

Rural Territorial Dynamics Program

Annual Report
2011



Letter from the Director



A few years ago, the researchers at Rimisp, the Latin American Center for Rural Development, turned to the concept of territory as a way of thinking about development. They realized that this concept of space implied a set of relationships and exchanges that went far beyond the physical, geographic, and economic attributes of a place, and which produced a synthesis that contained important elements for explaining the inhabitants' opportunities for economic development and well-being.

The result was the Rural Territorial Dynamics (RTD) program, a combination of applied research, capacity building, and policy advocacy that has been carried out over five years by a network of partners from more than 50 organizations. Those partners observed that the inequality that is characteristic of Latin America was clearly expressed in territories, and this led them to examine cases in which economic growth was accompanied by decreased poverty and inequality. The first thing the researchers found was that this occurred in 10 percent of the cases analyzed, making it very infrequent. Their findings and results are still useful, however, because of their potential for contributing knowledge and learnings that can guide development processes.

As past annual reports have noted, territorial studies were conducted in 19 areas of 11 countries, with detailed research on specific topics such as the role of the city in positive experiences of territorial development with social inclusion, the gender component behind these dynamics, the role and impact of extra-territorial coalitions, and specific ways in which coalitions of stakeholders affect a territory's economic success. The results of this research will be published during the first half of 2012.

Other projects connected with RTD supported territorial management and development processes in six Latin American countries, yielding benefits for local communities and lessons that enhance our ability to make proposals for public policy. We have engaged in public policy advocacy in eight countries through work with governments and stakeholders at the

sub-national and national levels, as well as with regional and international agencies. This report cannot sum up the full, vast dynamic of research, capacity-building and policy advocacy that has emerged from this process. We have produced reports for each of these, and the studies have been published in program papers. Next steps include the publication of books, articles in specialized journals, and working papers.

Behind this dynamic lie several important elements that I would like to share. The first is the commitment of the project team, Rimisp, and its partners, who have demonstrated lively intellectual curiosity as they have sought to determine which elements should be considered in efforts to improve opportunities for our societies. The second is the consistency and collaboration of a solid network of researchers, research centers, governments, social organizations, and NGOs in many different countries. Thirdly, the International Development Research Centre (IDRC, Canada), New Zealand Development Assistance Program (NZAP), and International Fund for Agricultural Development (IFAD) have collaborated with us to support this process.

Most important, however, is the relevance of the question and the conviction that it is possible to make good decisions to promote a development agenda in Latin America. Asking questions about the reasons behind cases in which economic development leads to lower levels of poverty and inequality means asking questions about the lost key to development of the capitalist model in the world, which has begun to show serious limitations in recent years in the areas of equality, inclusion, and financial sustainability. Today, we know that the market and public policy must go hand in hand. The territorial studies carried out by the program show that now, more than ever, this is a crucial topic that has strategic meaning. The RTD studies, along with development experiences in specific territories and policy advocacy initiatives, constitute an invaluable contribution to the agenda of development with social inclusion in our countries.

Claudia Serrano
Executive Director

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Coming to a Successful Journey's End

We are preparing this annual report as the Rural Territorial Development (RTD) program completes 54 months of work, leaving just one more semester to meet our goals and objectives. In early 2011, we established four priorities for the year:

- To consolidate a network of partners as an effective instrument for territorial development in Latin America.
- To produce an operational theory of rural territorial development.
- To influence and impact public policy.
- To outline future collaborative initiatives.

In May, we added another priority work area – supporting and collaborating with an independent external evaluation of the program. The IDRC handled the hiring process and directed the evaluation.

THE NETWORK OF PARTNERS. One of the main results of the RTD program is the remarkable network of partners that has been built over these nearly five years of work. Simply put, **it is an impressive network given the number and diversity of the organizations** participating in it. They number over 50 and range from grassroots organizations to multilateral agencies, including national and sub-national governments, research centers and universities, NGOs, and private sector associations. There are many networks, but this one stands out because of its solidness and effectiveness. It is a **thinking network with a purpose** that has built a shared vision of rural change in Latin America on a territorial scale.

It is also **a platform of collaboration for specific work:** the analysis of and implementation of research on territorial dynamics; capacity-building in specific territories; technical and strategic communication; and policy dialogue with decision-makers from the public and private spheres and sub-national and national levels. Finally, it is a network that has been

able to influence tangible decisions by private and public agents, as the program evaluations have determined. While this network can be seen as a means of implementing the RTD program, it should be viewed as a form of regional social capital that the program contributes to those who work for growth with social inclusion and environmental sustainability on a territorial scale in Latin America..

AN EXPLANATION OF THE DYNAMICS OF TERRITORIAL DEVELOPMENT. Three questions have guided the program since its inception:

- Have some rural territories in Latin America been able to build virtuous cycles of economic growth, social inclusion, and environmental sustainability?
- What factors explain those territorial dynamics?
- How can public policy and other forms of non-governmental public action encourage and support those dynamics?

The program now has a definitive answer to the first question: Yes, those dynamics do exist, and we know exactly where they are located in each of the 11 countries in which the program works. **Growth with greater social inclusion and environmental sustainability is a reality. It is still possible in countries and macro-regions where general trends are less favorable, and it can thus be demanded of our leaders.** But we also have discovered that these more virtuous dynamics are the exception in a sea of economic growth without social inclusion and/or environmental sustainability, or, worse yet, amid stagnation in all three areas of development.

We also offer a very well developed response to the second question. During the 2011 Territories in Movement Meeting in San Salvador, we presented our preliminary proposal about the factors responsible for territorial dynamics of growth with social inclusion and environmental sustainability. Not surprisingly, the proposal is not a magical and simple formula.

We proposed that more successful territorial dynamics in the three areas of development (economic, social and environmental) occurred where diverse stakeholders were able to join forces in transformative social coalitions with enough power to change the territorial reality and with a proposal in which the change at least tangentially favored growth with social inclusion and environmental sustainability.

Our preliminary explanation also stated that in addition to these coalitions, stakeholders made progress in **five areas that we believe to be important: structures of access to, control of, and use of land and other natural resources; the relationship with dynamic markets; the productive structure of the territory; intermediate cities; and public investment and spending. Gender systems operate in two directions: as a determining factor of territorial dynamics** (for example, facilitating or hindering changes in the productive structure, depending on the formal and informal rules that regulate men's and women's participation in the labor market) **and as a result of the dynamics themselves** (for example, certain changes in labor markets create different citizenship conditions for men and women).

At the 2011 meeting in San Salvador, we said that this was a preliminary proposal and we would test it throughout the remainder of the year through a new series of research projects. These projects were implemented, and their final output will be made available in March 2012. Network member organizations have participated in initiatives in ten countries. Later in this Annual Report, we will discuss the results of the projects, most of which confirmed the preliminary proposal while introducing some important changes.

Last year, we also launched an effort to create a solid conceptual structure that would serve as the basis

for the proposal and allow us to address the issue of territorial dynamics in more general terms. We are confident that the final result that has been outlined is very solvent and that **this medium-range or operational theory will make an important and influential contribution to the analysis of territorial dynamics and the design of better territorial development strategies, policies, and programs.**

INFLUENCING PUBLIC POLICY. It is never easy, or even completely possible, to say that a program, however successful, is responsible for, much less the direct cause of, a particular change in public policy. In light of the evidence, however, we can state that the **RTD program has made important and sometimes fairly decisive contributions to no fewer than 20 significant territorial development strategies, policies, and initiatives in many of the countries and territories in which we have been working.** The two program evaluations are fairly clear about the program's contributions in this area.

More detailed information about progress in this area is presented below. For now, we will offer an opinion as to why the program has been able to achieve this outcome. **We have learned to have influence and impact through the program.** In our opinion, this is the result of three key factors:

- **The network**, or the partners and collaborators who act in concert throughout the region.
- **The proposal**, or the ability to communicate and present a set of well-coordinated ideas based on substantial evidence and reflection.
- **Specific advocacy strategies implemented by our partners**, which begin with a proac-

tive desire to communicate and influence, rather than simply study and write. These strategies include objectives, methods, instruments, stakeholders, and significant resources allocated for that purpose.

LOOKING TO THE FUTURE. We have already said that the RTD program will end in June 2012. We would be very irresponsible if we did not try to ensure that the social capital, ideas, and capacity for influence and advocacy that those involved in the project have built together are able to endure.

We have therefore begun a process that will lead to a proposal for future work, which should be ready during the first months of 2012. We will begin a dialogue with all of the agencies that have made the RTD program possible, to explore their interest in continuing to work with us. The initial responses have been very positive, and although nothing is certain yet, **we are confident that we will be able to extend into the future the impact of the work teams, relationships, ideas, and experience that we have built over the past five years.**

In short, 2011 has been extraordinarily productive. We are nearing the end of this stage with a great deal of confidence and the satisfaction of knowing that we have met all of our goals and objectives and have made important contributions to a better future for rural Latin America. The main parties responsible for this are the program's partners and collaborators, all of whom are generous, hard working, committed, and intelligent.

Julio A. Berdegue
RTD Program Coordinator

Doubly Evaluated

The RTD program has been an important and ambitious initiative in which several agencies and dozens of partners have invested a great deal of political capital, commitment, time, and financial resources. An initiative like this has the duty to be rigorously accountable to all who have believed in and supported it. It would also be a great waste not to critically analyze what has been done, how it was done, and what was achieved in order to extract lessons that can be used by anyone who works for development.

The program has been evaluated twice over the past 15 months:

- The first evaluation was designed and led by Rimisp and included a self-evaluation process and a stage in which an external team critically reviewed and enhanced our reflections, analysis, conclusions and recommendations.
- The second evaluation, which was designed and directed by the program's main donor, the International Development Research Centre (IDRC, Canada), was carried out during the second semester of 2011 by an evaluator hired by the IDRC.

Both evaluations involved an exhaustive review of program background information and documents, as well as interviews with dozens of qualified informants, including program partners and individuals and organizations that observed us "from the outside" or that were part of the agencies and governments that we were trying to influence. In both cases, the evaluation teams visited several countries in which the program has been active. The second evaluation surveyed slightly more than 500 people throughout Latin America, including program partners and others. The rigorosity of the methodology and the quality of the evaluation teams resulted in two valuable reports that are available to anyone who is interested. The main results and recommendations of the reports are summarized later in this Annual Report.





SECTION 01

Research

Synthesis: explaining territorial dynamics



In late 2010, RTD's partners prepared a preliminary synthesis of its work to identify the conditions or factors that facilitate territorial dynamics of growth with social inclusion and environmental sustainability. The preliminary synthesis was presented and discussed at the Territories in Movement Meeting in San Salvador in March 2011. It was also published as Working Paper No. 101 (www.rimisp.org/dtr/documentos). Since then, a large group of program partners has been expanding upon and revising the explanation through five topic-specific studies.

The topic-specific studies and the partners responsible for carrying them out are:

- **Environmental governance of natural resources**, carried out by the Danish Institute for International Studies (DIIS), the Nitlapan Institute for Research and Development, the Salvadoran Program for Research on Development and the Environment (Prisma), and Rafael Landivar University.
- **Territorial development, the environment, and extraterritorial coalitions**, carried out by Simon Bolivar Andean University, Rimisp, and Clark University.
- **Cities and rural territories**, carried out by the

University of the Andes in Colombia, the College of Mexico and Rimisp.

- **Markets, productive structures and territory**, carried out by ABC Federal University, Group for the Analysis of Development (GRADE), and Rimisp.
- **Coalitions, territorial dynamics, and development**, to be carried out by the Institute of Peruvian Studies (IEP) and Rimisp.

One unique aspect of these projects is that they analyze the way in which gender systems condition and are conditioned by the factors considered in each case. This goes a step beyond the preceding stage of study, in which gender systems were analyzed through projects that were complementary to but separate from the main research efforts. A team from Lund University (Sweden) is assisting with this analysis of gender systems.

The coordinators of these projects met twice during 2011 (in Lima in June and in Mexico City in November) to compare results and work on the overall synthesis. The reports from the projects are to be submitted in February 2012, and the manuscripts for the final publications are due in March. The latter will include books or articles

for specialized journals and summaries for policy makers and managers of territorial development initiatives and programs. This will serve as the basis for the document or documents containing the final overall synthesis of the program's research.

MAIN IDEAS. While work on the synthesis is not yet complete, some of the main ideas that emerged from the final stage of the program can be shared. It is important to note that the predominance of territorial dynamics with little or no growth, little or no social inclusion, and little or no environmental sustainability results from **poverty traps** and **inequality traps**, which exist throughout the rural territories of Latin America. **These traps stem from structures that are strongly rooted in the region**, including:

- Rules and processes for governance of natural resources that concentrate economic and political power and opportunities.
- Weak links between many territories and dynamic markets.
- Productive structures dominated by one or just a few companies. In many cases these entities are extra-territorial, create few and/or poor-quality jobs, have limited local linkages, and result in the extraction of an enormous proportion of the surplus from the territory.
- Weak links or predatory relationships between rural territories and intermediate cities.

Each of those structures, institutes, and agents is marked by **gender systems**, that is, by ideas that dictate the roles and attributes of men and women and regulate gender differences in participation in processes and access to assets, opportunities, and benefits.

These structures are upheld by institutions (formal and informal rules) that tend to stabilize and reproduce them. Behind these structures and institutions lie **specific stakeholders** who benefit from and make significant efforts to maintain the status quo. The structures that impede localized virtuous cycles of economic growth, social inclusion, and environmental sustainability exist because of long-term processes that are often lost in the territories' history, as well as the intentional actions of territorial and extra-territorial agents who benefit from the status quo and have the power to maintain and reproduce it.

These structures, the institutions that regulate them, and the agents that perpetuate them are very powerful and difficult to change. As a result, the territorial development maps in each of the 11 countries in which the RTD program works reflect the domination of situations that deviate from the normative ideal of growth with inclusion and sustainability.

A few territories have managed to temporarily escape the fate of the majority because of extraordinary historic circumstances that led to the installation and development of structures, institutions, and stakeholders more conducive to dynamics of growth with inclusion and sustainability.

But although history influences and sometimes hinders the process, **there is also clear evidence that territories can change the course of their development through institutional change that transforms or modifies structures.**

What conditions favor institutional change that is capable of modifying the determinant weight of existing structures?

One source of change is extra-territorial forces and shocks, which can be related to economics, politics, culture, the environment, or a combination of those factors. For example, many territories are transformed when powerful extra-territorial economic stakeholders invest in them to exploit certain natural resources. Power relationships in a territory can begin to change when a nation's legislature recognizes the rights of indigenous groups to their ancestral territories. But this "exogenous explanation" is inadequate, because evidence suggests that different territories react in very different ways to a single external shock. In other words, each has specific conditions that affect the way in which they relate in a certain way to the macro-regional, national or global environment and shocks occurring there. Therefore, **an important part of the answer is endogenous.**

It seems that **different structures coexist in each territory**, and that the institutions associated with them also coexist. Examples of structures that can coexist in a specific territory are a productive structure with a greater or lesser number of small and mid-size companies, links to different types of markets that favor one kind of exchange or another, an agrarian structure that favors access to one or more natural resources, a city with more or less social diversity, and a gender system that facilitates or impedes women's participation in the labor market. Specific institutions are associated with each of those structures. In other words, both formal and informal rules regulate stakeholders' behavior. Friction, tensions, and even contradictions exist among those structures and institutions. For example, gender norms may dictate that women are to be responsible for reproduction, the household, and domestic work, but the productive structure may demand that they participate the labor market. Or more



profitable markets may favor environmentally sustainable technologies, but the agrarian structure may stand in the way of such technological innovation. Those tensions among structures and institutions create opportunities or the potential for change.

Territories are home to **many institutions, as well as diverse stakeholders that “interpret” and favor one institution or another, based on their needs and interests.** For example, business owners will give priority to property rights to foster economic growth, while other stakeholders may emphasize environmental legislation to constrain certain activities. Stakeholders are also reflective. In other



words, they can acquire or develop new ideas, visions, models of society, and options for development for their territory. Depending on changes in power relationships among those stakeholders and their capacity to imagine a different future or a new development option for the territory, interpretations favoring one system of rules or another will gain greater weight, creating opportunities or potential for institutional change.

Potential for institutional change therefore derives from exogenous shocks or from more gradual endogenous processes resulting from tensions between structures and formal and informal rules and, much more frequently, interactions among exogenous and endogenous factors and phenomena. The different agents act (or have the potential to act) on that potential for change. The forms of action are diverse and include interest groups, social movements, communities, and networks of people who represent an idea or set of ideas about development, as well as different types of coalitions (some more tacit and others more explicit and with specifically political purposes). Some of those actions will aim to defend the status quo and block significant changes. Others will seek to partially modify territorial dynamics by opening up spaces for social stakeholders who traditionally were excluded. Others will promote structural changes that can lead to a certain break in existing territorial dynamics, resulting in a new course of development for the territory.

The State is part of this interplay among structures, institutions, and stakeholders. Government agencies, and groups and individuals who govern, are stakeholders both outside and within the territories. Certain types of governments or reformist agents create political opportunities for institutional change, while others reproduce and stabilize the status quo. Some government agencies are institutions in themselves. Many government

entities define and enforce (or ignore, or enforce at their discretion) different laws, rules, and norms. In any given situation, some will defend and favor certain stakeholders and institutions over others, often working against other public agencies and thus creating opportunities for institutional change.

The capacity and content of these forms of collective action depend on several factors. One is the composition of the group; another is how much power it has; and the third is the objectives they share, above and beyond their differences. The group's power will depend on its distinctive assets or capital, including economic, political, social, and symbolic capital. There will thus be groups or sets of stakeholders with more or less power, just as there will be groups in which the power will be more concentrated or more distributed among the stakeholders involved in the collective action.

If the group is homogeneous or its members are quite similar, their “program” is likely to favor one or a limited set of development objectives. The group will be pro-growth, or pro-distribution or social inclusion, or pro-environment and will have less interest in and less space in which to seek to balance those three areas of territorial development. If the collective action involves more diverse stakeholders and each has some degree of power (for example, business owners with economic power and powerful social organizations with symbolic and social power), there will be more potential for the shared objectives of collective action to reflect a balance among the different development objectives.

Those are, briefly and schematically, the key ideas woven into the program synthesis to respond to the question about factors that shape territorial dynamics with economic growth, social inclusion, and environmental sustainability. In the projects and reports, those ideas are supported by evidence

from the many studies and research projects conducted as part of the program.

POLICY RECOMMENDATIONS. Based on the findings described above, the following policy recommendations were developed:

The first message is about **the need to incorporate a territorial approach to improve the effectiveness of rural public policies.** Our decision to focus on territories stems not from a theoretical preference, but from our observation that structures, institutions, and forms of collective action are territorially differentiated. Sectoral entities will therefore arrive, involuntarily but inescapably, at very dissimilar results when they operate in territories with different capacities. That explains many, many failures of spatially blind rural development policies.

The second message is that **structures carry great weight and tend to reproduce pre-existing situations.** Rural development policies, including territorial development policies, tend to take the form of “promoters of change.” We find that in places where external shocks are strong, institutional and structural changes take time and result from interaction between those shocks and territorial conditions or capacities. We have examples of territories where structures seemed to have been altered by a powerful shock (for example, agrarian reform policy), only to return to something resembling their original form when the “promoter of change” was moderated or withdrawn. The most common form of these exogenous shock policies is the transfer of assets such as access to land, a highway or a monetary subsidy. Close attention must be paid to policies designed to favor endogenous institutional changes, which are by definition gradual and cumulative.

