



2009

Annual Report

Rural Territorial
Dynamics Program





Moving towards the generation of proposals



This Annual Report offers us a new opportunity to render account and to share the work and results of the Rural Territorial Dynamics Program with our partners and collaborators.

In the introduction to the 2008 report, we said that the program was at a stage in which we were looking to “establish solid bases for achieving significant and high-quality results, effects and impacts.” During 2009, the program’s 54 partners and 120 collaborators have generated an impressive set of partial and final results through research, capacity building, communications, international relations and, most recently, incidence work in different areas of public action.

The program has facilitated spaces for dialogue, critical analysis of proposals by external specialists, and project monitoring and evaluation aimed at ensuring that everything we do is significant and of the highest possible quality. This report presents what was done and achieved in 2009 in a brief and necessarily partial form. We invite readers to learn more about the issues that interest them most on our website, www.rimisp.org/dtr, and on our partners’ websites.

If we had to summarize the progress that was made in 2009, we would have to say that we built on the bases constructed in 2008 in order to develop sufficient high-quality inputs to move forward more decidedly in 2010 in the collective construction of proposals for the societies in which we participate. The immediate challenge is to integrate and synthesize these inputs in an innovative vision and strategies for the sustainable development of rural territories.

We have 30 months left in which to turn these results into products for the transformation of rural societies. I invite our partners and collaborators to maintain their focus on the goals that this program is designed to achieve:

- The formation of coalitions that build and promote an innovative vision and strategies for the sustainable development of rural territories.
- A vision of the revitalization of rural territories with social justice and environmental sustainability and strategies for implementing it.
- Changes in various areas of public and private action consistent with the program’s vision and strategies.

A handwritten signature in black ink, consisting of stylized letters and a large, sweeping flourish that extends to the right.

Julio A. Berdegue
Program Coordinator

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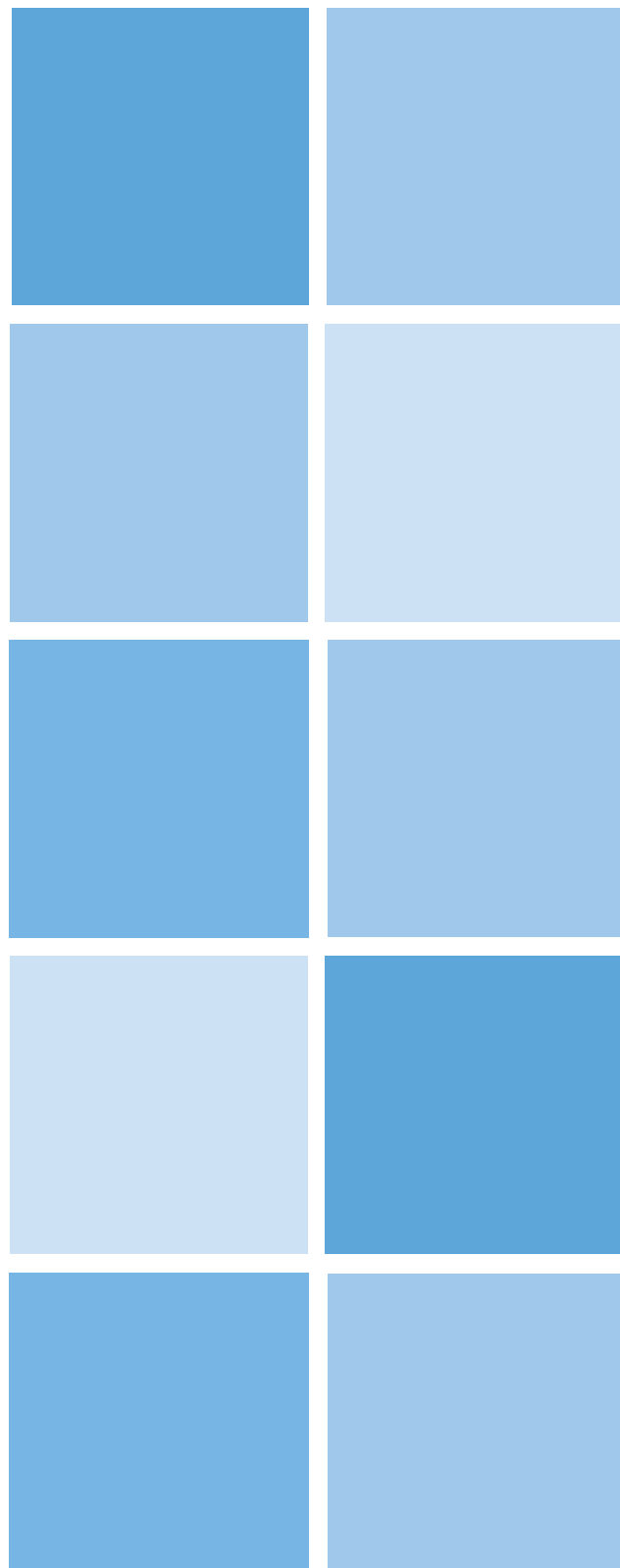
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A Final Look Back at 2009

At the end of 2009, the Rural Territorial Dynamics program -which was designed as a five-year initiative- passed the halfway point. Are we where we hoped to be? Are we prepared to achieve results and effects in the next 30 months that truly contribute to the sustainable development of rural Latin American societies?

To put it simply, the program was designed to have four stages over the course of its 60-month lifespan (see Figure 1). During the first 18 months (2007-2008), most of our efforts were focused on basic aspects such as the formation of the Advisory Council and Coordination Unit, establishment of relationships with key partners in each of the 11 countries to be covered by the program, reaching basic agreements on conceptual frameworks and methodology, launching program components and starting the first projects. We achieved most of our goals, though there were areas where we did not meet our initial expectations (such as work on capacity building at the territorial level and the creation of platforms for regional dialogue among sub-national government officials).

One of the beliefs at the core of this program is that if we want to enrich visions, strategies and policies for rural development in Latin America, we must allow the evidence to speak for itself a great deal more. Our main focus in 2009 was thus generating evidence that would allow us to provide rigorous answers to the program's two questions: (a) What is "successful" territorial development, that is, development dynamics characterized by virtuous cycles of economic growth, social inclusion and environmental sustainability? and (b) What type of deliberate public action - including but not limited to public policy - can be effective for stimulating or promoting such "successful" rural territorial development?

It is important to note that when we speak of evidence, we are not referring exclusively to that which is produced by program research projects, though that is a very important source of data. There is evidence that comes from capacity building projects in the territories such as the real priorities of those who have the daily task of managing development processes. There is also evidence that comes from our knowledge of what is happening in other regions around the globe, such as the ideas, policies, experiences and concerns of stakeholders in the development of emerging nations in Asia and Africa, or the discussions and experiences of OECD member states. The dialogue that we are sustaining with national and international organizations that are committed to rural development in Latin America is a permanent source of learning. We also generate evidence through communication initiatives that allow us to understand the issues and spaces that motivate the interest and participation of different types of stakeholders.

Last year proved to be a year of abundant harvest of these various types of evidence. The pages that follow will give the reader an idea of what has been produced. We wish to highlight some issues that seem to be taking shape, while making it clear that these are as yet tentative ideas that are under discussion, in an effort to confirm, enrich or even discard them:

Figure 1. Stages of the Rural Territorial Dynamics Program



- Rural territories that have experienced dynamics of growth with poverty reduction and improved income distribution are not necessarily areas that have comparative advantages in terms of economic competitiveness. There are rural territories with few roadways that are farther away from cities and have less favorable natural resources for traditional rural activities, but still manage to grow with social inclusion. By contrast, many of the territories in the most competitive regions, such as northeastern Mexico, southern Brazil or Chile's Central Valley, show growth dynamics with little or no progress in the area of social inclusion. In other words, increased competition in a territory is not synonymous with greater social inclusion.

- The immense majority of the territories in which poverty has not decreased also lack economic development. This observation confirms that without good territorial distribution of economic growth, progress in the area of poverty reduction also will tend to be concentrated geographically.

- There are territories in which the reduction of poverty is more a matter of an accounting mirage than a reality. Limiting the vision to specific territories and focusing on statistics from household surveys allows us to conclude that poverty decreased significantly between one year and another. However, if we dig further, we find that poor people who lived in those places have been displaced to surrounding areas or more remote locales. In other words, the territorial perspective can be misleading if we do not consider the territory in relation to its surroundings.

- However, in countries that have strong social subsidy programs (such as conditional transfers) and/or in which remittances sent by migrants play an important role in the economy, we observe that there are territories in which poverty does decrease without the presence of local economic growth. In other words, it seems that

these flows manage to uncouple economic growth and social development on the scale of rural territories over periods of approximately one decade. A new dual reality seems to develop over the course of a generation in which there are some territories integrated with the country through their participation in regional and national economic development and others that are integrated with the country as a result of their position as receptors of remittances and/or social subsidies. One might say that this is a “less negative” duality than the preexisting one, where territories integrated into national development had neighbors that were just simply excluded. However, the question remains: what are the implications of this new dual rurality?

- One risk related to the success of the most recent poverty reduction strategies through focused social policies (particularly conditional transfer programs) is that they lead us to forget that reality does not come down to two polarized and contrasting situations: (a) territories that have comparative advantages in the markets and are thus full subjects of economic development policies and (b) territories whose characteristics make it extraordinarily difficult to introduce endogenous and self-sustaining economic processes and that, as such, depend on the strength and quality of social policies. There is an intermediate situation, which is that of many -if not the majority- of rural territories that can move towards one extreme or the other depending on the quality of the markets and the nature and quality of public policies. These “intermediate” territories do not start out with innate comparative advantages or those that are constructed over time. They are territories that need an investment in order to better connect to their surroundings or improve the basis of their natural capital, territories that need to improve their human and social capital. In other words, they can become competitive in markets if public policies that generate favorable contexts and develop their assets and capacities are introduced.



