



Annual M&E Report 2010 RTD Program

Explaining, Capitalizing and Sustaining a Rich Harvest

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Informe del programa Dinámicas Territoriales Rurales

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INDICE

Executive Summary	4
1. Introduction about the report.....	11
2. Overall Progress of the Program	12
3. Key Issues.....	15
3.1 Enabling Research for Territorial Change: Outputs and Process	15
3.2 From Capacity Development to Territorial Transformation.....	21
3.3 Policy Dialogue, Institutional Practice and Territorial Change.....	26
4. Progress towards Programmatic Results	32
5. Conclusions: Revisiting Core Assumptions Comments and Recommendations	35
Annex 1. Detailed Progress with Annual Plans	37
Annex 2. Specific Comments about progress with NZAP Objectives	45

Executive Summary

This year marked the mid-life point of the IDRC grant for the RTD Program, an important year for reflection, currently underway with an external review and detailed self-assessment. This year has been one of rich harvests. Dozens of research documents and territorial and international initiatives are bearing the fruit of insights, triggering debates in territories, placing rural territorial dynamics on the agenda, generating new coalitions, reshaping territorial agendas, and enabling new forms and levels of exchange on territorial development.

Summary of progress

In 2010, 37 studies were undertaken and are being finalized in 11 countries and 19 territories, with the synthesis activities starting to take shape. These in-depth territorial studies and the emerging synthesis represent a body of thinking that is collaborative, integrated and reflective. Of the two crosscutting themes, gender and environment that proved so elusive and frustrating in the initial years, very good results are emerging from the gender work.

Territorial efforts, formally known as 'capacity development' aimed at strengthening actors and institutions in 6 territories, progressed at diverse paces after being delayed considerably in 2009 and despite the conceptual ambiguity of the component. In all cases, close work with local authorities and a few NGO and business representatives, is present whereas participation of the powerful and excluded citizens (women, young, poor) is limited though not absent. This territorial work is the basis for a collective document on good ideas for facilitating processes towards achieving more virtuous territorial dynamics.

Five \$40.000 policy-influencing grants were awarded (out of 10 received) to program partners in SV, NI, CL, PE and EC, which had participated on the applied research and capacity building initiatives. Policy influencing will be greatly strengthened at national level with the approval and start of the joint IFAD-IDRC project "Knowledge and change for rural development" (an additional US\$ 2 million grant) in four countries. A 250+ conference 'Territorial Rural Dynamics in Emerging Economies' was co-organized by the program along with governmental bodies of Brazil, South Africa, China and India, and was evaluated very positively.

The second summer school and a second network annual meeting were held in Nicaragua. Despite renewed efforts of the network, its future remains unclear.

The *communication team* has faced increasing demands this year. It remains a challenge to convey the discourse and vision that the program has accrued from empirical research, based on the synthesis work and all the finished papers, and

translate them into communicable and attractive messages to a focused set of contexts and audiences.

Administration has progressed well, over all. The M&E unit has finalized several studies and has guided the design and implementation of the Mid-Term Review/Final Evaluation. The M&E function in the program will be restructured in 2011 due to departure of the current team.

Summary of Key Issues

As the program enters its last phase, three issues require attention: explaining, capitalizing on and sustaining the gains. This is important in relation to (1) the research process and focus, (2) the territorial transformation work, and (3) policy/practice influencing, especially as all three elements increasingly merge and interact.

Issue 1. Enabling Research for Territorial Change: Outputs and Relationships

Research Outputs. Intense research efforts in the 19 territories have led to 37 studies produced in 2010. All documents have been or are being peer reviewed and will be used to produce focused policy and academic documents. The gender-focused studies have been notable in depth and speed, though caution is needed to ensure this is well integrated in the last phase of work. Central to the success of the program will be the *synthesis* – an expected ‘mid-range theory’. To this end, a process of iterative approximations started with producing a draft synthesis of the four scout projects, which took considerably longer than planned. In October 2010, research partners debated this document, drawing on the regular research projects, the gender and environmental studies, and the territorial capacity development projects.

Valuing the Process. Essential for the current intense production of documents has been an *extended collaborative research process* involving dozens of individuals, together shaping the research focus, methodology, and findings. Respondents to a survey among research partners were mainly positive. The methodological framework was appreciated due to the interesting focus on the ‘territory’, the incorporation of a gender focus, and a common yet flexible framework. The many exchanges between organizations were valued, as was Rimisp’s management and transparency. Most *problematic* for partners were economic and political conditions in the territories, which lie outside the program’s influence. The limited time for the research, combined with simultaneous policy influencing, was found difficult, as was the tension between high expectations of Rimisp, available resources and achievable results. The

flexibility of the research framework has generated diversity, now making for a tough synthesis process.

Onion Network. The DTR program network consists of 52 partners and 150 collaborators. An analysis of individual participation in 16 of key program events show a clear pattern with an: inner (15-25 researchers), second level (30 or so project coordinators/direct colleagues); and incidental others (around 500). In discussions on how to capitalize on and sustain the emerging web of relationships, this nuanced view of 'the network', with researchers at the heart, will be essential.

Building capacity. Capacity development is not just for territorial stakeholders. Surveys for the mid-term review and among a sample of nine territories show that many capacities have been generated among researchers, not only research capacities. Research capacity is developed in local government, while program partners report better capacity to elaborate territorial strategies and projects.

Issues for consideration for the last phase of the program in relation to the researchers and network engaged in the program are:

1. In focusing on depth versus breadth in the final phase, the program is encouraged to consider ways to engage the first and second levels of the 'onion' network, as all linkages are part of the rich asset of the program.
2. The shift from research to influencing policy and practice asks of the program to consider supporting research teams more in extending research to include the newer policy/practice influencing; and understand what program partners are doing on communications for change, and how the program might support this better.

Issue 2. From Capacity Development to Territorial Transformation

Part of the DTR program includes embedding research findings to selected territorial realities in Ecuador, Chile, El Salvador, Guatemala, Nicaragua and Honduras (28% of the 2010 budget). From a situation in 2009 with serious delays, this year has seen greatly accelerated activity in these 'learning laboratories'. All teams have made significant advances – to varying degrees and of varying quality.

Mixed messages continued for some time this year on the purpose of the work and its scope. Results were framed as numbers of poor involved, investment plans formulated, platforms generated, and not framed as action research or even as numbers of people with enhanced capacities. Now, the initial focus on capacity development is recognized by those involved as inadequate for what is, broadly speaking, 'territorial transformation'. Partners have made critical

investments in creating relationships, social mobilization, planning, generating support for cross-territorial working groups, and in some cases, training.

Revitalizing and focusing existing platforms in Tungurahua (EC) and Chalatenango (SV) seem to be yielding particularly good results. Initial steps were taken to create multi-actor platforms in O'Higgins (CL) and Olancho (HN) but their strength is, as yet, unclear. In el Macizo (NI) local spaces on which to concentrate efforts have been found, given difficulty to activate a broader territorial platform. These processes are generating discussions on territorial visions for critical issues, based on recognizing shared problems that require joint solutions. Collectively, a significant key output is a document on how to initiate territorial processes, demonstrating considerable diversity of strategy, pathway of change, difficulties en route, and (interim) results.

Territorial change is being facilitated through four strategies, part of the emerging understanding on how to initiate DTR: (1) applied research as capacity development; (2) strengthening existing 'spaces' and creating new spaces for articulating territorial level problems, needs, visions, and strategies; (3) focused capacity development of specific stakeholders on specific topics; and (4) strengthening marginalized groups and encouraging the 'self-marginalized' (entrepreneurs) to participate.

Teams have encountered significant challenges on issues ranging from weak institutionality and lack of incentives for powerful actors to participate, to a tight project time frame, limited resources, and small on-the-ground teams. Unclear at this stage from the lessons in the six territories is how the territorial level connects with regional and/or national political, financial and institutional processes.

Three issues merit special care in 2011 by the Program.

1. The program must ensure that it appropriately frames the validity and scope of the collective learning to date. The work in the six territories has not matured enough to be able to illustrate the inevitable dynamics and related challenges of local realities.
2. Clarify how the territorial transformation work will be assessed.
3. Remember to assess capacity development, as per the original intention of this line of the program's work.

Issue 3. Policy Dialogue, Institutional Practice and Territorial Change

The program is enabling two kinds of public/private policy processes: purposive efforts and unexpected ones. Program elements are increasingly merging into integrated change strategies – research and capacity development as part of policy influencing.

For **territorial and sub-national work**, the program's Policy-influencing Fund to link research findings with public/private partnerships has funded five projects: Chile, Peru, Ecuador, El Salvador y Nicaragua. Results will be known in 2011. In addition, various partners have undertaken policy-influencing work, partly through the capacity-development funding stream. Respondents to the survey indicated 16 initiatives in eight territories. They focus on local governments and territorial levels (EC, PE, CL, GT, BR, HN) with national work in El Salvador, Nicaragua and Chile.

Partner's self-assessment of current results focus on shifts in discourse, ideas and processes, although in some cases, more tangible outcomes in terms of reorientation of policies and programs were also mentioned (e.g. EC, SV, NI, CL). Challenges lie in changing the content, behavior and attitudes in relation to policies, plans and organizations.

Important in these processes have been: technical inputs, evaluation or support to elaborate a territorial plan, agenda or strategy. Key allies in these processes have been local/regional government, NGOs, social groups and universities. Respondents noted that territorial processes are positively influenced by: the level of stakeholder participation, the level of commitment and ownership of a joint vision/strategy, legitimate spaces for dialogue, funding, and the quality of direct and sustained support. Factors that hinder territorial processes are: overlapping and unclear organizational mandates, and low organizational and mobilizing capacity beyond local visions.

At the *international level*, the conference in India linking high level policy makers and academics from Brazil, China, India and South Africa as well as international agencies, convened 250 participants – however few were program partners. Participants evaluated the event very positively, in particular greater awareness of the challenges and common policies, which raised interest in research and follow on events. To date, the most significant interim effect is a workshop being organized by South Africa for 2011, with selected participants from the India conference, to contribute to rethinking its rural policy. IFAD also created a fund for South-South learning but it remains to be used. Finally, the new IFAD project is both a result of the program – interest generated, and a new sub-project.

These processes all contribute directly to programmatic results. They emerge from the ability of the program partners and Coordination Unit to generate great

interest and mobilize key people at diverse levels, through an innovative focus, credibility of its added value, and the skills and expertise of partners. The new connections created are feeding interest and leading to new joint initiatives. However, results are still tentative. One of the remaining questions is related to the lessons upon which the program is to build and capitalize. This in turn points to four key considerations for the program's strategy.

1. **Capacities for influencing policies and institutions.** Given the dynamism of contexts and processes, the program should consider identifying and supporting those capacities needed by partners and allies to respond to emerging opportunities.
2. **Orienting final phase of efforts around insights about policy/practice influencing work to date.** Building the last phase of efforts on some understanding of what appears to work and what does not is not a luxury, given the desired contribution of the program and investment involved. This requires asking partners how to sustain efforts and results beyond the program's horizon and reach. In this last phase, strategies and concrete activities are needed to increase the accessibility and impact of current outputs.
3. **Connections and relationships for multi-level scaling.** The Coordination Unit and partners are encouraged to discuss the routes, bridges and instances that most optimally are likely to contribute to scaling up results from the local, territorial to national/regional levels.
4. **Focusing international policy influencing.** The program should select specific targets (in terms of organizations and processes) that allow translating research findings and implications into concrete policy actions and changes (such as the process in South Africa).