The key focus of these policies for favoring endogenous institutional change should be to encouraged and support the gradual and cumulative development of the stakeholders’ “capacity for agency,” their ability to act in favor of objectives that result from a critical reflection on the current situation and desirable future. Of course, it is good for rural territories to have more highways, more schools, more irrigated farmland, or more small businesses with access to credit, but that will not lead to development if the territory does not have more agents who persistently act on opportunities for institutional change born of the interplay of structures and institutions. Having stakeholders means more than empowering them or having the government create more boards or consultation sessions. Territories must have stakeholders with a strategic sense, a capacity for agency, and projects. In other words, they must have stakeholders with power. They project cannot be just any project, but must be a plan to at least facilitate localized virtuous cycles of economic growth, social inclusion, and environmental sustainability. That is what really makes the difference.

The fourth message is that **if the goal is to develop territorially localized virtuous cycles of economic**

growth, social inclusion, and environmental sustainability, betting on a single stakeholder is a serious mistake. These virtuous cycles result from the concerted action of a diverse group of stakeholders, or at least from the balance of objectives negotiated among various stakeholders. One must bet on agents whose diversity represents the best of territorial societies. That implies a profound rethinking of the current practice of targeting development policies and programs with single-stakeholder focus.

Finally, a message that may seem evident but is routinely avoided by most agencies involved in rural or territorial development is that there are no magic formulas, no straight lines to territorial development, which is understood as processes that result in localized virtuous cycles of economic growth, social inclusion, and environmental sustainability. Each territory has its own unique history, circumstances, capacities, and limitations. There is no way around it: **each territory has no choice but to create its own development, which simply involves modifying the conditions of its relationship with the world around it.**

If we had to summarize the main focus of the program in a single sentence, we could say that “successful” territories are those in which stakeholders gradually acquire the capacity to act on small fissures and widen them in directions that makes sense to them. The central focus of territorial development strategies should be to provide the stakeholders with space, time, and opportunities to do their work.

Topic-specific projects

Coalitions, Territorial Dynamics, and Development

The goal of the *Coalitions, Territorial Dynamics, and Development* project was to analyze the role of stakeholder coalitions in institutional changes aimed at territorial dynamics that reduced rural poverty. Special attention was paid to equity, which is a key area for the Rural Territorial Dynamics Program.

RESEARCH. The objective is to understand **which coalitions with which characteristics achieve institutional change that favors development processes in contexts of economic growth, and the conditions under which this occurs.** Special attention should be paid to how contradictions and tensions between growth and equity are negotiated in the territories. This involves analyzing which coalitions achieve improvements in equity and/or the inclusion of groups that traditionally have not benefited from growth in a specific territory, and/or foster changes in the territory's structures (gender systems, ownership structures, access to power, etc.) that also allow for greater growth and development.

The questions that guide the research refer to the types of coalitions that propose agendas aimed

at improving equity; which ones achieve those objectives; their characteristics, starting points and intervention strategies; the mechanisms by which coalitions achieve success; and which characteristics of the coalition or its surroundings limit its effectiveness.

DEFINING "COALITION." One key issue for analyzing the role of coalitions in RTD was distinguishing between coalitions and other entities. The project begins with a broad, operational definition of the concept, understanding a coalition as the **"joint action of different stakeholders around a territorial development dynamic located on a medium- and long-term time horizon."** Based on this definition, five key elements are identified that distinguish coalitions from other forms of collective action:

- A coalition consists of diverse stakeholders that negotiate among themselves. A coalition is necessarily built with two or more different stakeholders.
- Stakeholders have and develop shared objectives, although they do not necessarily share all of the same interests. A coalition has a system or set of

shared beliefs, ideas, norms, and values about the situation the stakeholders wish to maintain, modify, and /or build.

- Coalitions are medium- to long-term in nature. They outlast situational alliances.
- The coalition has resources, capital, and diversified stakeholders, as well as control of key resources and coordination of assets from a stakeholder that acts as an axis.
- The coalition is capable of joint action aimed at affecting territorial dynamics. A coalition is a group that mobilizes members and resources to effect change or achieve its objectives.

TRANSFORMATIVE COALITIONS. Those elements lead us to the hypothesis that coalitions that operate on medium- to long-term (as opposed to short-term) time horizons, made up of by diverse stakeholders with clear objectives linked to achieving greater equity or an inclusive project, even when the members' interests differ, and have sufficient resources and effective capacity for action are the ones most likely to achieve changes that foster growth with greater equity in the territory.



We call the coalitions that achieve these objectives **transformative coalitions**, while recognizing that they are more an ideal type than a reality that can be proven to exist in a territory.

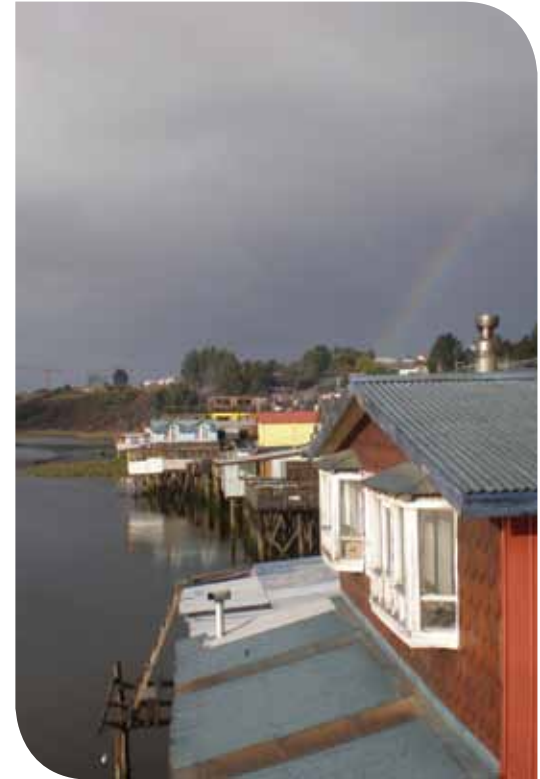
Using this definition, the 19 territories studied by the RTD program between 2009 and 2010 were examined and coalitions were identified for in-depth study. Additional fieldwork was conducted in four cases:

- **Jiquirica Valley (Brazil)**. The study is focused on the alliance among unions of rural workers from five municipalities in the sector known as the Territory of Identity of the Jiquirica Valley (TIVJ). Its fundamentally social asset base has enabled it to forge external alliances and acquire political capital. The economic capital grows as alliances are created. Its influence on the territory's development dynamic is related to its capacity to organize and mobilize resources conducive to family farming.

- **Central Chiloe (Chile)**. The salmon producer coalition of Central Chiloe is a public-private alliance that began in the mid-1980s between one area of government (mainly the Ministry of Economics) and salmon producers whose objectives were linked to economic growth and job creation. The coalition has important economic and, to a lesser extent, political capital. It has a strong capacity for action that was mainly manifested after the crisis caused by ISA virus in 2008. The salmon industry developed with limited regulation and established an instrumental relationship with the territory; as a result, its legitimacy is linked almost exclusively to its ability to create jobs.

- **Cerron Grande (El Salvador)**. This coalition consists of local and extra-territorial NGOs, international cooperation agencies, and local grassroots organizations. It is characterized by strong links among members. Its rhetoric initially focused on access to land, but since the turn of the century, its main focus has been access to and conservation of livelihoods, which gives its discourse and environmental references greater importance. Its history was marked by three key moments: an initial stage of great activism and influence on reconstruction programs associated with the peace accords; a period of withdrawal between 2005 and 2010, due to economic difficulties and the decrease in coalition members' resources; and a stage of reactivation fostered by the entry of new stakeholders and changes in the political context with the arrival of a progressive government in 2009.

- **Ostua-Guija (Guatemala)**. This group could be called a "coalition of the powerful." It consists of three types of stakeholders: medium- and large-scale export farmers, professionals who provide agricultural services, and commercial firms. In some cases, one person performs these three roles simultaneously. In others, the members are more specialized. Their actions focus on securing institutional arrangements for the production and sale of farm products that are favorable to their interests and on blocking attempts to implement alternative agreements. The coalition does not promote particular political goals, but is interested in establishing and maintaining key institutional agreements and conditions that allow it to carry out its economic activity, including a fluid land market, a fluid labor market, and limited regulation of the sale of goods.



Key Findings

The main results of the research suggest that:

- Coalitions promote endogenous changes in institutional arrangements that have limited effects on the dynamics they create (particularly in the area of growth).
- Coalitions allow endogenous and exogenous transformative impulses to combine. Depending on the situation, this could mean that: i) the impulses of external changes become rooted in a territory; and ii) impulses emerging from within the territory are taken up by other stakeholders inside and outside of it, gaining the strength necessary to become solidified. These coalitions' objectives are not always related to territorial development.
- In the four territories in which in-depth studies were conducted, no coalition was found to successfully negotiate trade-offs between growth and equity (promoting significant and lasting changes in both areas). In the other 15 cases, however, some come close to that goal, such as the coalition in Tungurahua, Ecuador. The fact that there are few "successful" coalitions in terms of promoting territorial transformations that lead to growth with equity and sustainability should not come as a surprise: we know that less than 12 percent of the territories studied in Latin America have achieved these virtuous cycles of development.
- Two partly successful models of coalitions are observed: i) those that achieve strong growth but have a limited impact on improving equity and do not achieve results in the capacity for agency; and ii) those that achieve significant improvements in capacity for agency, but have limited impact on growth and poverty reduction.
- The coalitions with the greatest success in achieving their objectives (which do not necessarily coincide with those of the territory) are those able to follow strategies for action on several levels, which can position their efforts in the national arena and sometimes the international arena.
- The forms of social capital possessed by a coalition cannot automatically be converted to other forms. For example, social capital does not necessarily translate into political capital.
- There is no evidence that the coalitions in these cases have changed the institutional arrangements underlying the dominant gender systems in the territories. In some cases, there is specific evidence of an increase in the capacity for agency of women's groups.

Cities and Rural Territories

Each rural territory in Latin America maintains relationships with urban centers for a number of economic, social, and political functions. Not all Latin American rural territories contain a city, however. Urban-rural links often develop between a rural space and an urban center outside the territory. The argument of this topic-specific project is that territories in which there is a city obtain a series of advantages that facilitate the development of dynamics that lead to economic growth with greater social inclusion, though not necessarily greater sustainability. Having a city means that these territories are not rural in the strictest sense of the word, but are better represented by the term **urban-rural territories**.

INTERMEDIATE CITIES IN RURAL TERRITORIES. In 2012, the RTD program identified the existence of a city in the rural territory as one of the determining factors of territorial dynamics with social inclusion and environmental sustainability.

An intermediate city allows for the retention, consumption, and investment of a greater amount of the surplus generated within the territory's borders. In Jiquirica, Brazil, for example, many cacao sellers from the city of Mutuipe are also farmers, a situation that encourages reinvestment flows between agriculture and services within a single territory. In Susa and Simijaca, Colombia, Chile's O'Higgins drylands, and Cariri, Brazil, the absence of a city means that the surplus of economic growth is transferred outside the territory. The case of Cariri concluded that these territories are exporters of primary goods; the processors and sellers of those goods are external economic stakeholders that retain most of the value, to the detriment of the development of towns and small cities within the territory. The authors of the study on Susa and

Simijaca add another important variable: when there is no city in a territory, the economic, social, and political elite generally live in relatively distant cities, affecting the proportion of added value that is consumed, saved or reinvested locally, as well as the elite's social relationships with the territory's other public and private stakeholders and agents.

Small and medium-size cities within the territory often operate as very important bridges that help small-scale producers reach more dynamic markets. In the case of Jiquirica, we have the example of cities such as Amargosa, where small- and medium-scale producers can market bananas and cassava, and Jaguaquara, where they can place fruits and vegetables. Large-scale producers can directly reach larger cities outside of the territory.

Having a city in the territory implies, almost by definition, the existence of new social stakeholders, creating possibilities for the emergence of new types of coalitions, which is unthinkable in a truly rural territory. This is very well described in the report on Chaco Tarijeno, Bolivia, where cities like Villamontes, Tarija, and Entre Rios have played a key role in the creation of alliances and coalitions that include farmers, agro-industrial entities, construction or finance interests, media owners, and people with professional occupations. Having a large enough city within the territory increases political power and the capacity for negotiation with external public and private agents. The elite are most certainly urban, but for many members, the basis of their power is agrarian, so they express the reality and possibilities of urban-rural territories. This can be seen in Tarija, Bolivia, where the coalitions leading development face the "gas war" with a territorial proposal.





RESEARCH. To increase our understanding of the role that cities play in the dynamics of urban-rural territories, College of Mexico, the University of the Andes, and Rimisp carried out a project in **Mexico**, **Colombia**, and **Chile**, respectively. Three questions guided this effort:

- Does the presence of a city in a rural territory explain positive changes in economic growth with social inclusion (reduction of poverty and inequity)?
- What are the mechanisms by which a city contributes to producing territorial dynamics of growth with social inclusion?
- Do gender systems affect a city's effects on dynamics of economic growth with social inclusion? If so, through what channels does this occur?

The first step was to identify functional territories in each country, relatively self-contained spaces in which people live and work, and where there is a high frequency of economic and social interaction among inhabitants, organizations or businesses. The territory's functionality, or its identity, may be stem from various factors, including labor markets, markets for goods or services, social networks, ethnic or cultural identity, and the political and

administrative organization of government, which provides public services. These interactions obviously require and are facilitated by infrastructure and services that allow for communication and the movement of people and goods.

The functional territories in each country were sub-divided into five categories: rural territories without an urban nucleus; urban territories with a small, medium or relatively large urban nucleus; and metropolitan regions. The table below shows the population distribution among the various types of functional territories in each country.

Table 1: Functional Territories and Population Distribution in Chile, Mexico, and Colombia

	CHILE			COLOMBIA			MEXICO		
	N° of Functional Territories	Population (%)	Municipalities or Localities (%)	N° of Functional Territories	Population (%)	Municipalities or Localities (%)	N° of Functional Territories	Population (%)	Municipalities or Localities (%)
Profoundly Rural (Single Municipality)	36	2%	11%				205	5%	31%
Profoundly Rural	18	4%	13%	313	45%	14%	143	9%	17%
Rural-Urban (Small Urban Nucleus)	17	7%	15%	74	19%	10%	121	9%	14%
Rural-Urban (Medium Urban Nucleus)	12	10%	15%	21	9%	6%	79	10%	11%
Rural-Urban (Large Urban Nucleus)	14	20%	24%	25	23%	31%	58	11%	8%
Metropolitan Regions	6	56%	23%	7	5%	38%	47	56%	20%
Total	103	100%	100%	440	100%	100%	653	100%	100%

* Source: National population censuses

As the table shows, a significant percentage of the population lives in rural territories with an urban

nucleus. When there is an urban nucleus, a functional territory contains several municipalities,

as can be seen in the figure below, which shows Colombia's coffee region and its 24 territories.

Central-Territories: Central Coffee-Producing Region

The map displays the following municipalities and their functional territories:

- Blue:** Mistrato, Riosucio, Marmato, Supia, La Merced, Salamina, Pensilvania, Victoria, Norcasia, La Dorada, Samama.
- Green:** Pueblo Rico, Apia, Santuario, La Celia, Balboa, Virginia, Viterbo, Belalcázar, San José, Risaralda, Quinchía, Gantaca, Anserma, Neira, Manizales, Villamaria, Santa Rosa de Cabal, Pereira, Dos Quebradas, Marsella, Palestina, Chinchina, Manizales.
- Orange:** Aguadas, Pacora, Marulanda, Manzanares, Marquetalia.
- Yellow:** Filadelfia, Aranzazu, Quinchía, Gantaca, Anserma, Neira, Manizales, Villamaria, Santa Rosa de Cabal, Pereira, Dos Quebradas, Marsella, Palestina, Chinchina, Manizales.
- Red:** Filandia, Salento, Quimbaya, Circasia, Armenia, Calarca, Cordoba, Pijao, Genova, Buenavista, Latacuba, Montenegro.
- Grey:** Santa Rosa de Cabal.
- White:** Quinchía.

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analysis. The results confir
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leads to greater economic
reduction, although it also re
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We also established that the
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on the "material" level.

One question remained. Wh
for greater growth and more

The field visits included interviews with dozens of

We also established that the presence of a city in a territory is associated with smaller gaps between men and women in various areas, including access to the paid labor market. Interviews in the functional territories that were visited, however, led us to conclude that while urban-rural territories present smaller gender gaps, that is not enough to alter gender norms that define the “ideotypes” of men and women in society. In other words, on the level of norms and deeper ideas about men and women and their roles and functions, these territories are not very different from rural areas that have no urban nucleus, although differences conducive to greater gender equality are observed on the “material” level.

important, because it leads us to identify specific entry points for prioritizing and designing public policy instruments. We explored several possible mechanisms in each country, including:

- Smaller gender gaps in areas such as participation in the paid labor force.
- Larger, more diversified labor markets.
- Access to better services.
- Greater human capital.
- Greater social diversity.
- Connectivity and links to regional, national and global processes.
- More innovation.
- Greater political competition and the territory's greater political power.
- Greater investment in the rural hinterland because urban elites have economic or political interest in the rural area.

The conclusion is that the role of each of the possible mechanisms depends greatly on the national context, and it is not possible to generalize based on the comparison of these three countries. In Chile and Colombia, for example, we found that urban-rural territories have more diversified economies, which favors increased average per-capita income in the territory, but does not affect either poverty or income inequality; in Mexico, however, the result was different. In these two countries, people in urban-rural territories generally have more years of schooling than those in rural territories without an urban nucleus. In Colombia, that favors income growth and poverty reduction, but in Chile it has no statistically significant effect on those variables, compared to rural territories without an urban nucleus.

*Source: Authors

Public Policy Recommendations

At the end of the project, the Mexico, Chile and Colombia teams arrived at two main public policy recommendations:

- Functional territories are a social reality. In other words, the great majority of people live their public and private lives in functional spaces that are larger than the municipality in which they live. For example, they live in one municipality and attend school or work in another. This presents a problem of governance, because for many purposes, public policies assume that people use the services of the municipalities in which they live. It also presents a problem regarding relationships between municipalities, because all functional territories have a central municipality that provides most public and private services to the inhabitants of the entire territory and several peripheral municipalities where there is less demand for services from citizens. The study showed that the existence of these functional territories improves citizens' quality of life in several important areas, compared to single-municipality territories. Based on this, **the first public policy recommendation is that public policy should facilitate and support the development of these links or functional relationships by, for example, facilitating inter-municipal associations within a functional territory or providing investment instruments designed at the level of the functional territory rather than the municipality.**
- Cities in urban-rural territories are a mechanism for achieving better economic and social development, although they are not a panacea, because they do not have a beneficial impact on all of the areas analyzed in any of the countries studied. Specifically, they play a key role in the development of the territory's most rural areas. Public policies, however, do not recognize that role. Urban policies tend to be designed for big cities and metropolises, and the politics of rural development do not recognize the role of urban centers. **The recommendation is to recognize the role these cities play in linking urban-rural territories and stimulating their development. For example, investing in a public transportation terminal, wholesale market or technical school in this kind of city serves an entire functional territory. These investments must therefore be a priority.**

Territorial Governance of Natural Resources

The case studies of the Rural Territorial Dynamics program show that in most rural territories with growth in the region, **the main forces of transformation tend to be linked directly or indirectly to change in access to, use of and distribution of natural resources.**

The results show how institutional changes promoted by certain social stakeholders alter the transformation of these resources, facilitate or restrict certain groups' access in different ways, and condition the environmental sustainability of dynamics and development projects in the territories.