• Still other territories show that it is possible to have economic growth, social inclusion and environmental sustainability at the same time. The program results lead us to conclude that they are few and far between, representing far less than 10% of the municipalities of the 11 countries in which the program is operating. They are almost always islands of sustainable development in a sea of stagnation or even social and/or economic and/or environmental deterioration. However, like the Promised Land, they exist. Finding what these territories share is the main ambition of this program, but we have not yet found an answer to that question.

• There are, however, some clues and hypotheses. Five such elements are listed below:

■ **Equitable agrarian structures introduced early in the territories' history.** For historical reasons, Tungurahua (Ecuador) and Jauja (Peru) have an agrarian structure that was never characterized by the *latifundio-minifundio* complex. Those sites saw the development of family farming societies that are also small businesses with real social, economic and political power in local life. The rural territories that develop with these roots are not only dynamic in economic terms but also appear to be more socially inclusive.

■ **Strong relationships with intermediate cities.** Not all of the “successful” territories that we have studied to date are located near the main markets, but it seems that all or most of them have strong relationships with at least intermediate cities. Successful rural development is not, in and of itself or in a strict sense, rural. These urban centers are home to capacities, assets, networks and social actors of all kinds who play an important role, often serving as the engine that pulls the other train cars that are the rural sections of these thriving territories.

■ **Infrastructure as a motor for change.** We are impressed with the percentage of territories in which program

partners are working that have been transformed by more or less recent medium-scale infrastructure investments. During the 1980s and particularly in the 1990s, many countries launched significant infrastructure investment programs on the scale of small regions or territories. Irrigation systems, telephone service, rural electrification, and especially improved rural roadways are in many cases identified as catalysts of interesting processes of territorial development. While it is true that human and social capital are essential to development, it is no less certain that development means one thing with a highway and another without one.

■ **The decisive nature of local and regional markets.** The growth of local markets has been a strong incentive for those who have sought out alternatives for development other than the commercial openness and orientation of the economy towards international markets. However, local and regional markets seem to play a tremendously important role in some successful territories not only because they are alternatives to national and international markets, but because they are the necessary bridge for local societies to relate to those markets. These local and regional markets are more favorable contexts in which small and medium-sized farms and businesses can relate to external and more powerful economic agents. To use sports terminology, they give them “the home field advantage.”

■ **Local governments can be key actors in territorial development... if they have the budget for it.** As is logical, there are local governments in all of the territories in which the program is present. The legal framework in which they operate give them jurisdictions and responsibilities that do not differ a great deal from one country to the next. Many of them have been beneficiaries of a wide range of policies and programs for strengthening participatory processes, and in most cases they have experience



Four Challenges Starting in 2010

1. To synthesize the evidence generated by program partners
2. To engage in broad dialogues and communication
3. To participate in processes of change in various areas of public action
4. To continue developing the program's network of partners

with multi-actor roundtable discussions or similar processes. But only some have a real influence on territorial development dynamics. Though it is an obvious statement, the ones that do have influence also have significant budgets. And they are not just any kind of budgets - they are subject to general standards and criteria that can be assigned and exercised locally. In addition to having money and participatory processes, these municipalities can use those resources to put together basic technical teams, often using staff who have worked for NGOs or public programs at the central level.

Based on the results that began to appear in 2009, this year begins a new stage in the evolution of the program. In our opinion, the following areas should be emphasized over the next two or three years:

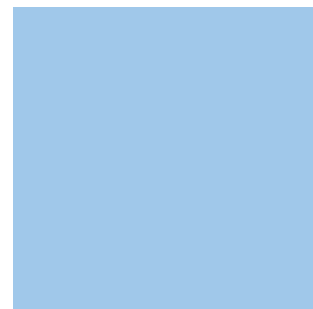
First, there is a need to organize and synthesize the abundant and diverse evidence generated by the program, giving way to an initial response to the two program questions. Certainly, we will not have a definitive answer by the end of the year, but we hope to have made progress and at least have delimited the main characteristics of the proposals that can emerge from the program.

Second, we should generate a discussion of the evidence that has been systematized and synthesized. This requires that we reinforce our communication initiatives and participate in processes of dialogue and debate that are broader than those internal to the program. They are not simply spaces for intellectual debate; we must dialogue and communicate with those who take on the work of territorial development management on a daily basis in the public world, the private sphere and civil society. Our 54 partners and 120 collaborators are present in dozens of networks and spaces of interest for the program and we expect them to be very important participants in those fora and platforms. It is there

that we will be able to identify the weaknesses and strengths of what we have formulated as proposals for vision and strategies.

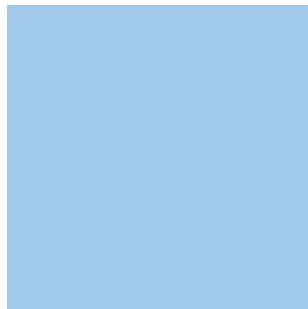
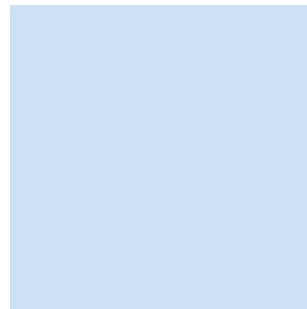
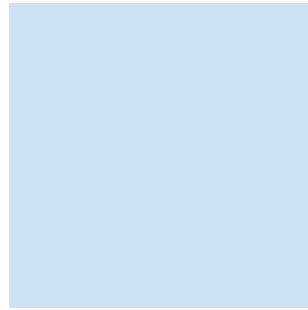
Third, we propose to have an influence and an impact. We cannot do this indiscriminately and with the same intensity in all 11 countries, twenty territories and each one of the international spaces in which the program and its partners participate. During 2008 and 2009, we identified processes and spaces where we can make a contribution, and we believe that we have something valuable to give. There we will focus special program resources in order to try to make a difference. Above and beyond the localized effects and impacts that we can contribute, we see these initiatives as spaces for learning and as settings in which we can test the proposals -together with an international partner- in order to strengthen the program's participation in public policy processes in several countries in the region in a very significant manner. During the first months of 2010, we hope to learn whether or not those efforts have been successful.

Finally, we must continue to strengthen the program's network of partners. We are aware that some very important stakeholders in territorial development are under-represented (particularly sub-national governments and the private sector). We also have observed that the network continues to be too dependent on Rimisp's coordination and that there is a need to provide spaces and resources so that more initiatives can be developed by program partners. Finally, and perhaps most importantly, there is a need to link this network to other spaces of reflection and action - including many that do not specialize in rural issues or problems - so that the system of relationships contributes to the greater task of forming coalitions capable of building and promoting a vision of and innovative strategies for the sustainable development of rural territories in Latin America.





Section one: Rural Dynamics in the Territories



RTD program research projects

In early 2009, the program completed the analysis of dynamics of social and economic change in over 10,000 municipalities (or their equivalents) in 11 countries. Using the *Elbers et al.*¹ method, geographic areas characterized by different development outcomes were identified. Based on these maps, 19 territories in 11 countries were selected as sites for the program based on their dynamics of economic growth and social inclusion, in order to concentrate research and capacity building activities in them. Table 1 lists the territories

selected and Figure 2 shows their geographic locations.

The project coordination teams presented proposals that were evaluated by two anonymous reviewers and then adjusted, based on the comments received. Each research project fits into the general methodological framework of the applied research component, which has been modified progressively according to the partial results obtained and the needs of the research activities.

Table 1. Selected territories

	Country	Territory	Surface in Km ²	Population
1.	Bolivia	Chaco Tarijeno	13.072	225.366
2.	Brazil	Cariri Paraibano	7.075	119.430
3.	Brazil	Costa de Santa Catarina	15.000	1.500.000
4.	Brazil	Jiquirica Valley, Bahia	12.414	309.192
5.	Chile	Central Chiloe	3.412	89.000
6.	Chile	Interior dryland of the O'Higgins Region	2.153	20.093
7.	Colombia	Upper Suarez and Lake Fuquene basin	483	35.337
8.	Ecuador	Loja	10.793	404.835
9.	Ecuador	Tungurahua	3.369	441.034
10.	El Salvador	Northern riverbank of Humedal Cerron Grande	570	70.048
11.	Guatemala	Southeastern area of Jutiapa and Jalapa	570	70.000
12.	Honduras	Olancho	1.009	36.375
13.	Mexico	Mezcal region of Oaxaca	18.220	490.745
14.	Mexico	South-central Yucatan Region	628	29.900
15.	Nicaragua	Macizo de Penas Blancas, La Dalia	462	126.209
16.	Nicaragua	Dairy region	546	16.404
17.	Peru	Cuatro Lagunas, Cusco	954	35.000
18.	Peru	Sierra de Jauja, Junin	2.100	60.000
19.	Peru	Southern Valley of Cusco	3.749	88.926

¹ Elbers, C., Lanjouw, J. O., Lanjouw, P. 2003. "Micro-level Estimation of Poverty and Inequality." *Econometrica* 71(1): 355-364.