Progress towards Programmatic Results

In June 2010, the programmatic results were reformulated as a result of discussions with the start of the additional IFAD-funded project. These three results, along with the focused results as formulated by the NZAP grant, form the focus for judging the program's value. This section draws on the internal evaluation report, with additional comments.

Programmatic Result 1. Network and Coalition Consolidation. The partner network that has evolved to date is a critical result. The partners operate, in general, to high standards, are committed to the program as a collective endeavor and are active in what has emerged as a long term and regular dialogue. However, the self-assessment process identified two limitations:

1. very few linkages with stakeholder groups crucial to formal and informal territorial decision-making: entrepreneurs, social movements, and (sub) national governments; and
2. narrow focus on those in the 'rural patch' and the need to engage more systematically and significantly with non-rural arenas.

Programmatic Result 2. Constructing a shared vision and strategy for Latin America. Here the program has seen much progress in 2010, with a solid body of knowledge being generated about territorial dynamics, their effects and key drivers. These insights serve as the basis for a vision for revitalizing rural territories based on social justice, the so-called 'mid-range theory'. Progress towards insights on how to initiate or strengthen territorial development has been considerably slower, particularly in defining the underlying conceptual framework. On the ground, territorial development in areas with weak social capital, and engaging substantially with marginalized and with the business sector have emerged as important challenges to resolve. In particular, the short time frame (around 18 months maximum) for which program funding has been available selected territories, means that the program can deliver insights only about the initial stages of a longer change trajectory.

Programmatic Result 3. Public policy and practice influencing. For the program partners, dealing with policy influencing has required a steep learning curve. National, state-level and municipal government policies and programs, multilateral aid agencies, university curricula, international research agendas, South-South governmental collaboration – have all seen activity initiated directly as a result of DTR Program work. Many of the examples of policy/practice change, cannot, however, be explained. And other desired targets, such as private companies and social movements, escaped the reach of the program.

From an initial rather naïve and traditional logic of policy influencing via better evidence and capacity building, a more nuanced conceptualization will inform more appropriate support mechanisms for the partners.

1. Introduction about the report

This year marked the mid-life point of the IDRC grant for the RTD Program. For IDRC, as core funder, this makes 2010 an important year for reflection, currently underway with the mid-term review process. Equally significant is that the NZAP grant comes to a close in early 2011. For NZAP, as key contributor to the Central America work, December 2010 means the grant is approaching its finish in early 2011. Both the MTR and the final evaluation ask of the program a solid stock, both internally and externally of progress to date. On the other hand, in June 2010, an additional IFAD grant stretched the program into national rural poverty policy influencing arenas. This grant will add focused policy influencing work at national level in four countries and will extend it beyond the original 2012 end.

This year has been one of rich harvests. Dozens of research documents and territorial and international initiatives are bearing the fruit of insights, triggering debates in territories, placing rural territorial dynamics on the agenda, generating new coalitions, reshaping territorial agendas, and enabling new forms and levels of exchange on territorial development. The years of investment have led to an explosion of outputs.

Three key issues are emerging from a look at this year's work: explaining, capitalizing on and sustaining the gains. To make strategic choices for the last phase, the program needs to rigorously and solidly look at three questions:

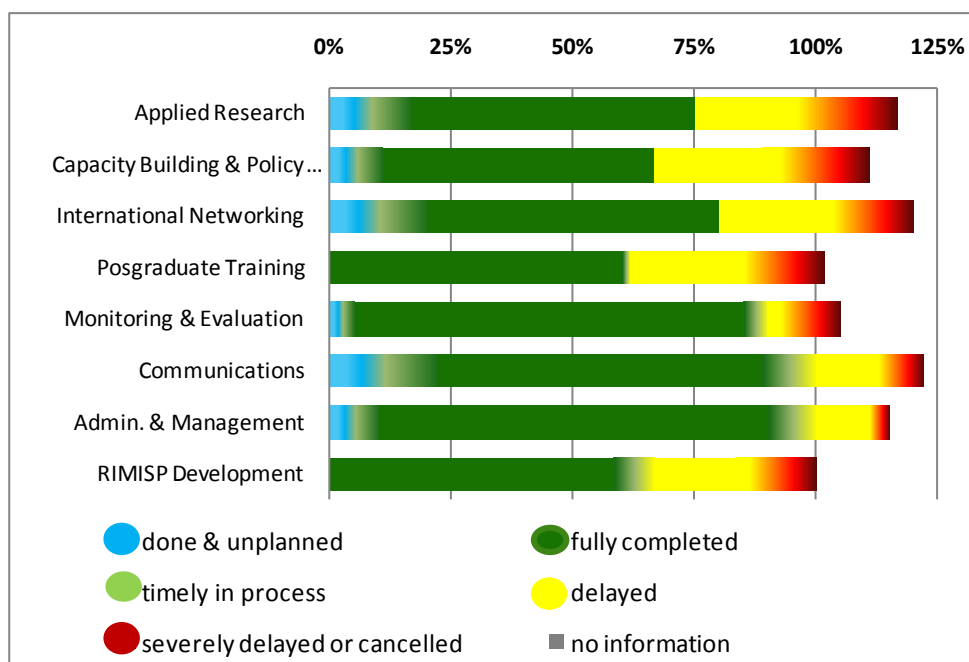
1. What explains the (un)expected outputs, especially with policy/practice influencing? What has made possible the outputs and their quality, and what has been the role of the program?
2. How can those involved capitalize on the outputs and processes that have been generated?
3. What is needed to sustain and strengthen those processes that are considered priorities?

This annual report starts with a short overview of progress within the key areas of the program. It then discusses three themes: the research process; territorial transformation; and policy influencing. It closes with key issues for consideration by the program.

2. Overall Progress of the Program¹

Figure 1 (and Table 1, Annex 1) provides a quick overview of progress towards plans. Around 75% of activities were either on time or finalized. Figure 1 shows that several areas include additional, emerging activities pushing activities beyond original annual plans.

Figure 1. Progress towards realizing annual plans



In 2010, 37 studies were undertaken and are being finalized in 11 countries and 19 territories, with the synthesis activities starting to take shape. These in-depth territorial studies and the emerging synthesis represent a body of thinking that is collaborative, integrated and reflective. Two books came from the partners based on RTD program research while additional academic papers and publications have been postponed for 2011. Of the two crosscutting themes, gender and environment that proved so elusive and frustrating in the initial years, very good results are emerging from the gender work that is stretching understandings about rural territorial dynamics. How to synthesis the many outputs will be crucial next steps as there are no more second chances in the last 18 months of the program. In November 2010, the core group of researchers started jointly mapping out this process and ideas for the last round of research in 2011.

¹ Information sources: interviews with component coordinators, emails, annual plans and program updates.

Territorial efforts, formally known as 'capacity development' aimed at strengthening actors and institutions in 6 territories, progressed at diverse paces after being delayed considerably in 2009 and despite the conceptual ambiguity of the component. Two territories (NI, SV) have been more active in promoting multi-stakeholder discussions (including municipal governments), devising strategies and even developing priority territorial development plans and projects. Three others (CL, GT, HN) have made progress more limitedly and mainly towards facilitating actors' discussions and prioritizing plans. In one case, progress has been made towards fine tuning and providing advice to a provincial, based on a competitiveness agenda and plan that were developed with core program support (EC). In all cases, close work with local authorities and a few NGO and business representatives, is present whereas participation of the powerful and excluded citizens (women, young, poor) is limited though not absent. This territorial work is the basis for a collective document on good ideas for facilitating processes towards achieving more virtuous territorial dynamics. As is discussed in 3.2 (also see Iturralde and Mace 2010), a range of other initiatives not supported by the RTD program is emerging in other countries and territories.

Five \$40.000 policy-influencing grants were awarded (out of 10 received) to program partners in SV, NI, CL, PE and EC, which had participated on the applied research and capacity building initiatives. Another significant line of action for policy influencing is the start up of one project, the program's joint IFAD-IDRC project "Knowledge and change for rural development" for \$3.3million. Considerable progress was made towards agreement on a Ford Foundation funded project "Sub-national governance for territorial development" which would pick up the sub-national government level, of which the program had an unsuccessful first initiative.

A 250+ conference 'Territorial Rural Dynamics in Emerging Economies' was co-organized by the program along with governmental bodies of Brazil, South Africa, China and India. The conference was evaluated very positively by a sample of participants not only in terms of utility (91%) but also satisfaction (88%) and overall professional value (91%). Other presentations on the RTD approach and experiences have been given at international fora, such as: Spain, Mexico, IICA's virtual congress; ECLAC's international conference on economic territorial development; LASA; Brazil's, Rural Sociology & Economics Conference; and the NOLAN Conference. Also, the RTD approach was presented at a conference in South Africa, contributing directly to the formulation of the National Rural Development Policy.

The second summer school and a second network annual meeting were held in Nicaragua. Two new postgraduate programs joined the network and one left (as it has no MA program). Network coordination is now in the hands of UCA (SV)

with partial (small) financial support from the program. They have finished the grant proposal for about \$517,000 in order to fundraise sustained activities. Although the renewed efforts of the network, its future remains unclear.

The *communication team* has faced increasing demands this year as a consequence of newly launched products (a website on the territorial maps and studies), positioning RTD issues with media organizations and opinion makers, as well as the emerging work with program partners in the territories. They have been a particular challenging considering the change of coordinator and organizational rearrangements (communications as a corporate function of RIMISP). It remains a challenge now to convey the discourse and vision that the program has accrued from empirical research, based on the synthesis work and all the finished papers, and translate them into communicable and attractive messages to a focused set of contexts and audiences.

Administration has progressed well, over all, with some delays in payment processing emerging recently. 122 new contracts has the Administration unit dealt with during this year, being about \$1.5 million and relating to over four donors grants including the new one from IFAD. Also they have organized 13 workshops. More information has been provided to CU coordinators on budget execution progress, along with financial statements and ad-hoc reports.

The M&E unit has finalized two topical inquiries (capacity building; policy influencing/research) and has guided the design and implementation of the Mid-Term Review/Final Evaluation (see Box 1). The M&E function in the program will be restructured in 2011 due to departure of the current team.

Box 1. The MTR (IDRC) / Final Evaluation (NZAP) Process

This year, the crucial Mid-Term Review (MTR) was initiated as part of the IDRC grant. It dovetails with the Final Evaluation of the New Zealand Aid Program grant that covers a substantial part of the Central America work of the program. The MTR is an innovative process that brings together the richness of insider knowledge and the objectivity of an external perspective. All documentation will be put in the public domain once the process is finalised by May 2011.

The first part of the process involves a self-assessment by the Coordination Unit. Fed by a solid review of existing evidence and drawing on the many experiences – not all of which have been documented, the component coordinators analysed highlights and concerns about their work to date. Over the course of three workshops, and fed by additional interviews with partners and a detailed survey, information gaps were filled and agreement was reached about achievements. The M&E unit acted as process guardians, asking additional questions that led to greater precision and more balanced analysis. The self-assessment report has also been shared with program partners for comments.

The second part of the process is an external review of the self-assessment report. This panel will assess the validity and rigour of the self-evaluation and make observations on the program's relevance to date. The external panel members are specialists on RTD and related themes: Dr. Jose Emilio Guerrero and Dr. Rosa Gallardo Cobos of the University of Cordoba (Spain), Dr. Francisco Rhon of FLACSO (Ecuador), and Dr. Gonzalo de la Maza of Universidad de Los Lagos (Chile).