As a result, **one of the topic-specific studies in the synthesis phase of RTD program research is territorial governance of natural resources.**

RESEARCH. Territorial governance of natural resources can be understood as the creation, reaffirmation or change of institutions (policies, mechanisms, procedures, practices or organizations) that regulate or resolve open or imminent disputes among stakeholders about access to and conditions for use of natural resources.

The general question guiding this research is why some territories manage to develop democratic governance of natural resources under citizens' control while others do not.

The general hypothesis is that the greater the inequality in the distribution of economic resources in a territory, the greater the risk that territorial governance of natural resources will be carried out discretionally in favor of the interests of elite local individuals or groups.

The following is also posited:

- Political decentralization represents an opportunity to break down structural institutional traps, allow-

ing new political stakeholders and new economic institutions to emerge for more democratic and sustainable governance of natural resources.

- The density of interaction among stakeholders and institutions in the territory is a condition that would favor the social transformation necessary to modify the influence of traditional elites.

THE CASES. To test these hypotheses, more in-depth studies were conducted in specific territories in Nicaragua, El Salvador, and Guatemala. The studies considered institutional practices and governance of natural resources, paying special attention to the role of local governments. The field research was carried out in:

- **The municipalities of Santo Tomas, San Pedro de Lovago, and Villa Sandino** (Nicaragua), which are part of a dairy territory.
- **The municipalities of Esteli and Condega** (Nicaragua), which are part of a coffee-producing area where protection of water sources and recent processes for regulating water use, agricultural burning, and fire prevention were observed.
- **The municipalities of El Paraíso and Tejutla** on the northern bank of the Cerrón Grande Wetlands (El Salvador), where environmental and land-use management ordinances were issued in recent years and talks about comprehensive water management are under way.
- **The municipalities of San Carlos Alzatate, Santa Catarina Mita, and Asunción Mita** (Guatemala), where mining companies are trying to regulate the use of forest resources.

In these territories, governance of natural resources is very important for development dynamics. In the dairy region of Santo Tomas, for example, a key issue has been control of land and the degree to which governance of its use should facilitate large-scale dairy farming or accommodate interests related to the protection of the forest and water sources,

combined with family farming production. In the Cerrón Grande Wetlands area, key aspects include the degree to which the land should be used to ensure the production of ecosystem services (hydrological, biodiversity conservation, etc.) and the degree to which that is compatible with coffee and livestock production.

Results

The results of the research included the following:

- Broad and active municipal management is the foundation that allows citizens to demand that their rights be respected and to fulfill their responsibilities innovatively and transparently.
- This alone does not lead to a more environmentally sustainable governance of natural resources. Nevertheless, in many rural territories, local people – both rural and urban – often perceive environmental problems, while the elite tend to live outside the territory and have more opportunities to ensure the availability of and their access to natural resources.
- Where local people have effective representation, therefore, they are more likely to pressure the local government to take direct action or strengthen its interaction with other government agencies to improve environmental quality.

Territorial Development, the Environment and Extra-Territorial Coalitions



A territory's natural capital marks the development options available to that society. The way in which a territory manages its natural capital and the environmental services derived from it directly affects combinations of growth, social inclusion, and environmental sustainability. Natural resources and ecosystems that require or encourage large extra-territorial investments from public or private and often multinational entities present a unique situation. This is the case, for example, with oil and gas, large-scale mining, biofuel projects, industrial timber production, industrial aquaculture, and large-scale tourism. These mega-investments are often associated

with a single territory – in that they cannot be carried out elsewhere, or at least not at the same cost and productivity level – and have enormous and varied impacts, including environmental ones, on that territory.

In cases involving these types of investments, it is important to ask what conditions allow for the emergence of coalitions committed to preserving a territory's natural assets and the reasons for their concern. To evaluate that “commitment,” the main indicator or outcome to be considered is the appearance of new environmental regulatory institutions designed to protect ecosystems.

The main hypothesis of this study is that **the emergence of powerful territorial social coalitions that are strongly committed to the preservation of natural assets (and perhaps some forms of related cultural heritage) is the main condition, though not sufficient in itself, for achieving a combination of environmental sustainability, economic growth, equity, and poverty reduction.**

This research considered 19 cases addressed by the RTD program and conducted three in-depth studies to evaluate environmental institutions in **Tarija** (Bolivia), **O'Higgins** (Chile) and **Chiloe** (Chile).

Key Findings

The main conclusions of the study are presented below:

- The study confirms the hypothesis that in order for social coalitions that promote environmental institutions to exist, the economic strategies of both local and extra-territorial stakeholders must critically depend on key environmental services in the territory, and that critical dependence must be evident to the stakeholders. This condition alone is not sufficient, but it is necessary. The degree and specific form of the dependence will vary significantly, but it tends to be closely linked to reproduction of the economic activity, which in turn determines the types of environmental regulation that extra-territorial stakeholders are willing to accept, even after a crisis.
- The fact that local and extra-territorial stakeholders critically depend on various environmental functions and ecosystem services does not guarantee that collective environmentalist action will develop. Collective action, however, is indispensable for producing regulations that take into account various elements of natural assets, and not just those linked to reproduction of the dominant economic activity. This collective action can occur at the local level (through movements or demands), the global level (pressure on the company's products, shareholders or corporate image) or a combination of the two, but that does not mean that the effect will be enough to change the position of the central government or the local government in the dominant coalition, as was seen in the case of Tarija, Bolivia.
- Collective action strongly depends on the way in which stakeholders, including the State, benefit from the economic results of the dynamic – that is, the way in which the dominant activity modifies and reconfigures the local productive structure. When territorial stakeholders are included in the benefits of territorial economic growth (through employment, sub-contracting, or monetary or corporate responsibility transfers), they are less likely to act collectively to demand greater environmental regulation. Instead, they will tend to minimize or dismiss environmental impacts in favor of redistributive policies. When they feel excluded from the economic benefits, however, their environmental concerns are more likely to lead to mobilization and demands for a response. This implies that growth can generate greater inequality and environmental risk, but even then, it will not induce collective environmental action if it results in a certain degree of widespread access to economic opportunities for the local population.

- A finding that was not included in the hypothesis is that the economic dynamic can create a contradiction with the environmental conditions for its own reproduction. In Chiloe, that contradiction led to a health and environmental crisis that seriously threatened the economic activity that had allowed for territorial development. Even without collective action, the crisis resulted in the modification of existing environmental regulations, though the emphasis was restricted to environmental guarantees for the continuity of the activity, rather than a broader consideration of the territory's environmental problems. In some cases, this contradiction leads to institutional changes before the crisis. The O'Higgins case suggests that if such change occurs, it will tend to focus on technological modifications that do not affect rules of restricted access to key resources and may even strengthen them.
- Powerful coalitions are not enough to guarantee environmental protection. Rather, they will tend to limit environmental concerns, either to favorable access for the coalition or to environmental management institutions interested only in the key resources that allow for the reproduction of their economic activities. Nor does the presence of local social stakeholders guarantee broader consideration of institutions that protect ecosystems, although the Guarani case suggests that when a group's cultural and historical identity is associated with the territory and ecosystems, it is more likely to consider institutions with a broader potential for regulation.
- The study confirms the importance of changes to productive structures brought about by the driver of the dynamic in the territory for understanding how local and extra-territorial stakeholders will react to that dynamic. The cluster structure can have similar effects on stakeholders and their demands as the enclave structure, when the latter includes mechanisms for local redistribution of revenues, such as a mining canon, royalties, or the creation of local development funds. Mining royalties are also linked to local "public investment" by changing the scope of local governments' capacity for action. In the cases of Tarija and Chiloe, the amount of revenue generated is so great that even a small redistribution implies a substantial change for local stakeholders. The cluster structure probably also has a dissuasive effect on collective action in the O'Higgins Region, which combines with other elements in the social history of the region and the country as a whole.

Dynamic Markets and Productive Structure

The preliminary synthesis of the RTD program established that territorial dynamics in which there is economic growth with social inclusion and environmental sustainability have historically resulted from the interaction of various elements linked to dynamic markets and the characteristics of the territory's productive structure.

In the case of **links to dynamic markets**, it is understood that the conditions and intensity of access to different types of markets (labor, goods and services, supplies, technology, and credit) should allow for processes of accumulation that guarantee significant growth rates that are sustainable over time. **The results suggest that this growth is accompanied by higher levels of social inclusion where land-ownership structures and access to the natural resource base have favored more equal opportunities for participating in economic dynamic promoted by the markets.**

Productive structure refers to the degree of diversification of the economy, its inter-sectoral links within the territory, and the heterogeneity of businesses (by size and importance of local and extra-territorial capitals). **The preliminary synthesis of the RTD program research suggests that territories with more diversified economies, greater density of local linkages in the territory, a strong presence of small and medium-size companies, and significant local capital in the economy will have more opportunities to generate more inclusive growth dynamics.** This also promotes greater diversification of assets and of the social fabric.

To analyze the impact of changes in the productive

structure and the markets, four cases were studied in which these variables were important in territorial dynamics: **Jiquirica** (Brazil), **the O'Higgins drylands** (Chile), **Tungurahua** (Ecuador) and **Ocongate** (Peru).

O'HIGGINS AND JIQUIRICA: AGRARIAN STRUCTURE AND THE STATE. These territories are characterized by economic growth with decreased poverty and unequal income distribution. This is mainly due to significant participation by the government, which achieves positive territorial development through very different interventions.

In both cases, the government has intervened in the agrarian structure through reforms. After several years of agrarian reform, the situation is similar in both territories: division into small landholdings, with an increase in the average size of medium-size and large properties. The most important outcome has occurred over the past 20 to 30 years, however, and it explains why these poor territories have positive dynamics despite radical differences in the type of government intervention:

- In O'Higgins, the government mainly acts in three ways (national policies), none of which is specific to the territory: investment in public goods (roads, rural potable water, electrification); subsidies for investment (mainly the irrigation subsidy); and a policy decision to let the market regulate access to natural assets.
- In Jiquirica, the government acts through income subsidies, decentralization policies, and the development of social capital within the territory.

The main effects are **increased family income**, which in O'Higgins comes through more stable salaried

work for men and entry into the job market for a significant number of women. The counterpoint is that the territory does not strengthen human capital (training for workers is practically non-existent. Given that the main factor that influences poverty and inequity cannot continue to contribute, can a territory be considered dynamic if its growth is based on cheap labor?

In Jiquirica, income is provided not through increased territorial output, but mainly through government transfers. Can a territory be considered dynamic if government social transfers are the main reason for better incomes?

In both cases, government policy results in a positive territorial dynamic, but does not generate conditions for its reproduction over time.

A second effect is **economies or dis-economies of scale**. In O'Higgins, the dynamism exists because the government has created conditions for access to the main productive goods, land, and water to be achieved through the market. Extra-territorial stakeholders use this to become competitive in highly dynamic markets (wine, olive oil) through economies of scale associated with large areas and volumes of production. The concentration of rights to use underground water for irrigation water is a decisive factor in O'Higgins and can be as important as, or more important than, land ownership.

More liberal access to natural resources has a positive impact on growth, in this case through intense use of the territory's competitive advantages. It results in excessive concentration of natural resources, however, and displaces ownership to part

of the population. The public policy assumes that everyone has equal access to the resource and does not create mechanisms for compensation when that assumption does not hold true. Investment by extra-territorial stakeholders is favored because the government guarantees property rights and establishes the rules of exchange (free and open market).

In Jiquirica, the government acts directly in the territory in different ways, especially through cash transfers, resources for decentralization, and social development funds. This has led to the coexistence of two phenomena: the fragmentation of parcels of land at the lowest end of distribution, and the concentration of medium-size and large properties, resulting in a polarized land-ownership structure.

In summary, **public policy has played an important role in both territories. The main hard factor is the structure of ownership and its effects on economies of scale and agglomeration. This is reinforced by important soft factors, such as property rights, which are understood as rules that exist to access ownership of resources.** The positive effects are undermined, however, by the lack of social capital in the territory that would allow it to “negotiate” benefits of growth.

OCONGATE AND TUNGURAHUA: THE IMPORTANCE OF REGIONAL MARKETS. In these two territories, the determining factor of dynamism has been a growing relationship with urban markets. The poles of development are the cities of Ambato for Tungurahua and Cusco for Valle Sur Ocongate, and each reveals the importance of regional markets. Government investment in infrastructure has allowed the territories to

become connected and reduce transaction costs, generating interdependence of local markets, territories, and extra-territorial players.

The government has helped facilitate market transparency using different mechanisms. In Cusco, this was done through oversight of transactions and pricing information. In Ambato, it was done with differentiated taxation for artisans and support for consolidation of the market. This has been aided by strong and well-established small and medium-size businesses in Ambato and a decentralized agrarian structure in Ocongate.

The relationship between the territory and the central city is strong in Ambato and is developing in Ocongate. Factors that stimulate or are conducive to this process are:

- The strengthening of social capital, which implies cultivating connections between buyers and sellers, allows for the entrance of new stakeholders, particularly merchants, and the growth of mechanisms for defending local production.
- Use of existing symbolic capital in the territory. If the products do not have added value, they eventually will be threatened by territories with better economies of scale, as in the case of potatoes in the Cusco market.

Investment in infrastructure is a positive factor in both cases. Governance of markets becomes more complex, however, because they tend to grow and involve new stakeholders, many of them extra-territorial, while excluding others. As markets become more urban, they exclude those who lack economic, social or symbolic capital, as in the case of Ocongate.



Gender Relations

In areas where the labor market has experienced significant changes as a result of territorial dynamics (O'Higgins), salaried agricultural work generates a massive opportunity for women to leave the domestic sphere or other economic activities in the household or rural property. This leads to a sense of independence that is highly valued. Women, however, face different contractual conditions than men, who have more experience in the labor market and have acquired a broader range of skills, which allows them to apply for a wider range of positions, particularly related to agriculture and machinery. They are therefore significantly more likely to find a position with a stable contract. This situation is also affected by gender discrimination associated with social norms (often simple prejudices) about women's or men's work and their physical abilities. As a result, women's participation in the labor market is accompanied by discourse that considers work to be worth less because women do "lighter" and "finer" work than men, which does not require as many skills. The dominant discourse is that women have certain characteristics that allow them to do certain types of work, but not others, even though the main reason for their entry into the job market was a limited supply of unskilled labor.

In cases in which the market for products is strongly affected by territorial dynamics (Tungurahua and Ocongate), it was found that when women manufactured or finished products, men ended up taking charge of their sale because of the "skills" they had acquired through participation in the public sphere. This limits women's visibility in business and their participation in the market. The cultural assumption that these women cannot distance themselves from the household limits their opportunities to link to new, larger markets, confining them to working on a local scale and in less dynamic markets. This is quite notable in the case of Tungurahua, where the market has grown and expanded to more distant places with larger scales. It is common to hear about women who started a business on a local scale and had their partners take over as it grew. The situation is similar in Ocongate, where men serve as the female artisans' mediators.

Territorial research with a gender perspective

The RTD program has integrated a gender perspective into its research, in cooperation with the University of Lund, Sweden, in areas ranging from consideration of conceptual aspects to field research. Lessons accumulated over the past two years will be included in publications during 2012 and will contribute to the work of researchers and those who design and implement policies in the territories.

etc., each accompanied by different assumptions and implications. **In the RTD program, we arrived at an understanding of gender as “a socio-cultural system that regulates, structures, and gives meaning and power to roles, relationships, and human practices, and which influences the development, distribution, and use of capital.”** We propose that the study of gender not be limited to women’s roles and conditions, but that it emphasize the socio-cultural institutions that regulate

ACCOMPANIMENT OF RESEARCH PROJECTS.

In 2010, the program collaborated with research teams on case studies in Mexico, Ecuador, Chile, Nicaragua, El Salvador, and Guatemala. **During 2011, we accompanied topic-specific research that formed part of the program itself and focused on intermediate cities, agrarian and market structure, coalitions, and environmental governance in relation to territorial dynamics. The goal was to contribute to the production of more complete and detailed results**

RTD Program Activities for inclusion of a Gender Perspective

2010	2011	2012
<ul style="list-style-type: none"> • Creation of a conceptual framework and methodological guidelines for incorporating a gender perspective into fieldwork. • Collaboration with five teams on case studies focusing on gender. 	<ul style="list-style-type: none"> • Development of five Master’s degree theses with students from the University of Lund. • Presentation of papers at three international forums. • Accompaniment of topic-specific projects in the RTD program. 	<ul style="list-style-type: none"> • Development of five Master’s degree theses with students from the University of Lund. • Publication of a book on gender dynamics and territorial changes in Latin America. • Other academic publications.

CONCEPTUAL RENEWAL. A conceptual and methodological framework was developed in 2010 to guide the RTD program’s research, with an emphasis on its use in topic-specific research. Two characteristics of the approach reflect a renewed perspective on gender issues:

- **The gender perspective is comprehensive and inclusive.** Throughout several decades of research, the various phenomena connected with “gender” have been conceptualized as roles, relationships, constraints, institutions, orders,

the practices of and relationships among all territorial stakeholders and their access to assets.

- **The unit of analysis is the territory.** Most gender-related research instruments and analytical frameworks examine the individual or household level. Because the RTD program focuses on territorial phenomena and processes, we decided to use a multi-scale analysis that considers aspects of gender at the individual, household, community, territorial, and national levels, to shed light on territorial dynamics.

and interpretations that could lead to more successful proposals and policies. As in the previous year, students from the University of Lund collaborated in these efforts. Members of the group, which included Jenica Frisque (Canada), Flavia Cardenas (Colombia), Florencia Fernandez (Argentina), Laramie Lizaralde (Spain/Colombia), and Karin Mårtensson (Sweden), also produced five Master’s theses based on their participation in the program.

EVIDENCE IN THE FIELD. One hypothesis that the RTD program explores to explain the relationships among growth, poverty, and inequality is that certain types of institutional arrangements establish norms and practices that limit or promote the fruitful participation of diverse stakeholders in territorial development, and generate or fail to generate coalitions that help stakeholders to access, attract, and mobilize assets/capital towards economic production, well-being, and socio-ecological sustainability.

RTD research shows that gender systems influence institutions, facilitating or constraining development objectives. For example:

- In **Loja**, Ecuador, traditional complementarity between the genders has been an advantage in adapting to systems of wet-processed coffee, with women's information and social networks playing a key role in the hiring and supervision of labor during key phases of production, while the male farmers' organizational tradition aided in the development of a coalition and helped them connect with external stakeholders who support this new dynamic.
- In **Chiloe**, Chile, the salmon industry expanded rapidly, with local employment opportunities for men and women. The industry benefited from incorporating two groups of residents (men and women) who had different abilities and expectations, both of which were useful to the companies, and who were willing to work at different wage scales.
- In Mexico's **CHAH territory**, researchers found that sustainable and participatory development initiatives promoted through new federal legislation were limited and restricted by certain gender norms and practices.



TRENDS. The RTD studies revealed particular manifestations of both disquieting and positive trends in Latin America.

Multiple forces and factors contribute to gender norms and realities that limit and harm men and women in different ways. For example:

- While the economic growth achieved over the past few decades partly depended on a massive incorporation of women into the formal economy, this has yet to be matched by a similar level of gender equality in areas such as wages, labor conditions, political representation, and the weight of reproductive duties, all of which work against women.
- Dominant systems of masculinity help make Latin America and the Caribbean the most violent region in the world in terms of homicide rates. Men are the more frequent victims, with the male homicide rate as much as ten times that of women. This is also the region of the world with the highest percentage of deaths attributed to illnesses and accidents related to alcohol abuse, which overwhelmingly affects men.