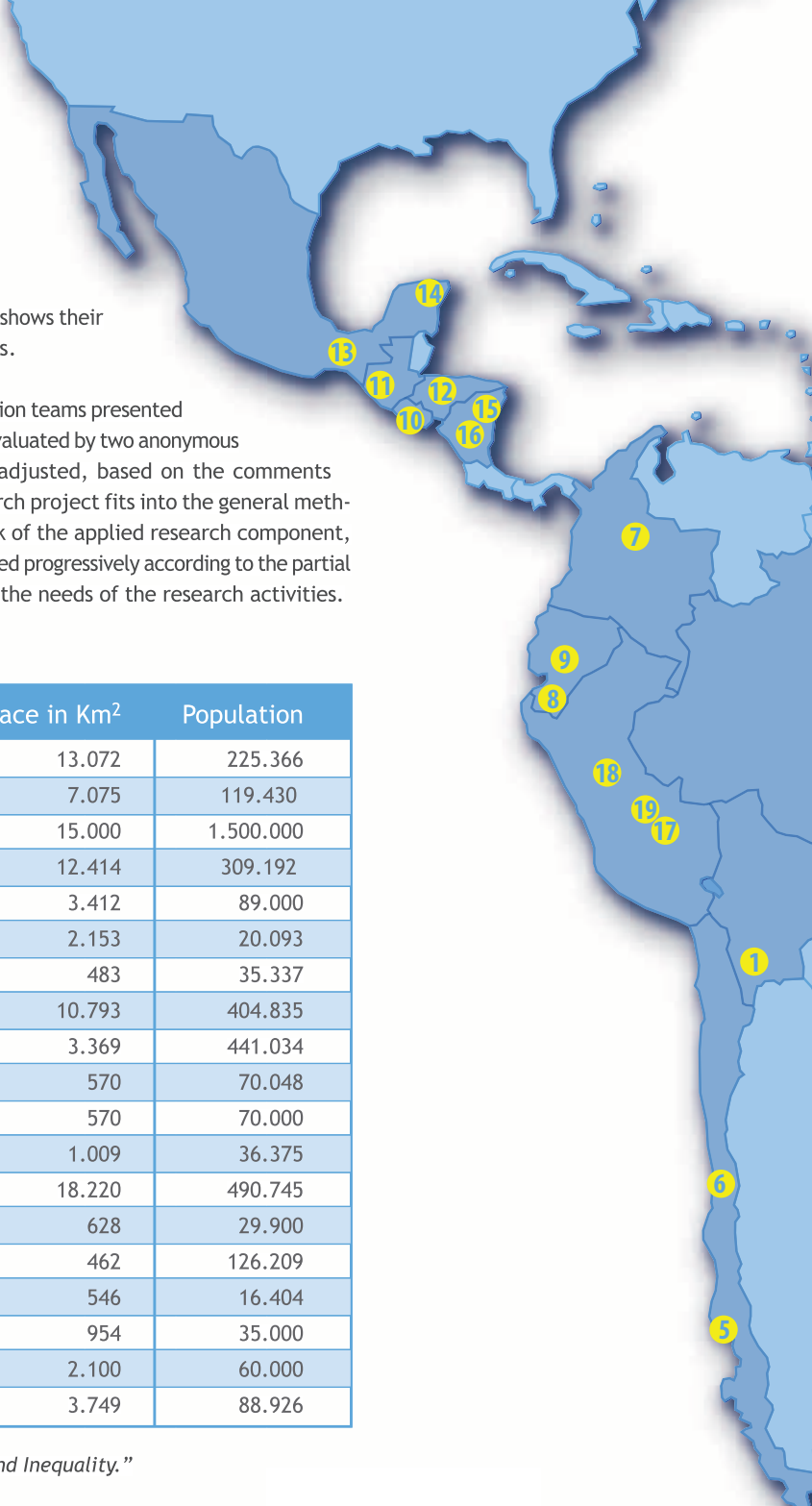


Figure 2: Geographic locations of selected territories



The research questions of the 19 projects can be organized into four groups:

1. What explains successful territorial dynamics?

Most of the projects include research questions aimed at explaining the territorial differences within the countries, specifically successful dynamics. This is the case of Tarija, Cariri, Santa Catarina, Jiquirica, Loja, Tungurahua, Cerron Grande and the dairy region of Nicaragua.

Other proposals, such as the two from Mexico, are related to the public and social decisions and actions that encourage successful rural territorial development dynamics (the case of Oaxaca) and “exogenous” and “endogenous” phenomena that have influenced the territorial dynamics for the past 20 years (the case of Yucatan).

Some projects explore specific factors in order to explain the dynamics of the territory, such as development strategies based on the extraction of natural resources (Tarija), the benefit of a specific geographic condition (Tungurahua) or the phenomenon of migration (Yucatan and the dairy region of Nicaragua). The role of stakeholders, social coalitions and institutional frameworks in the development of the territories is also addressed (Tungurahua and Cerron Grande).

2. Links between social actors and coalitions and the institutional framework

All projects explore the relationships between social actors, coalitions and institutional frameworks at the territorial scale. While Chiloe, Olancho and La Dalia projects look at social actors and coalitions that have conditioned institutional frameworks that stimulate more successful dynamics, others suggest the direct influence of those actors on local administrations, as is the case in Tarija and Cerron Grande. The inverse is

proposed in Loja, where it is thought that public and private investment stimulated the creation of new networks of relationships in the geographic space, while making production and local business more dynamic.

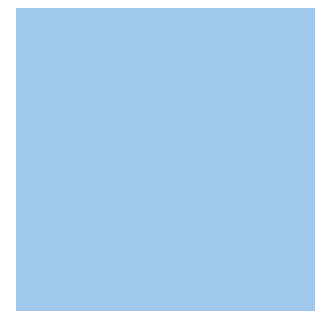
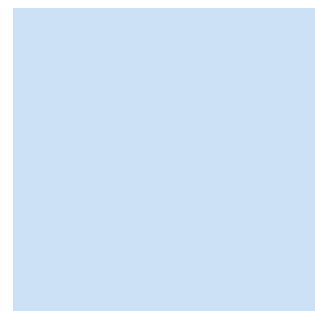
3. Assets endowment, use and distribution

Several projects pose questions that link assets endowment, use and distribution with social actors and coalitions. Several analyze how social actors and coalitions participate in and influence the way in which the territory’s assets are distributed (Tarija, Chiloe, Fuquene, Cerron Grande, Jutiapa and Jalapa, and La Dalia). Others analyze the relationship between assets and institutional frameworks.

Several proposals explore the link between institutional frameworks and the distribution of the territory’s assets. Cuatro Lagunas deals with institutional dynamics that explain the heterogeneity observed in the territory. In O’Higgins, work is focused on the institutional framework that allowed the productive transformation in this territory to be socially inclusive. In Nicaragua’s dairy region and Jauja, the projects are designed to determine how public policies contribute to or hinder more inclusive and equitable development. One of the proposals, La Dalia, will explain how the valorization of the territory’s assets is associated with the institutional changes made over the past few years.

4. Environmental services and the conservation of natural capital

Several projects address how social coalitions and institutional frameworks favor the conservation of natural capital. Cases of Jutiapa and Jalapa, Cariri, and Yucatan analyze the sustainability of the territorial dynamics and perspectives of those processes in these regions. In O’Higgins, there are plans to explore the elements that have determined socially inclusive development dynamics, but without an adequate management of emerging environmental conflicts.



Incidence, gender and the environment in methodological proposals

The incorporation of incidence objectives, gender perspectives and the environmental dimension of territorial dynamics are highly relevant to the program objectives.

Each proposal was analyzed in order to determine whether these matters are addressed in the objectives and methodology (see Table 2).

Table 2. Presence of aspects of incidence, gender and the environment in research proposals

Country	Territory	Incidence	Gender	Environment
Bolivia	Chaco Tarijeno	■	■	■
Brazil	Cariri Paraibano	■	■	■
Brazil	Coast of Santa Catarina	■	■	■
Brazil	Jiquirica Valley, Bahia	■	■	■
Chile	Central Chiloe	■	■	■
Chile	Interior dryland of the O'Higgins Region	■	■	■
Colombia	Upper Suarez and Lake Fuquene basin	■	■	■
Ecuador	Loja	■	■	■
Ecuador	Tungurahua	■	■	■
El Salvador	Northern riverbank of Humeral Cerron Grande	■	■	■
Guatemala	Southeastern area of Jutiapa and Jalapa	■	■	■
Honduras	Olancho	■	■	■
Mexico	Mezcal region of Oaxaca	■	■	■
Mexico	South-central Yucatan Region	■	■	■
Nicaragua	Macizo de Penas Blancas, La Dalia	■	■	■
Nicaragua	Dairy Region	■	■	■
Peru	Cuatro Lagunas, Cusco	■	■	■
Peru	Sierra de Jauja, Junin	■	■	■
Peru	Southern Valley of Cusco	■	■	■

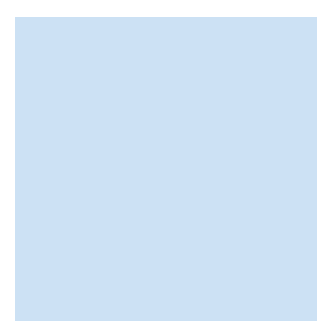
Note: ■ =strong presence; ■ = weak presence; ■ =absence

Incidence. Ten projects present specific incidence plans - each to a different degree - that aim at influencing the territories' public policies. Most show specific incidence objectives and have incorporated activities into their methodology with this goal in mind.

Gender. Five out of the 19 projects completely lack a gender component, while nine consider the issue only superficially in the methodology. Only four of the projects: Cariri, Loja, Tungurahua and Jauja present a proposal for addressing gender matters with specific questions or activities. As a result, the program's 2010 Plan of Action includes a specific line of work aimed at strengthening gender analysis in territorial dynamics.

Environment. In order to evaluate the presence of this component in the research proposals, the presence of specific activities in the methodology was considered.

The proposals that based their analysis on the Millenium Ecosystem Assessment are those of Cariri and Fuquene. The latter will follow the guidelines proposed by this program and will analyze how agents perceive the changes and importance of the environmental "provision services." In the case of Brazil, typologies of municipalities were organized based on economic, social and environmental indicators, thus expanding on the information from the previous stage. O'Higgins and La Dalia based their proposal on a document by Kronik and Bradford.² In Chile, indicators for environmental impacts of public investments in the territory were established. La Dalia expands even more on this aspect, grouping the indicators into three distinct services provided by the ecosystem: procurement services, ecosystem regulation services and territorial support services.