3. Key Issues

This section discusses three issues that help explain the evolution of the RTD program and its progress towards the overarching programmatic results. It illustrates the shifts in understanding, practice and management support that have taken place to enable the potential of the partners, their insights, existing and new skills and level of action to embed RTD as a concept with practical value in Latin America. The *first issue* discusses the shift from an initial focus on research as studies to one that encompasses capacity building and policy influencing. The *second issue* describes a move away from a more narrow understanding of capacity development to one of capacity changes as part of a broader process of territorial transformation. The *third issue* concerns the many levels and diverse nature of policy influencing initiatives and activities that are emerging through program support. Together, the three issues provide evidence about the extent of progress towards achieving the program's contribution in three key areas: new ideas, on-the-ground changes and changing policies and plans.

3.1 Enabling Research for Territorial Change: Outputs and Process

Research Outputs. The applied research focus of the program for the first 3 years has led to 46 final documents produced in 2010: four scout studies; 11 regular studies (with four additional studies related to the sister DTR-IC initiative on cultural identity); six gender studies; and five environmental studies. All documents have been subjected to critical (peer) review and debate. They are the basis for current work on the synthesis document(s), focused communication products, and journal articles and books. The prolific and solid work on gender in 2010 has been notable in its depth and speed, following considerable frustration to find a suitable leader. Particularly important from a program perspective has been the shift from a household level focus that is common in rural gender studies, to a territorial focus and gender systems as determining factors for territorial dynamics.

Box 2. DTR Program pathway of collaborative research

1. Sept 2007, meeting of initial partners
2. Nov 2007, Cocoyoc, Mexico – meeting on conceptual framework
3. Feb 2008, Lima, Peru – meeting with scout projects
4. Apr 2008, Granada, Nicaragua – meeting with scout projects on results of Stage 2A
5. Aug 2008, Lima, Peru – launch of regular projects and capacity building SAE
6. Sep 2008, Salvador, Brazil – scouts workshop to deepen concepts/methods for Stage 2B
7. Nov 2008, Quito, Ecuador - meeting to launch C2 (first meeting with no follow up)
8. Mar 2009, Antigua, Guatemala – Annual Program Meeting
9. Jun 2009, Lima, Peru – relaunching C2
10. Jul 2009, Chile – small group reflection on progress with program after 2 years
11. Nov 2009, Lima, Peru – meeting of project coordinators
12. Jan 2010, Nicaragua – workshop with C2 partners
13. Mar 2010, Bogota, Colombia – Annual Program Meeting
14. Jun 2010, Panamá – meeting of scout projects to start synthesis
15. Jul 2010, workshop on integration FIDA-DTR projects/programs
16. Aug 2010, San Salvador, El Salvador – workshop on progress C2
17. Oct 2010, Santiago, Chile – workshop with project coordinators

The synthesis, in particular, is essential to 'get right'. Much effort is being put in by the Coordination Unit and key partners to develop a collaborative process that will lead to a rigorous and crosscutting analysis. As an initial step, the draft synthesis based on the four scout projects was sent out for comments, with eight reviewers from among partners and Coordination Unit members and 12 outside reviewers offering important revisions. In addition, the synthesis was intensely debated during the October project coordination meeting in Santiago.

Valuing the Process. Essential for the current intense production of documents has been an extended research process involving dozens of individuals – partners, contracted researchers – who have engaged in an ongoing discussion about research focus, methodology, interim findings and now overarching patterns of insights (Box 2). The internal evaluation by the Coordination Unit (which will be in the public domain after the evaluation process is finalised in May 2011) details the construction of the research process.

In a survey among research partners (Mace and Iturralde 2010)² about how they perceived the research process, appreciative and critical comments were given about the territorial teams, the territorial/national context, Rimisp and the Program approach – which received most comments.

The most positive feedback related to the methodological framework for the program: the territorial focus as an interesting approach, the incorporation of a gender focus, and the benefit of a common – yet adaptable framework. Also appreciated was working collaboratively as a network that made possible exchanges between organizations. Rimisp was valued for its role in support, transparency and defining responsibilities.

Most problematic in the research process were issues outside the control of Rimisp or the partners: territorial conditions (political/economic instability). Nevertheless, several problems were noted that relate to the Coordination Unit in Rimisp. One of these is the problematically short time frame for the projects and the methodology, particularly simultaneously combining research and policy influencing. Also noted were the limited space for exchange between territories within the same country (where there is more than one participating territorial effort), and the imbalance between the high expectations of Rimisp, the resources and achievable results.

Finally, the methodological framework was also perceived as problematic due to the (also beneficial) flexibility that has led to enough diversity to hinder the synthesis. It was also viewed as conceived quite 'classically', with research

² Invitations were sent to 15 partners in 20 territories. Responses related to nine territories in six countries (BR, CH, EC, SV, GU, HN), representing a good sample.

reducing actors to recipients of information rather than co-creators of knowledge, which leads to findings that are hard to access and use by development actors.

Network as an Onion. The program network is described generically as consisting of '52 partners and 150 collaborators'. An analysis of individual participation in 16 of the key events (see Box 2) shows an onion-layer of engagement, a heterogeneous web of relationships. Funding restrictions affect this participation as events had quota per partner/territory (resulting in peaks in Figure 2).

Figure 2. Spread of participation by individuals in program events

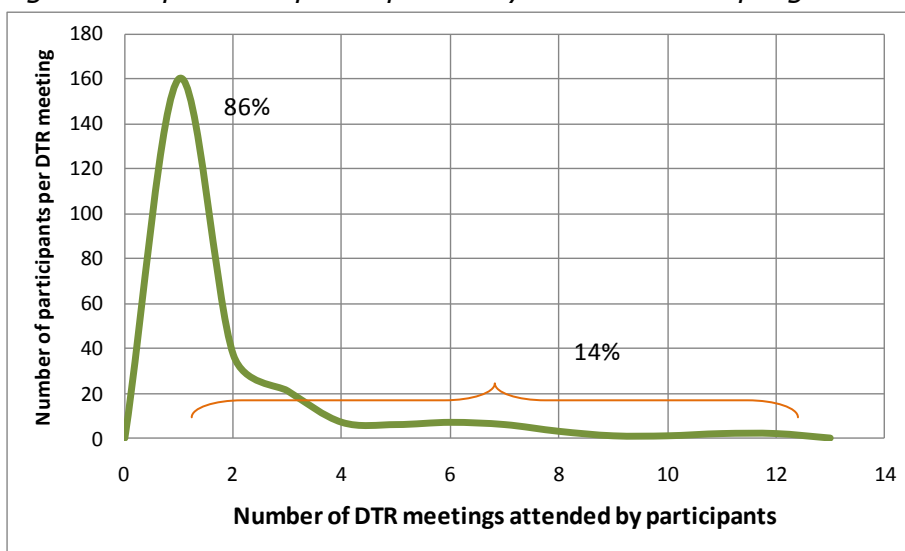


Figure 3. Range of size of key program events

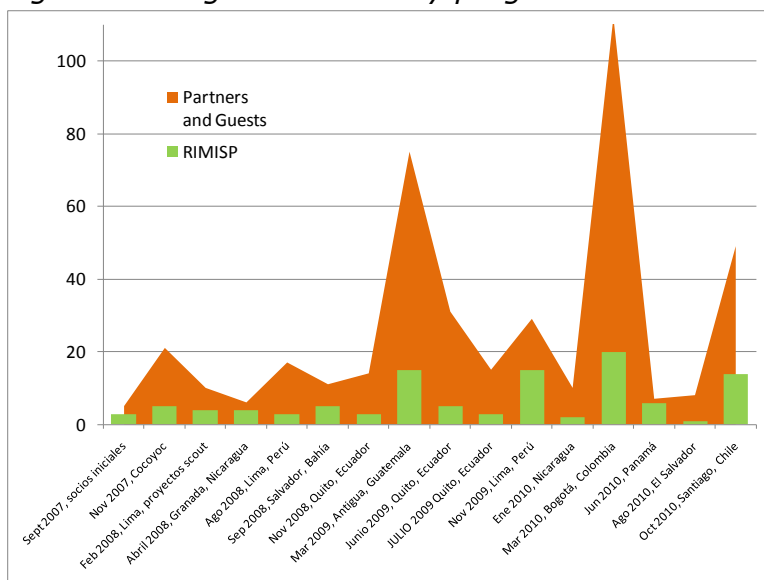


Figure 3 shows a core of 15 individuals participated in six or more events (active in eight countries: PE-4, BR-3, EC-2, BO-2, SV-1, GU-1, NI-1, MX-1), with considerable rotation among the 510 others who attended the 16 events analyzed. This diversity underscores the inner core group (15-25 individuals), second level (30 or so project coordinators/direct colleagues); and others involved on a more incidental basis. In discussions on how to capitalize on and sustain the emerging web of relationships, this nuanced view of 'the network' will be essential.

Building capacity. In the RTD program, one component is known as 'capacity development'. However, capacity development is a feature that transcends and cuts across all the components – this is important to recognize as an important programmatic contribution to rural development in LAC.

The survey (Macé and Iturralde 2010) shows that 29 capacities have been created and 13 existing ones further developed (see Figure 4). Most commonly mentioned was development of tools and methods for research, and applying research tools.

Noteworthy are the more complex and non-academic, yet critical, capacities such as how to develop territorial projects. Although listed less frequently than more classical research capacities, examples are: identifying and prioritizing ideas for territorial projects (Olancho, HN); learning how to establish an association of municipalities (O'Higgins, CL); and designing territorial projects together with territorial actors (O'Higgins, CL).

Table 2 shows the results of another survey held among research partners (Oct 2010). There too, the presence of enhanced capacities that stretch considerably beyond subject matter or research skills is notable (see italicized items).

An important question, particularly in relation to where and where the program wants to leave sustained shifts, is where enhanced capacities are located. In the Macé/Iturralde survey, partners mentioned themselves, universities, and multi-actor platforms most often. Local governments, producer organizations, civil society organizations and vulnerable groups were mentioned less.

Figure 4. Survey results about types of capacities created/strengthened (N = 42 different mentions of capacities)

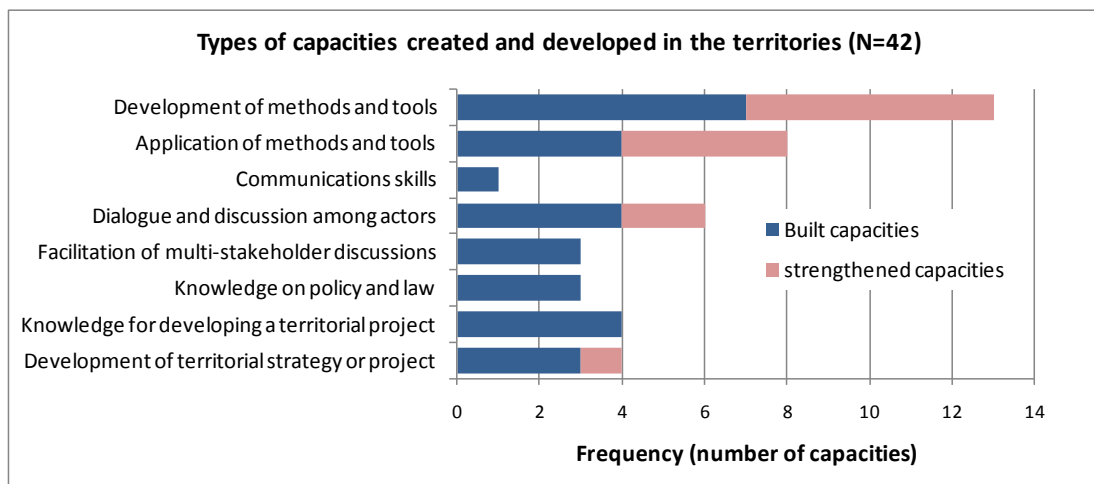


Table 2. Partner capacities changed through the program

Capacity (<i>italicized items extend beyond traditional research</i>)	Min	Max	Average	Mean
New or better relations with people or organizations that work on themes or areas similar to those of your organization				
New or better relations with people or organizations that work on themes or areas different to those of your organization				
Competence in using methods that are innovations for you or your organization	2	5	3,9	4
A better vision of changes in rural societies in your country and/or Latin America	3	5	4,4	4
New knowledge related to important development topics	3	5	4,0	4
Competency in identifying and analyzing problems or challenges important for development (especially rural)	3	5	4,0	4
Better capacity to conceptualise, conduct and implement research, action-research, or capacity development processes at local or territorial level	2	5	3,7	4
<i>Greater capacity to conceptualise, conduct and implement communication processes about the results of your work</i>	2	4	3,1	3
<i>Greater capacity to conceptualise, conduct and implement processes that influence public actions significant for development, including public policies</i>	1	5	2,96	3
New visions or greater understanding of the environmental aspects of rural development, and/or greater capacity to incorporate this dimension in your work	2	5	3,6	4
New visions or greater understanding of the gender aspects of rural development, and/or greater capacity to incorporate this dimension in your work	2	5	3,5	4

0= worse than before; 1=no; 2=little; 3=average; 4= a lot; 5= very much

N=28 (68% of total 41 non-Rimisp participants attending research coordinator meeting, Santiago Oct 2010)

Issues for Consideration

A consistent message from partners involved in the program is the tension between expectations of the research, time frames and resources provided. However, this tension also appears to be accepted as all partners agree to the conditions under which work takes place. Furthermore, it is within this tension that creative and productive partnerships appear to have been possible.

