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

Policy Influence

FINAL REPORT

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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 *policy influence.* More specifically, 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.

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.[1]

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, evaluations conducted by the Rimisp-CTD M&E system, and key publications resulting from the program;[2]
- 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.[3]

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-

[1] 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.

[2] See Annex 2 of this report for a list of documents consulted.

[3] See Annex 1 to this report for a list of individuals contacted.

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 stakeholders[4] 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.

2. EVALUATION FINDINGS

2.1. 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 t****o 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.

2.1.1. 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.

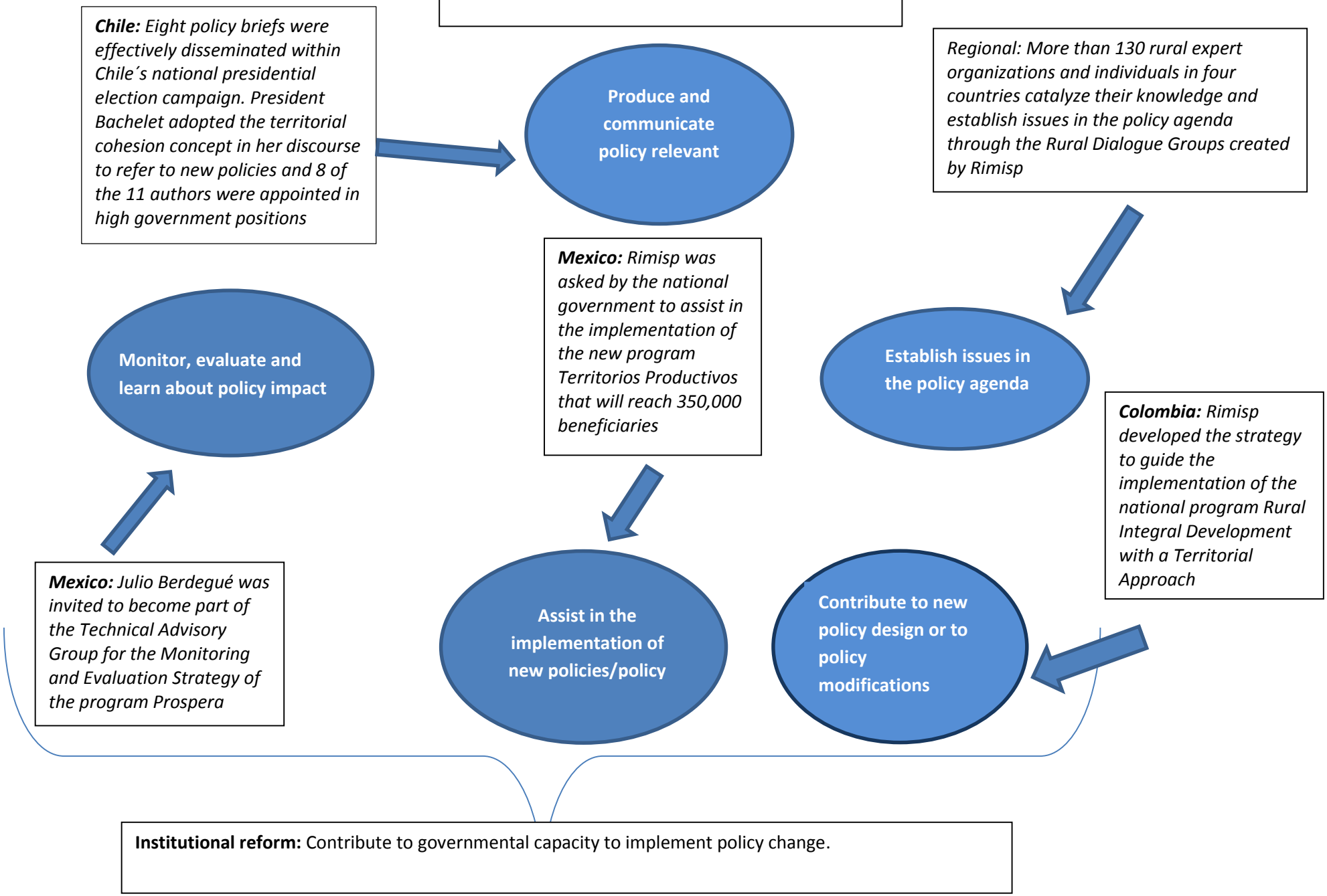
Figure 4 (below) depicts the different ways in which Rimisp attempts to affect policymakers, policy processes and specific policies, with some concrete examples of results of the CTD Program.[4]

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.

[4] 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	▪ One Policy Dialogue Working Group in each participating country[2], 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	▪ 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	▪ **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 theperformance of the Policy Dialogue Groups and the way Rimisps´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 beyong 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

2.1.2. 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 it 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 incorporate 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 synthetized 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 a 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 in invest 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.

2.1.3. 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.

2.2.1. 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 partnerships[5]. 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.

[5] 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 I 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.

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 Latinamericano 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	**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)	Under the program Knowledge for Change (with IFAD´s co-funding): 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	- 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 -	• 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
	7 large national policies and policy discussions have been informed by policy-oriented research produced by Rimisp	1) New Regional Agenda in Chile	Book Policy Briefs: • Poverty and territorial cohesion • Health, development and territorial cohesion • Economic development and territorial	Electoral commands of the candidates for presidency: Michelle Bachelet, Evelyn Matthei, Marco Enriquez-Ominami and Franco Parisi.