² Kronik, J. and Bradford, D. 2009. *Notas para el Análisis de la Dimensión Ambiental en las Dinámicas Territoriales*. Working paper N.58. Available in www.rimisp.org/dtr/documentos

Tarija: Territorial dynamics in contexts of expansion of extractive industries

Partners: University of Manchester, Tierra Foundation, Center of Regional Studies of Tarija CER-DET

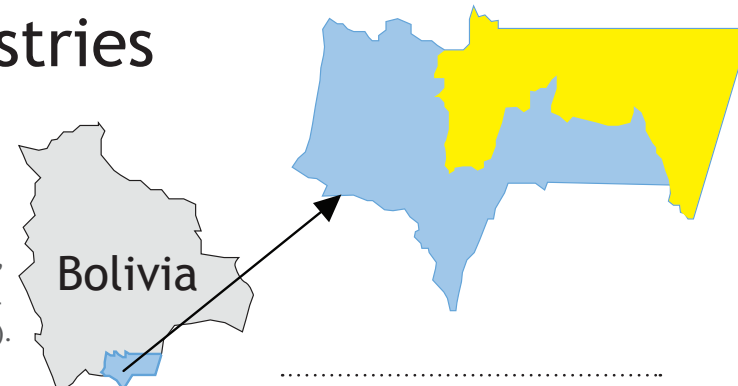
In a context in which there has been a great deal of investment in infrastructure and significant presence of extractive industries, which factors come into play that territories that are rich in hydrocarbons show different territorial dynamics? How do these factors differ from one territory to the next? These have been the main questions of this course of study in Bolivia, which analyzed three sub-territories during its initial stage: Entre Rios (valley of transition to El Chaco), Villa Montes and Carapari (Chaco Tarijeno).

Despite the fact that inclusive growth is a common discourse throughout Chaco Tarijeno and fiscal resources are available throughout a large part of this territory, some municipalities (such as Entre Rios and Villa Montes) show a certain level of dynamism while others (like Carapari) do not. Researchers believe that a key factor in the differences in levels of growth and wellbeing are the coalitions that influence and provide support to local governments' and businesses' actions. The coalitions present qualitative differences in dynamic and non-dynamic territories depending on the institutional-building process that has preceded the establishment of the extractive industry. The capacity for influence depends on the power that some coalitions have with respect to others, a power that is based on access to and control of assets such as natural capital (land and other natural resources),

human capital (knowledge), financial capital, and social capital (social relationships).

For example, the study suggests that the Entre Rios coalitions perceive the municipal government as a space from which a territorial identity formation process can take place. These coalitions also see the development of a coalition-government relationship as a process that involves diverse groups. In fact, this process is based on a certain degree of empowerment of the Guarani indigenous community, which is not observed in Carapari, where dominant coalitions exclude this group and the territorial perspective is based more on particular visions and socio-economic sectors.

On the other hand, it is thought that the way in which coalitions include stakeholders from outside of the territory (e.g. prefecture, central government, and civil society organizations) differs, influencing the model of development and use of fiscal resources. There are also differences that preceded the boom of hydrocarbons in terms of greater diversification of the territorial economy of Entre Rios as compared to Carapari, which would impact how the income from hydrocarbons has been used in order to energize local economies, as well as local capacities for the management of public resources.



Coming soon...

The analysis of the territorial economies and social coalitions of Entre Rios and Carapari will be expanded. Secondary and documentary data will be gathered from the past 20 years, describing how the allocation of assets has changed, and long-term investment and spending trends in the public sector and private sector will be analyzed. The policy incidence work of the project will contribute to the public debate surrounding two issues: the relationship between hydrocarbons, territory and land; and rural development strategies in the context of richness in hydrocarbons, with a view to contribute to the generation of policies that are not only oriented towards economic growth, but also towards social inclusion and responsible environmental governance.

Territorial dynamics in the northern riverbank of Humedal Cerron Grande: the influence of megaprojects

Partner: PRISMA Foundation

The municipalities of the northern riverbank of Humedal Cerron Grande in the Chalatenango Area (Tejutla, El Paraiso, Santa Rita, Chalatenango, Azacualpa, San Luis del Carmen and San Francisco Lempa) share a history linked to the construction of megaprojects, armed conflict and the loss of farmlands. These elements have determined the current territorial dynamics that are the focus of this study. Together, they constitute a very significant territory for electricity generation and connectivity in the country. Their main strength, according to our research, is the existence of multi-stakeholder platforms that have been capable of creating territorial development proposals.

Towards the end of the 1970s, these seven municipalities felt the impact of the construction of the Cerron Grande hydroelectric dam, which flooded a good part of the best farmlands of Chalatenango and led to the displacement of 13,000 inhabitants. This experience remains in the memory of inhabitants as a loss of their way of life and their territory. Although the area was not directly affected by combat during the 1980s, migration became an escape route from the armed conflict and the loss of land due to flooding produced by the dam. Another megaproject is now impacting this area: the construction of the northern longitudinal highway (carretera longitudinal del norte, or CLN), which cuts through nearly all of these municipalities and will connect the country from east to west with Honduras and Guatemala.

Since the 1990s, a new vision of the reservoir has emerged. It has become a “wetland” as a result of the coming together of international agreements and the social mobilization that has promoted sustainable natural resource management in the territory. In 2005,

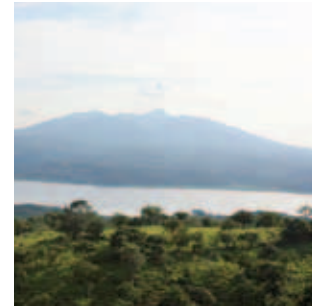


it was declared a Site of International Importance by the Ramsar Convention, and today it is seen as an ecosystem that provides important goods and services. These include the provision of hydroelectric energy, flood control, water purification, fishing, agriculture, tourism and biodiversity. However, the wetland is threatened by serious environmental degradation and pollution.

The study shows that all of these municipalities showed an improvement in income and a reduction in rural poverty between 1992 and 2007. Two municipalities also have improved income distribution. The shared history has generated a new type of identity based on participatory social organization, influenced by the activity of religious organizations and the emergence of the campesino movement. This would explain how, in contrast to the rest of the northern area that has similar precariousness in its socio-economic conditions, an important source of social capital centered on community organizations has developed in Chalatenango.

Coming soon...

The questions that emerge in the research include whether or not stakeholders in the territory will be able to impact the megaprojects so that they become drivers of endogenous, inclusive and sustainable growth. The hypothesis is that territorial actors have not been strong enough to achieve this, mainly due to the lack of political will for institutionalizing the proposals that have emerged from this territory. Researchers also will analyze the reasons for the differences between territories in regard to income distribution, which seem to be related more to the success of municipal management and to projects executed in the territory, regardless of the flow of remittances and natural capital.



Capacity building in the interior drylands of O'Higgins

Partner: Rimisp - Latin American Center for Rural Development

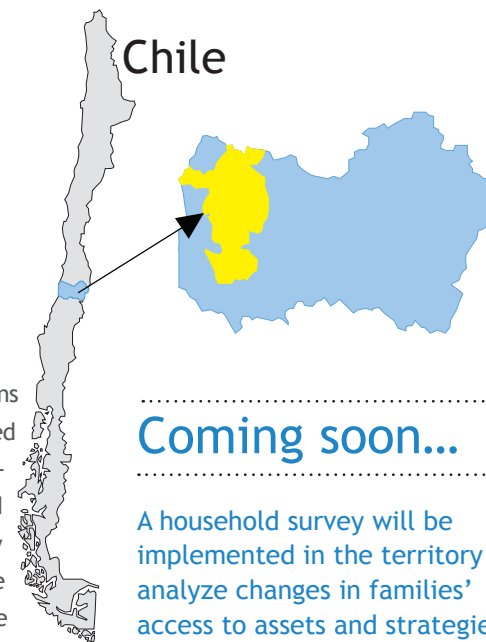
The interior drylands of Chile's O'Higgins Region were one of the country's poorest territories in the early 1990s. However, between 1992 and 2002, economic growth dynamics emerged (including a 42% increase in income) and there was a decrease in the poverty rate (from 45% to 14%) as well as a significant drop in inequality in the municipalities of Litueche, La Estrella, Marchihue and Pumanque.

This study looks to answer the following questions: How is the territory capable of reverting the unfavorable conditions of poverty and low quality of natural resources in order to demonstrate this type of dynamic? What institutional framework allowed for the productive transformation to present characteristics of social inclusion? Finally, why is it that these inclusive dynamics have not been associated with processes that allow for adequate management of environmental disputes? In order to answer these questions, three hypotheses were developed:

- In order for the territory to transform its initial conditions, there had to be strong government investment focused on the provision of public and semi-public goods. Without this, the profound productive transformation that benefitted the territory's households would not have taken place.

- The productive development institutions that operated in that area have facilitated the development of an agricultural, forestry and livestock sector that allowed for broad participation of local society in economic growth. This was made possible by the presence of small-scale producers in the productive transformation processes and an agricultural development model that generated employment through linkages with other sectors of the economy.
- The environmental disputes are the result of lacking strong social coalitions capable of promoting institutional frameworks that favor sustainable management of natural capital.

The research suggests that the changes observed between 1992 and 2002 are associated mainly with the productive transformation from a dryland agriculture to one of irrigation, supported by ample public investment plans and plans for road infrastructure for the development of the territory and its linkage to urban centers and external markets. In this process, employment dynamics are activated in agriculture, integrating a significant number of rural women and young people into this sector. The territory's new economy also energizes diverse sectors in which local entrepreneurs participate. Finally, significant disputes around environmental issues and access to groundwater have emerged.



Coming soon...