In summary, the issues for consideration for the last phase of the program in relation to the researchers and network engaged in the program are:

1. In the last phase of the program, depth versus breadth is important. Hence it is inevitable that work needs to focus on certain partners, countries, policy processes, and themes. The program is encouraged to consider ways to engage the first and second levels of the 'onion' network. These linkages are part of the rich asset that the program has strengthened for future rural development work in Latin America.
2. Given the need to shift from research on to making a difference in policy and practice by capitalizing on the rich findings, two areas merit more investment.
 - a. Support the research teams more in extending research to include policy/practice influencing. The multiple demands of research and policy influencing that the teams encounter are unlikely to recede. And it is the policy influencing capacities that are new for some (but not all) partners that were mentioned in the partner survey as limiting the time they have for research.
 - b. In 2009, the communications team within the Coordination Unit made little progress on working with the territorial teams to support policy/practice influencing. This limitation has persisted in 2010 for the program as a whole, with some notable exceptions, e.g. salmon in Chiloe. Communications is recognized by the program as the key to change, hence it being designed as a crosscutting set of activities. However, little evidence exists that this dimension is being invested in systematically and significantly across the program. In 2011, the Coordination Unit needs to understand what program partners are doing on communications for change, and how the program might support this better in the last phase to make a difference.

3.2 From Capacity Development to Territorial Transformation³

Part of the logic of the RTD program is to embed emerging research findings in a selection of territorial realities (Ecuador, Chile, El Salvador, Guatemala, Nicaragua and Honduras), to 'ground truth' applied research findings and to build insights on how to work with the RTD concept. Understanding progress with this component is also crucial as it receives 28% (US\$744.0004) of the 2010 budget (combined NZAP/IDRC).

In the annual report for 2009, serious delays were reported in relation to the territorial level work. In 2010, activity accelerated considerably and significant developments are emerging. Ortiz reviewed the initial work in detail. This discussion draws on his work (up to mid 2010), field visits by the M&E Unit to Central America, and recent documentation by the field teams.

The efforts in six territories have started influencing shifts in practices and policies in order to transform territorial dynamics. Originally seen as a sequence of first research, then capacity development, in practice, the research and territorial change work have operated less sequentially and been more dynamic.

All of the project teams are making significant advances in carrying out their proposed activities, including successes in O'Higgins (CL), Santa Catarina Mita (GT) and Olancho (HN) in setting up new multi-actor platforms and working with municipalities/mayors. Previously existing and functioning platforms in Tungurahua (EC) and Chalatenango (SV), combined with significant team efforts to revitalize and focus, seem to be yielding particularly good results. And in Nicaragua, local spaces on which to concentrate efforts have been found in one of the three municipalities, la Dalia, despite the team's difficulties in activating a broader territorial multi-actor space.

In summary, the territorial processes are generating discussions and enabling the construction of territorial visions (beyond local perspectives) on critical issues, creating awareness about shared problems that require joint solutions. Collectively, a key output – besides the changes in-situ – is a collaboratively generated document that outlines ways in which the RTD concept can become operational (Rimisp, forthcoming). The many common elements in the six stories are illustrated with concrete examples from the territories, demonstrating considerable diversity of strategy, pathway of change, and (interim) result. The material is practical, does not gloss over difficulties en route, and is systematic in the story it tells of the RTD processes initiated/supported within the limited timeframes available. In addition, the teams have written their own territorial process accounts that add richness to the stories of change.

³ Based on Ortiz 2010, Iturralde 2010, IG August trip notes, draft Capacity Building document, territorial reports

Evolving understanding. Original program documents gave relatively little guidance about the direction for the capacity development work and for much of 2010. Thus much clarification was needed prior to work starting in the six territories, including its purpose. Ortiz summarizes this as *“a ‘new’ territorial vision and action that is generated by key social actors and coalitions in legitimated multi-actor convening spaces, informed by a better (research-based) understanding of territorial dynamics, and equipped with strengthened abilities to advance their vision”*. The actors, in these territorial spaces, refocus development efforts and seek to shift *“existing power structures to be more sustainable, including balancing environmental and social concerns”* (ibid). The intended added value of the program-supported efforts is to generate knowledge and strengthen key actors to influence public policy and practice, including leveraging resources.

A roadmap document was developed the Coordination Unit (July 2009) that outlined key parameters – expected outcomes, timing and funding levels. These guidance notes were used as the entry point by the six teams and, Ortiz argued, created a set of generic expectations that did not initially appear to give space for territory-specific deliverables to be identified and the real pace of transformation. Mixed messages continued on the purpose of the capacity development work and its scope in breadth and depth. Results were framed in terms of numbers of poor involved, investment plans formulated, platforms generated, and not, for example, in terms of methodological insights about implementing RTD through capacity development. In the process, the partners extended the work considerably beyond the initial ‘capacity building’ focus with critical investments made in creating relationships, social mobilization, planning, generating support for cross-territorial working groups, and in some cases, training.

The territorial teams and UDC agree that ‘capacity development’ is an inadequate description of the work involved, and it is now one of four key elements in the emerging synthesis document.

In-situ strategies for change. Territorial change is being facilitated through mixes of four strategies (Ortiz 2010). These strategies are part of the emerging understanding on ‘how to do RTD’, with the fourth one – bringing in marginalized groups – essential yet receiving little attention.

1. *Carrying out applied investigation as capacity development.* Actively feedback back the research emerging from the applied research component to intended users of the research results, e.g. as in EC and SV, as strategies for mobilizing and planning. Where participatory planning processes are present, this strategy appears to be efficient to add momentum to existing change processes.

2. *Legitimizing/strengthening existing spaces and creating spaces needed for convening and articulating territorial level problems, needs, visions, and strategies.* In the territories, 'spaces' has been approached with considerable diversity. In those contexts where spaces were absent, it has been tough, given time and resources.
3. *Bridging and strengthening actors and interests in key spaces on existing priority themes through focused capacity development.* For example, in SV, the program partner works with the use of seasonably available lands, and a legitimate space, the Interinstitutional Committee of the Cerrón Grande Wetlands, to debate the theme. A technical study that provides essential information for those involved there in participatory planning.
4. *Strengthening marginalized groups for participation in public policy processes.* Only one of the teams (NI) planned on working explicitly with this group. This is a weakness of the CD work to date. For the program, this means developing ideas for including the socio-economically poor, and those who do not need RTD-type alliances to sustain business.

Unclear at this stage from the lessons in the six territories is how the strategies that play out in local and territorial processes, connect with regional and/or national political, financial and institutional processes. Although this theme is not yet developed in the draft document that synthesizes the current experiences, it is supposed to be part of the work to be undertaken by the IFAD project.

Issues for Consideration

The territorial experiences have become intense 'learning laboratories' on how facilitate processes for 'virtuous' cycles rural territorial development. Simultaneously, high expectations have been generated in the territories for concrete changes. And the RTD Program is expecting to share insights on how to replicate experiences and which capacity development strategies worked and what did not work. Field visits suggest that the transformatory promise of RTD that is embedded in the concept differs from the reality of agreements made in territories. And the agreements made differ from their implementation.

In these processes, the teams have encountered *significant challenges* on

Box 3. Rhythm disconnect in Nicaragua (experience shared by partner)

"I spoke with a well known person of indigenous origin in Peñas Blancas, Nicaragua, in charge of the environment centre. He said that it was incredible how researchers and research projects such as the one of Rimisp tried to hear rural communities and territories with urban standards. For example, he said, the timeframe of projects... for one or 1.5 years, not considering the rhythms of rural life, nor the geography that meant people had to travel to attend meetings, the cycles of ... production that fully occupied or released people, And with a fierce sun and torriential rains and people who had to travel 1-2 hours there and back for a 3 or 4 hour meeting. ... So the project timing follows the donor logic more ... And similarly, these are processes to generate trust that can take months and are intermittent, also depending on local government rhythms and national priorities...."

key issues that need to be understood, ranging from weak institutionalization and lack of incentives for powerful actors to participate, to a tight project time frame, limited resources, and small on-the-ground teams. These issues are likely part of the realities elsewhere, where the RTD concept will hopefully be picked up. All these form valuable insights on 'how to do RTD'.

Currently it is unclear how the RTD program and/or partner organizations will connect to the six 'learning laboratories' after existing contracts run out early in 2011. In the October 2010 meeting in Santiago, partners said: *"It is a much longer process. Six to eight months is only enough to, at most, plant a seed of social mobilization"* (also see Box 3). Program partners concluded that this work is much more resource intensive than research. Furthermore, initial indication is that while participation is high initially, levels of engagement vary and drop (Iturralde, 2010). These elements suggest the importance of ongoing investment in the action learning and the collective reflection by the teams.

Three issues merit special care in 2011 by the Program.

