

Annex 4: Rimisp Job Categories

Principal Researcher

In charge of directing major projects (by their size or their technical complexity) along its entire cycle (from identifying opportunities and preparation of concept notes to the reporting, and communication of findings and advocacy based on recommendations), including both technical and management and administration aspects. This position is required to contribute significantly to the financing of the organization through the design and management of projects. This same role is expected of Chiefs of National Offices.

Researcher

Intended as a project manager or coordinator. In charge of research within projects and participates in spaces for exchange and institutional learning.

Associate Researcher

Might coordinate projects. Assumes responsibility for research in specific components or sections of a project, with the supervision and direction of the respective Principal researcher, and participates in spaces for exchange and institutional learning.

Research Assistant

Provides technical support to projects and specific tasks assigned by his/her direct supervisor.

Annex 5: Rimisp and Partners' Presence on the Web

General and specific engines' search for each country of the CTD Program indicates that the presence of Rimisp associated with the terms "territorial inequality" and "rural territorial development" (in Spanish), in general and specifically for Latin America, is significant⁴⁵.

Table A4.1. Rimisp and partners' presence in the web

Search	Publications or news generated by Rimisp	Countries in which Rimisp's content has greater presence
Territorial inequality	52%	Chile (57%) and Peru (22%)
Rural territorial development	20%	Peru (38 %) and Chile (18%)

Source: Report, April 2015.

In terms of quotations of Rimisp's publications, a general search under the term "rural territorial development" (both in English and Spanish) threw 1,521 (Spanish) and 1490 (English) quotes (considering all the documents of the first 60 links⁴⁶). Rimisp's presence within those 1,521 and 1,490 results is shown in Table A4.2.

Table A4.2. Presence of Rimisp's publications and quotations in the web

Search	Documents generated by Rimisp and its partners	Non-Rimisp's documents that quote Rimisp	Total of quotes	Agencies that quote Rimisp
"Desarrollo territorial rural" (Spanish)	1,160 (76%)	235 (15%)	1,135 (91%)	ECLAC, FAO, IDB, IFAD, FLACSO, CIRAD-TERA and articles published by CONICET (Argentina), UNAM (Mexico) and the University of Barcelona.
Rural territorial development (in English)	633 (42%)	151 (11%)	784 (53%)	ECLAC, University of Anwerp, Landscape and Urban Planning, University of Greenwich, Geography Compass, and Development and change.

⁴⁵ For information and indicators on Rimisp's website performance, see the "Report on the contribution of CTD Program to Rimisp's positioning as regional reference", April 2015, by Juan Fernández Labbé, and the Guide Document for External Evaluation of CTD Program.

⁴⁶ The methodology includes the use of Google Scholar and it is further explained in the mentioned Report.

Source: Report, April 2015.

Annex 6: Rimisp's Flagship Products

Table A5.1. Recipients and opening rate of CTD Bulletin

	May-Sep 2013	Oct 2013 – Dec 2014	Jan-Mar 2015
Recipients	1,138	2,550	3,503
Opening average	232 (20%)	434 (17%)	690 (20%)

Source: Guide Document for External Evaluation (May 2015).

Table A5.2. Results of online survey about CTD Bulletin

Among the respondents, 74% said they know the Bulletin⁴⁷. From this 74%, other information was developed:

Respondents who believe that...	%
...the Bulletin contributes to their interest in rural issues	75%
...the Bulletin has been useful in their professional field	69%
...the Bulletin constitutes a contribution to the intellectual debate on developing countries in Latin America	64%
...the Bulletin is reader/user-friendly	98%

Source: Report, April 2015.

⁴⁷ Considering the number of respondents who said that was aware of Rimisp's work.

Annex 7: Rimisp's Presence in the Media

Time Period	Appearances in written media (print and virtual) and radio stations	Countries	Monthly publications (average)
February 2008- June 2012	314	17 countries in Latin America, Europe and Canada	Reached 6
March 2013-July 2015	432	14 countries (10 in Latin America, Spain, Italy, Canada and USA)	Reached 18

Source: Report (April 2015) and Guide Document for External Evaluation (May, 2015).

In particular, the Latin American Report on Poverty and Inequality reached greater presence in media between May and July 2014 (date of its release in the various countries of the region):

- 45 appearances,
- in 42 different media,
- from 13 countries (10 in Latin America, Spain, Canada and Italy) and 3 international agencies,
- Countries with the largest number of media appearances: Chile (22%), Mexico (18%) and Nicaragua (11%).
- Formats: electronic -web (69%), print newspaper-website (18%), TV (9%) and radio (2%).