			• Fiscal descentralization and territorial cohesion • Scholar education and territorial cohesion • Territorial inequities in the labor markets • Strengthening of capacities and territorial cohesion • From administrative decentralization to political decentralization To be developed	
		2) Technical assistance to the Agricultural Development Institute in Chile	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)	• Agricultural Development Institute (INDAP)

		3) Technical assistance to the Economic Productivity Unit of the Secretaría de Hacienda in Mexico	5. Fund to Support Productive Projects at Agrarian Nucleus (FAPPA) (Jesus Arellano); 6. Program to Support Female Entrepreneurs´ Productivity (PROMETE) (Jesus Arellano) Document for the design of the program Territorios Productivos Workplan for technical assistance during 2015 approved by the government	• Ministry of Social Development (MIDESO) • Economic Productivity Unit

		4) Technical assistance to the program TERRITORIOS PRODUCTIVOS in Mexico 5) Technical assistance to the Rural Mission in Colombia: Strategy for a large scale implementation of rural	Final report officially approved Final report delivered: "Labor market in the rural sector of Colombia" Final Report presented to the Presidency Office	• 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

		development programs with a territorial approach **6)** Technical assistance to Rural Mission on Rural Employment and Income in Colombia 7) Technical assistance to the Presidency Office in Perú		
	3 large private companies have received and discussed proposals from Rimisp to develop projects related to rural development with a territorial approach			
Sub-national	3 sub-national governments in Chile have developed new initiatives based on Rimisp´s inputs	1) Development of the Territorial Rural Development plan for the regional government in Los Ríos Program for the Adequacy and Complementarity of tools for tourism planning and management in the region of Los Ríos 2) Technical assistance to the Department of Regional Strengthening and project	• Document with the framework for the development of the **Territorial Rural Development plan of Los Ríos** • Update on progress	• Los Ríos Regional Government

		"Strengthening of institutional capacities for territorial development" of the Under-Secretary of Regional Development (SUBDERE) **3) Plan for Communal Development (PLADECO) in Melipilla**	• Diagnosis of the Department for Regional Strengthening, DDR, SUBDERE • Final report on Contratos Región • Final report (draft)	• Division for Rural Strengthening of the Under-Secretary of Regional Development (SUBDERE) • Melipilla Municipality • Regional Metropolitan Government. • Under-secretary of Regional Development

Strategic commu-nications	• 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.

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

Incidencia a nivel procesos de políticas/ líderes

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 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 Agrocadenas 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

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

Incidencia a nivel de políticas

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

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 de políticas

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

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 de políticas

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

Name	Country (office)	Institutional Affiliation	When Contacted	How Contacted
Rubén Echeverria	Colombia	President of Rimisp Board of Directors	June-July	Skype and in person
Carolina Trivelli	Perú	Partner and member of Rimisp´s Board	July 10th	Skype
Ignacia Fernández	Chile	Rimisp	July 7th and August 18th	Skype
Angela Penagos	Colombia	Dirección Nacional de Planificación	July 14th	Skype
Jaime Gatica	Chile	Rimisp	June 23rd and June 24th	In person
Caroline Stevens	Chile	Rimisp	June 23rd	In person
Egon Montecinos	Chile	Governor of Los Ríos	June 24th	Skype
Claudia Serrano	France	Former Executive Director of Rimisp	June 24th	Skype
Jorge Rodríguez	Chile	Secretary at DIPRES	June 25th	In person
Ricardo Fuentealba and Mario Alburquerque	Chile	Consultants	June 25th	In person
Martine Dirven	Chile	Consultant, former Chief of the Rrual Development office at CEPAL)	June 24th	In person
Edelmira Pérez	Colombia	Founder and former Director of the Master for Rural development of the Universidad Javeriana	July 22nd	In person

Name	Country (office)	Institutional Affiliation	When Contacted	How Contacted
Natalia Gómez	Colombia	Consultant, former rural development specialist of World Bank	July 22nd	In person
Mario Villamil	Colombia	Coordinator at the Direction for National Planning	July 23rd	In person
Luz Fonseca	Colombia	Representative of CONALGODON	July 22nd	In person
Luis Fernando Forero	Colombia	General Secretary of the Agricultural Society of Colombia)	July 22nd	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 12th	Skype
Merle Faminow	Uruguay	IDRC	August	Skype
Julio Berdegué	Chile	Rimisp	June, July, August	Skype and in person
Gerardo Franco Parrillat	Mexico	Rimisp	August 3rd	Skype
Claudia Ranaboldo	Bolivia	Rimisp	August 4th	Skype

Name	Country (office)	Institutional Affiliation	When Contacted	How Contacted
Andres Tomasselli	Chile	Rimisp	June	In person
Juan Fernandez	Chile	Rimisp	June	In person
Chiara Cazzzuffi	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

Name	Country (office)	Institutional Affiliation	When Contacted	How Contacted
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 5: Documents Consulted

Rimisp Documents

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Annex 6: 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 2011as 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.

<u>Section 1</u> – 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

<u>Section 2</u> – 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).

<u>Section 3</u> – 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).

<u>Section 4</u> -- 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 7: 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.