1. The program must ensure that it appropriately frames the validity and scope of the collective learning to date. Sharing ideas on how to engage in/facilitate RTD should be explicit and clear clarity about the experiences on which the ideas are based: limited time frame, limited engagement with marginalized groups and with business sector, and unclear contribution to 'virtuous' territorial development. The work in the six territories has not matured enough to be able to illustrate the inevitable dynamics and related challenges of local realities. Little can be shared about way to include the marginalized, although this dimension was an important aspect in the program's intentions. Nothing can be said about the sustainability of the multi-actor platforms being created and strengthened.
2. Clarify how the territorial transformation work will be assessed. To the extent possible, it will be important to share differences between original intentions for territorial change with actual initial results, and unintended consequences (e.g. Box 4). Given that the parameters of work in the six territories relate to a set of generic deliverables without clear quality criteria, the program needs to clarify what it considers 'good' and 'poor' territorial transformation work in order to assess on-the-ground changes. This includes seeking to understand how end-users will rate territorial transformation work, the facilitation, the emerging coalitions, the shifting policies and/or practices, and this relates to the initial intention of the RTD concept. Figure 5 outlines how the territorial transformation work can be conceptualized, with interlocking research, capacity development and communications in order to affect institutions and policies that bring social

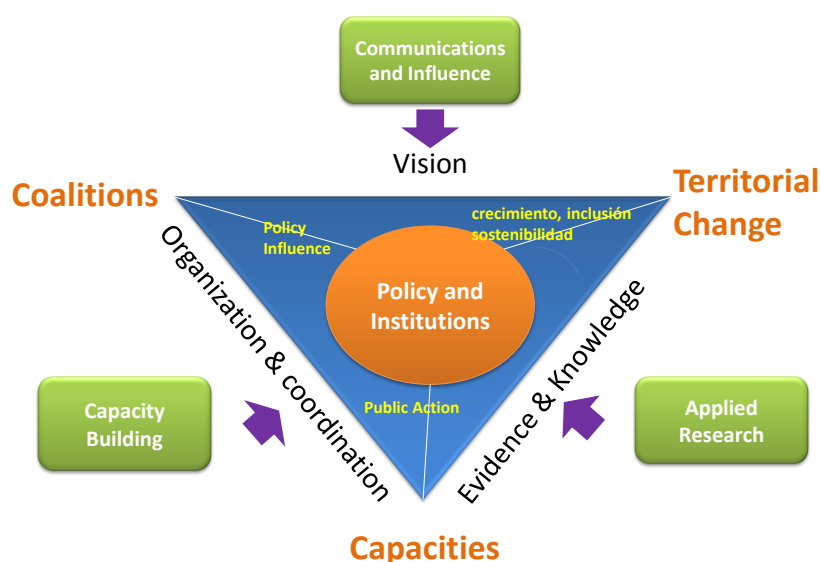
transformation. Simultaneously, these point to some parameters that could serve as quality indicators of territorial transformation.

3. Remember to assess capacity development. In particular, given the intention of the program to develop capacities, focused evaluation on which capacities have changed where and for whom, and how these contribute – or not – to ‘virtuous’ rural territorial development is important.

Box 4. Rhythm disconnect in Ecuador (experience shared by one partner)

“Between June and October of this year, six value chains in Tungurahua province participated in a course focusing on different aspects of production, organization and marketing of small and medium farming households. The aim was to strengthen certain capacities or knowledge areas .. and improve the quality of life of association members via production and marketing organization. After the course, participants agreed to share knowledge acquired or strengthened with others in their associations. To date, we participated in one of these feedback meetings and learned .. the following: in the current capitalist order, knowledge, for example about (rural) companies, is essentially about overcoming daily difficulties with production and marketing... In other words, specialised knowledge is increasingly important in rural areas and becoming a prerequisite for rural development. In this sense, the course achieved its objectives. However, we noticed that the sharing of this abstract knowledge was difficult due to the following circumstances. ... pre-existing educational differences between participants made it almost impossible to conduct a single training process. ... Adapting formal knowledge to knowledge situated in the experiences and needs of rural households requires an additional intellectual effort that, when not undertaken, limits sharing of new insights ... and reinforces internal hierarchies based on information monopolies... a dependency emerges between external actors and associations, who have the information and capacities necessary to adapt knowledge to local conditions... These external people (technical state organizations, NGOs, etc) have a bridging function in information flows, ... A situation that leads to an extended dependency on NGOs, universities, who provide the rural training service.

Figure 5. The RTD territorial transformation triad (Iturralde 2010)



Developed by Roberto Iturralde B.

3.3 Policy Dialogue, Institutional Practice and Territorial Change

The program is implementing a wide range of initiatives in order to influence public and private policies at multiple levels. Some initiatives are within the program's sphere of influence, as they have been funded (partially or fully) and are being implemented through its various components. Other initiatives are relatively unknown and unanticipated, with results that are not yet fully understood.

At the **territorial and sub-national** levels, the RTD Program created a 'Policy-influencing Fund' of \$250,000 to explicitly promote this element in the territorial work undertaken by partners. The innovations were intended to focus on connecting emerging products from research and capacity building, with public and private processes linked to the design and implementation of policies. The Fund was designed to create opportunities "where partners, activities and products of various components converge."

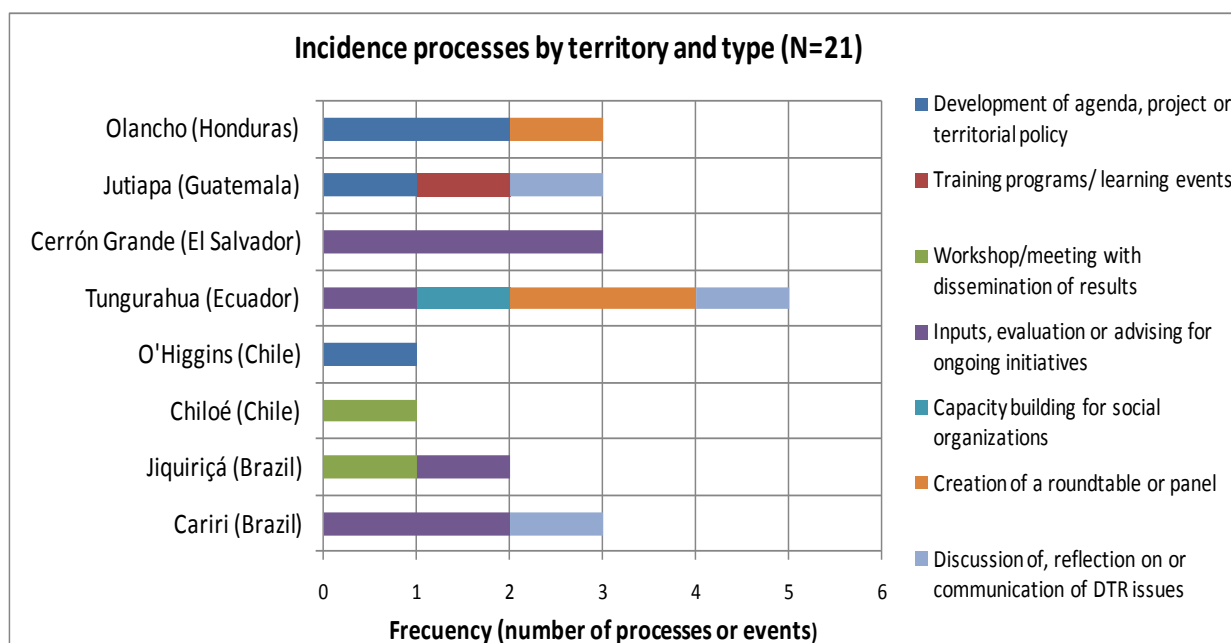
Currently, there are five projects (with \$40,000 of program funding each) in progress in Chile, Peru, Ecuador, El Salvador and Nicaragua. These projects will end between March and December 2011.⁴ US\$ 50,000 was not allocated due to limited number of good project proposals.

⁴ A total of nine proposals were received, five of which were approved (for \$40,000 in funding each). Five were rejected (Peru, Guatemala, Bolivia, Honduras, Brazil) due to a lack of relationship to the program's objectives and criteria as expressed in the call for proposals.

Some partners and territorial teams have implemented policy/practice-influencing activities in parallel to these efforts (see Figure 6). A sample of partners (eight) answering a survey⁵, stated that 16 such initiatives existed in four territories (Olancho, Honduras; Jutiapa, Guatemala; Jiquirizá, Brazil; and Cariri, Brazil). However, a closer look revealed that most of these initiatives are closely linked to and funded by capacity building projects in the territories (such as those in Guatemala, Honduras and Ecuador). The only location in which there are truly additional incidence activities is Brazil. However, it must be noted that not all teams completed the survey so it is likely that other activities exist of which the program is unaware.

It is increasingly clear for all involved – the Coordination Unit and partners – that the RTD work and related results cannot be separated into the original program components. Research and capacity building form part of policy influencing.⁶ Figure 6 shows the range of activities implemented by partners in eight territories (Mace and Iturralde, 2010).

Figure 6. Types of policy influencing activities (responses from partners active in eight territories)



⁵ Macé, J.C. and R. Iturralde. Dec. 2010. *Análisis de Encuesta a Socios del Programa DTR sobre procesos de incidencia e investigación*. RIMISP.

⁶ Another significant policy influencing initiative began this year. The IFAD project “Knowledge and change in rural poverty and development” (see Section 2) has led to the creation of rural poverty working groups in four countries. Their counterparts include, among others, Ministries of Agriculture (Mexico, Colombia, El Salvador), a Ministry of Social Development (Ecuador) and a Ministry of the Presidency (El Salvador). The project is to expand RTD policy influencing to the national level, in contrast to the territorial level focus of the Policy-influencing Fund.

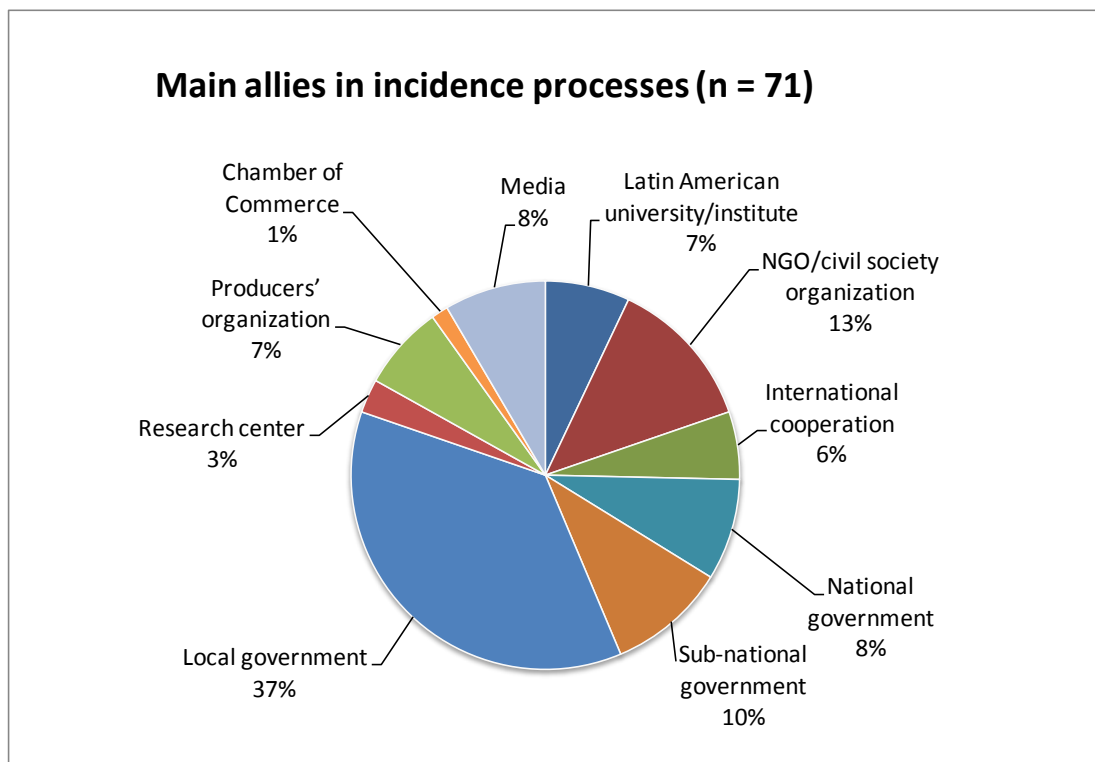
Although the policy/practice influencing processes in the territories are recent, some tendencies can be noted. Their *main purpose* is essentially to *support and influence local or regional governments* via the territorial or regional level (Ecuador, Peru, Chile, Guatemala, Brazil, Honduras) as well as the national level (El Salvador, Nicaragua). To this end, the teams are seeking to impact on plans, proposals and policies (related to productivity, competitiveness, tourism, environmental management) in order to modify the content, attitudes and ideas, as well as how stakeholders interact.