The RTD program studies show that changing conditions over the past 25 years make it increasingly difficult for rural men to meet expectations associated with the term “head of household.” For example, studies of Ostua-Guija watershed (Guatemala) and Chiloe show that fewer households now depend solely on the man's income, because many wives and daughters also earn money in the tomato or salmon industries. In CHAH, change has come in a single generation, with a significantly smaller percentage of men heading their own family farming businesses and a notably higher number working in factories. In the latter role, they do not exercise the same amount of control that their fathers and grandfathers had over productive resources, including their own work and that of their relatives.

Positive trends include progress in education for girls and women in all of the countries in the study and the introduction of alternative gender norms and ideas, thanks to migration and interaction with intermediate cities and institutions. Positive processes were documented in organizations and

initiatives. In some cases, men interacted among themselves in a more horizontal (less hierarchical) manner than in conventional venues, while in others, both men and women participated actively. In many cases, gender-related issues and challenges are being discussed explicitly.

POLICY ADVOCACY. The results of the RTD gender studies point to the importance of policy and programming advocacy in areas where immediate impacts are possible: research and representation practices that shape scientific and public understanding of gender.

One concern is a global tendency to limit the gender perspective to women, which contributes to sectoral policies whose limits are evident in the exacerbation of challenges related to rural masculinity, and strong resistance to the evolution of gender arrangements that are more fruitful for political participation and reproductive labor. A more specific concern for Latin America is the continued use of inexact categories and ideological biases (such as the label “housewife” and certain uses of the term “economically active population”) by some researchers and institutions, instead of more descriptive scientific terms used by international agencies and governments in other regions. For example, whenever a census worker, researcher or organization uses the term “head of household” to refer to a man in a two-parent home, it reinforces and legitimizes the assumption that the man should be the public representative,

provider, and controller of household resources. The studies indicate that such assumptions frustrate and restrict both men and women.

Gender analysis is crucial because it **helps reveal the types of strategies and actions that increase opportunities and assets for stakeholders and groups that already have more advantages, and those that facilitate greater inclusion and more equitable access and participation.** We expect to influence institutions and policy-makers gradually, so they will stop promoting “development” initiatives that are supposedly neutral (but which, in fact, inequitably favor certain stakeholders and activities), accompanied by “assistance” for women, and will begin to offer comprehensive support for life and gender systems (men, women, institutions, legislation, and the distribution of resources). The idea is for them to see gender systems as influences that guide or limit territorial changes and constitute key dimensions in the context of development, from economic growth to political stability and environmental sustainability.

A priority for policy advocacy is support for the evolution of local and national institutions that promote inclusive and equitable development. One step is to use and disseminate more diverse ideas, discourses, expectations, and opportunities to facilitate the construction of masculine and feminine identities and lifestyles that are appropriate for the 21st century.



Opportunities for Discussion

Besides the RTD program's internal discussions, where we discuss concepts and methodologies about inclusion of a gender perspective, we participated in three international forums in 2011 and presented the following papers:

- "Gendered Political Participation in Yucatan, Mexico: Dynamics of Boards for Sustainable Rural Development" by Rafael Vaisman and Susan Paulson, University of Lund, at the annual meeting of the Association of American Geographers (Seattle, April 2011).
- "Gender and Rural Territorial Dynamics" by Ana Victoria Pelaez, Patric Hollenstein and Susan Paulson at the Permanent Seminar on Agrarian Research – SEPIA 2011 (Piura, August 2011).
- "Territorial Transformation and Gender Legacies in Latin America" by Susan Paulson, at the 110th Annual Meeting of the American Anthropological Association (Montreal, November 2011).

Publications for 2012

Based on all of the RTD program's work and analysis, we are preparing to publish a book and several other academic documents in 2012. The book, on gender, masculinities and territorial changes in Latin America, will include a conceptual introduction and a chapter on regional trends, as well as chapters on the gender studies conducted in Mexico, Ecuador, Chile, Nicaragua, El Salvador, and Guatemala. The book will include the research questions, instruments developed, results, and analyses, along with a final chapter summarizing implications for future policies and institutional actions.

A perspective on strategies for overcoming rural poverty

The Knowledge and Change in Rural Poverty and Development project, which was implemented with the support of IFAD and IDRC through the RTD program, has several objectives, including supporting the development of agendas and public policy on poverty and rural development. The project, implemented in Mexico, El Salvador, Colombia, and Ecuador, is a component of the RTD program. Its centerpiece is the Rural Dialogue Groups (RDG) that have been formed in each country with the participation of policymakers, politicians, business owners, civic leaders, NGO leaders, and intellectuals and academics (see “Section Two: Advocacy”). The project supports the RDGs by producing working papers, studies, and public policy analyses to increase the level of information available for decision-making.

The project's advocacy strategies are not neutral. **In efforts to affect poverty-reduction strategies, it is important to ask what type of policy seems to have the greatest impact.** To answer that question, we developed a series of topic-specific papers that analyze current information about rural households' main asset-generation strategies and existing public policies for promoting those assets. The strategies considered were the promotion of family farming, non-agricultural rural employment, conditional cash transfers, and migration and remittances. Papers on all of these topics (see text box) analyzed the current state of knowledge and the outlook for the future. Two additional publications were prepared, one analyzing strategies for sustaining rural house-



holds in four countries and the other addressing governance for local development.

A comprehensive look at these analyses shows that, taken together, the strategies have enormous potential for addressing issues of poverty by connecting those issues with development agendas. To move in that direction, however, some problems must be addressed: the lack of consensus about concepts and their applicability;

incomplete information provided by programs designed to promote or support the different strategies, which can make it difficult to quantify so as to compare their impact; different estimates of the relative weight of the various strategies, especially their impact on poverty reduction; and difficulties associated with data and statistics, which can lead to differences in interpretation.

Inputs for Discussion and Decision-Making

The Knowledge and Change in Rural Poverty and Development project produced the following texts:

Maletta, Hector (2011). “Tendencias y perspectivas de la agricultura familiar en America Latina” (Trends in and outlook for family farming in Latin America – document in Spanish). Working Paper No. 1, Knowledge and Change in Rural Poverty and Development project. Rimisp, Santiago, Chile.

This paper analyzes the concept and role of family farming as a tool that can contribute to efforts to escape rural poverty, measuring its scope and analyzing public programs designed to strengthen it. It takes a critical perspective and concludes that the greatest policy contribution to rural poverty reduction should involve commercial agricultural development (including consolidated family farming), the creation of wage labor, diversification of credit sources, and greater preparation for insertion into the job market (rural and urban).

Dirven, Martine (2011). “El empleo rural no agricola y la disminucion de la pobreza rural. ¿Que sabemos en America Latina en 2010?” (Non-agricultural Rural Employment and Decreasing Rural Poverty: What do we Know in Latin America in 2010? – document in Spanish). Working Paper No. 2, Knowledge and Change in Rural Poverty and Development project. Rimisp, Santiago, Chile.

The author introduces the meanings and implications of non-agricultural rural employment (NARE) in Latin America, highlighting its considerable increase over the past few decades. Nearly 20 years after the launch of research on this topic, and despite its importance in the economically active population, NARE does not stand out in the planning done by the region's countries. The researcher posits that promoting it could decrease poverty and analyzes challenges and action that could be taken at the local, regional and national levels to include it in policies and programs.

Rangel, Marta (2011). “Pobreza rural y los programas de transferencias condicionadas en America Latina y el Caribe” (Rural Poverty and Conditional Transfer Programs in Latin America and the Caribbean – document in Spanish). Working Paper No. 3, Knowledge and Change in Rural Poverty and Development project. Rimisp, Santiago, Chile.

This paper focuses on conditional transfer programs (CTPs) in Latin America. Based on an evaluation of these programs, the author discusses their potential, weaknesses, and challenges, and offers suggestions for obtaining better outcomes. She proposes designing the policies to incorporate the many dimensions of poverty. One strength of CTPs is that they allow for the construction of more inclusive social protection systems. According to the author, a pending task is to identify mechanisms that can keep participants from becoming dependent on the benefits.

Stefoni, Carolina (2011). “Migración, remesas y desarrollo. Estado del arte de la discusión y perspectivas” (Migration, Remittances, and Development. State of the Art of the Discussion and Outlook – document in Spanish). Working Paper No. 4, Knowledge and Change in Rural Poverty and Development project. Rimisp, Santiago, Chile.

This paper puts the origin and meaning of remittances into context and examines their central role in public discourse, mechanisms used to determine remittance amounts, their evolution in the region, and their relationship to macroeconomic indicators. The author also reviews recent conceptual developments regarding the role of remittances in income-generation strategies for poor Latin American families. She notes that beyond determining how remittances could decrease poverty, the challenge is to link migration to a multi-dimensional concept of social development in which the possible productive use of remittances is part of a broader development program involving of a wide range of political, institutional, and social stakeholders.

Bentancor, Andrea and Modrego, Felix (2011). “Estrategias de sustento de los hogares rurales y su evolución. Análisis de cuatro países latinoamericanos” (Strategies for Sustaining Rural Households and their Evolution. Analysis of Four Latin American Countries – document in Spanish). Working Paper No. 5, Knowledge and Change in Rural Poverty and Development project. Rimisp, Santiago, Chile.

Using recent data from Chile, Mexico, El Salvador, and Ecuador, economists Bentancor and Modrego analyze the evolution of income strategies in rural areas with high poverty rates. Based on an analysis and description of existing income sources, they find that rural Latin American households are diversified and engage in multiple activities. The authors reveal the importance of these characteristics for policy development, arguing that considering the heterogeneity of the means of support used by rural households makes policies more meaningful, resulting in a substantive contribution to rural poverty-reduction efforts.

Jorquera, Daniela (2011). “Gobernanza para el desarrollo local” (Governance for Local Development – document in Spanish). Working Paper No. 6, Knowledge and Change in Rural Poverty and Development project. Rimisp, Santiago, Chile.

This paper analyzes the concept of governance and related elements, such as social capital, government, and civil society, and proposes a model for understanding, decision-making, strategizing, and policy development that binds formal and informal stakeholders together in a new way that is both sustaining and sustainable, and which coordinates and allows stakeholders to communicate with one another, allowing for better control and transparency in public management. Based on a review of specific experiences, she concludes that the governance model constitutes a real alternative for development and conflict resolution in Latin America, provided national public policy is designed to include more social stakeholders in decision-making process in the territories where they live.

All documents are available for download at: www.rimisp.org/cambiopobrezarural/documentos/marcoconceptual

Latin American report on Poverty and Inequality

As part of the RTD program, Rimisp produced the “Latin American Report on Poverty and Inequality,” which is designed to be a key reference on the relationship among growth, poverty, and inequality in rural regions and territories in Latin America. This refers to an issue (growth with reduction of poverty and inequality), a social space (rural), and a certain way of looking at that issue and space (regional and territorial).



More and more decision-makers and social stakeholders are expressing serious concern about equality. Meanwhile, the problem has persisted and grown, while the gap between rich and poor within each country increases and the distance between rich and poor countries is ever greater. This report approaches this discussion from the specific perspective of **territorial inequality**, one of the least frequently addressed aspects of the problem, and one with a particularly significant impact on rural sectors of Latin America.

The purposes of the publication are:

- To inform the reader about and analyze the relationship among growth, poverty, and inequality in Latin American regions and territories.
- To identify key trends in growth, poverty, and rural inequality in the region.
- To highlight innovative and effective experiences of growth with reduction of poverty and inequality (policies, programs, and investments) in the public, private, and social sectors of Latin America.
- To promote in-depth discussion of key aspects affecting the territories and regions that present the greatest difficulties in growing while reducing poverty and inequality.

The report focuses on territorial gaps and their impact on (unequal) possibilities for development of the territories.

The report is divided into two main sections. The first assesses the scope of the problem and argues that inequality is a fundamentally ethical problem with a negative impact on opportunities for economic development. The authors analyze a series of indicators that illustrate territorial gaps in ten countries. The

indicators are organized in seven groups: demographics, health, education, economic dynamism and employment, income and poverty, public security, and gender.

The second part analyzes the implications of these inequalities for public policy and their relationship to institutional capacities.

ARGUMENTS. The authors argue that sectoral policies are not neutral with regard to territorial inequality, because a single policy can contribute to the development of one territory, not have a great impact on others, and negatively affect a third. They base their argument on three cases:

- **Education in Chile.** Educational policies based on the “municipalization” of the 1980s have had a heterogeneous impact on Chile’s municipalities. In a few cases, results have been positive, but most have been negative. The hypothesis is that a top-down policy designed and implemented without the participation of those responsible for managing education in the territories, which also fails to consider management capabilities, geographic and climate characteristics, and the spatial distribution of the population, cannot achieve significant or sustainable positive results.

- **The Human Development Subsidy (HDS) in Ecuador.** The HDS has a different impact in the city than in the countryside. While a positive and significant impact on school enrollment is seen in the city, no statistically significant effect is observed in the countryside. This may be due to a lack of supply of education in the rural area. On the other hand, there is a



positive and significant impact on the reduction of child labor in both areas, both in terms of the likelihood that children will work and on the number of hours worked.

• **Rural Development Policy in Mexico** Mexico has implemented important reforms of its agricultural support and rural social programs over the past 15 years, reflected in: innovative instruments, increased spending on rural development, and the correction of the urban bias in social policy, along with institutional reforms designed to modernize the sector. Nevertheless, territorial impact (municipal and state) of the programs has been unequal.

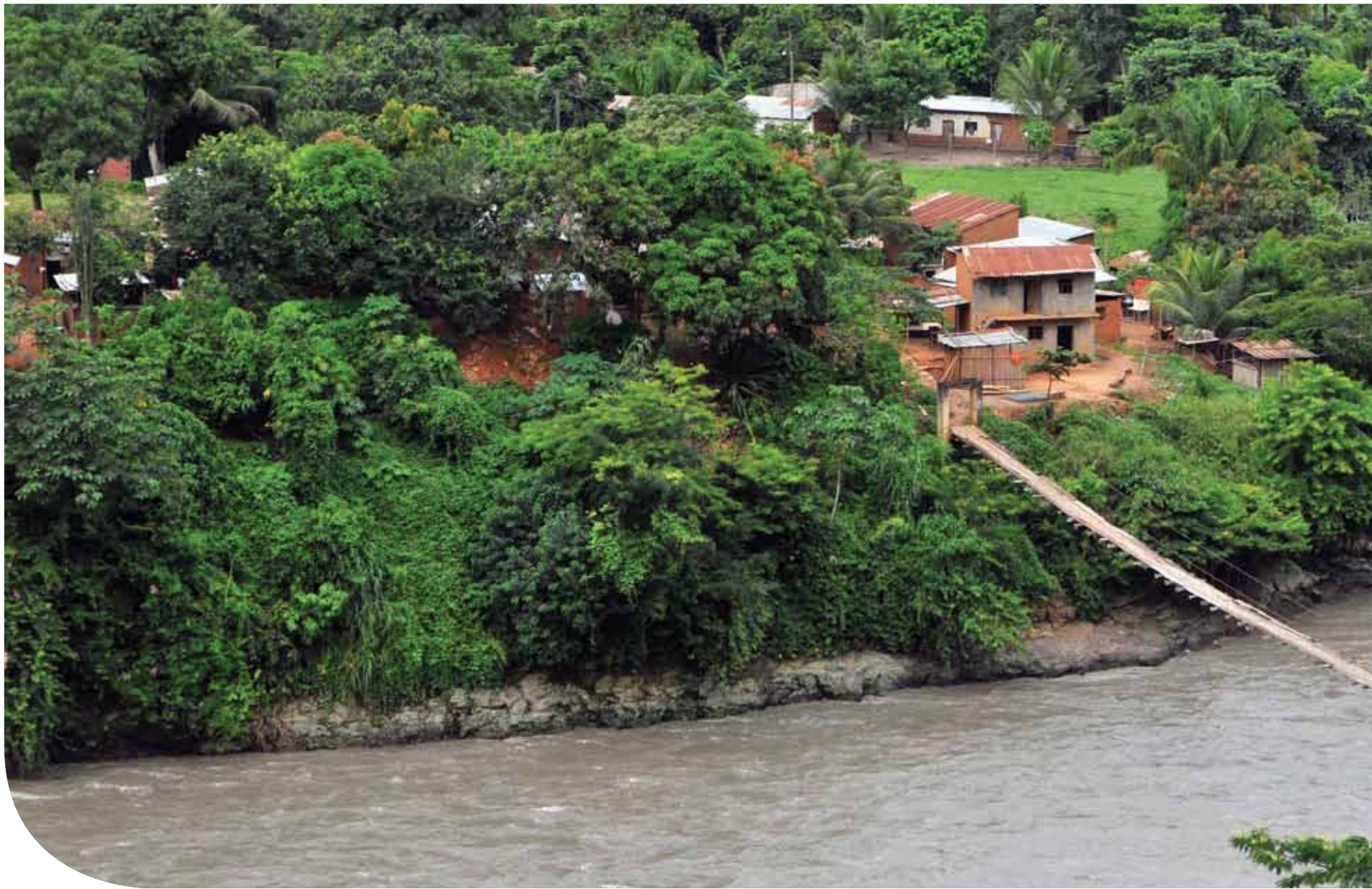
The authors argue that existing gaps are partly due to institutional and social inequalities within

the territories as a result of the need to strengthen capacities in the least-developed areas. The central government has considerable influence in fostering equitable regional development, but territorial stakeholders also must play a key role. The report points to the need for a regional critical mass of individuals capable of proactively creating links among themselves and modifying their relationships with external stakeholders to influence the direction of development. This reflects the importance of having strong regional stakeholders with identity, autonomy, and sufficient capacity to implement projects and shared visions of development. It is also important to consider the capacity for coordination among stakeholders within the territory, so members of society can build consensus, develop common positions and

identify disputes, resources, and needs, while subordinating their own interests to those of the group. To address these concerns, the report presents two complementary analyses:

- One is descriptive in nature and identifies existing gaps in municipal management capacities;
- The other documents experiences of territories that have successfully reversed these trends.

The report will be released in April 2012. Both the statistics and the complete report will be available for download at www.informelatinoamericano.org





SECTION 02

Advocacy

Rural dialogues for reducing poverty: from knowledge to action

The main task of the RTD program, through its Knowledge and Change in Rural Poverty and Development project (www.rimisp.org/cambiopobrezarural), was to strengthen the operation and strategies of the Rural Dialogue Groups (RDGs). **These groups are meant to influence the government agenda in their countries. They consist of government officials, politicians, business owners, civic leaders, NGO members, and intellectuals. Each group is led by two people, one from civil society and one from the government, with the support of a technical secretary.**

FORMATION OF RDGs. The RDGs were formed in Ecuador and Colombia in late December 2010 and in Mexico and El Salvador in January 2011. Each group defined priority topics for 2011 and an organizational structure to ensure the continuity of the work.

- **The Mexico RDG** focused on strengthening links with decision-makers to develop a rural poverty public policy proposal for the 2012 elections.
- **The Colombia RDG** focused on two topics: income generation and institutional structure. Two working groups were organized, although the entire group spent the final months of 2011 collaborating on the proposed General Law on Land and Rural Development.
- **The Ecuador RDG** focused on the design and implementation of a Rural Well-being Strategy, through the development and discussion of territorial assessments for guiding a proposal for intervention in priority regions. This work was carried out in close collaboration with the Coordinating Ministry of Social Development.
- **The El Salvador RDG** was created as a forum for analysis of key initiatives and strategic approaches

to be promoted within the government to generate impacts on rural territories. Progress was made on a policy analysis and territorial work agenda.

ACTIVITIES. In the area of **policy analysis and advocacy**, each RDG has taken a different route, with a combination of strategies including assessments and studies, review of national and/or international experiences, organization of events, meetings with members of the executive and legislative branches, visits to local initiatives, partnerships with other entities, and participation in the development of national plans or legislation on rural issues.