A household survey will be implemented in the territory to analyze changes in families' access to assets and strategies for generating income, in order to establish the degree to which the improvement in levels of material wellbeing are attributable to growth of agriculture and the productive chains that it generates. Researchers also will study the role of innovation networks as mechanisms for broad participation (or, in contrast, exclusiveness) in the productive transformation of the territory. Finally, the analysis will be extended to power dynamics between coalitions with conflicting interests regarding natural resource management in order to uncover the conditions and capacities that must be developed or strengthened for the emergence of innovative coalitions that lead to better management of territorial development dilemmas.

Territorial dynamics in the south-central Yucatan region: less poverty, less inequality

Partners: Program of Studies on Economic Change and Sustainability of Mexican Agriculture (PRECESAM), Economic Studies Center of the Mexico School, Autonomous University of Yucatan

Though 22% of the population of the municipalities of Acanceh, Cuzama, Huhi and Homun in the Mexican state of Yucatan continues to live in poverty, between 1990 and 2005 the number of poor families decreased and their consumption increased in a context of lower inequality. This project explores the reasons for these positive results.

These municipalities belong to what was the country's henequen (agave) production area until the 1980s. They share borders and a relatively homogenous identity, with similarities in terms of history, economic strategies, culture, natural conditions and physical infrastructure. The territory is home to over thirty thousand people, 52% of whom are of Mayan origin. It has a long history of agricultural activities in which the campesinos' land is mainly for common use. Its proximity to Merida, good communications, roadways, and the presence of vestiges of Mayan temples, artisans, and cenotes (sinkholes) give the municipalities a high potential for tourism.

One of the hypotheses that emerged from the study is that improvements in households' wellbeing are due to the growth of salaried income and public transfers such as *Oportunidades* and *Procampo*. The reduction in transaction (transportation) costs promoted a salaried employment process based on the daily work of inhabitants from the territory in Merida and Cancun.

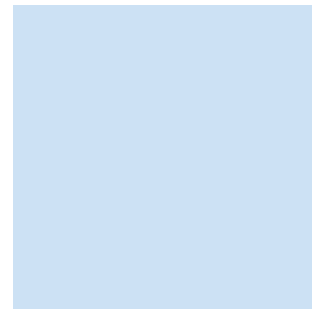
The research indicates that exogenous and endogenous phenomena have influenced the territory's dynamics



over the past 20 years. At the national level, the re-orientation of the government's role in the economy, democratization and rural reform is noteworthy. At the local level, the decrease in the henequen economy, the sale of the quasi-governmental company Cordeles Mexicanos (Cordomex) in the early 1990s, and the effects of Hurricane Isidora in 2002 led thousands of people to turn to new types of work. This process led to the economic diversification of the municipalities. In spite of the weight that the manufacturing sector has had as a result of the establishment of textile companies' maquilas in the early 1990s, their importance has decreased with the onset of the 21st century whilst that of other activities has increased. Salaried work at the maquilas and other urban activities have reduced the supply of family labour affecting intense traditional activities at home. However, family farming based on milpa-production (corn, beans and squash) and backyard gardening (vegetable plots, herbs and livestock) persists, though it is now managed by the elderly.

Coming soon...

In order to better understand the dynamics observed in these municipalities, additional work will be conducted on the following: identification and description of new stakeholders in the territory and their networks or coalitions; the role of young people as stakeholders based on their educational level and remunerated work; the effect of government transfers and other public programs in the territory; changes based on the loss of hegemony of the PRI (Institutional Revolutionary Party) and on the incorporation of the Protestant faith; changes and the state of agriculture, land use, biodiversity and other natural resources; changes in nutritional and eating patterns; and the family manufacturing economy.



Governance in the use of and access to natural resources in the Macizo de Penas Blancas Nature Reserve

Socios: Nitlapan Institute of Research and Development, Central American University of Nicaragua, Danish Institute for International Studies (DIIS - Denmark)

The Macizo de Penas Blancas Nature Reserve experienced stagnation in average consumption between 1998 and 2005. However, the territory also experienced improvements in its Gini coefficient during that period. What territorial dynamics have produced the economic and distributive changes observed? This question is the point of departure of the study of this territory.

According to our research, the use and control of land in the Macizo de Penas Blancas Nature Reserve is the central axis around which revolve the organizational and economic practices of traditional stakeholders of this territory. Such stakeholders include the major landowners of La Dalia; the inhabitants of poor settlements who provide labor for the large agricultural operations; and the small-scale landowners who grow coffee in the highlands, mainly in the Cua and Rancho Grande regions.

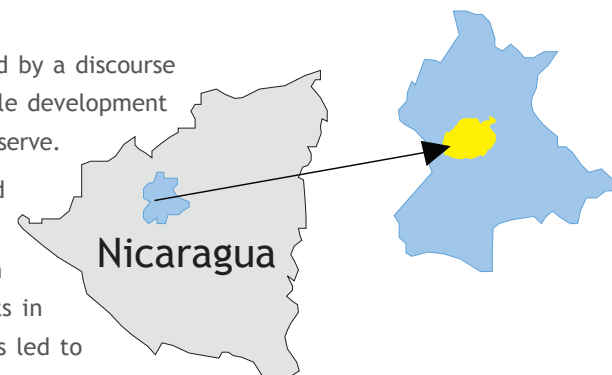
The main hypothesis is that the economic, distributive and environmental changes observed are due to the fact that competition among social actors for the use and control of the land has been carried out increasingly in the environmental field and has become less of a 'productivism' issue. This is mainly due to:

- The coffee crisis, which led producers to seek out new niches in the market, such as organic

coffee. This was accompanied by a discourse on environmentally sustainable development production in the area of the reserve.

- The increase in the demand for water for domestic use due to population growth, which went from 92,000 inhabitants in 1998 to 126,000 in 2005. This led to concerns over the reserve's forest and the ecological and water services that it provides. It is the source of 80% of the water used in the municipalities of Tuma-La Dalia, Rancho Grande, and Cua, and pollution has been detected in water sources during the initial stages of coffee processing ("honey water").

- International cooperation agencies and municipal governments have stepped up efforts to ensure sustainable development and protection of the reserve as part of a plan to increase decentralization and strengthen the relationship between the mayor's office and the community. This has been expressed, for example, through the creation of a physical land registry in order to promote protection and regulate the use of soil and water; through the formation of the Municipal Association of Penas Blancas del Norte (AMUPEBLAN); and through the development of a Management Plan proposal.



Coming soon...

The research will expand on the actions taken by social actors related to: the use and control of land in the area; how the endowment and valorization of assets of social actors has changed; the institutional change associated with the actions of such actors and changes in the endowment and valorization of assets; and the causal relationship between institutional changes promoted by social actors and economic activities and their distribution, the distribution of consumption and poverty, and the environmental conditions.

Territorial dynamics in the Upper Suarez Basin and Fuquene Lagoon

Partners: Center for Economic Development Studies (CEDE) of the University of The Andes, University of Rosario

The Colombian municipalities of Susa, Simijaca and Puente Nacional -which base their economy on agriculture and livestock- presented income growth with varying levels of dynamism between 1993 and 2005. This study is focused on describing and analyzing the differences in social production practices based on the relationships between diverse agents and institutions, in order to determine how they influence economic growth and distribution of wealth.

One of the hypotheses of this study is that the economic growth was generated by the transition from agriculture to dairy farming. While the agrarian sector has weakened for various reasons (increase in the supply prices, price fluctuations, and commercial intermediation), livestock activities have suffered less because although income in this sector is low, it is less uncertain than in agriculture. In Susa and Simijaca, this transition began about 20 years ago, while in Puente Nacional it is a more recent phenomenon due to the prevalence of violent conflict until quite recently. In that area, other forms of agriculture continue to dominate.

A second hypothesis is that the lack of interconnection between the high and low areas of Susa and Simijaca and between the urban and rural areas of the three municipalities has generated inequality and differences in economic growth. Since the Colonial period, Susa and Simijaca have been separated between high areas inhabited by indigenous communities and low areas settled by the Spanish. The latter have better quality land, access to public services and the highway, as well as access to credit and natural resources.

Third, the highways are a driving force of growth for the municipalities due to the fact that they allow for the flow of people and products between communities. In the case of Puente Nacional, the Bogota-Cucuta route has gained importance in the economy since it was paved nine years ago.

The study also proposes that migration from the west of Boyaca to Simijaca has brought with it new ways of understanding productive space. The urban area is home to new commercial neighborhoods and more housing in order to meet the needs of the growing population. However, the countryside continues to experience the same economic and social problems and has not perceived a direct benefit from this migratory phenomenon. In Puente Nacional, coca production in neighboring municipalities has generated mobility of workers towards illicit plantations. Emigration has been observed in the three municipalities as a result of the lack of opportunities in the countryside.



Coming soon...

In addition to carrying out a survey to examine the behavior of rural households, the study will consider topics such as: the area's social actors and private entities that participate in production practices of the selected territories and in the way in which wealth is distributed; the social coalitions that compete for and look to control the distribution of assets and products or tangible or intangible social benefits; and which broad historical processes are associated with the consolidation of productive processes.



Cariri Paraibano and changes in social structures

Partners: Federal University of ABC, University of Sao Paulo

Cariri Paraibano has been one of Brazil's poorest areas and is affected by serious desertification problems. However, while the rest of the country showed stagnation in economic growth rates and an increase in inequality in the 1990s, it was one of the only areas that improved its indicators in both regards. This trend has been maintained until today. How can this performance be explained?