To date, the *effective reach* of influence (based on partners' own assessment) tends towards a more local level, where there is interest or changes in terms of discourses, ideas and processes than at other levels. In some cases, it is also expressed in movement towards changes and reorientations of policies and programs (e.g. Ecuador, El Salvador, Nicaragua and Chile)⁷ as a consequence of deliberate influencing activities, so far mainly by presenting research results. At the same time, the main *pending gaps* confirm original program expectations (see Annual M&E Report 2008), i.e. that it is difficult to name concrete changes in content, behavior and attitudes (decisions and practices) associated with the policies, plans and institutions.

Partners responding to the survey reported that the *mechanisms or routes for influence* were mainly: providing technical inputs (studies, research), evaluating and/or advising the development of an agenda, plan or territorial strategy through multi-actor platform processes. The allies and collaborators in these processes are mainly government organizations (local and regional), NGOs, social groups and universities (see Figure 7). In general, the following actors engage less: national government agencies (the Executive, Legislative and Judicial Branches), the media, companies, private associations and international agencies. As such, while the new connections and links established at the national level or territorial level among various stakeholders are very visible, the same is not true of the bridges and connections between these processes and national and international instances and institutions. Notably, the latter are the entities that are more frequently endowed with the power, jurisdiction and resources that would allow them to legitimate, assist and finance the implementation of the proposals that are emerging from the territories.

⁷ Self-Assessment Report. DTR Program. (Table 2: Achievements in Policy Influencing, pg 20).

Figure 7. Main allies in policy influencing activities (71 entities named in eight territories) (Iturralde and Mace 2010)



Several *factors favor or hinder* influence at the territorial level (Mace and Iturralde, 2010). The positive factors stated by respondents include: i) the stakeholders' willingness to participate and level of participation; ii) the level of commitment to and adoption of a joint vision and strategy; iii) the existence of legitimated spaces for dialogue; iv) access to funding; and v) the quality of direct and sustained support (through advising, facilitating and assistance). Negative factors include: a) an overlap and a lack of clarity in the functions of the institutions at different levels; and b) a low capacity for organizing and coordinating local stakeholders and transcending local visions.

As mentioned in section 2, the April conference⁸ held in India represents policy influencing at the **international level**. The program co-organized a conference seeking to connect and impact the policies and programs of BRICS nations as well as those of some international agencies (IFAD, World Bank, etc.). It generated lessons and *new connections*, thus increasing interest in new research projects and events. The most significant result to date has been a seminar organized by South Africa with invited conference participants to contribute to

⁸ The program invested US\$220,000 in the conference.

the country's rural policy. IFAD also created a fund to finance south-south learning, though this has not led to joint work for and with the countries.

These territorial and (inter)national processes indicate the contribution that the program is making at different levels. The RTD concept is being received by considerable interest, partly because of the innovativeness of the concept and territorial processes, supported by the credibility of research findings (Iturralde and Mace 2010; Iturralde and Abel 2010). The abilities, expertise and commitment of partner organizations are instrumental in responding to and sustaining interest. Also, new connections and links are established between diverse types of stakeholders and politicians at various levels, which feed back into interest in new joint initiatives.

However, results are still tentative. One of the remaining questions is related to the lessons upon which the program is to build and capitalize. This in turn points to four key considerations for the program's strategy.

1. **Capacities for influencing policies and institutions.** The experiences gained in India and the territories suggest that there are at least two types of dynamics in policy influencing in which the RTD program is involved. One type is a planned and structured process with set resources and timelines. The other type is more volatile and less planned, with unexpected turns, risks and opportunities. Given the dynamism of contexts and processes, the program should consider identifying and supporting those capacities needed by partners and allies to respond to emerging opportunities.
2. **Orienting final phase of efforts around insights about policy/practice influencing work to date.** Policy/practice influencing efforts tend to be fragile, dialectical and interactive processes that involve translating knowledge, discourse and ideas into established practices by individuals and ultimately by institutions and collectives. While research results in these processes are essential for validity and innovation, those results are not sufficient to explain changes in policies and even less so 'virtuous' policy changes. Building the last phase of efforts on some understanding of what appears to work and what does not is not a luxury, given the desired contribution of the program and investment involved. Key pathways of change routes followed in existing interventions can be discussed with partners, so to better guide efforts, processes and resource allocation in the months to come. Part of this question involves discussing with partners how to sustain efforts and results beyond the program's horizon and reach. In this last phase, strategies and concrete activities are needed to increase the accessibility and impact of current outputs.

3. **Connections and relationships for multi-level scaling.** While many of current initiatives have a local focus (municipal or territorial), most look to broaden their sphere of influence towards the regional and national level. This may require program partners and allies (mostly local governments and NGOs) to transcend beyond areas of legal responsibility, power and effectiveness. It may also involve building (or deconstructing) links and relationships with officials and institutions that have greater access to funding and/or legal authority on public/private investment decisions. As such, the Coordination Unit and partners should discuss the routes, bridges and instances that most optimally are likely to contribute to scaling up results from the local, territorial to national/regional levels.
4. **Focusing international policy influencing.** The conference in India reveals the Coordination Unit's capacity to plan, co-organize and fund highly notable global events. However, translating the exchanges and learning of a seminar into concrete policy and institutional changes involves time and close sustained collaboration that goes beyond the capacities and time lines of the program. Therefore, the program should select specific targets (in terms of organizations and processes) that allow translating research findings and implications into concrete policy actions and changes (such as the process in South Africa). Active participation of most able and interested partners can also expand effectiveness at selected events/targets, and contribute to the overall intention to link Latin American expertise and networks into global opportunities.

4. Progress towards Programmatic Results

In June 2010, the programmatic results were reformulated (see Box 5) as a result of discussions with the start of the additional IFAD-funded project⁹. These three results, along with the focused results as formulated by the NZAP grant, form the focus for judging the program's value. This section draws on the internal evaluation report, with additional comments.

Programmatic Result 1. Network and Coalition Consolidation. The partner network that has evolved to date is a critical result that will carry the other expected results. The partners operate to high standards, are committed to the program as a collective endeavor and are active in what has emerged as a long term and regular dialogue.

However, in the self-assessment process two limitations were noted by the Coordination Unit. First, very few linkages have been established – despite initial intentions –with three key groups: entrepreneurs, social movements, and (sub) national governments. More direct dialogue with these stakeholder groups is crucial, as they are central in formal and informal decision-making in the territories. Second, the network focuses on those who are active on rural issues. It is imperative for the program to step out of the 'rural neighborhood' and engage more systematically and significantly with others who hold a similar, but non-rural, vision of development for Latin America.

Besides the issues broached in 3.1, two questions merit discussion in relation to coalition building and the RTD network.

1. *Strengthening coalitions.* Where do concentrations of relationships (the heart of coalitions) exist within the web of RTD program linkages? What specific initiatives can be undertaken to trigger more interaction with and/or inclusion of the 'missing groups' in (existing) coalitions? What

Box 5. IDRC Results (revised June 2010)

1. Coalitions that construct and drive strategies and policies (with a RTD focus), which include academia, territorial level politicians (e.g. governors, members of parliament), entrepreneurs, opinion leaders, media, in dialogue with related themes (decentralization, environment, industrial policy, social policy, etc).
2. Position the rural dimension in strategies and public policies, based on a recognition of rural societies and rural areas as an asset in development and not as a problem or as backward.
3. RTD influences public policies and private strategies that stimulate and support processes of economic growth with social inclusion and environmental sustainability in rural societies of Latin America.

⁹ Notable is the formulation of the second programmatic result that suggests the disappearance of the theory-building efforts at the result level. However, this is not the case, as the second programmatic result in practice is about constructing a shared vision and strategy for Latin America.

mechanisms will be needed from the Coordination Unit to make this possible, e.g. funding support, capacity events, communication support, etc?

Strategies for maintaining the gains of the 'the network onion'. The network is a key asset of the RTD program, in all its diversity of engagement and capacity. It is the foundation of work for the last phase, for future grants and for Rimisp itself. However, the network also stays active as a result of the Coordination Unit, contracts and collaborative efforts that are funded. As 2011/12 will see a focusing on themes, policy processes and probably also certain partners, how can the processes in this last period be shaped to sustain and capitalize on the considerable social network and capital that the RTD program has generated?

Programmatic Result 2. Constructing a shared vision and strategy for Latin America. Here the program has seen much progress in 2010, with a solid body of knowledge being generated about territorial dynamics, their effects and key drivers. These insights serve as the basis for a vision for revitalizing rural territories based on social justice. The program and its network are the voices of this vision, with the need to invest in ensuring influence in critical policy processes. The need for more work on a so-called 'mid-range theory' will receive more attention in 2011.

But theory needs practical knowledge if a shared and grounded vision and strategy are to emerge. Progress towards insights on how to *do* territorial development has been considerably slower, particularly in defining the underlying conceptual framework that was to guide the fieldwork. On the ground, territorial development in areas with weak social capital, and engaging substantially with marginalized and with the business sector have emerged as important challenges to resolve. In particular, the short time frame for which program funding has been available (thus far processes lasting maximum 18 months) in selected territories, begs the question of the validity of what can be said from these experiences given that rural territorial development is a long term endeavor.

Section 3.2 lays out the issues needing consideration.

Programmatic Result 3. Public policy and practice influencing. For the program, dealing with policy influencing has been a steep learning curve. National, state-level and municipal government policies and programs, multilateral aid agencies, university curricula, international research agendas, South-South governmental collaboration – have all seen activity initiated directly as a result of RTD Program work. Many of the examples of policy/practice change, cannot, however, be explained. Most were not intentional targets of program/partner efforts. And other desired targets, such as private companies and social movements, escaped the reach of the program.

Why was this the case? The program is keen to understand better the pathways through which policy influencing occurs. In part, this interest has been triggered by the MTR and in part triggered by a plethora of policy and practice-influencing initiatives have started to sprout like mushrooms in and around the work in the diverse territories. However, this question is not the research agenda and to do it well, would require much investment. The Coordination Unit is encouraged to find ways to build on experiences of what pathways for change works, without taking on an additional research burden.

The Coordination Unit looked closely at its underlying understanding of 'how policy influencing happens'. Program activities were initially based on a self-confessed naïve and traditional logic of policy influencing happening via a better evidence base and capacity building. Now a more nuanced conceptualization is enabling more appropriate support mechanisms for the partners. And it is becoming clear that impact is strongly related to one's social networks – the program/partners have few tentacles that reach into the realms of private enterprise or social movements.

Particularly important is the idea of 'systemic change'. The Program has been given many resources, much flexibility and a considerable time frame. A systemic, paradigmatic shift should be discernible in 2012. What then are the systems that the program truly wants to affect, more specifically than 'rural development policy in LAC' as currently stated in its objectives? And with a systems perspective, what specifically are the activities (who, where, when), needed to move into systemic level of change?

Four issues for consideration are outlined in 3.3 on policy influencing. As Claudia Serrano, Director of Rimisp, said in comments on the internal evaluation:

"I think that the moment of the most systematic and deliberate strategy goes hand in hand with the strength of its results in the area of the "medium reach theory." With stronger results, our role as agents of incidence is also stronger... Now is the moment for that strategy. Things aren't linear in public policy, and sometimes the smartest recommendation is to be "attentive to opportunities, flexible, creative." It is true, however, that as the program becomes more academic it loses the roguishness of politics. The problem here is not the intentionality of a strategy, but the attributes of the creators to move into the other playing field and practice advocacy head-on. In any case, it is very interesting and timely in regard to the year and a half that remains."