Annex 8: List of Individuals Contacted (listed in no particular order)

Name	Country (office)	Institutional Affiliation	When Contacted	How Contacted
Rubén Echeverría	Colombia	President of Rimisp Board of Directors	June-July	Skype and in person
Carolina Trivelli	Perú	Partner and member of Rimisp's Board	July 10 th	Skype
Ignacia Fernández	Chile	Rimisp	July 7 th and August 18 th	Skype
Angela Penagos	Colombia	Dirección Nacional de Planificación	July 14 th	Skype
Jaime Gatica	Chile	Rimisp	June 23 rd and June 24 th	In person
Caroline Stevens	Chile	Rimisp	June 23 rd	In person
Egon Montecinos	Chile	Governor of Los Ríos	June 24 th	Skype
Claudia Serrano	France	Former Executive Director of Rimisp	June 24 th	Skype
Jorge Rodríguez	Chile	Secretary at DIPRES	June 25 th	In person
Ricardo Fuentealba and Mario Alburquerque	Chile	Consultants	June 25 th	In person
Martine Dirven	Chile	Consultant, former Chief of the Rural Development office at CEPAL)	June 24 th	In person
Edelmira Pérez	Colombia	Founder and former Director of the Master for Rural development of the Universidad Javeriana	July 22 nd	In person
Natalia Gómez	Colombia	Consultant, former rural development specialist of World Bank	July 22 nd	In person
Mario Villamil	Colombia	Coordinator at the Direction for National Planning	July 23 rd	In person
Luz Fonseca	Colombia	Representative of CONALGODON	July 22 nd	In person
Luis Fernando Forero	Colombia	General Secretary of the Agricultural Society of Colombia)	July 22 nd	In person
Santiago Perry	Colombia	Member of Misión Rural and General Secretary of the Rural Development Dialogue Group	July	In person

Absalon Machado	Colombia	Member of Misión Rural and rural development expert	July 23rd	In person
Álvaro Balcázar	Colombia	Principal Advisor for the Oficina del Alto Comisionado para la Paz	July 23rd	In person
Alejandro Reyes	Colombia	Member of Misión Rural and advisor for the Oficina del Alto Comisionado para la Paz	July 23rd	In person
Tomás Rosada	Italy	IFAD	August 12 th	Skype
Merle Faminow	Uruguay	IDRC	August	Skype
Julio Berdegué	Chile	Rimisp	June, July, August	Skype and in person
Gerardo Franco Parrillat	Mexico	Rimisp	August 3 rd	Skype
Claudia Ranaboldo	Bolivia	Rimisp	August 4th	Skype
Andres Tomasselli	Chile	Rimisp	June	In person
Juan Fernandez	Chile	Rimisp	June	In person
Chiara Cazzuffi	Chile and Italy	Rimisp	June, July	In person
Alejandro Schejtman	Chile	Rimisp	June	In person
Feliz Modrego	Chile	Univ. Catolica del Norte	June 22	Skype
Leonardo Cespedes	Chile	Rimisp	June	In person
Eduardo Ramirez	Chile	ODEPA	June	In person
Octavio Sotomayor	Chile	INDAP	June 24	In person
Ximena Quezada	Chile	INDAP	June 24	In person
Veronica Pinilla	Chile		June 23	In person
Juan Calos Feres	Chile	FUNASUPO (NAR)	June 24	In person
Heinrich von Baer	Chile	Comision de la Descentralizacion	June 25	Skype
Geraldo Franco	Mexico	Rimisp	June, July	In person
Claudia Rodriguez	Mexico	Rimisp	June, July	In person
Ernesto Lopez Cordova	Mexico	SHCP	June 30	In person
Ivana Fertzinger	Mexico	Ford Foundation	June 30	In person
Paula Hernández Olmos	Mexico	PROSPERA	July 1	In person
John Scott	Mexico	CIDE		In person
Antonio Yunez	Mexico	COLMEX		In person
Gustavo Gordillo	Mexico	Rural Dialogue Group	July	In person

Enrique Gonzales Tiburcio	Mexico	Rural Dialogue Group	July 2	In person
Andres de la Garza	Mexico	Rural Dialogue Group	July 2	In person
Octavio Jurado	Mexico	Rural Dialogue Group	July 2	In person
Alfonso Cebreros Murillo	Mexico	Rural Dialogue Group	July 2	In person
Marco Antonio Galindo Olguin	Mexico	Rural Dialogue Group	July 2	In person
Jose Cacho Ribeiro	Mexico	Rural Dialogue Group	July 2	In person
Enrique Merigo Orellana	Mexico	Rural Dialogue Group	July 2	In person
Ismael Valverde	Mexico	Rural Dialogue Group	July 2	In person
Implementation team (many)	Mexico	Members of Territorios Productivos	June 29	In person
Target Beneficiaries (many)	Mexico	Members of Territorios Productivos	June 29	In person

Annex 9: Documents Consulted

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Annex 10: Evaluation Workplan

What follows is an approved plan of work (version April 28, 2015) for the focused external scientific, policy impact and organizational review the Core Support for Rural Development Research Phase 2 (Rimisp-CTD) provided to Rimisp by IDRC (Project Number: 107091-001).