Over the course of the year, **national consultations were carried out on policy priorities for overcoming rural poverty.** The first was conducted in Ecuador. In Colombia, the consultation involved two stages: one for national officials during the first half of 2011, and a second for departmental officials following their election in October 2011.

Besides the work in each country, an effort was made to develop **relationships among the four RDGs.** During the annual RTD meeting in San Salvador in March, the four technical secretaries met with the project's coordination team. Each country presented its progress, thematic agenda, and initial guidelines for its dialogue and advocacy agenda.

Finally, the program's **policy implementation support component** is designed to create conditions for going beyond analysis and dialogue to promote and support ongoing policies. This work began in Ecuador through contributions to the implementation of the priority territory support program for the Rural Well-being Strategy.

Monitoring and Evaluation

An analysis of the context of each country was generated for the RDGs. The analyses reviewed the status of mechanisms for participation and dialogue related to rural poverty. During the second semester, the installation and implementation of the four RDGs was evaluated, and their formation, composition, and operation were analyzed and systematized, as were the work agendas and the role of the program coordinators and technical secretaries. The main results were as follows:

- One key element in the creation of the RDGs was the call for participants issued jointly by a civil society institution and government officials.
- The greatest challenge was achieving a balance between civil society representatives and government officials to ensure that a diverse group of stakeholders would work autonomously to make decisions while ensuring its capacity to influence officials inside and outside of the group.
- One of the most noteworthy strengths of this initiative is the opportunity for each RDG to choose its own methodology and internal organization.

Challenges for 2012 include the need to begin to influence the public agenda more efficiently.

Mexico Rural Dialogue Group

This group was created on January 19, 2011. It is led by Dr. Jose Narro Robles, president of National Autonomous University of Mexico (UNAM), and Francisco Mayorga Castaneda director of the Secretariat of Agriculture, Livestock, Rural Development, Fishing, and Food (Sagarpa). It consists of more than 30 people from the political, business, academic, and social spheres, some of whom participate in public policy-making in the legislature, government agencies, and state governments.

The group's achievements in 2011 included the development of a public policy proposal for accelerating efforts to end rural poverty in Mexico. The initiative will be led by the president of UNAM, which will give it added strength because both the university and its president have significant moral authority in Mexico.

The dialogue that has emerged among a diverse group of people is also noteworthy. They share a belief that rural poverty is a priority challenge for the country and a matter of social justice, and that addressing it will lead to greater development of society, the economy, and national policy.

LINES OF ACTION. This RDG has worked on five initiatives:

- Building consensus on a public policy proposal for accelerating efforts to fight rural poverty, given that seven out of every ten people in Mexico are impoverished and approximately 50 percent are indigent. This proposal was presented to the RDG members on October 13 in the form of a preliminary version entitled, "Elements of a Public Policy for Overcoming Rural Poverty, Modernizing the Countryside...

and Much More." As of late 2011, the group was adjusting the proposal and adding data and content so that it could be officially presented in early 2012.

- Developing analytical papers and proposals on rural and agricultural policy and specific anti-poverty measures. These analyses were developed by well-known expert researchers, several of whom are members of the RDG, and were presented and discussed by the group during April (see publications section).
- Creating the Oaxaca Rural Dialogue Group (May 2011) and beginning the process of creating RDGs in Guerrero and Chiapas, to involve the country's three most impoverished states. The state RDGs are key, because they allow academics to work with government and civil society representatives on rural issues and facilitate a local perspective on problems and solutions. These groups will be crucial for local dissemination of Mexico RDG's public policy proposals.
- Participating in discussions of rural poverty (see insert).
- Disseminating the work of the Mexico RDG through monthly newsletters describing the group's activities and a daily news summary by the RDG Technical Secretary, with articles on poverty, inequality, and the situation in rural Mexico. Both publications will be distributed among RDG members and others interested in rural development and poverty reduction.

CHALLENGE FOR 2012. Poverty is an unsustainable problem requiring urgent attention. Mexico will elect a new president later this year. Meanwhile, national and international agencies such



as Coneval, the OECD, and ECLAC have issued reports on the increase in social inequality and persistent poverty in rural and urban Mexico. The Mexico RDG will have opportunities for advocacy on public policy proposals to combat poverty. Its challenge for 2012 will be to influence presidential candidates, political forces, the executive and legislative branches, and the general public.

Contribution to the Discussion of Rural Poverty

Members of the RDG have participated actively in discussions of rural poverty in an effort to disseminate and share their proposals and ideas. This has included participation in:

- The April meeting “Mexico Facing Crisis: Toward a New Course of Development,” a group of intellectuals and politicians organized by UNAM, at which RDG Mexico Technical Secretary Jose Antonio Mendoza Zazueta gave a presentation on the Knowledge and Change in Rural Poverty and Development project.
- The “Working Meeting of the Rural Development Commission: The Reality of Rural Poverty. UNAM-Rimisp-Sagarpa,” organized by the Mexican Senate in July.
- A dialogue in August for academics from University Social Affairs Seminar (SUCS), members of the Mexico RDG, and Gonzalo Hernandez Licona, executive secretary of the National Board for the Evaluation of Social Development Policy (Coneval).
- The forum, “What Country Do We Want? and the Role of the Countryside in this Project,” organized by the national Senate’s Belisario Dominguez Institute, at which RDG members made presentations.

The Mexico RDG’s technical secretary has also made presentations to leaders of the Permanent Agrarian Conference (CAP), the Mexican Association of Agricultural Development Secretaries (AMSDA), the Rural Women’s Dreams Group (SUDEMUR), and the International meeting “Women Weaving Paths and Destinations for the Global Community.”

Supporting Documents Prepared by the Group

- “Consulta Nacional Mexico” (Mexico National Consultation). Rolando Cordera.
- “Pobreza rural en Mexico: algunos elementos de debate” (Rural Poverty in Mexico: Some Elements for Discussion). Jose Antonio Mendoza.

These Spanish-language documents are available online at:
www.rimisp.org/cambiopobrezarural/mexico/documentos



Colombia Rural Dialogue Group

This group was created on December 23, 2010, during a meeting led by Juan Camilo Restrepo, minister of agriculture and rural development, and Technical Secretary Santiago Perry.

From the beginning, a decision was made to create two groups, one to work on *income generation* and one to focus on *institutions in the rural sector*, as these were determined to be the most urgent topics in the Colombia, besides the issue of land, which many groups are already addressing.

KNOWLEDGE AND EXCHANGE. Several activities were implemented in 2011 to increase knowledge of Colombia's rural situation and share experiences:

- RDG members examined recent economic studies on poverty, most of which they had written, and explored poverty reduction and rural development experiences in Colombia and abroad.
- The National Federation of Coffee Producers' program for small-scale producers was addressed during a meeting attended by some of the organization's leaders, as well as farmers who discussed successful experiences.
- Several members of the group visited the

southern Santander region for a first-hand look at the area's territorial development efforts, widely recognized as successful, which combine high levels of community participation with an economic model based on solidarity.

- Five international experts were invited to visit the country, meet with the group, and share their knowledge of poverty reduction in South Africa and Brazil.

PUBLIC POLICY ADVOCACY. Several initiatives merit mention:

- The group met several times with the National Planning Department to influence the formulation of the government's Development Plan.
- A World Bank mission prepared the new competitiveness program for small-scale agriculture, which the Santos Administration will implement. Mission members met with the RDG to hear members' proposals.
- A meeting was held to share ideas with the director of the Social Action Program developed by the Colombian president's office.
- The RDG also organized an International Seminar on Rural Poverty Mitigation Experiences in collaboration with the Colombian Farmers'

Society (SAC), as part of SAC's National Agrarian Conference. The seminar featured international guests who spoke on the experiences of Brazil and South Africa. The event proved to be a key opportunity to officially present the group and encourage a rich discussion of agrarian policy.

The most important advocacy activity was the RDG's participation in discussion and development of the draft General Law on Land and Rural Development, which the government will present to the legislature in 2012 (see insert).

The Colombia RDG also established connections with respected journalists and was invited to contribute to a special issue on rural development for the magazine *Semana*.

In early, 2012, the RDG will focus on expanding knowledge of regional situations, particularly two or three of the regions with the highest levels of rural poverty, and on meeting with new officials to move ahead in efforts to design specific, viable proposals for mitigating the inequality that affects Colombia's rural population.



Contributions to the draft Rural Development Law

RDG and other experts criticized the initial draft of the legislation. This led to a series of meetings and public forums and the decision to draft a new bill. Four RDG members, including its technical secretary were invited to help draft the new text. Discussion of the bill allowed the RDG to establish partnerships with other institutions interested in the topic, such as AECOM (which is implementing a program on public policy funded by USAID), Oxfam, and the commission formed to monitor public policy on forced displacement. The group is currently collaborating with these and other entities to promote wide-reaching discussions of both the bill and the issues of poverty and rural development.

Publications

- “La pobreza rural en Colombia” (Rural Poverty in Colombia) (2010). Santiago Perry
- “Informe Consulta Nacional sobre Pobreza Rural” (Report on the National Consultation on Rural Poverty). Luis Arango Nieto
- “Consulta nacional sobre prioridades en pobreza rural en Colombia” (National Consultation on Rural Poverty Priorities in Colombia). Santiago Perry

These Spanish-language documents are available online at:
www.rimisp.org/cambiopobrezarural/colombia/documentos



Ecuador Rural Dialogue Group



This group was one of the first to be created in early December 2010. One of its most visible achievements is its participation in promoting public actions to define the national Rural Well-being strategy. It has also worked with diverse sectors of society to generate knowledge through research and assessments of the situation in rural Ecuador.

First, in the context of the Rural Well-being (RWB) strategy, the group advocated the definition of priority territories for rural development and public policy for elimination of rural poverty. The Social Development Coordination Ministry (SDCM) identified 11 priority territories based on the initial proposal presented by the RDG through Rimisp. The group also proposed income-generation actions and initiatives to increase the dynamism of the local economy through three specific actions: improved governance, identification of investments

that are not being made, and identification of priority investments for each territory.

The main objective of the national RWB strategy is to transfer the design of medium- and long-term public actions to local stakeholders throughout the country, so they can propose alternatives and options for rural development and poverty elimination. The RDG seeks to ensure that the actions go beyond the assumption that rural issues are limited to agriculture. In the exchange of ideas, RDG members have emphasized the need for territorial development boards and strategic plans in each of the priority territories, as well as the need for reforms of public institutions and organizations directly involved in rural development, agreements on market chains, and support for productive enterprises and micro-enterprise initiatives. The RDG's main advocacy actions are based on these strategies, in an effort to contribute to decision-making and the definition of specific policies for rural poverty reduction.

In the area of knowledge generation, the RDG established public policy priorities for poverty reduction based on a study that proposed possible actions from the standpoint of approximately 60 local and national stakeholders. These included improving access to education, improving the quality of public policies for small independent rural households and small rural households with a wage-earning member, and involving the private sector – including NGOs and international cooperation agencies – as a key player in rural development.

The group also developed territorial assessments in the Andean plateau regions, the central highland provinces, and two coastal regions (Guayas and Los Rios). These mountain and coastal regions were selected for because they are significantly rural

and have high poverty rates. Besides mapping the situation in specific territories, these studies assessed the quality and effectiveness of public efforts to address needs and local strategies for rural territorial development.

RDG PROGRESS AND NEW CHALLENGES. Each RDG dialogue group or sub-group presents a challenge, not only because of the effort required to achieve internal agreements among stakeholders from a wide range of fields and social areas, but because of the need to develop real proposals for addressing rural poverty. In Ecuador, the sub-groups cover four areas: strategies and policies for Rural Well-being, new possibilities for supporting family farming, better implementation of public policies for rural development, and labor markets and rural poverty on the coast.

As of the last Ecuador RDG plenary session (December 8 in Guayaquil), new participants from the production, union, and business sectors were added, reinforcing the group's rural representation. The RDG currently has 37 members, including representatives of small-scale agricultural producers' groups, university trustees, export sector representatives, researchers, agro-industry leaders, and members of the country's private agriculture sector.

During the RDG meeting, participants assessed Ecuador's agricultural and rural sector and established priority topics for 2012:

- The importance of agriculture in the development of Ecuador's economy and society;
- Critical problems in agricultural institutional structure;
- Improvement of rural education; and
- Sustainable productive chains.

In these areas, the group emphasized the importance of education and market chains. Noting that

education is the basis of all development initiatives, including rural ones, they proposed identifying ways of creating links with ancestral knowledge, productive knowledge passed down through the generations, and new technologies adapted to rural areas. They also stressed the need to enable all stakeholders to participate in production, based on the specific characteristics of each productive chain and territory.

Once the issues were defined, the group designed a plan that included short-term studies, assessments, and discussion of the four priority topics, as well as the national Rural Well-being strategy addressed in 2011. The group plans an analysis of the importance of the agricultural and rural sector for Ecuador's economy and a short study of transaction costs and institutions. It will also identify the main problems related to building consensus among stakeholders in productive chains and evaluate the state of rural education in Ecuador.

The plan identifies action areas for the RDG, ranging from governmental and legislative issues to academics, and including producers' associations and stakeholders in productive chains, local governments, and the media. Initial actions will include involving the media in activities and contacts between the RDG and



the National Assembly to contribute to legislation on land and territories and food safety. Other activities will include presentation of the results of territorial assessments to producers' associations and universities in the highland and coastal regions to discuss proposals and needs for action in the context of the Knowledge and Change in Rural Poverty and Development project.

Publications:

- “La institucionalidad para el desarrollo rural territorial en el Ecuador” (Institutions for Rural Territorial Development in Ecuador). Miguel Andrade.
- “Las prioridades de política pública para la reducción de la pobreza rural en Ecuador” (Priorities for Public Policy for Rural Poverty Development in Ecuador). Patric Hollenstein and Diego Carrion.
- “Territorios para el Buen Vivir Rural” (Territories for Rural Well-being). The Ecuador Rural Dialogue Group Technical Secretariat.
- Diagnóstico de pobreza rural en Ecuador y respuestas de política pública (Assessment of Rural Poverty in Ecuador and Public Policy Responses). Manuel Chiriboga and Brian Wallis.

These Spanish-language publications are available online at: www.rimisp.org/cambiopobrezarural/ecuador/documentos

El Salvador Rural Dialogue Group

This group, which has become a forum for analysis and discussion of public policies on rural poverty reduction and development, was formed in January 2011. It includes government officials and representatives of non-governmental organizations, international cooperation agencies, universities, research centers, and the business sector, all of whom have extensive experience in rural development and the implementation of programs and projects.

Since its inception, this group has enjoyed the support of various government agencies, including the Technical Secretariat of the Presidency, the Ministry of Agriculture and Livestock, and the Ministry of the Environment and Natural Resources.

The RDG has promoted better understanding of the challenges of rural poverty and development in rural areas. Its contributions have shaped the design and implementation of public policies for promoting sustainable processes of change. The focus has been coastal areas, particularly Bajo Lempa in the para-central regions of San Vicente and Usulután, which is especially interesting because of its history of organization and economic and environmental risk.

CONTRIBUTIONS. Among the RDG's activities in 2011:

- The group discussed and contributed to public policies and programs that had a significant impact in the country, such as the National Family Farming Plan, the Development Strategy for the Coastal-Marine Area, and the National Program for Restoration of Ecosystems and



Rural Landscapes.

- The RDG became a platform for dialogue on territorial development in the Bajo Lempa area of Usulután and San Vicente. The discussion featured input from local stakeholders and laid the groundwork for guidelines for medium- and long-range governance.
- The RDG promoted coordination among government institutions to facilitate progress toward shared visions that help optimize institutional, technical and human resources and efforts in the territory. One example is coordination between the Family Farming Plan and the Program for the Restoration of Ecosystems and Rural Landscapes for risk reduction and adaptation to climate change. This effort has

enhanced interventions in coordination with leaders.

CLIMATE CHANGE. Because of the increasingly frequent impacts of climate change, the RDG has made this a priority issue. Efforts have included capacity building for adapting and responding to climate change, especially in the country's most vulnerable communities, where the need for cultural transformation is a major challenge. The RDG also has coordinated efforts to mobilize international assistance, supporting experts to help design and analyze proposals, plans, programs, and investments focusing on rural policy in the context of the impacts of climate change.

Monitoring National Dialogue on Rural Community Tourism in El Salvador

El Salvador's National Rural Community Tourism Board was created in September 2009 to coordinate public and private stakeholders interested in rural community tourism, strengthen the sector, and promote the inclusion of this type of tourism in the country's territorial plans, programs, and projects. The RTD program has supported the board's activities through an advocacy project implemented with PRISMA Foundation.

PROGRESS. Advocacy processes are becoming visible. The Ministry of Agriculture and Livestock included Rural Community Tourism (RCT) in the Rural Tourism section of the Family Farming Program, which enabled ministry staff to participate in tourism board activities.

The Ministry of Agriculture and Livestock's participation in the board has gradually increased. Initially, only the Rural Reconstruction and Modernization Program (PREMODER) was involved. After government officials toured two

RCT destinations in 2010, however, they created the External Cooperation Office. After a training course for public officials, members of PREMODER in the central and para-central regions and a similar program (PRODEMORO) in the eastern part of the country joined the effort. The Eastern Rural Community Tourism Forum, one of the advocacy activities, was organized jointly with the government program in December.

One significant step has been **increased coordination with universities**, which enables students to apply their knowledge to real-world cases in territories needing assistance, while supporting community organizations. Students from Matias Delgado University's tourism program helped develop seven assessments of community organizations that promote rural community tourism. Members of PREMODER, who have assisted five of the seven organizations involved, received the study results on behalf of the board.



As part of meetings with key stakeholders, **talks were held with officials from the National Microenterprise and Small Business Commission to discuss ways to support community organizations.** The proposal was made for the Microenterprise and Small Business Development Centers (CDMYPE) to accompany these tourism initiatives. An agreement was reached with the director of the La Libertad CDMYPE, which is housed on the Matias Delgado University campus, for the university students' work to form the basis of the accompaniment process. That decision was approved during a workshop with officials in Comasagua, where the Santa Adelaida Cooperative's tourism initiative, which the workshop participants visited, was chosen as a point of reference.

Some progress was made with the Ministry of Tourism. An earlier report by a consultant had proposed linking the ministry's Living Peoples Program with Rural Community Tourism, but that input was not included in the redesign of the program. Nevertheless, the consultant's work laid the groundwork for analyzing the possibility of including a "rural community tourism" category in the first Innova Prize offered by the Ministry of the Economy.

During a Board meeting, a representative of the Ministry of the Economy proposed contacting the NGO FUNDECA, which coordinates with German university student exchange programs. This **facilitated the relationship between FUNDECA and the El Espino Cooperative**, which led to a study by a student on volcanic steam from fumaroles as a renewable energy source. Members of the cooperative can use this information to study the feasibility of using this type of energy in the park.

Development and positioning of the concept of rural territorial development

The knowledge generated by the RTD program in the 11 countries in which it has worked (Mexico, Guatemala, El Salvador, Nicaragua, Honduras, Colombia, Brazil, Ecuador, Peru, Bolivia, and Chile) has led to an increase in the amount of available material about rural territorial development in Latin America.