5. Conclusions: Revisiting Core Assumptions Comments and Recommendations

In January 2008, the first discussions were held about underlying assumptions of the program's change strategy – how to contribute to “more and better public policies focusing on territorial dynamics that stimulate economic growth, poverty reduction, greater equality, and environmental sustainability”. The pivot of the program is knowledge – insights about territorial dynamics from a purposive sample of territories and related studies to explain how development in LAC could be socially more equitable, economically strong and environmentally sustainable. These insights were envisaged to feed into territorial ‘laboratories’ of transformation, academic curricula, and practice/policy debates at different levels – including international. Specific communication efforts to grease these wheels of change would be enabled through the program.

Between the overarching programmatic results and activities funded by the program lie critical assumptions. If valid, progress towards results will be evident. If not, results will be flawed. In 2009, a set of critical assumptions necessary to attain programmatic effects was identified by the Coordination Unit that needed tracking (see Box 6). Are these assumptions still valid in 2010? And if so, is the program doing all it can to reduce the risk of these assumptions not holding?

Box 6. Core assumptions agreed by the Coordination Unit as central for risk management (from AR M&E 2009)

1. The network of partners and the PCU establish effective dialogues with relevant opinion leaders and decision makers.
2. The network of partners takes on ownership of the program.
3. Improving capacities leads to more action, interaction and innovation.
4. Government agency capacities enable them to develop and implement RTD policies.
5. Politicians and decision makers are interested in RTD.

1. Evidence shows that many partners and the Coordination Unit have been able to start dialogues with decision makers at all levels. Whether these dialogues are effective and if the people engaged in the work are relevant in terms of being able to shift agendas in work undertaken by partner organisations remains to be seen in most cases, an important focus for study in 2011 and in the final program evaluation. The Coordination Unit is not interfering in those processes. However, it is central in the dialogues that are being established through the new IFAD program with much attention given to engaging key opinion leaders and decision makers.
2. The network of partners has not taken overt ownership of the program. The Coordination Unit continues to mediate and enable the majority of activities. However, partners are taking on the RTD agenda in different

ways, with non-program funded activities, by linking between themselves, specifically in Central America, and by feeding RTD concepts and research findings into a wide range of debates, decision-processes, and themes. This assumption should be questioned in the final evaluation process. Sustained results may have required only a temporary well-functioning Coordination Unit that made possible understanding about and competencies by partner organisations with rural territorial dynamics.

3. It is not yet clear yet to what extent improving capacities led to more action, interaction and innovation. Some cases, such as in El Salvador, illustrates how capacity development work can shift agendas in new ways. However, in the case of Tungurahua, the capacity development work is indicating a shadow side (see Box 4). Two examples do not make a case so this assumption requires more inquiry into the nature of capacity development in the territories (who, what kind, and how put to use in RTD).
4. Government agency capacities enable them to develop and implement RTD policies. This assumption still stands as important to shift policies. There is insufficient evidence to confirm or invalidate this assumption. It is still essential in order to ensure the program meets its programmatic results. The new IFAD project should be able to shed light on this.
5. Politicians and decision makers are interested in RTD. The evidence indicates that if these individuals are engaged in ways that are contextualised and credible, interest in RTD is stimulated. RIMISP and territorial partners are recognized organizations with solid previous and current work. However, it is essential to find ways in which the program can work more sustainably with these actors in order to understand political and institutional barriers. This will help translate knowledge and motivation into more tangible policy changes that benefit the territories.

Looking back at 2010, it is evident that much has been achieved and many outputs are emerging, inevitably, varying in quality. To understand the change that the program is enabling, quality considerations need to be central. In particular, more insight is needed on how the end users value the RTD outputs. These 'end users' are academics, government officials, technical experts, think tank scholars, citizens, NGO staff, and entrepreneurs. How do these people value and use the RTD outputs in research, territorial processes, communications, resource allocation, business practices, etc? What is the quality of the policy, paradigm and practice shifts that are emerging? To do this well requires clarity from the Coordination Unit about the standards of quality that it expects from different initiatives, an important task for the Coordination Unit and its evaluation work in the last 18 months.

Annex 1. Detailed Progress with Annual Plans

Program Component	done & unplanned	fully completed	timely in process	delayed	severely delayed or cancelled
Applied Research	2	7	0	2	3
Capacity Building & Policy Incidence	1	5	0	2	2
International Networking	1	3	0	1	1
Posgraduate Training	0	3	0	1	1
Monitoring & Evaluation	1	16	1	0	3
Communications	2	6	1	1	1
Admin. & Management	1	8	1	1	1
RIMISP Development	0	7	1	2	2
TOTAL	8	55	4	10	14

1. APPLIED RESEARCH

2010 is the year of the synthesis, a process that is bearing fruit. The four scout projects reports have been approved and are being finished. The regular project reports have been approved with revisions pending. These in-depth territorial studies and the emerging synthesis represent a body of thinking that is collaborative, integrated and reflective. They also include policy implications for territorial and national development practitioners. Two cross-cutting themes on gender and environment have been integrated in the research body, besides producing their own outputs. In particular, the gender stream has been very active under the leadership of Dr. Paulson, with five analyses extending beyond a look at gender impact, to providing "valuable insights on how informal systems influence formal territorial dynamics" on production, environment and investment.

Environmental approach was introduced by the regular project teams, analyzing how ecosystem services and natural capital determine territorial dynamics. Six territorial projects are concluding their reports based on the Millennium Ecosystem Assessment methodology. Some of them (BO, SV) have been innovative in using methodologies, such as satellite images, and analyzing new issues, such as conflicts and vegetal coverage.

Five factors have been identified as driving virtuous territorial development: initial agriculture and production structure, linkages with dynamic markets and intermediate cities, as well as social coalitions. These initial factors will be investigated in more depth in 2011.

Although "these factors are not new"... "it is interesting how they are identified as an interact set". DTR member

"These identified factors are still based on a limited sample of cases, remain generically labeled or are too aggregate' (e.g. 'dynamic markets') and do not have a specific methodology for further approach (e.g. 'coalitions'). " DTR member.

"The research work has not identified any breakthrough but rather confirms specific factors or drivers such as value of institutions, etc. Territorial approach is multi-factorial and complex. The methodology does not allow isolating particular effects." DTR Member

Challenges remain for integrating different areas of research (eg. environmental, gender, etc.) into the overall synthesis process, while communicating findings and applications to multiple academic and policy making audiences.

Two books are coming directly from the partners (with DTR support) based on the DTR research (Universidad Andina on Tungurahua-Ecuador, and Manchester University on Bolivia). Also, a special edition of an international journal is being sought and discussed with a number of publishing organizations (including IDRC) based on a selection of papers coming from the India International Conference. Meanwhile, 2 DTR books have been postponed for 2011: one on urban rural linkages and another one based on the DTR maps.

No progress made on the ethnic polarization study planned to take place in Central America.

2. CAPACITY BUILDING

CB projects aimed at strengthening actors and institutions in 6 territories, progress at different pace after being delayed for several months and despite the conceptual ambiguity of the component. Some territories are been more active in promoting multi-stakeholder discussions (including municipal governments), devising strategies and even developing priority territorial development plans and projects (NI, SV). Others have made progress more limitedly and mainly towards facilitating actors' discussions and prioritizing plans (CL, GT, HN). In one case the progress has been made towards fine tuning and providing advice to a provincial, pre-approved competitiveness agenda and plan (EC). In all cases, close work with local authorities and a few NGO and business representatives, is present whereas participation of the powerful and excluded citizens (women, young, poor) is limited but not absent. These previous works are also contributing to building a conceptual framework document on the conditions and factors that promote territorial virtuous growth and development in practice.

There are so far some fruitful results beyond policy discussion and formulation, particularly in terms of implementing specifics policies and plans (La Dalia municipality environmental management plan in NI and Chalatenango Development Agenda in SV).

Some of the difficulties that partner teams are encountering refer to the limited institutional and social capital, real capacities in the territories, as well as the volatile context (natural disasters, fiscal restrictions, etc.). In addition, the linkages of the territorial processes with broader, national and sub-national, development policy and public investment processes are still an expectation.

The work on building a community of practice did not progress well due to limited participant's interest and dedication, plus failures of proposal design and

incentives. Limited information is available on the progress of innovative territorial development experiences/studies, funded and documented by the Chorlavi Group, which “would provide additional empirical evidence” for DTR conceptual body. Although 10 proposals were selected out of 16 received, their methodological linkages to DTR framework remain unclear.

3. POLICY INFLUENCING

Five \$40.000 policy-influencing grants were awarded (out of 10 received) to DTR partners in SV, NI, CL, PE and EC, which had participated on the applied research and capacity building initiatives. They are aimed at connecting the emerging outputs particularly from research and capacity building processes with real (public or private) policy formation and political processes (mostly regional and sub national) in the territories. As the program puts it, It is part of a “new element” and an “action line” of the program that is expected to be a vertex point “where partners, activities and outcomes from almost all the program components converge”¹⁰, that is (research, capacity building, networks and communications).

These projects had been initiated in 2010, lasting for about 5 months and mostly ending in 2011, being only Peru the one that ends in December 2010.

POLICY INFLUENCING FUND PLANS AND ACTIVITIES

In Chiloé (Chile) a multi-stakeholder dialogue was initiated in order to present research findings and discuss a territorial development proposal with representatives from the Government (regional and national), business (water and salmon producers) and civil society groups such as the Churches and the Youth. In Cuzco (PE), a dialogue process is happening aimed at sharing results, promoting discussions based on a proposed strategy with municipal political candidates and incoming municipal authorities. In El Salvador, work will be done to position rural community tourism as a key issue in the National Tourism Policy. In Nicaragua, the team will support activities to promote rural community tourism as a sustainable strategy to reduce poverty in Natural protected areas. In Tungurahua (Ecuador), it will support the Provincial government in refining its Agricultural strategy and competitiveness agenda.

Another significant line of action for policy influencing is the start up of the DTR’s joint IFAD-IDRC project “Knowledge and change for rural development” for \$3.3million. It aims at enhancing pro-rural poor national and sub national strategies, policies and investments, offering evidence and learning based policy analysis, dialogue and support in 4 countries. This year, the project has established new partnerships with government organizations, NGOs and opinion leaders for integrating the rural poverty working groups, which will “conduct processes of political dialogue and analysis, providing technical assistance to the policy makers.” This work includes working conjointly with organizations such as the Ministries of Agriculture (MX, CO, SV), Ministry of Social Development (EC), and the Presidency (SV), among others.

¹⁰ Plan Anual de Trabajo DTR, Enero 2010. Incidencia section. No pg. Number.

Examples of Experiences of Influencing Sought By the Program

(Call for Proposals for the Incidence Fund)

- Emergence or strengthening of political coalitions and collective public-private and private-private forms of action which act as promoters of rural territorial development (economic growth, social inclusion and environmental sustainability) on important scales.
- New rural territorial development strategies, policies or programs from national or sub-national government agencies (provincial governments or associations of municipal governments).
- Important adjustments to rural development strategies, policies or programs in an effort to orient them towards the least affluent social sectors and in the direction of territorial development dynamics with economic growth, social inclusion and environmental sustainability.
- Changes in the strategies of associations of business owners or individuals companies that have a strong impact on one or more territories such that the development of their business is more compatible with territorial dynamics, economic growth, social inclusion and environmental sustainability.
- New agendas or programs from international and regional agencies, or improvements to existing ones, such that their investments are more clearly and effectively oriented towards promoting territorial development with economic growth, social inclusion and environmental sustainability.