According to our research, this case shows a development dynamic in which the local social structures changed in an incremental manner in a process that could be analyzed in three ways:

- First, as a result of the expansion of individual liberties (as Amartya Sen proposes) associated with a significant improvement in education and health indicators due to greater access to basic social services. This would have led to the development of the capacities necessary to generate better insertion in a democratic society and the market. However, given that this took place in other areas of Brazil as well, this explanation is not sufficient.
- Second, there were external changes that altered the political and social bases of the traditional forms of power, which are analyzed according to Douglass North's theory. Production systems based on extensive livestock activity and the production and transformation of fibers -which sustained the economic power of large-scale rural landowners and blocked opportunities for family farmers - lost

economic importance. At the same time, there was greater access to social services, and income transfer policies made it so that local actors did not have to submit to clientelistic practices in order to access markets and services. In addition, new economic opportunities were created with the participation of poorer farmers, particularly in the dairy, sheep, and goat markets, though they are still very dependent on public procurement. Also, new forms of local coordination emerged, such as the *Pacto Novo Cariri* that involves the public sector and social organizations. They have contributed to strengthening the local economy, as well as developing social capital and strengthening capacities of micro-entrepreneurs, among other things.

- Third, Pierre Bourdieu's theory of habitus and field is particularly useful for explaining how individuals' beliefs are formed in a way that shows how changes will be interpreted and classified, and the repertoire of alternatives that people access in this changing reality. It also can be used to explain how the new opportunities opened by the fissure in the traditional regional configuration are unequally utilized.

In fact, in spite of the changes that have taken place, the regional reality of Cariri Paraibano is far from being an open society in which everyone can participate in new opportunities. The extent of the changes depends on modifying behaviors and institutions that are still very influenced by historical dynamics.



Coming soon...

The analysis of the dairy, sheep and goat markets will be expanded to include considerations such as the right to property, the rules of exchange, forms of governance and concepts of control. In addition, we will describe the leadership and farmers involved (habitus and forms of capital mobilized) and will use an ethnographic perspective to consider the situation of women and young people in the new local territorial configuration.

Investment in Nicaragua's dairy production area: failure to expand

Partners: Danish Institute for International Studies (DIIS - Denmark); Nitlapan Institute of Research and Development, Central American University of Nicaragua

Beginning in the 1990s, the municipalities of Santo Tomas, Pedro de Lovago and Villa Sandino -in the departamento of Chontales- underwent a peace process and the return of those who were displaced during the war of the 1980s. This was accompanied by a successful economic reactivation motivated by the increase in the demand for dairy production and private investment facilitated by international cooperation. Between 1998 and 2005, per capita consumption in this area increased by 44% and poverty decreased by 32%. However, to what degree is this due to economic reactivation and to what extent have public institutions contributed to increasing equality?

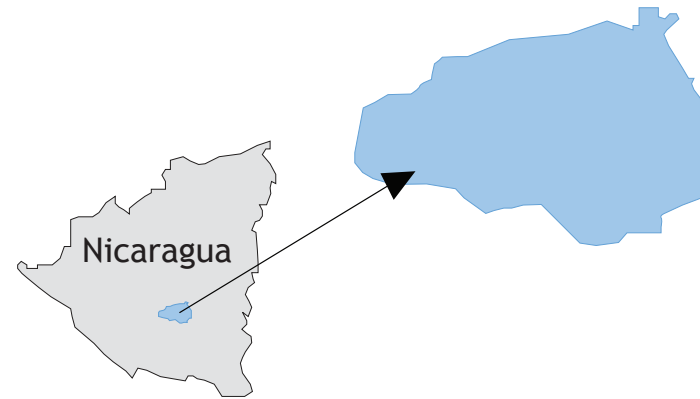
This study analyzes three phenomena linked to the changes observed in the territory, namely, migratory flow, international cooperation, and private investment. It focuses on identifying and describing the stakeholders and their coalitions and the institutional changes that have operated in each of them.

We theorize that the expansion of road infrastructure and milk collection centers have benefited the majority of producers close to the new routes. Many stopped producing montanero cheese and started selling milk. The roads also facilitated the arrival of new buyers for markets in El Salvador and Honduras, which led to an increase in the price of milk.

The government and international cooperation generated an institutional framework favorable to private investment, subsidized part of the same, created tax incentives, and made credit available to cooperatives that were used by large and medium-sized livestock entities.

The capitalization processes of smaller producers have been slower because the cost of organizing and accessing the cooperatives is high. The strategies of the landless and of some small-scale producers consisted of selling their land and migrating. Migration has thus been a permanent process of expulsion of individuals and families who have not found their place in the territory and leave in search of employment in the cities or in Costa Rica, or sell their property in order to purchase cheap land on the new agricultural frontier and increase their production area. In other words, the creation of institutions for investment has generated incentives, but not for everyone. Those who have made use of the favorable institutional context have managed to increase their level of capitalization, and also are present in social networks linked to decision-making regarding public goods.

Thus, the study suggests that the most important changes identified in these municipalities during the 1995-2005 period indicate that a process of economic growth with social exclusion has been experienced in some sectors: those who did not participate in the livestock reactivation have left the territory, thus decreasing the number of impoverished individuals in this territory, but not necessarily the number in the greater region or country.



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Coming soon...
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In the next phase of the study, we will expand our consideration of the causal relationships of the changes identified in the territorial dynamics described, based on a representative sample of households in the territory and diverse qualitative research methods.



Jiquirica Valley: learning from successful dynamics

Partners: Natural Resources Institute - University of Greenwich (United Kingdom), Federal University of Reconcavo da Bahia (UFRB)

During the 1990s, 11 of the 21 municipalities in the Jiquirica Valley (Bahia) experienced economic growth with a reduction in poverty and inequality. The data suggests that this dynamic is being sustained and is expanding to other municipalities. This study considers the institutional factors and coordination of social efforts that favor positive territorial dynamics, and their implications for public policy in rural development.

The Jiquirica Valley is characterized by environmental diversity with Mata Atlantic and semi-arid areas, as well as areas that transition between the two ecosystems. There is also a human impact marked by deforestation and the substitution of native vegetation for pastureland. Despite this diversity, the municipalities share a common identity associated with their location in the Jiquirica River basin, the existence of export cultures linked to livestock and subsistence agriculture, and diverse forms of territorial coordination. Agriculture is the main source of employment and contributes to a GDP that is above average for Bahia and Brazil, supplying regional and export markets.

The hypotheses of this study regarding the observed territorial dynamics maintain that:

- The agro-ecological potential, along with political and institutional conditions favorable to the culti-

vation of a variety of higher value crops (such as cocoa, coffee, fruit and vegetables) by small-scale producers enabled the emergence and consolidation of a dynamic family farming sector, with productivity growth and improved livelihood for the past 15 years. This took place despite the crises caused by market and phytosanitary conditions.

- A relatively egalitarian agrarian structure characterized by a predominance of small and medium-scale producers allow for the reproduction of sustainable family farming and the reduction of poverty through income generation.
- Union activity contributed to reducing poverty and inequality, facilitating access to social policies (mainly rural pension payments), though this has been reflected little in productive policies.
- However, value chains and established forms of agricultural marketing produce unequal social relations and subordinate small-scale producers to agro-industrial interests that are external to the territory, limiting the space for endogenous innovation.
- Institutional innovations that involve the coordination of municipalities and local civil society with the State, coupled with the existence of horizontal and inter-municipal networks of territorial stakeholders, promote positive dynamics in the valley's economy. There are various local productive and participatory planning initiatives that are coordinated with state and federal policies, although horizontal and inter-municipal coordination is as yet incipient.



Coming soon...

Upcoming activities include a detailed analysis of agricultural and livestock censuses from 1997 through 2007; participatory assessments of the key production systems and assessments of the value chains of major producers; historical reconstruction of the union movement and the formation of social coalitions; and analysis of the effectiveness of agricultural public policy and institutional forms of promoting local development, including municipal-territorial-state coordination and functioning territorial networks, among others.

Loja: sustainable development or temporary growth?

Partner: Simon Bolivar Andean University

In the Ecuadorean province of Loja, over 50% of the parishes, which house 25% of the population, have shown reductions in poverty in the past few years. Other parishes, which include the provincial capital and an important percentage of the population, reduced both poverty and inequality.

Economically, Loja has: an agricultural sector that is important for the amount of people it employs, though not for its contribution to the province's gross product; a construction sector that is important for its contribution to the province's gross product but not as a provider of employment; and a growing service sector, particularly in the financial services field.

The study suggests that, after the financial crisis of 1999-2000 and the massive emigration that ensued, particularly in rural areas, a significant flow of remittances was generated which activated local commerce, transportation, tourism and education, in addition to promoting real estate development, construction and the growth of the financial sector. All of this has been expressed in a reduction of poverty. Economic activation stimulated the growth of small groups of local producers who specialized in an area for which there was demand in local and external markets (such as corn, coffee, fruit, peanuts, poultry and pigs) and allowed for the development of a small industrial sector, groups of merchants, transportation professionals, construction workers, hotel workers and financial intermediaries.

On the institutional side, local and national government improved public investment in infrastructure, while increasing the presence of national and international development agents who were at-



tracted by the particularities of local ecosystems, the improved border situation following the peace treaty with Peru -which stimulated innovative processes (organic crops, community marketing, a rural micro-credit program for women, and others) - and by the increased participation, organization, and commitment on the part of campesinos and other groups.

Among the main institutional changes associated with the territory's dynamics, one observes that the organizational process in the rural sector has been subject to government initiative and, since the 1990s, NGO initiative. Campesinos do not have a great deal of political weight, while the land-owning class maintains economic power despite its loss of political hegemony, and is moving towards banking and commerce. Representatives of the construction sector control most of the public institutions. The municipalities have gained skills in participatory planning and implementation as a result of the decentralization law of 1997, but there is no correspondence between the performance of localities and the municipal management index.

Coming soon...

In order to explain the changes experienced in the reduction of poverty and inequality, and to explore their prospects for sustainability, the study will consider the following in greater detail: existing civic associations and networks and the role of local governments and development agents; the values, norms and behaviors that have affected the configuration of social actors and coalitions; and the nature and degree of inclusion of the main economic activities in the territory.