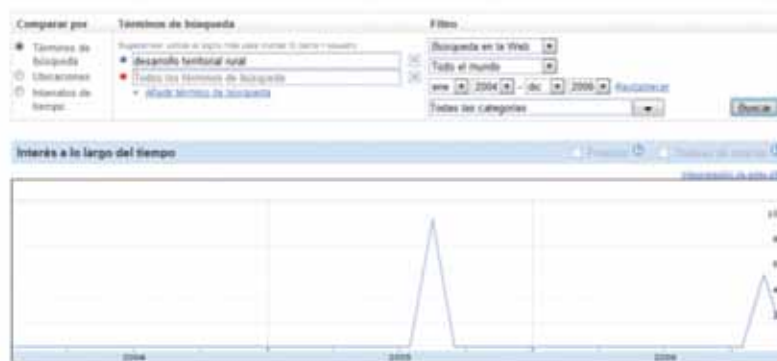
COMPARATIVE ANALYSIS. An analysis by the program's Communications Area compared mentions of rural territorial development during a period before the program's implementation (2001-2006) and after its launch (2007-2011). Using Google Insights, it found

few searches on the term rural territorial development during the first period, except for some peaks in 2005 and 2006. (see graphic 1)

Between January 1, 2007, and August 12, 2011, there was a steady increase in the number of searches by Internet users, as shown in the graphic 2.

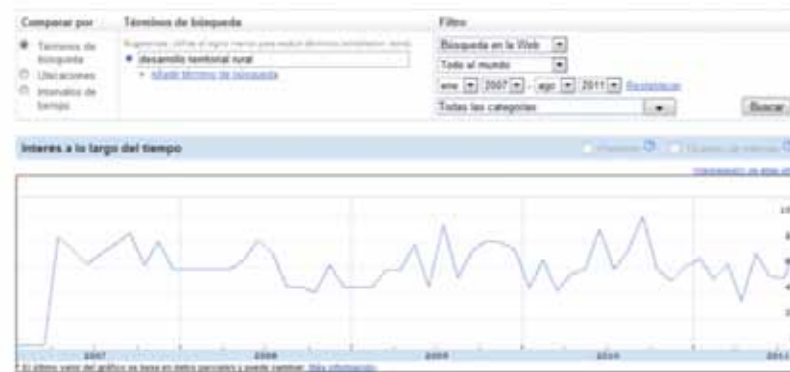
Between January 1, 2007, and August 12, 2011, the concept of rural territorial development became firmly positioned for both document (.doc and .pdf files) and HTML formats.

GRAPHIC 1.





GRAPHIC 2



PREVALENCE IN GOOGLE SEARCHES. To determine the RTD program's influence on increased use of the search term rural territorial development, the first six pages of Google search results for each of the countries in which the program worked through partner organizations were reviewed.

The results show that:

- Approximately 10 percent of the links that appeared on the first six pages of results for the search "desarrollo territorial rural" (rural territo-

rial development in Spanish) correspond to sites managed by Rimisp (that is, to content produced by the program).

- Approximately 60 percent of all of the links refer to research conducted by Rimisp.

The organizations that refer to Rimisp's work and appear in Google searches include international agencies, such as the U.N. Food and Agriculture Organization (FAO), U.N. Development Program (UNDP), Inter-American Development Bank (IADB) and World Bank.

Documents most frequently cited in other publications

In late 2011, the RTD program passed the 100 publications mark for its Working Documents (www.rimisp.org/dtr/documentos). In November, a review was conducted to determine which had the greatest presence in Google Searches. A total of 97 documents (those available online at the time) were included, and it was found that the texts that appeared the most were:

- Working Paper No. 1: “La desigualdad y la pobreza como desafíos para el desarrollo territorial rural (Inequality and poverty as challenges to rural territorial development- Spanish language document)” by Alexander Schejtman and Julio Berdegue.
- The online presence of a set of 11 documents from the series “Crisis y Pobreza Rural en America Latina (Crisis and rural poverty in Latin America- Spanish language documents)” was quite noteworthy.
- Document No. 70 “Tungurahua rural: el territorio de senderos que se bifurcan (Rural Tungurahua: The territory of splitting paths- Spanish language document)”;
- Document No. 31 “Mexico: consumo, pobreza y desigualdad a nivel municipal 1990-2005 (Mexico: Consumption, poverty and inequality at the municipal level 1990-2005- Spanish language document)”;
- Document No. 62 “Desarrollo territorial, soberanía y seguridad alimentaria (Territorial development, sovereignty and food safety- Spanish language document)”;
- and Document No. 97 “From policy to research and back again” were also mentioned a great deal.
- The organizations that most frequently cited the RTD program’s work were IADB, FAO, IIAC, IDRC, RUTA, Fundacion Tierra (Bolivia), Universidad de los Andes (Colombia), Universidad de Chile, University of Manchester (U.K.), FLACSO, ONU Mujeres, Colegio de Mexico, the Foundation for Overcoming Poverty (Chile), Michoacan Rural Development Office (Mexico), CONDESAN (Peru), LASA, Universidad Rafael Landivar (Guatemala), DESCO (Peru), Comunidad Andina, and Fundacion PRISMA (El Salvador).







SECTION 03

Meetings

2011 Meeting – Rural Territories in Movement

The RTD program organized the Rural Territories in Movement Meeting for the third consecutive year, this time in San Salvador, El Salvador (March 22-24), with 125 participants from public and private organizations throughout Latin America.

The purpose of the meeting, which was held in Guatemala and Colombia in previous years, was to increase knowledge about the factors that allow rural territories to achieve economic growth with social inclusion and environmental sustainability

and strategies and other forms of public action that can foster successful territorial dynamics.

One highlight of the event was a session on territorial development in El Salvador and Central America. Jaime Toha, Chile's former minister of agriculture, energy, economics, and public works, spoke on governing territorial development in a centralized, sector-based country. In a presentation entitled, "Social Stakeholders and Political Processes at the Territorial Level," Martin Tanaka of the Institute of

Peruvian Studies (IEP) offered a conceptual approach to the social coalitions that can be analyzed in the 19 cases studied by the RTD program.

Parallel workshops held during the event addressed such topics as territories and their links to dynamic markets, productive structures, natural capital and the use of and access to natural resources, social coalitions, public investment, and intermediate cities in territories.

Click here to see all of the activities held during the 2011 Rural Territories in Movement Meeting: www.rimisp.org/dtr/encuentro2011



Synthesis meetings

During this stage of the RTD program, development of the final program synthesis poses a significant challenge, because it must be theoretically consistent and empirically validated. Various studies were undertaken in 2011 to increase knowledge about specific topics. A Synthesis Group consisting of program partners and the Coordination Unit met twice in 2011.

At the first meeting, held in Lima in July, participants presented and discussed the conceptual frameworks of the synthesis projects that were under way and identified interactions among the various factors that influence successful development dynamic, with special attention to how social coalitions that act as agents of development form and develop and what makes them more effective. Participants also analyzed the ways in which each project had incorporated analysis of gender systems into its work.

The Lima meeting generated input for the synthesis, particularly with the develop-

ment of a matrix of interactions among factors in development dynamics and their interaction with coalitions, and a matrix of the factors and gender systems. One of the main outcomes of the meeting was development of a theoretical framework on successful territorial dynamics in Latin America.

The main purpose of the second meeting, held in Mexico City in November 2011, was to discuss the preliminary reports of the results of the synthesis projects, link them to the theoretical framework developed during the Lima workshop, and use that material to develop a "script" for an analytical narrative synthesizing the program's work, which also addresses gender systems. After three days of intensive discussion, the group developed an outline synthesizing the program on successful rural territorial dynamics in Latin America. A summary of the discussion can be found on page 10 of this report.



Reporting on research results at 2011 SOCHER Conference

The RTD program presented its progress at the third annual meeting of the Chilean Regional Studies Society (SOCHER) in Concepcion in October 2011.

In a presentation entitled, "Cities Increasing the Dynamism of Territories," Benjamin Jara, an RTD program research assistant, described the results of an analysis of the impact of intermediate cities on the dynamics of change in income,

poverty, and inequality in rural territories in Chile. The study is part of the Cities and Rural Territories Project that the program is carrying out in Mexico, Colombia, and Chile as one of its five synthesis projects.

In Rome: policy dialogue on rural poverty

The seminar, “Making Policy Dialogue Work for the Rural Poor – the Experience of Latin America and the Caribbean,” was held in Rome on October 4 and 5 by IFAD’s Latin American Division in collaboration with Rimisp. The goal was to develop proposals for enhancing policy dialogue processes that IFAD seeks to support in an effort to promote development and end rural poverty.

Meeting participants included representatives of the Rural Dialogue Groups in Mexico

(Mexican Senator Heladio Ramirez; Congresswoman Narcedalia Ramirez; Carlos Rodriguez, rural development director at SAGARPA; and Jose Antonio Mendoza, the group’s technical secretary) and Colombia (Hernando Palomino of the Colombia Verde Network, and Santiago Perry, the group’s technical secretary). Other participants included Claudia Serrano, executive director of Rimisp, and project coordinators Julio Berdegue and Ignacia Fernandez, as well as representatives from other IFAD-supported initiatives that include

policy dialogue: Laudemir Andre Muller, Brazil’s secretary of family farming; Jose Sialer, director of Peru’s Southern Highlands (Sierra Sur) program; and Ecuadorian Agriculture Minister Staynley Vera Prieto.

The main seminar consisted of three panels, each of which included three presentations analyzing various alternatives and mechanisms for policy dialogue and their sustainability.

Main Lessons from the Seminar

1. There is no best or single way to engage in policy dialogue. At least the following mechanisms were identified:
 - Replication and scaling up of innovative projects;
 - Dialogue on key problems stemming from relationships with policy makers because of projects’ operation;
 - Dialogue on public policies or laws that have a significant impact on the rural poor;
 - Dialogues that help raise awareness of issues on the agenda and create an environment conducive to pro-poor rural development.
2. Nevertheless, some common issues should be considered in any dialogue process:
 - Policy vision: appropriateness and opportunity for dialogue;
 - Legitimacy of stakeholders involved in dialogue processes;
 - Dialogue should be endogenous, with the agenda set by the countries.
3. One way to facilitate high-level dialogue on rural poverty and raise interest among those not usually involved in the issue is to draw connections between development and the rural poor and other public priorities, such as crime, migration, and food prices.
4. Policy dialogue processes are expected to change the public agenda. Just as there are different types of dialogues, there are different venues for advocacy: in legislation and the design of policy instruments; creating conditions and opportunities for public debate; and placing the issue of social development on the public agenda.

Rural Territorial Dynamics: a key topic at SEPIA XIV

Participation by RTD program members and partners was noteworthy at the Permanent Seminar on Agrarian Research (SEPIA XIV) held August 23 to 26 in Piura, Peru.

Program Coordinator Julio Berdegue spoke about “Determinants of Rural Territorial Dynamics” at an international session, describing the areas in which the program has worked for the past two years.

Raul Hernandez, RTD program partner and researcher for the Institute of Peruvian Studies (IEP), presented a talk entitled, “The Territorial Turn in Peru’s Social Sciences: Overview of Research on Development, the Rural World, and Territory.” Program partners Patric Hollenstein and Pablo Ospina of Simon Bolivar Andean University (Ecuador) and Jose Poma of the University of Loja (Ecuador) spoke about “Rural Territories and Globalization: the Territorial Fragmentation of Loja Province.”

In another session, Ana Victoria Pelaez of Rafael Landivar University (Guatemala) presented the paper, “Gender and Rural Territorial Dynamics,” based on research she conducted in collaboration with Patric Hollenstein, Susan Paulson, and Julie Claire Mace.



Influence of the RTD program

The choice of Rural Territorial Dynamics as the main topic of SEPIA XIV demonstrates the strong influence of the RTD program’s research in Latin America. As a further reflection of its impact, in the talk that provided an overview of the topic, 12 percent of the 297 references were produced by the program. No other national or international organization has attained that level.

Global Conference on Economic Geography in South Korea

More than 300 participants from around the world met to share research and perspectives at the Third Global Conference on Economic Geography on June 28 to July 1 in Seoul, South Korea.

During the conference, RTD program researchers Leonith Hinojosa (Open University, U.K.), Javier Escobal (GRADE, Peru), and Benjamin Jara (Rimisp) presented papers on “Growth and Social Inclusion in

the Andes,” “Spatial Polarization of Welfare in Peru” and “Places for Territorial Policy Development,” respectively, based on research done as part of the program.



Annual Rural Research Workshop in Ottawa

RTD program Coordinator Julio Berdegue gave the keynote speech at the First Annual Rural Research Workshop held May 5, 2011, in Ottawa, Canada. His speech was based on the paper, "From Policy to Research and Back Again," which he wrote with Ignacia Fernandez.

The workshop was organized by the Canadian Rural Revitalization Foundation to promote networking

among researchers, government agencies, and NGOs in rural areas and provide a forum for the discussion of rural research and policy.

Participants came from all over Canada, and 25 papers were presented on topics such as a territorial approach to policy, support for development of rural community tourism, measuring social capital, and the paradigm shift in farm policy.

Gender Policy at Annual Meeting of American Association of Geographers

The RTD program was well represented at the 2011 meeting of the American Association of Geographers in April in Seattle. Susan Paulson, a University of Lund professor who coordinates the program's Working Group on Gender and Territorial Dynamics, collaborated on two parts of the event.

First, she chaired a session on gender policy, which included the presentation of research and analysis from such diverse areas as Liberia, Tajikistan, Portugal, and Central Asia. Paulson's contribution included a comparison of those research projects and observations and ideas about a gender perspective in rural territorial development.

Second, Susan Paulson and Rafael Vaisman presented the paper, "Political Participation and Gender in Yucatan, Mexico: Dynamics of Sustainable Rural Development Boards," which included a summary of the RTD program and RTD's approach to gender, as well as a presentation of the results of the gender study conducted in the CHAH territory. She emphasized that gender-related aspects of a territory's socio-political networks have particular importance for the creation of the rural development boards, which are new political forums that reflect certain norms and expectations, and which may allow for greater degrees of equality and sustainability.

Meeting in South Africa: ongoing dialogue on rural transformation in Emerging Economies

After the international conference on “Dynamics of Rural Transformation in Emerging Economies” held in April 2010 in New Delhi to discuss innovative approaches to rural development in Brazil, China, India, and South Africa, a recommendation was made to continue the multi-stakeholder meetings focusing on those four countries. IFAD, the conference sponsor, proposed a seminar on **“Policy Dialogue on Sustainable Rural Development: Creating Agency in Rural Regions.”**

The event – organized by South Africa’s Rural Development and Agrarian Reform Department, IFAD, the World Bank Office in Pretoria, and Rimisp – was held February 18 and 19, 2011, in Cape Town, South Africa. Like the New Delhi conference, the meeting provided an opportunity to discuss problems of and solutions for rural development and enhance cooperation among policy makers, development stakeholders, and researchers.

The 80 participants included well-known figures from public agencies and private organizations. They shared their experience with rural development programs in the four countries, addressing issues such as local institution-building, social mobilization, coordinating strategies, education programs and the empowerment of the rural population, and job creation.

Chile: territorial approach and public policy

RTD program researchers spoke at the second annual meeting of the Chilean Public Policy Society, held in January 2011 at the Catholic University of Chile.

Rimisp participated actively in the meeting (see box) and plans to have a significant presence at the 2012 meeting through the RTD program.

Rimisp’s Contributions to the Meeting

- Claudia Serrano, Rimisp executive director, presented the paper, “Territorial Development Policies in Chile,” during a panel on decentralization.
- Ignacia Fernandez presented the paper, “Poverty and Municipal Heterogeneity,” during a panel on public policy and regional development.
- Rodrigo Yanez presented the paper, “Environmental Institutions and Local Participation,” during a panel on the environment.
- Benjamin Jara presented the paper, “Chilean Communities Dependent on Natural Resources: Identifying Cases to Focus Rural Territorial Development Policy,” during a panel on public policy and productive sectors.







SECTION 04

Communications

Research: four books at the publication stage

In a step toward building a new vision of rural development in Latin America, the RTD program is redoubling its efforts to place its results on the front lines of intellectual and public policy debate with the publication of four books summarizing the main findings of the first years of the program:

MAPS OF TERRITORIAL DYNAMICS IN LATIN AMERICA. This collection of nine country studies reviews the dynamics of change in household income or average consumption, poverty rates, and income inequality. Poverty-mapping techniques are used to obtain results with a more detailed spatial breakdown than is usually provided by official national statistics. The research shows that dynamics of growth with poverty and inequality reduction exist, but only in a minority of territories. The dominant situation is a dynamic of growth that excludes some sectors, or outright economic and social stagnation. This study represents an unprecedented effort to describe sub-national disparities in growth and development and their changes in the region, providing useful data for territorial targeting of public policy and research on territorial development that has never been available before.

FROM THE YUCATAN TO CHILOE: AN OVERVIEW OF TERRITORIAL DYNAMICS IN LATIN AMERICA. This publication features 15 studies of rural territories characterized by various combinations of dynamics of economic growth with social inclusion and environmental sustainability. It also offers an initial answer to the question of which

elements are shared by territories where all three dynamics exist. The results highlight interactions between historical and structural conditions and the capacity for agency established by social coalitions.

GENDER IN TERRITORIAL DYNAMICS. This book presents a conceptual and methodological framework for analysis of gender systems in rural territorial dynamics, as well as case studies illustrating their application in Latin America. These studies go beyond the traditional perspective on gender gaps and inequities to highlight the importance of gender systems as factors that condition processes of coalition building and institutional change, breaking new ground for discussion of territorial development.

INTERMEDIATE CITIES AND TERRITORIAL DEVELOPMENT. This book, to be published by the Pontifical Catholic University of Peru, contains 12 papers presented at a seminar of the same name held in Lima in May 2010. During the seminar, scholars of urban and rural affairs from Peru, Ecuador, Chile, and Italy analyzed the connection between urban nuclei of varying sizes and their agro-rural surroundings. The book is divided into three parts. The first contains five analytical studies, the second includes five case studies, and the third presents two contributions that illustrate a rethinking of links between city and countryside, focusing on regions of Italy. The material identifies opportunities for collaborative research among experts on urban and rural development to design strategies and policies with a territorial approach.



Series on Policies for Territorial Development: focus on public action

To increase awareness of the RTD program and position the policy and public action proposals stemming from its studies, the Rimisp Communications Unit and RTD program launched the **Territorial Development Policies** series during the second half of 2011.

POLICY SUMMARY. This summary of policy messages aims to make the RTD program's major findings available to various audiences. It provides recommendations to guide public action strategies and policies developed by decision-makers and other interest groups involved in territorial development in Latin America.

To produce the series, a methodology and a group of overarching issues from the cases researched by the program were defined. A mass mailing system was also designed for rapid and strategic distribution of documents, and a media strategy was created focusing on news reports and opinion columns.

By late 2011, the Territorial Development Policies series had published:

- **“Proposiciones para el Desarrollo Territorial” (Proposals for Territorial Development)**, based on the partial summary of the program's results of the program as of the end of 2010.
- **“Políticas focalizadas territorialmente: identificando potenciales beneficiarios” (Territorially Focused Policies: Identifying Potential Beneficiaries)**, which proposes keys to enhancing the impact of territorially focused policies.
- **“Proyectos de inversión privada en los territorios. Caminos para mitigar conflictos y potenciar sus impactos en el desarrollo” Private Investment Projects in Territories: Paths to Mitigating Conflict and Promoting Their Impacts on Development**, which examines the impact of investment and develops proposals for both the private sector and the government, as the guarantor of equitable and environmentally sustainable access to and use of natural resources.

The series can be accessed online at www.rimisp.org/dtr/politicasterritoriales



RTD program has published 100 working papers

The RTD program published more than 30 documents in 2011, bringing its total to more than 100 since 2007. The entire Working Papers series is available at: www.rimisp.org/dtr/documentos

The program has produced several groups of documents. The first consists of surveys of policies and programs on rural territorial development in Latin America. It was followed by maps of territorial dynamics in the 11 countries in which RTD works and the Crisis and Rural Poverty in Latin American series. Also noteworthy is the conceptual framework of the Knowledge and Change in Rural Poverty and Development project and the documents containing the results of the case studies carried out in the 19 territories covered by the project.