Significant progress has been made this year on promoting initial conditions, facilitating policy dialogue and networking varied partners and stakeholders. An additional project (\$200,000 funded by Ford Foundation) will contribute to strengthen sub-national governments' governance and effectiveness in Ecuador, Colombia and Peru.

4. NETWORKING FOR INTERNATIONAL POLICY INFLUENCING

Seminars, conference and meetings were either organized or attended in order to influence the

thinking and policy of key multilaterals (OECD, IFAD) along with emerging economies and LAC public and research organizations.

A 250+ conference "Territorial Rural dynamics in Emerging Economies" was co-organized by the program along with governmental bodies of Brazil, South Africa, China and India. It cost \$728.000 USD and brought together high level policy makers, analysts and researchers from public, NGO, academic, banking and development organizations offering a diversity of knowledge, skills and experiences on rural development related fields. Additional participants came from other developing countries including Argentina, Bangladesh, Chile, Kenya, Nicaragua, Sri Lanka, Uruguay, Vietnam and Zimbabwe.

"What catches the attention and interest of audiences is the particular emphasis on the environmental and institutional drivers of the DTR approach, compared to traditional local and regional development. Also, that it is a view of the urban areas from the rural standpoint" DTR member.

The conference was evaluated very positively by a sample of participants not only in terms of utility (91% found it as a highly valuable investment for their work) but also of satisfaction (88% mentioned that they were satisfied with the conference) and value (91% of

opinions received said the conference was highly valuable investment for their work).

Other presentations on the DTR approach and experiences have been given at international fora, such as: in Seville, Spain, where a specific legislation is being discussed for the regions; in Mexico, where it may inform a program on a Biological corridor for Mesoamerica, funded by the World Bank; ICCA's virtual congress on "The role of family agriculture in food security and development, co-funded by FAO, PROCASUR and DTR among others; and ECLAC's international conference on economic territorial development. Special mention deserves the formulation of the rural development policy and program in South Africa, to which DTR/Rimisp have provided technical advice and conference presentations.

Other DTR presentations made at academic events include: LASA (Canada); Rural Sociology & Economics Conference (Brazil) where BR and CL DTR results were presented; and Gender NOLAN Conference (Nordic Latin America Research Network) where cases of gender and identity in rural territories were presented at Lund University.

The Iber-American summit was cancelled, and there are no planned activities for influencing specific programs and agendas of multilaterals (IFAD, IADB and the World Bank).

Despite prolific participation in international conferences and efforts to influence ideas, the merit pertains mostly to RIMISP as DTR partners remain limitedly interested and/or language disabled to participate more actively and widely. Meanwhile, developed countries' agendas and priorities (e.g. employment) dominate the international, more progressive RD debate where little interest in the Latin American region exists.

5. POSTGRADUATE PROGRAMS

The second summer school and a second network annual meeting were held in Nicaragua. Eight University representatives along with 4 invited international presenters (from Spain's La Mancha University, ECLAC and ODI) discussed the linkages among research and training, integrated with the food security and territorial development issues, by comparing experiences in Latin America, Europe and Spain.

3 new postgraduate programs joined the network (Colombia's National University, Flacso-Costa Rica, and UNAM's RD research group), one is interested in joining (URL-GT), and one (UPIEB from Bolivia) left it as it did not have a master's program.

Although they have not used the assessment framework initially developed and proposed by DTR, one post-graduate program has made improvements in its curriculum (UCA-NI) and a new Masters' program was developed and launched

by FLACSO-EC with the advice of DTR/RIMISP members (Alejandro Schejtman and Manuel Chiriboga).

The network coordination is now in the hands of UCA (SV) with partial financial support from DTR/RIMISP. They are finishing the grant proposal for about \$517,000 that will be presented to IFAD, IDRC and AECI (Spain) in 2011's first semester, in order to fundraise sustained activities. The new coordination has already organized a teleconference and a working group to participate in a Central American regional coordination event (ECADERT). The major difference with the previous RIMISP coordination/organization scheme is that they have now a conjoint working plan with responsibilities according to their strengths and capacities (e.g. teleconferences are organized by Flacso-EC and UN-CO).

"[it has been a] participative process, we built this program together"
"traineeships did not work; they were for too short periods and on non relevant issues (microeconomics, etc.)" Component coordinator
"This project has not worked; there has been a design mistake. Some assumptions we made were not true."
Coordinator

Although the renewed efforts of the network, its future remains unclear until new funding is obtained. Meanwhile, it is noticeable the pending linkages of this DTR sub network with other DTR working groups, particularly with relation to sharing the research and CB work.

6. COMMUNICATIONS

The communication team has faced increasing demands this year as a consequence of newly launched products (a website on the territorial maps and studies), positioning DTR issues with media organizations and opinion makers, as well as the emerging work with DTR partners in the territories. They have been a particular challenging considering the change of coordinator and organizational rearrangements (communications as a corporate function of RIMISP).

The monthly visits to the DTR website has tripled in this year (from 2.697/month in May-Oct 2009 vs. 9795/month in Jan-Sept 2010) while the downloaded documents (367/month in Jul-Oct. 2009 to 331/month in Jan-Oct 2010) and time of stay has slightly decreased. Notably, the DTR website has improved its appearance being more dynamic and visually attractive, plus the additional two websites created: one on the territorial maps (11 countries) and another on the IFAD project.

The Prensarural blog has been re-animated, maintaining both the visits (1058/month in Jan-Oct 2010) and the entries/comments provided by RIMISP and DTR partners along with journalists (about 5-10 entries per month). Also, the communications unit had worked on crafting and delivering 2 electronic newsletters (to over 4.300 registered readers), plus 2 DTR program updates and annual report.

An important media campaign was carried out this year in Chile based on the analysis of 3 key issues: rural poverty, territorial economics and ethnic inequality from CASEN (Socioeconomic Characterization Survey). It included the generation of media notes and 30 published media articles in large opinion makers. Meanwhile, the media campaign on the synthesis research has been postponed for 2011 due to the fact that all the reports and papers are being finished.

In terms of policy influencing for the rest of the DTR territories and countries, the communications unit planned meetings with the partners in SV and MX. However, there was little interest in working together while the communication unit was not either able to sustain this line of work.

It remains a significant challenge now to convey the discourse and vision that the DTR program has accrued from empirical research, based on the synthesis work and all the finished papers, and translate them into communicable and attractive messages to a myriad of contexts and audiences that include non-rural policy and opinion makers.

7. FINANCES AND ADMINISTRATION

122 new contracts has the Administration unit dealt with during this year, being about \$1.5 million and relating to over 4 donors grants including the new one from IFAD. Also they have organized 13 workshops and meetings for the UDC and partners, along with taking care of UDC's and partners' travel arrangements for attending to international conferences and meetings.

There has also been increased information provided to CU coordinators on budget execution progress along with financial statements and ad-hoc reports, despite some delays from RIMISP accounting Unit.

Although the administration team renewed one of its members and coordinated actions with the accounting unit, there have been a dozen of delayed payments to consultants/providers. RIMISP's accounting and payable systems as well as its recent financial arrangement with banks seem to explain these temporary disturbances.

8. MONITORING AND EVALUATION

The M&E unit produced most of the planned activities. One thematic study – on capacity development was extended and finalised (Ortiz 2010), a second survey of policy influencing was produced (Iturralde and Mace) and an organizational update on internal development was conducted (Bebbington 2010). A detailed evaluation was undertaken of a large international conference (Abel and Iturralde 2010) and of the Bogota annual program meeting. Work was undertaken to initiate innovative work with SenseMaker. Due to lack of time/resources, this was not followed through as it required and it was unsuccessful. Also not undertaken

was an update of the network survey in March 2010 at the Annual Program Meeting. Finally, the mid-year report was not undertaken.

The M&E unit will stop functioning as it has done to date, with both consultants leaving the program (in April 2011).

Annex 2. Specific Comments about progress with NZAP Objectives

1. *Characterize and understand rural territorial development dynamics* in the four countries [sic Honduras, El Salvador, Guatemala and Nicaragua].

In all four countries, research reports have been written, commented on and are being revised or are finalized. See table below (source F. Modrego, Coordination Unit email). Maps on rural territorial dynamics have been produced for all four countries. Territorial case studies have been written and debated in October 2010 for all four territories (Olancho, Suroriente, Penas Blancas/Santo Tomas, and Cerron Grande. In addition, two gender RTD studies were undertaken by the teams in Guatemala and El Salvador. And two environmental studies were undertaken by teams in Nicaragua (Penas Blancas) and in El Salvador.

Honduras-Olancho	Dinámicas Territoriales Rurales	Documento Taller Stgo
Honduras-Olancho	Mapas de Dinámicas Territoriales	Documento de Trabajo
Guatemala-Suroriente	Dinámicas Territoriales Rurales	Documento Taller Stgo
Guatemala-Suroriente	Género	Documento Taller Stgo
Guatemala-Suroriente	Mapas de Dinámicas Territoriales	Documento de Trabajo
Nicaragua	Mapas de Dinámicas Territoriales	Revisado
Nicaragua-Peñas Blancas	Medioambiente	Documento Taller Stgo
Nicaragua-Peñas Blancas	Dinámicas Territoriales Rurales	Documento Taller Stgo
Nicaragua-Santo Tomas	Dinámicas Territoriales Rurales	Documento Taller Stgo
El Salvador-Cerron Grande	Dinámicas Territoriales Rurales	Revisado
El Salvador-Cerron Grande	Género	Documento Taller Stgo
El Salvador-Cerron Grande	Mapas de Dinámicas Territoriales	Documento de Trabajo
El Salvador-Cerron Grande	Medioambiente	Revisado

2. *Strengthen territorial development processes* leading to economic growth, social inclusion and environmental sustainability, including: building up multi-stakeholder platforms that are inclusive of the poor; developing territorial development strategic plans; developing investment project proposals based on those strategic plans and initiating contact with public and private donors; and strengthening the organizations of the poor to participate in all of the above.

The four territorial processes were the focus of the special study by Ortiz (2010). All the above aspects have been fulfilled, with some progress on working with marginalized groups, as will be evident from the draft document on how to work on RTD. However, this remains the weakest element of the territorial work. Prospects for concrete on-the-ground change are strong or already evident in three cases (El Salvador, Guatemala and Nicaragua), with less clarity about the depth and sustained level of change in the case of Honduras. In Nicaragua, work is starting from a single municipality due to the difficulties of starting with a territorial level focus, with the intention to expand the scale to a territorial aspect. Detailed reports are available on each of the territories (in Spanish) as is a collective document that represents shared learning on territorial processes (see under 3).

3. *Develop communities of practice* that will document, assess and promote innovative policies and practices for rural territorial development characterized by economic growth, social inclusion and environmental sustainability.

In the March 2010 Bogota meeting, the specific CoP activity was agreed to not be effective and dropped. However, the documentation of innovative practices for rural territorial development is progressing. The collective document being produced mainly through intense discussions between the Central American territories is a practical, clear and richly illustrated set of observations that we anticipate will be of value more broadly, notwithstanding the fact that it is based on a set of time-bound experiences within a longer RTD change trajectory.

4. *Inform and influence rural development policies and programs* in the four countries through systematic communication and dialogue with mass media, key public opinion shapers and public policy makers.

In the self-assessment, the communications unit identified limited progress with working with partners on their communication strategies as a weakness. In part this is explained in 2010 by a change of personnel and organization of the communication function within Rimisp. Partners are, themselves – through the policy incidence work and as part of their territorial work – engaging policy makers at territorial levels and national, even regionally. As this work is not finalized, it will be carried on in the final phase of the DTR program, with engagement by most if not all of the current partners on focused research and policy influencing sub-projects.