This Review takes the External Review conducted in 2011 as its point of departure. The timeframe for this Review covers the period 2011 to present, during which IDRC provided approximately \$5m of core support, and other donors provided additional core support totaling approximately \$3.9m.

The document is divided into five brief sections: key issues to be address; objectives of and key tasks/methods associated with the *scientific* review; objectives of and key tasks/methods associated with the *policy impact* review; objectives of and key tasks/methods associated with the *organizational* review; and a matrix containing a time-bound set of review activities, and the intermediate and final deliverables that will be produced.

Section 1 – The key issues to be addressed in this External Review are:

- accountability for the IDRC investment in Rimisp-CTD core funding
- a better understanding of the scientific contributions and policy impacts of the Rimisp-CTD program
- provide guidance for future Rimisp-CTD investments and activities

Section 2 – Objectives, tasks and methods for the *scientific* review

- Identify and assess the importance of the scientific contributions that Rimisp-CTD research has contributed to rural development thinking, practice and policy in Latin America and globally.
 - Task 1: Assess the scientific productivity of the Rimisp-CTD program.
 - Task 2: Assess the quantity and quality of contributions made by the Rimisp-CTD program to the state of knowledge regarding territorial inequalities and rural territorial development.
 - Task 3: Identify the gaps in knowledge that Rimisp-CTD may be well-positioned to fill in the future, and the current institutional and other impediments to making these contributions.

Methodology for scientific review

- Review documentation relevant to the Rimisp program including (but not necessarily limited to): the initial proposal, annual progress reports, the Rimisp web site, evaluations conducted by the program's M & E system, key publications resulting from the program.
- Review the recent international literature on rural development theory and practice.
- Interview selected Rimisp staff, authors of important Rimisp reports, and a selection of key stakeholders within the research networks developed for the program.
- Interview staff from selected key organizations active in the region (e.g., universities, large NGOs, agencies of national governments, multilateral organizations such as IFAD, WB, IICA).
- Interview representatives of selected organizations provided co-funding or parallel funding to the Rimisp-CTD program (e.g., Ford Foundation, IFAD, governments of Mexico and Chile).

Section 3 – Objectives, tasks and methods for the *policy impact review*

- Identify and document Rimisp-CTD contributions changes in policy objectives, policy instruments, and policy implementation in areas in Latin America where the program is active.
 - Task 1: For selected Rimisp-CTD research sites/partners, identify policy changes, policies that were considered for change/adoption, and any modifications to policy change mechanisms that occurred at least in part as a result of the Rimisp program.
 - Task 2: Identify the strengths and weaknesses of Rimisp-CTD in formulating and bringing about policy change.
 - Task 3: Identify strategic investments/activities that Rimisp-CTD could make/undertake to enhance the effectiveness of its future policy impact work.

Methodology for policy impact review

- Review documentation relevant to the program including: the initial proposal, annual progress reports, the Rimisp web site, the documents and other products delivered to the governments, and evaluations conducted by the program's M & E system.

- Review selected project-specific publications related to policy objectives, policy instruments for achieving those objectives, policy implementation and project M&E.
- Interview key stakeholders/collaborators at selected Rimisp-CTD research/action sites.
- Interview selected key Rimisp-CTD staff.
- Interview representatives of organizations that provided co-funding or parallel funding to the Rimisp-CTD program (NZAID, Ford Foundation, IFAD).

Section 4 -- Objectives, tasks and methods for the *organizational review*

- Assess the enhanced capacity of Rimisp-CTD to undertake scientific research leading to policy impact in rural areas of Latin America, which is attributable to the core funding provided by IDRC.
 - Task 1: Assess the extent to which the organizational issues/recommendations raised in the 2011 External Evaluation have been addressed by Rimisp-CTD.
 - Task 2: Identify Rimisp-level organizational development issues that have implications for the scientific productivity and policy impacts of the Rimisp-CTD program, and analyze their effects.
 - Task 3: Identify strategic personnel/organizational investments that Rimisp-CTD could make to enhance the effectiveness and sustainability of its scientific and policy impact activities.

This includes a general assessment of Rimisp’s advantages as a regional organization, and the extent to which such advantages help explain the research and policy results and outcomes observed.