The website housing the documents was redesigned in 2011 to facilitate searches, and the material was organized into 13 categories:

- Case studies of territorial dynamics
- Gender
- Crisis and rural poverty
- Capacity building
- Environment
- Intermediate cities
- Inequality in Latin America
- Program documents
- Conceptual framework of the Knowledge and Change in Rural Poverty and Development project
- Maps of territorial dynamics
- RTD policies and programs
- Food safety
- Other

Working Papers Published in 2011

Nº 65: Economic growth, social cohesion and diverging histories in Valle Sur-Ocongate (Cuzco, Peru)- Spanish language document. *Hernandez, R. y Trivelli, C.*

Nº 66: The agro-environmental dynamic of the northern area of the Cerron Grande Wetlands- Spanish language document. *Diaz, O.; Escobar, E.; Gomez, I. y Moran, W.*

Nº 67: Socio-environmental and productive dynamics of northern El Salvador: The northern bank of the Cerron Grande Wetlands- Spanish language document. *Gomez, I. y Cartagena, R.*

Nº 68: When growth comes from without: Territorial dynamics in Susa and Simijaca- Spanish language document. *Arias, M.; Bocarejo, D.; Ibanez, I.; Jaramillo, C.; Fernandez, M. y Kisner, J.*

Nº 69: The case of the rural territorial dynamic in Sierra de Jauja, Junin- Spanish language document. *Escobar, J.; Ponce, C.; Hernandez Asensio, R.*

Nº 70: Rural Tungurahua: The territory of the splitting paths- Spanish language document. *Ospina, P.; Alvarado, M.; Hollenstein, P. et al.*

Nº 71: The dynamic of a territory in Yucutan- Spanish language document. *Yunez Naude, A.; Paredes, L.; Mendez, J.; Estrada, I.; et al.*

Nº 72: Territorial diversity and inclusive growth: development dynamics in the Jiquirica Valley, Northeast Brazil. *Quan, J.; Ruiz, A.; Santos, V. (Only available in English.)*

Nº 73: Dairy investment: A drop that does not expand- Spanish language document. *Gomez, L., Ravnborg, H. M.*

Nº 74: Interventions of extra-territorial stakeholders and changes in the intensity of the use of natural resources: The case of the Cuatro Lagunas territory in Cusco, Peru- Spanish language document. *Escobar, J., Ponce, C., Hernandez Asensio, R.*

Nº 75: Gender in territorial dynamics in the Ostua- Guija Basin in southeastern Guatemala- Spanish language document. *Florian, M., Emanuelsson, C. con Pelaez, A. V. y Paulson, S.*

Nº 76: Territorial economic dynamics in Loja Ecuador: Sustainable development or a passing thing?- Spanish language document. *Ospina, P., Andrade, D., Chiriboga, M., Hollenstein, P. et al.*

Nº 77: Gender and rural territorial dynamics on the northern bank of the Cerron Grande Wetlands- Spanish language document. *Florian, M. con Paulson, S.; Gomez, I. y Emanuelsson, C.*

Nº 78: Spatial patterns of growth and poverty changes in Peru (1993 – 2005). *Escobar, J., Ponce, C. (Only available in English.)*

Nº 79: Places for place-based policies.

Olfert, R.; Berdegue, J.; Escobal, J.; Jara, B.; y Modrego, F. (Only available in English.)

Nº 80: Territorial dynamics of the interior drylands of the O'Higgins Region: The borders of agro-industrial transformation- Spanish language document. *Modrego, F., Ramirez, E., Yanez, R., Acuna, D., Ramirez, M., Jara, E.*

Nº 81: Gender and participation: Sustainable rural development councils- Spanish language document.

Paredes, L.; Vaisman, R.; Mendez, J.; y Paulson, S.

Nº 82: Governance in the use of and access to natural resources in the territorial dynamics of Macizo de Penas Blancas- Nicaragua- Spanish language document. *Gomez, L., Munk Ravnborg, H., Castillo, E.*

Nº 83: Territorial development in a semi-arid region of northeastern Brazil: In support of income transfers- Portuguese language document.

Favareto, A.; Abramovay, R.; Do Carmo D'Oliveira, M.; Fabio Diniz, J.; y Saes, B. (Only available in Portuguese.)

Nº 84: Conceptual and methodological guidelines: Gender and territorial dynamics - Spanish language document.

Paulson, S. y Equipo Lund.

Nº 85: Gender, the environment and rural territorial dynamics in Loja- Spanish language document.

Portillo, B.; Rodriguez, L.; Hollenstein, P.; Paulson, S.; Ospina, P.

Nº 86: Territorial dynamics in Chile: From economic growth to sustainable development- Spanish language document.

Ramirez, E., Modrego, F., Yanez, R., Mace, J. C.

Nº 87: Synergies and conflicts among territorial dynamics: Towards sustainable development in the coastal area of the state of Santa Catarina, Brazil- Portuguese language document. *Cerdan, C., Freire Vieira, P., Policarpo, M., Vivacqua, M., et al. (Only available in Portuguese.)*

Nº 88: Gender and territorial dynamics in Nicaragua- Spanish language document.

Rodriguez, T., Gomez, L.

Nº 89: Territorial dynamics and territory formation in contexts of extractive industry expansion. Tarija- Spanish language document.

Hinojosa, L., Chumacero, J., Cortez, G., Bebbington, A.

Nº 90: Trends and perspectives on family farming in Latin America- Spanish language document.

Maletta, H.

Nº 91: Rural non-agricultural employment and the decrease in rural poverty: What do we know in Latin America in 2010? - Spanish language document). *Dirven, M.*

Nº 92: Rural poverty and conditioned transfer programs in Latin America and the Caribbean- Spanish language document.

Rangel, M.

Nº 93: Migration, remittances and development: The state of the art of the discussion and perspectives - Spanish language document.

Stefoni, C.

Nº 94: Strategies for sustaining rural households and their evolution: Analysis of four Latin American nations- Spanish language document.

Bentancor, A. y Modrego, F.

Nº 95: Governance for local development - Spanish language document.

Jorquera, D.

Nº 96: From policy to research and back again.

Berdegue, J. y Fernandez, M. I. (Only available in English.)

Nº 97: A municipal look at poverty: Sources of income and municipal management- Spanish language document.

Fernandez, M. I.

Nº 98: The territorial dynamic in the Ostua-Guija Basin- Spanish language document.

Romero, W.; Pelaez, A. V. y Frausto, M.

Nº 99: Territorial development in a semi-arid region of northeastern Brazil- Spanish language document.

Favareto, A., Abramovay, R., D'Oliveira, M., Diniz, J.

Nº 100: Stakeholders and coalitions of power in Villamontes and Entre Rios: An historical and contemporary reading- Spanish language document. Cortez, G.

Nº 101: Determinants of dynamics of Rural Territorial Development in Latin America- Spanish language document.

Berdegue, J., Ospina, P., Favareto, A., et al.

Nº 102: Functional territories in Chile -Spanish language document.

Berdegue, J.; Jara, B.; Fuentealba, R.; Toha, J.; Modrego, F.; Schejtman, A. y Bro, N.



Equitierra magazine publishes its tenth issue

Equitierra – La Revista Rural Latinoamericana (the Latin American Rural Magazine) published its tenth issue at the end of 2011. Three issues were published last year, as this Rimisp e-publication sponsored by the Ford Foundation and the International Development Research Center (IDRC) continued to grow.

NEW VISIONS. The articles, interviews, and opinion columns provide new visions of rural territorial development in Latin America based on studies and experiences of Rimisp projects in the region. The journal's contents are diverse:

- Equitierra No. 8 addressed key issues for understanding territorial trajectories, rural realities from a gender perspective, and the results of the study in Cuatro Lagunas, Peru, on the challenges of more inclusive and sustainable growth.
- Equitierra No. 9 featured articles on complementary routes for overcoming rural poverty, small-scale producers facing globalized markets, and experiences in Central America with platforms for dialogue for territorial development.
- The main topics in Equitierra No. 10 were the cultural richness of southern Cusco as development asset, the Andean community and rurality with a territorial focus, and the necessary coordination between extra-territorial investments and local strategies.

Interviews were conducted with Jose Antonio Mendoza, technical secretary of the Mexico Rural Dialogue Group; Carolina Trivelli, lead researcher with the Institute of Peruvian Studies, who is now Peru's minister of development and social inclusion; and territorial development expert Sergio Boisier.

Opinion columns in the 2011 issues include pieces written by Elena Saraceno, an expert on rural development from the European Network for Rural Development, and Jaime Toha, former Governor of Chile's Bio Bio Region. Authors of other pieces include Rimisp members Eduardo Ramirez, Francisco Aguirre, Claudia Ranaboldo, Julio Berdegue, Claudia Serrano and Alexander Schejtmán.

An effort was made to increase the content provided in each article through links of interest. We also made it possible to read the newspaper in digital format through the ISSUU system (www.issuu.com/rimispong). Finally, Equitierra increased its presence in social networks to bring the journal closer to the audience that receives, reads, and shares the publication.

To Access Equitierra...

More than 5,000 subscribers receive Equitierra free of charge by email three times a year.

All issues of the journal are available online at:

www.rimisp.org/equitierra



Convergence of electronic media and social networks

A great deal of content was developed this year. The Communications Unit took this opportunity to review progress in the development of digital products since 2008 and concluded that it had completed a successful cycle of dissemination of information and knowledge generated by the RTD program.

Dissemination of the program's studies and activities through electronic media and social networks has intensified since 2010. This year, it was further strengthened with a digital strategy that included website publications, mass emails, and updated social networking. This improved the positioning of various digital products.

SOCIAL NETWORKS. Social networks have become a powerful tool for disseminating information about and positioning an organization. Facebook and Twitter benefit the program in three ways:

- They increase awareness of the results of research and studies, attracting new website users.
- They improve the "quality" of online visits, because visitors to the site are interested in the topic and could be considered part of the RTD target audience.
- They are well positioned on search engines such as Google, meaning that systematic generation of content on these platforms helps position the issues addressed.

The program has strengthened its presence in social networks. In late 2011, the Rimisp Facebook profile had 800 fans, while Rimisp's Twitter feed – created in 2010 – had approximately 600 followers. These accounts reproduce information published in several online space, including the RTD program website (www.rimisp.org/dtr), the site containing information on the 19 Latin American territories in which RTD works (www.territorios-rimisp.org), the Rural Press Network Blog (www.redprensarural.com), the monthly newsletters, and the sections on series or activities that play a key role in the program's development.

RTD content and information is also distributed via email. Emailed products include program progress reports, which are distributed internally; Equitierra, which is sent to 5,000 subscribers; the newsletter containing program results; and the Territorial Development Policy Series, which began publication in the fourth quarter of 2011 and has a special section on the program website: (www.rimisp.org/dtr/politicasterritoriales)

All of these products are published in archive format (progress reports and Equitierra) and as news, a distribution cycle that has improved the RTD program's statistics and allowed more people to receive the information.

News about Territorial Dynamics

To disseminate the results of the research conducted in 19 territories of Latin America, the RTD program began publishing a monthly newsletter that reviews each of the reports published on case studies in the region.

Special editions have focused on the results of applied research and capacity building in Central America, and a subsequent issue described the contribution of gender research to analysis of territorial development, a part of the program that has been promoted during the last stage of the RTD project.

This newsletter also has become an important tool for publicizing the Territorial Development Policy Series, which the program began to develop during the second half of 2011, and which constituted a new forum for the program's production of knowledge and information.

RTD website maintains high traffic in 2011

The RTD website saw an explosive increase in visits in the past few years. The biggest challenge for 2011 was to maintain the audience that it drew in 2010, a goal that was met.

The RTD website received 77,728 visits in 2011, which is close to the average number of visits for the past two years.

Most visits were between August and October and coincided with the publication of documents presenting results of the RTD case studies, the Territorial Development Policy Series, and newsletters containing program information. Total visits were for 11,000 in August, 13,000 in September, and 11,000 in October.

MOST VISITED IN 2011. The most frequently visited page in 2011 was the RTD document section (www.rimisp.org/dtr/documentos) which received 17,226 visits. Adding to that the other three pages in the same section that are among the ten most visited brings the total is 25,138, or one-third of all of the visits to the RTD website.

Other pages that stand out among the top ten were the RDT home page, with 9,075 visits, and the home page of the Territorial Development Policy Series, with 1,729. The latter section's inclusion among the most-visited is especially noteworthy, because it was launched in September 2011.

A review of traffic on the program's website showed that:

- Visitors are mainly located in South America. The best-represented countries are Chile, Mexico, Colombia, Peru, and Ecuador.
- Spanish is the dominant language of 87 percent of the site visitors. Ten percent of the users prefer English, while Portuguese is the dominant language of 1.2 percent.
- Sixty-two percent of visitors come to the page through search engines (mainly Google); 21 percent do so directly, by typing the site's URL; and 17 percent arrive through Rimisp links on other websites or social networks.

One of the most significant areas of growth during 2011 was the increase in visitors accessing the website through social networks, a channel of communication used by more and more people to access information and share content. We have focused on maintaining a presence on Facebook and Twitter, an effort that produced solid results far exceeding figures for 2010:

- A total of 2,535 visits came from Facebook, up 2,000 from 2010.
- Twitter also contributed to this growth. More than 1,000 visitors arrived via Twitter, up from 400 in 2010.

The number of downloaded documents remained steady. For the second consecutive year, more than 20,000 documents were downloaded. The three most downloaded documents were:

- Working Paper No. 97 "A municipal perspective on poverty: Sources of income and municipal management," with 383 downloads.



- Working Paper No. 52 “Dynamics of inequality in El Salvador: Households and poverty in statistics between 1992 and 2007,” with 349 downloads.
- Working Paper No. 95 “Governance for local territorial development” with 319 downloads.

The content on the Equitierra site (www.rimisp.org/equitierra) also maintained its numbers in 2011. A total of 3,897 PDF versions of the Rimisp’s electronic publications were downloaded. The most frequently downloaded collections were full editions of issues 7, 8, and 9 of the journal.

RELATED WEBSITES. The **Rural Press Network Blog** reached the 100,000-visit mark in 2011, thanks in part to the 37,119 visits logged that year. The three most widely read posts published in 2011 were:

- “Poverty in Latin America: A Political Problem, Not A Technical One,” by Ignacia Fernandez.
- “Rural Dialogue in Ecuador: Betting on the Good Life,” by Manuel Chiriboga.
- “Rural Poverty in Latin America Has A Solution,” by Julio Berdegue.

The RTD program also maintains the site www.territorios-rimisp.org, which received 1,817 visits this year, an average of 152 per month.

Besides these virtual visitors, Rimisp has 600 Twitter followers and 850 Facebook friends, while Equitierra has 700 Facebook friends. In addition, more than 2,300 subscribers receive the RTD newsletter and the Territorial Development Policy Series each month.



Rural Dialogue Groups: communications at the center of the strategy

The RTD program took an important step forward in the area of communications, from a strategic and comprehensive standpoint, with the Knowledge and Change in Rural Poverty and Development Program. This area was incorporated into the core of the policy dialogue process carried out by the Rural Dialogue Groups (RDGs) in Colombia, Ecuador, El Salvador, and Mexico. The national communications directors, Rimisp's Communications Unit, and a specialized communications firm will collaborate on the program's policy advocacy goals.

Prior to the launch of this effort, an assessment was conducted to better understand global and Latin American trends in rural poverty and development. Based on that information, a strategy was developed that defined three stages of intervention and accompaniment for the groups' work and the project as a whole to achieve the RDGs' advocacy goals:

- Development of the identity of the RDGs and the project;
- Agreements on the topic-specific agenda;
- Development of proposals on issues related to rural poverty.

The communications team is working on the following objectives:

- Enhancing the project's public image;
- Strengthening communication channels within the RDGs;
- Disseminating to the media information about the groups' activities and technical secretaries' views about issues that are discussed and/or that form part of the agenda;
- Engaging in journalistic and editorial work;
- Managing communications with opinion leaders, think tanks, and other organizations that promote discussion of project-related topics;

- Supporting activities related to policy dialogue processes;
- Producing and disseminating information based on the work of the RDGs;
- Promoting the various digital platforms as key tools for dissemination and contact with the project.

Noteworthy communications initiatives include the monthly newsletter describing the groups' main activities and analyzing current issues related to the RDG agenda in each country; the dissemination of opinions that raise the profile of the technical secretaries and position them as spokespersons; and the quarterly publication of a newsletter for interest groups that highlights the project's achievements and advocacy actions through interviews and articles. The project thus has a digital platform that facilitates the circulation of information among the project website, Facebook pages of the groups in each country, and Twitter.



Media coverage

As it does every year, the RTD Communications Unit spent a significant amount of time preparing information for distribution to various media outlets in Latin America.

Their work resulted in nearly 80 news articles on the work of the RTD project and the Knowledge and Change in Rural Poverty and Development project, which appeared in media in Brazil, Canada, Chile, Colombia, Ecuador, El Salvador, Honduras, Mexico, Nicaragua, Sweden, and Uruguay.

In 2011, regular research concluded in the 19 territories in which we worked with program partners

and allies. We decided to emphasize the production of information about the results of the research. The two formats selected for this effort were opinion pieces and news articles to be released to media in the region.

During the first few years of the RTD program, the focus was on coverage of activities. The final part of the program saw a shift toward the production of articles that offered new ways of looking on territorial development in Latin America. While the number of pieces published did not match the peaks seen in previous years, the quality and influence of the articles and opinion pieces was noteworthy, as they

will inspire reflection on the research and policy action of the RTD project.

These efforts expanded during the last quarter of 2011, when the Communications Unit had access to the research results and could convert them into news content. The last part of the year also saw the launch of the Rural Territorial Policy Series, which boosted media management activities.

All of the material produced by the RTD Project Communications Unit has been posted online at: www.rimisp.org/dtr/saladeprensa

The Ten Most Noteworthy News Pieces

El Quinto Poder (Chile)

Inversiones privadas y territorios rurales: ¿Como generar efectos positivos? (Private Investment and Rural Territories: How Can Positive Effects Be Generated?)

December 6, 2011



El Cachapoal (Chile)

**Políticas con foco territorial:
¿Como elegir las comunidades
beneficiarias? (Policies with Ter-
ritorial Focus: How Are Beneficiary
Communities Chosen?)**

November 26, 2011



La Jornada (Mexico)

**Programas sociales alientan
estereotipos (Social Programs
Encourage Stereotypes)**

November 22, 2011



La Prensa (Nicaragua)

**Mujeres apartadas de capital
de trabajo (Women Distanced
from Labor Capital)**

November 10, 2011



Equilibrium (El Salvador)

Humedal Cerrón Grande, El Salvador: Dinámicas positivas, Coaliciones débiles (The Cerrón Grande Wetlands of El Salvador: Positive Dynamics, Weak Coalitions)

November 9, 2011



Adital (in Portuguese -Regional)

Pesquisa destaca necessidade de políticas econômicas de gênero para diminuir a pobreza (Research Highlights Need for Gender-Sensitive Economic Policies to Reduce Poverty)

September 28, 2011



La Jornada del Campo (Mexico)

La pobreza en America Latina tiene solucion (There Is A Solution to Poverty in Latin America)

July 16, 2011

International Radio Canada (Canada)
Entrevista a Julio Berdegue
en programa “Canada en las
Americas” (Interview with
Julio Berdegue on the program
“Canada in the Americas”)

June 10, 2011



Contrapunto digital newspaper
 (El Salvador)

Organizacion de actores rurales es
crucial para el desarrollo (Organiza-
tion of Rural Stakeholders Crucial
For Development)

March 28, 2011



Elsalvador.com (El Salvador)

Técnicos en desarrollo rural
pretenden dinamizar el sector
(Rural development thecnicians
expect to dynamize the sector)

March 24, 2011







SECTION 05

Evaluation

RTD Evaluation



The RTD program was evaluated twice in 2011. The first was a self-evaluation by Rimisp that included collaboration with external consultants. The second was an independent external evaluation directed by the International Development Research Centre of Canada, the program's main funding source, which hired the team that carried out the process.