Territorial dynamics in southeastern Guatemala: achievements in poverty reduction and more inclusive development

Partner: Institute of Economic and Social Research of the Rafael Landívar University

The municipalities of San Manuel Chaparrón, Santa Catarina Mita, El Progreso and Monjas share a valley located in the departamentos of Jutiapa and Jalapa. Based on the positive dynamics observed in the territory between 1995 and 2007, this study analyzes the factors that allowed this area to reduce poverty by 26% (while the decrease observed at the national level was only 11%); how social networks and alliances between regional and national actors have impacted the provision of infrastructure and capacity building; and what the southeastern area of the country can teach us about territorial development.

The characteristics shared by the territory's municipalities include:

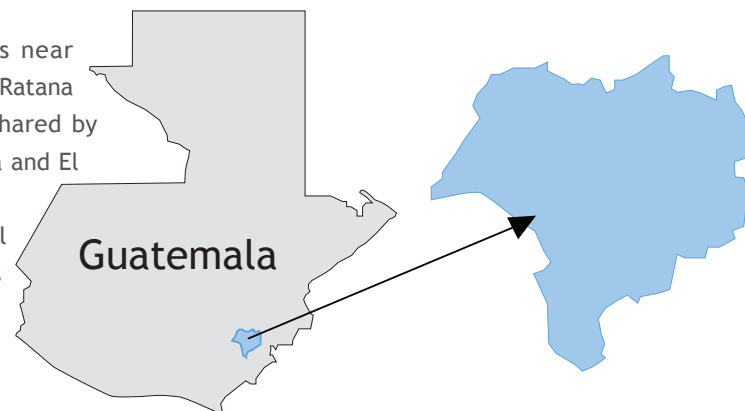
- A significant reduction in poverty and increase in consumption.
- Unique socio-historical, identity (non-indigenous population), and institutional constructions.
- Productive changes that have required investments in roadways and productive infrastructure
- The insertion of very dynamic products (such as tomatoes and sweet corn) that demand a large work force.
- The presence of an important roadway network that connects the municipalities to each other and to the rest of the country and the border with El Salvador.
- Maintenance of inter-municipal commercial and productive relationships (for example, Asunción Mita consumes products from El Progreso, while

people from areas near Monjas work at the Ratana Lagoon, which is shared by Santa Catarina Mita and El Progreso).

- Several external factors such as remittances sent by migrants also play a role in this area.

The research suggests that the combination of geographical factors, human capacity development, and infrastructure, as well as the lowest concentration of land, have been key to productive diversification, integration into dynamic markets, and the diversification of sources of income. This led to the strengthening of the internal market, economic growth and more inclusive development.

On the other hand, we have come to believe that stakeholders - particularly small and medium - scale producers and middle strata of the population - along with the stability and continuity of municipal policies have been important agents in the coordination of intra-regional networks, enterprises, and alliances. In addition, the presence of external stakeholders have been relevant to the use of productive potential, diversification of income, and definition of public policies that were favorable for the territory. All of these factors together have been essential to development.



Coming soon...

The analysis will be expanded through interviews, focus groups and life stories. We also will study value chains and implement a socio-economic survey of 350 to 400 households, modeled after the National Survey on Living Conditions, but adapting and adjusting the modules and their extension to the project objectives.

Olancho: between natural resources and agriculture

Partner: Sustainable Development Network (RDS)

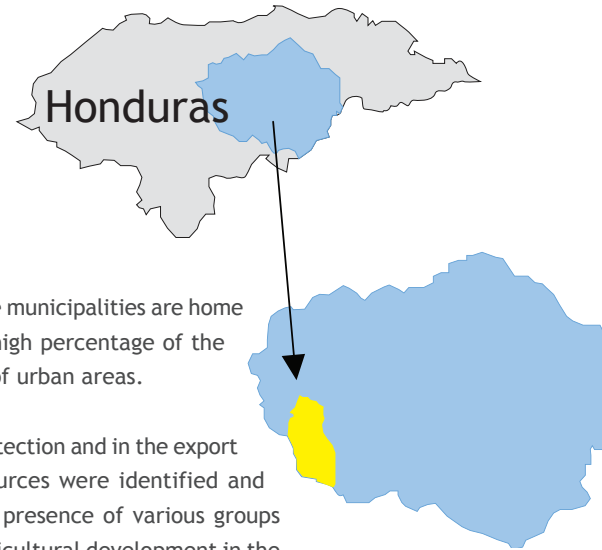
The study of the change in poverty and concentration of income in the municipalities of Honduras between 1988 and 2001 (Flores, Lovo, Reyes, Villa and Campos) showed that in recent years, some municipalities in the departamento of Olancho have seen the emergence of virtuous dynamics of social and economic development. However, these dynamics have been associated with increasing degradation of natural resources. This study looks to understand the role of institutions and local coalitions in these territorial dynamics.

Three municipalities are being analyzed as part of this project. The first two, Campamento and Salama, have managed to increase income, reduce poverty and improve income distribution. Concordia, on the other hand, managed to increase income but has not reduced poverty or improved income distribution. These municipalities have significant forests that are used for the exploitation, processing, and use of wood (pine). However, livestock and agricultural activities have greater economic weight, particularly coffee production, basic grains (corn, beans), cattle, sugar cane, vegetables, and others. The three municipalities belong to the Olancho Municipal Association and the Northern Olancho Commonwealth of Municipalities. Two are connected to the central-east highway that extends from Tegucigalpa to the departmental capital Juticalpa, ending in Catacamas. However, in order to reach Salama, one must turn off of the highway that leads to the departmental capital and travel approxi-

mately 60 kilometers. The municipalities are home to 25,000 people and a high percentage of the inhabitants live outside of urban areas.

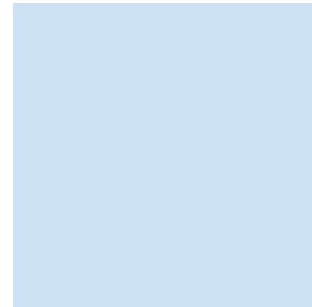
Key actors in both the protection and in the export and sale of natural resources were identified and mapped, confirming the presence of various groups linked to forestry and agricultural development in the territory. The research questions are as follows: which stakeholders and social coalitions promote innovative institutional frameworks that stimulate and reward territorial dynamics of economic growth with social inclusion and environmental sustainability? Which coalitions of social actors promote forms of distribution and use of natural resources that can sustain successful territorial dynamics? Are large amounts of material and other assets (tangible and intangible) required in order for innovative social coalitions to emerge? Can natural resources be an asset that sustains such coalitions in the territory? The hypotheses set forth include the following:

- In order to develop and strengthen innovative social coalitions that promote and lead inclusive development strategies, local society must have a minimum endowment of assets (tangible and intangible).
- The natural resources of these municipalities could become an asset for the local community to form inclusive economic development strategies that ensure the sustainability of innovative institutions and coalitions.



Coming soon...

In order to further the study of both dynamics in the territory, an inventory of local actors will be complemented, in-depth interviews will be conducted, and discourse analysis will be carried out in order to learn about institutional changes and the rules and values of the stakeholders. Furthermore, we will complete case studies on value chains of the main forestry and agricultural activities, as well as an analysis of the evolution and operation of institutions in the territory. In addition, household surveys will be performed in order to determine the role of natural resources in the selection of individuals' livelihood strategies.



Sierra de Jauja: the challenge of sustainability

Partners: Analysis for Development Group - GRADE

For many, Jauja is the most modern rural economy in the Peruvian sierra. Over the past two decades, it has been characterized by a dynamic of heterogeneous growth that would have deepened socio-economic inequities and environmental vulnerability. Studying this case will provide a better understanding of the limits of the market as an energizing force in the territory, and will provide an opportunity to explore alternatives for promoting more sustainable and inclusive development.

The territory in question is located in the center of the Rio Mantaro Valley in the Central Sierra of Peru and covers 32 of the 34 districts of the Jauja Province (departamento of Junin). It has nearly 90,000 inhabitants and is characterized by a heterogeneous social composition, a largely agrarian economy oriented to extra-territorial markets, and a predominance of private property over communal property. Historically, there was no predominance of large landowners, and small-scale farming and small businesses have deep roots in the community. The economic growth and reduction of poverty observed over the past two decades are mainly due to the dynamism of extra-territorial markets, especially in Lima, and in some sectors of the territory by the integration into market chains that add value to local production (such as potato products and milk). In turn, migration seems to have become an additional strategy used by families to increase the profitability of their productive assets. However, within the territory there

is a significant social inequality. There is also a broad awareness of ecological vulnerability, with a strong concern for the management of water resources and, to a lesser extent, the potential impacts of increased mining activity in the area.

The research that is being conducted has resulted in the formulation of four hypotheses:

- The fluidity of the labor and land markets combined with a cultural asset that we could call “local entrepreneurship” have favored the use of opportunities generated by the aggregate economic growth over the past few decades. This goes a long way towards explaining the differences between the territory’s economic dynamism and other rural spaces in the Peruvian sierra.
- The linkage to the main regional markets (Lima and Huanayo) and to agro-industrial milk and potato chip companies has benefited certain groups of producers with specific types of capital.
- Changes in the rules of access to and use of natural resources in various sub-spaces of the territory have led to changes in the profitability of households’ private capital.
- The weakness of traditional institutions in the regulation of social and economic life has enabled women from the territory to gain greater access to productive resources and to perform better in social and economic activities.



Coming soon...

Future efforts will include an exploration of the alternatives available to the local government and other institutions in order for development to be more sustainable and inclusive; an analysis of the stakeholders that manage to connect to dynamic markets by establishing more complex contractual relationships with agribusiness or the export market, and a consideration of which stakeholders see their options limited to selling in the local market. Finally, we will explore which institutions improve existing relationships between small-scale producers and the agro-industrial chain.