Methodology for organizational review

- Review documentation relevant to the Rimisp-CTD program including: the initial proposal, annual progress reports, the Rimisp web site, and evaluations conducted by the Rimisp M & E system.
- Interview selected Rimisp-CTD staff.
- Interview selected external stakeholders relevant for the critical organizational development issues identified in Task 2.
- Interview representatives of other organizations that provided co-funding or parallel funding to the program (e.g., NZAID, Ford Foundation, IFAD).

Section 5 – Timeline for Review Activities and Deliverables

The following table summarizes the evaluation activities to be undertaken, their timing, the intermediate and final documents to be produced, and when we expect to deliver them.

Activities	Dates (2015)
Develop agreed-upon work plan	Late-April
Interact with Rimisp-CTD to Compile Needed Data/Documents	Early-May
Conference Call with Rimisp to Initiate Review Activities	Mid-May
Visit to Rimisp and to Chile Research Site (SV, VW)	June 22-26
Visit to Rimisp-CTD Partners/Site in Mexico (SV)	June 28-July 3
Visit to Rimisp-CTD Partners/Site in Colombia (VW)	July 20-22
Phone/Skype Interviews with Key Stakeholders (SV, VW)	Mid-June-Late-July
Interviews with Rimisp-CTD Staff/Collaborators (LE)	Mid-June-Mid-July
Preliminary Report of Findings Delivered to Rimisp	August 21*
Draft Final Report of Findings Delivered to Rimisp	September 15*
Rimisp Responses to Draft Report Delivered to Evaluators	September 30*
Final Report Delivered to Rimisp	October 15*

* Earlier, if possible

Annex 11: Evaluators' Biographies

Leandro Echt

Leandro is an independent consultant working on research and policy, focusing on think tanks and civil society organizations and on developing their capacities to influence policy (influence planning, research communications, M&E of policy influence, fund raising and governance, among other issues). He is a member of Politics & Ideas, a think net focused on creating collective knowledge about the links between research and policy. He is also member of On Think Tanks, the main source of information, advice and ideas for think tanks. He works with different public agencies both at national and subnational level, designing and assessing policies, and conducting capacity building activities in the public policy fields. He has worked for more than five years at the Center for the Implementation of Public Policies promoting Equity and Growth (CIPPEC), being the Coordinator of the Influence, Monitoring and Evaluation Program. Leandro has an MA in Public Policies and Development Management (Georgetown University and Universidad de San Martín, thesis in preparation), Diploma on Evaluation of Public Policies, and BA in Political Science and Professorship of Political Science (Universidad de Buenos Aires).

Stephen A. Vosti

Vosti is Adjunct Professor in the Department of Agricultural and Resource Economics at the University of California, Davis. He received his PhD in economics from the University of Pennsylvania, and was a Postdoctoral Fellow with the Rockefeller Foundation in Brazil where he taught economic demography and did field research on the socioeconomic determinants and consequences of malaria. He was a Research Fellow at the International Food Policy Research Institute, where he managed international research projects aimed at identifying and measuring the effects of changes in land use and land cover on poverty, economic growth and environmental sustainability, and identifying the roles of public policy in managing these trade-offs/synergies. He has worked closely with an array of biophysical scientists to develop bioeconomic models to predict the effects of changes in policies, technologies and institutional arrangements on the environment, poverty and economic growth. Vosti and his collaborators have examined the links between agricultural policy and obesity in the U.S., and contributed to the literature on the consequences of alternative water management strategies on agriculture and on the rural poor. Vosti's current research focuses on the potential for small-quantity lipid-based nutrient supplements (SQ-LNS) to prevent early childhood undernutrition, and on the policy issues associated with promoting such products. Vosti also leads a team comprised of nutritionists, geographers and economists in developing tools to enhance the cost-effectiveness of micronutrient intervention policies in developing countries, with special focus on Cameroon. Vosti has substantial field-based research experience in Bangladesh,

Brazil, Burkina Faso, Cameroon, Ecuador, Ethiopia, Ghana, Kenya, Malawi and Pakistan. He holds an adjunct positions at Tufts University.

Vanesa Weyrauch

Vanesa is co-founder of Politics & Ideas and Associate Researcher at CIPPEC, Argentina. She has worked in the policy and research field for the past 12 years, especially with think tanks in Latin America. She has created several online courses on topics like policy influence planning, funding models, research communications and monitoring & evaluating policy influence addressed to think tanks in Latin America, Africa and Asia. She also works as mentor with several think tanks in developing countries, particularly in communications, policy influence, funding and monitoring and evaluation. She has evaluated different policy influence projects/programs/organizations. She has worked as Institutional Development Director at CIPPEC (a leading think tank in Argentina) from 2002-2006 and has created and implemented new fundraising strategies to diversify funding and enhance sustainability. She holds a BA in Social Communications from Universidad Austral (Argentina) and a Certificate of Special Studies in Management and Administration from Harvard University.