SELF-EVALUATION. In late 2010, Rimisp began a self-evaluation of the RTD program under the leadership of the monitoring and evaluation coordinator, Dr. Irene Guijt. The first part of the evaluation mainly involved Rimisp staff, which engaged in a critical analysis of the processes, outputs, and results of the program in its first three years. In the second part of the self-evaluation, four international consultants reviewed and enhanced Rimisp's analyses and conclusions. The external consulting team consisted of Drs. Jose Emilio Guerrero (coordinator) and Rosa Gallardo (both of the University of Cordoba, Spain), Gonzalo Delamaza (University of Los Lagos, Chile) and Francisco Rhon (FLACSO and the Andean Center for Popular Action, CAAP, Ecuador). All of the reports are available at www.rimisp.org/dtr/informes.

The self-evaluation report overseen by the program's coordinating team ended with some 20 lessons learned, most of which were self-critical, involving processes and outputs that could have been better utilized. They refer to the program's design and overall management, the capacity building component, public policy advocacy, support for Master's degree programs in Central America and Ecuador, and relationships with processes and stakeholders in regions outside Latin America.

The external consultants' report differs from that of Rimisp in that it is more positive in both its tone and the results and conclusions that it emphasizes. In a final section on the program's "added value," it states: "the importance of the **coordination of donors' efforts** in function of the program merits special mention. ... The program has allowed for the creation of the conditions necessary to **capitalize on the partners' accumulated abilities**, ... progress in regard to **knowledge of territorial dynamics** are of great interest and importance. ... One begins to observe the structural effects, patterns are repeated, and that is the potential advantage of a networked program."

Referring to the network of partners, the report concludes that "the **partners** and Rimisp have been empowered by the knowledge and interpretation of territorial dynamics. ... One key added value of the program is the above-mentioned **partner network**. The initial nucleus of partners has worked in a very cohesive manner, incorporating other partners that complement aspects with different levels of involvement, commitment, knowledge, and lessons. The diversity of partners is a potential source of wealth of the network but, as we have mentioned above, there is a need to work on the appropriate management of this potential. The program has allowed for the creation of the conditions for bringing individuals and stakeholders to the table who had never done so, and has given voice and the ability to express themselves to groups that have been invisible."

In analyzing the added value of the research, the evaluators conclude that: "Another very important aspect has been the **development of indicators and geographic maps**. The amount of information

utilized, the effort to systematize the information, and the use that they have had for the analysis of the territories and questioning of the reality has been substantial. This has allowed for an important and useful methodological development and an essential instrument for understanding the territorial development processes at the regional level for Latin America and understanding for a diverse and significant group of stakeholders. The program has offered pertinent and solvent information to the territories.”

The program’s capacity building work is also valued: “Despite the difficulties faced, the work conducted in the territories as part of the **Capacity Building** component has been very positive. In general, we can state that a real process of empowerment of local stakeholders has been produced. **Stakeholders have better knowledge of the operation of the territory and are aware of the potential of a territorial project.** ... Important progress is observed in regard to the level of commitment of municipal officials. Local governments have acquired an improved capacity to coordinate their actions. Progress has been made in overcoming the municipalist line of planning, and there are incipient but interesting pluri-municipal territorial construction processes.”

Another added value highlighted by the evaluators is the **Master’s Degree Program Network**. “It must be noted that the network has acquired autonomy and that two solid nuclei have been formed: FLACSO Ecuador and FLACSO Costa Rica. Researchers have also made valuable contributions to courses and seminars.

In the section on **recommendations**, the consulting team offers four proposals:

- That emphasis be placed on the synthesis process planned for 2011 and 2012 to coordinate and synthesize the program’s processes, results, and outputs. The team recommended dedicating the maximum possible attention and resources to that effort.
- That the project differentiate between areas of advocacy and increase the sustainability of advocacy processes, focusing on the development of mechanisms for accompaniment.
- That work be done on the empowerment and sustainability of the partner network, sharing knowledge and results and promoting intense multilateral connections among its members. Joint actions should be proposed, and progress from all the territories should be shared.
- That the project consider the added value of communication as an essential element in the next stage of the program, transmitting knowledge about territorial dynamics in Latin America to achieve and promote changes in policy and practice at the territorial, national, and regional levels.

“Conditions have been created so that groups of key stakeholders can take ownership of the territorial discourse, which we believe to be a great achievement.”

External consultants’ report complementing the self-evaluation.



IDRC Evaluation

The International Development Research Centre hired independent external consultants to evaluate the program. The team consisted of Dr. Steve Vosti (a professor in the Department of Agricultural Economics and Natural Resources at University of California-Davis) and Dr. Vanesa Weyrauch (a public policy expert at the Center for the Implementation of Public Policy for Equity and Growth, CIPPEC, Buenos Aires).

The evaluation addressed three issues.

- The program's scientific and intellectual contributions.
- The program's influence and policy advocacy.
- The results and effects of the program on the organizational development of Rimisp and the network of partners.

The evaluation included interviews with more than 100 people (Rimisp members, RTD program partners, government officials, and experts on rural development issues in Latin America and other regions), field visits to four of the 11 countries in which the program operates, the review of a large number of technical documents and reports, and an online survey answered by more than 500 people. The full reports by the evaluators are available in English at www.rimisp.org/dtr/informes

The summary highlights the program's main scientific and intellectual outputs and results and notes that the contributions are very significant in both quantity and quality. Describing influence on

public policy, the evaluation indicates that although processes are ongoing, their results and effects are already considerable and can be seen at all levels, from territorial to international. Regarding organizational development, the evaluators state that Rimisp has made very important changes in its governance, management, and administration; the organization is now more solid, larger, and more diverse, with increasing participation of women in leadership and research teams. The network of partners gets a very positive evaluation, and evaluators state that it is not only a broad and diverse group of more than 180 organizations in 11 countries, but that it is also very effective.



In their conclusions, the evaluators state: **“Over the past few years, a combination of scientific production, political influences, and organizations structures has emerged that is impressive and unique in the region. In regard to the scientific contributions, the RTD program has generated a body of research on rural territorial dynamics that is unprecedented in Latin America. ... Rimisp’s position has been strengthened and the organization is now more sustainable. ... The network of partners has expanded and is capable of carrying out large projects in an efficient manner and of leveraging that knowledge to influence public policy.”**

The evaluators also made three recommendations:

- First, the evaluation notes that by the end of the program (in June 2012) there will still be a great deal of work to do that could be organized into three areas of action. The first involves working with partners to continue and expand research on some of the new issues that emerged over the past few years. Second, the program could promote new alliances in order to provide guidance on public policy design. Third, the results that are already available should be used to generate methods, tools, and training content.
- The evaluators also observe that Rimisp has become a reference point in Latin America, but that it has less influence in other regions. They recommend investing in communication strategies, improving Internet tools, translating products and contents into English, and participating in international events of strategic importance for broadening Rimisp’s reach. They also recommend that Rimisp not make a greater effort to expand its work to other regions of the developing world.

- The third recommendation is that Rimisp design and implement a new funding model. Because the international community continues to move away from Latin America, result, Rimisp must diversify its funding sources, focusing on to national and sub-national resources in Latin America. To do that, Rimisp must develop new capacities in its own organization.



“Over the past four years, a new Rimisp has developed. ... The policies that guide rural development in Latin America will be directly influenced by the results of the RTD program and indirectly impacted by the action of network partners and others who know of and use these results.”

*IDRC Evaluation of the
Rimisp Program.*





SECTION 06

Management

Rimisp: knowledge, networking, and advocacy on territorial policies

The RTD program implemented by Rimisp between 2007 and 2011 has accumulated valuable knowledge of territorial dynamics in Latin America, and its results are being disseminated in various international media outlets and events. Rimisp's leadership in these studies has made it a **reference in discussion of development with social inclusion in Latin America.**

Rimisp is a non-profit regional organization that has worked since 1986 to support institutional change, productive transformation, and capacity building for stakeholders in rural Latin American societies. It focuses on conducting high-quality applied research and influencing the dynamics of social change through its studies, work, and advisory services. Its mission is to promote institutional, economic, and social changes in order to make Latin America a prosperous, just, and sustainable region.

One of Rimisp's strengths is its network of partners, interlocutors, and users of its products, methodologies, and lessons, all of whom are stakeholders involved in the discussion of territorial development, rural development, and local governance.

Rimisp is a permanent presence among them, as well as a shared asset and a collaborator that has facilitated opportunities for many individuals and organizations to carry out their projects and invest in building capacities, knowledge, and experience in development programs. It is also an ally for advocacy in network's area of action, which ranges from the local level of social organizations, NGOs, municipal associations, and other entities, to the highest levels of decision-making, involving national officials with whom Rimisp has established valuable channels of dialogue and collaboration.

PRIORITY AREAS. Over the past few years, the topic that has cut across all of Rimisp's work is the

relationship between economic growth, poverty reduction, and unequal income distribution, from the standpoint of territories.

Looking towards the future, Rimisp understands that its contribution to studies of development with social inclusion must focus on two major issues, non-metropolitan territories and agriculture and food safety, from the perspective of economic growth, social inclusion, and environmental sustainability.

To carry out its mission, Rimisp has established four areas for its 2010-2013 Plan of Action:

1. Contributing to better understanding of inclusive and sustainable socio-economic development of territories in Latin America, through critical analysis of the factors and trends that affect Latin American territories and their opportunities for development.



2. Conducting applied research, capacity-building activities, and the evaluation of policies and programs, participating in and strengthening networks and stakeholders in order to generate and systematize knowledge. It also focuses on strengthening systems for improving and ensuring the quality of processes and products, broadening its capacities for program and project evaluation, and promoting internal organizational learning processes that enable it to truly benefit from the intellectual, policy, and fieldwork experience of its programs and projects.

3. Influencing the strategies, policies, and programs of public and private organizations, through the design and development of proposals for change and institutional reform, interacting closely with decision-makers from the local level through the international level. Part of this work involves management of communication, information, and the dissemination of research results, from the classic line of publications to the more recent area of management of networks.

4. To carry out these initiatives, Rimisp is convinced that it must **constantly be attentive to its organizational capacities**, so as to improve its systems of governance and leadership, develop professional and administrative capacities, and improve the quality and efficiency of its administrative and financial systems.

New Members on Rimisp's International Board

In 2011, the composition of Rimisp's International Board changed. Ruben Echeverria continues as president and Alain de Janvry continues to serve as a member. The new members are:

Jose Maria Sumpsi, Board Member

Sumpsi, of Spain, holds a doctorate in agricultural economics from the Polytechnical University of Madrid and a Master's degree in operational research from the University School of Statistics at the Complutense University of Madrid. He served as assistant director general of FAO and promoter and coordinator of the EXPIDER program in several Latin American countries.

Jaime Crispi, Board Member

Crispi, of Chile, is a veterinarian with a graduate degree in agricultural economics and a Ph.D. in economic development from the University of Wisconsin. He is an agricultural business owner and served as general manager of Agroindustrial Surfrut. He was director of the Agrarian Research Group (GIA) and has worked as a consultant for FAO in Rome, a researcher for the University of Wisconsin's Rural Sociology Department, a consultant for ECLAC, and in various capacities at ODEPA.

Diana Alarcon, Board Member

Alarcon, of Mexico, is a senior economist in the Department of Economic and Social Affairs (DESA) of the United Nations Secretariat, where she is part of a group that prepares the Annual World Economic and Social Survey. In 2008 and 2009, she was director of the Inclusive Development Group in the Policy Bureau of the United Nations Development Program, headquartered in New York.

Jose Eli da Veiga, Board Member

Da Veiga, of Brazil, graduated from the School of Technical Engineers for Agriculture (1973), has a Master's degree in Agricultural Economics from the University of Paris IV - Paris-Sorbonne (1976) and a doctorate in economic and social development from the University of Paris I - Pantheon-Sorbonne (1979), and holds a professorship at the University of São Paulo (1993). He held post-doctoral positions at the University of London (1989), the University of California- Santa Cruz (1992), Ecole des Hautes Etudes en Sciences Sociales (2000), Università degli Studi di Milano-Bicocca (2005) and Cambridge University (2009).

RTD program advisory board meeting

The members of the program's Advisory Board (see box) and its Coordinating Unit met on March 25 in San Salvador to review the 2010 Annual Report and discuss the 2011 Plan of Action.

It was decided that the program should focus on the following areas:

- Participatory systematization and synthesis.
- Planning of advocacy actions.
- Strengthening of the network.
- Design of strategic communication.

The board agreed that Rimisp should begin to produce documents presenting the main findings of the work conducted over the past three years, without waiting for the final synthesis. These publications should contain a series of ideas that are specific and easily communicated. It was agreed that strategic communications products would be designed for specific audiences. The board also proposed a management model to convert new knowledge into products and public policy proposals that respond to the needs of diverse stakeholders and contexts.

The Advisory Board members highlighted the progress and merits accumulated by the program, including the maturing of the group of researchers, academics, and other stakeholders involved in developing opportunities for dialogue in Latin America, including activists-researchers-thinkers on rural development. They also noted the value of having

moved up the hierarchy with the program's advocacy actions.

Regarding advocacy, the board noted possibilities for fostering national policy dialogue, which requires that the program demonstrate that its research is solid, provide evidence and clear messages, and adjust to each political situation, finding the stakeholders and approaches that allow it to move from messages to specific advocacy. The goal is to contribute to the design of public policies for territory-based sustainable rural development.

Regarding the management model, the board said there is a need for the large quantity of information and knowledge accumulated over three years of research and action to be organized using a results- and indicator-based methodology.

Regarding program communications, the board valued the a large number of press releases, but highlighted the need to develop a clear message. The challenge for the remainder of the program is to transform the enormous amount of knowledge produced into output that can be used to influence the design of public policies for rural development.

Finally, the board noted the need to connect the program's results with the situation on the ground in each territory. It recommended including rural stakeholders (indigenous small farmers, family farmers, producers, etc.) and representatives of sub-national governments and private companies.

RTD Program Advisory Board

Eligio Alvarado
Dobbo Yala Foundation

David Kaimowitz
Ford Foundation

Monica Hernandez
Alternativa Foundation

Miguel Urioste
Tierra Foundation

Hubert Zandstra
Independent Consultant

Merle Faminow
International Development Research
Center (IDRC, Canada)

Claudia Serrano
Rimisp Executive Director

Members of the RTD Program Advisory Council



From left to right: Brent Rapson (ex-officio representative of, New Zealand Development Assistance Program (NZAP), New Zealand), Miguel Urioste (Tierra Foundation, Bolivia), Claudia Serrano (Rimisp Executive Director), Julio A. Berdegue (Program Coordinator of, Rural Territorial Dynamics, Rimisp), Hubert Zandstra (Consultant Independent, Canada), Monica Hernandez (Alternativa Foundation, Ecuador), David Kaimowitz (Ford Foundation, Nicaragua). Right superior image: Merle Faminow (ex-officio representative, IDRC). Right inferior image: Eligio Alvarado (Dobba Yala Foundation, Panama).

Coordination Unit

Francisco Aguirre

Capacity Building Coordinator
(20% time)

Julio A. Berdegue

General Coordinator RTD Program

Lucia Carrasco

Administrative Coordinator

Manuel Chiriboga

Adjunct Capacity Building Coordinator
(20% time)

Ignacia Fernandez

Adjunct Coordinator, Knowledge and Change in Rural Poverty and Development Project

Monica Maureira

Communications Coordinator

Felix Modrego

Applied Research Coordinator
(1/2 time)

Alexander Schejtman

Postgraduate Education Coordinator
(20% time)



Consultants

Ricardo Fuentealba

Researcher Assistant

Benjamin Jara

Researcher Assistant

Daniela Miranda

Researcher Assistant

Mariela Ramirez

Researcher Assistant (until June 2011)

Diego Reinoso

Communications Assistant

Pablo Torres

Administrative Assistant (since June 2011)







Financial Report

2011 Income and Expenditures

In 2011, the program had US\$2.4 million in income managed by Rimisp (see Income and Expenses table). Of that amount, approximately 67 percent corresponded to the agreement with IDRC, 25 percent to IFAD's contribution

through the Knowledge and Change in Rural Poverty and Development project, and 8 percent to the project funded by NZAP for work in Central America.

The program spent US\$2.4 million during the past year. Of that amount, approximately US\$1.6 million came from IDRC, US\$683.000 from IFAD and US\$154.000 from NZAP.

Table: 2011 Income and Expenditures 2011 (US dollars)

	2007	2008	2009	2010		2011	
	Real	Real	Real	Budget	Real	Budget	Real
INCOME	517.178	2.606.892	2.688.765	3.030.052	1.972.507	2.334.632	2.417.794
IDRC	517.178	2.606.892	2.077.007	2.155.595	1.158.818	1.539.455	1.622.617
NZAP			361.216	223.499	223.499	195.177	195.177
IFAD				600.000	540.000	600.000	600.000
OTHERS			250.542	50.958	50.190	0	0
EXPENDITURE	503.278	2.367.323	2.433.346	3.120.557	2.707.326	2.392.763	2.433.985
IDRC	503.278	2.367.323	2.040.108	2.089.784	1.976.039	1.471.901	1.596.108
NZAP				566.962	451.199	153.323	154.670
IFAD				236.642	185.489	767.539	683.538
OTHERS				227.169	94.599	0	0

2011 Breakdown of Expenditures

The following table shows a breakdown of expenditures for 2011 corresponding to the donations from IDRC, NZAP and IFAD.

Table: 2011 Breakdown of Expenditures (US dollars)

(A) IDRC donation

	BUDGET	EXPENDITURE
Personnel	141.298	139.623
Consultants	15.045	14.161
Evaluation	60.049	44.351
Staff international travel	41.045	27.929
Component 1 - Applied Research	671.884	718.867
Component 2 - Capacity Building	241.448	239.526
Component 3 - Networking and International Relations	0	0
Component 4 - Postgraduate Education	42.700	18.882
Component 5 - Rimisp Organizational Development	109.000	115.919
Component 6 - Communications	122.021	110.910
Other direct costs	36.000	31.621
Indirect costs	142.127	141.859
TOTAL	1.622.617	1.596.108

Table: 2011 Breakdown of Expenditures (US dollars)

(B) NZAP donation

	BUDGET	EXPENDITURE
Personnel	0	0
Evaluation	0	0
Staff international travel	25.013	25.013
Component 1 – Capacity Building	55.071	55.098
Component 2 – Communications and Political Advocacy	69.711	69.687
Other direct costs	0	0
Indirect costs	14.569	14.567
TOTAL	164.363	164.365

(C) IFAD donation

	BUDGET	EXPENDITURE
Personnel	109.546	110.803
Professional services	53.293	52.475
Travel expenses	27.549	11.629
Component 1 – Operational Costs	159.622	150.995
Component 2 – Operational Costs	0	0
Component 3 - Operational Costs	224.372	212.986
Component 4 – Operational Costs	50.000	13.368
Other direct costs	26.752	17.775
Training	46.954	56.048
Indirect costs	70.453	64.521
TOTAL	768.541	690.600

Contact



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