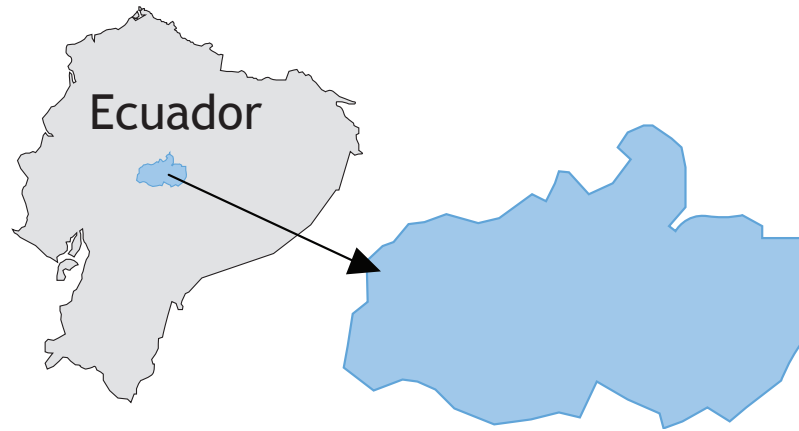
Tungurahua: an alternative route of economic modernization³

Partner: Simon Bolivar Andean University

While most of the indigenous areas of the central Ecuadorean mountains face severe economic deterioration and some relatively dynamic areas depend on external and random factors, the province of Tungurahua stands out for its variety of moderately successful activities, linked to its particular local history, namely its network of markets. This network has established itself as a hub of commercial articulation for the whole country, which has been expressed as moderate economic growth and a simultaneous reduction in social inequalities.

The study seeks to explain the reasons for and conditions in which “successful” development dynamics are produced in this province of over 444,000 inhabitants, 57.3% of whom live in rural areas. The researchers propose that from very early times and until about 1980, the network of markets of Tungurahua favored direct sale by producers, who gradually became merchant-farmers. When trade became more important and specialization was emphasized, these merchants, including those who were no longer farmers, maintained dense family networks with agricultural producers in the region. In the most successful cases, the producers themselves act as merchants, accessing local markets and at times even reaching distant markets. This unique aspect provides the Tungurahua trade network not only with its dynamism, but also with a positive relationship to local production.

When they began to participate in interregional commerce, small-scale merchants and carriers developed capital,

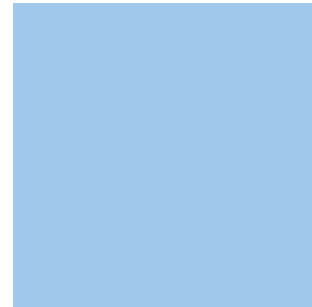
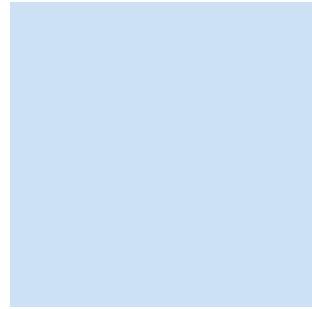


purchased land in their place of origin, weakened the large-scale hacienda system, participated in irrigation investments, and gradually changed a highly concentrated agrarian structure. Between 1930 and 1980, Ambato (the provincial capital) reached its peak as a commercial center, while the surrounding rural areas diversified their production, both in commercial agriculture and in a wide range of crafts and artisanal activities.

The socially redistributive effects of the market network are a result of the fact that the network has not been monopolized by large-scale merchants and that it presents diverse institutional and structural factors that favor small-scale producers over large ones. These include the distribution of land and water, the strength of the organizations of irrigators and small-scale merchants, and the specialization in consumer products for popular markets that require a low initial investment and have low barriers to entry. Moreover, the dynamism of the productive diversification based on small-scale enterprises has depended historically on two interrelated factors: the high level of participation of women in the market economy and high levels of investment in education by the population.

Coming soon...

Progress will be made to analyze the role of institutions (apart from markets and market networks) and political actors in the formation of the social infrastructure in the 20th century and until today; the role of gender differences and the fact that commerce with such high levels of female participation is at the center of successful economic dynamics in Tungurahua; and cultural aspects such as the “entrepreneurial spirit” and the province’s “mestizo” condition.



³ This project is carried out as part of the consortium Institutions for Pro-Poor Growth (IPPG), coordinated by the University of Manchester and funded by the Department for International Development (DFID) of the United Kingdom.

Cuatro Lagunas, Cusco: changes in rural society

Partner: Analysis for Development Group - GRADE

In the 1980s, the Cuatro Lagunas basin was an example of the most traditional campesino economy of the Peruvian Andes and the site of a series of rural development initiatives by international cooperation agencies. Over the past 15 years, it has experienced growth in per capita spending and a reduction in the number of unmet basic needs. However, monetary poverty rates have not improved.

The territory studied is located in the southern mountain region of Peru in the Andean lake basin of Cuatro Lagunas (3,500-4,000 meters above sea level) in the Cusco Region, and is home to nearly 22,000 inhabitants. The territory has witnessed important historical events including the Túpac Amaru rebellion in the 18th century. Its people have a long history of common use of resources and attachment to the territory. Over the past decade, there has been a trend towards individual initiative (inhabitants with access to a greater range of alliances with internal and external actors) and greater specialization of economic activities.

Six hypotheses have been developed for this study:

- External actors (international cooperation agencies) have made significant contributions to strengthening social capital in the area and increasing concern for environmental sustainability. This social capital has favored positive territorial dynamics in social and environmental terms.

- The intervention of external actors has led to dynamics of technological change.
- The changes in the relative price structure that took place during the 1980s, 1990s and first decade of the 21st century have conditioned systems of rotation, rest, and intensity of land use in the territory. This has affected opportunities for innovation and technological change and has determined the income diversification strategies of rural households.

- Improvements in indicators of basic needs (safe water, education, etc.) are not enough to generate inclusive development. Institutions are required for changes in production and shared resources.
- The lack of coordination among provincial governments hinders integrated management of the territory. External actors can help create spaces for inter-district and inter-province integration that make sustainable management of the territory possible.
- The explanation for the different trajectories within the territory lies in differences in the natural resource base, access to public goods and services, and social capital associated with greater or less access to contributions by external actors, such as NGOs and the provincial, regional and national government.



Coming soon...

Future activities will include the exploration of income diversification strategies in households, the identification of households that are being left behind and their productive dimensions, and consideration of the lack of access to resources and other factors that hinder the achievement of a more inclusive development. The integration of data from two surveys (1982-3 and 2008-9), with results on stakeholders and the territory's recent history, will allow for discussion of the evolution of at-risk populations and non-inclusive processes that developed.

Central Chiloe: conflicting strategies or a missed opportunity?⁴

Partner: Rimisp - Latin American Center for Rural Development

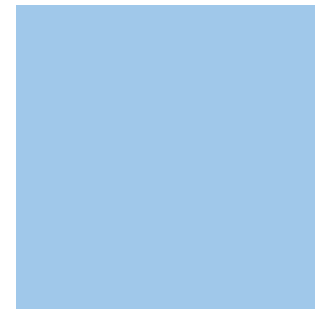
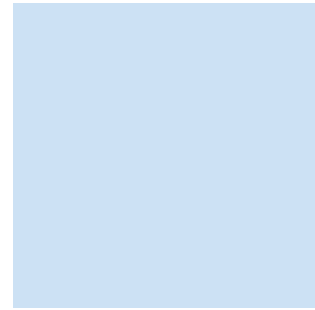
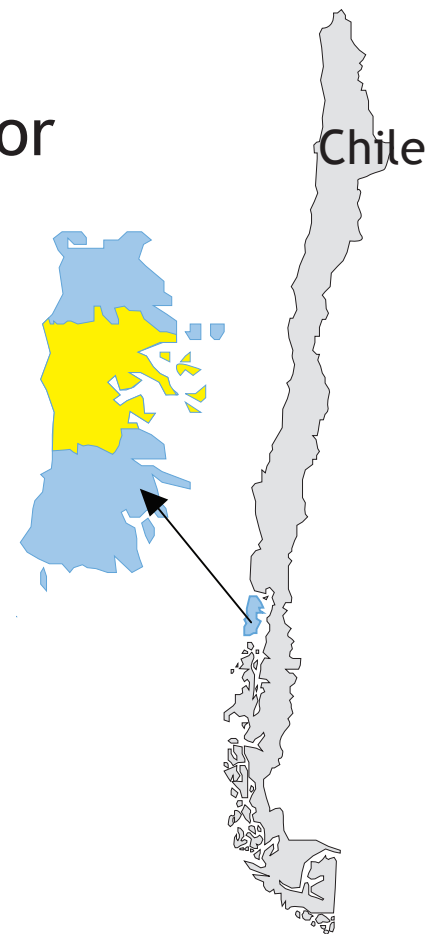
Central Chiloe - which is composed of the municipalities of Castro, Chonchi, Dalcahue, Curaco de Velez, Puqueldon and Quinchao - is part of the archipelago of Chiloe, renowned as a place of strong territorial identity linked to the existence of a rich cultural and natural capital. With the consolidation of the salmon industry over the past two decades, profound and rapid changes have had positive economic effects, generating employment and productive chains and reducing poverty. However, inequality has increased and this industry is linked to negative impacts on the territory's cultural identity and the environment.

This study seeks to identify areas of collaboration and conflict that exist between different development strategies based on cultural identity and on the salmon industry, taking into account the role of institutions and local coalitions in these territorial dynamics and defining the role that cultural identity plays in the formation and strengthening of those institutions and coalitions. The research proposes that economic development dynamics in this territory consist of the local expression of the country's overall growth strategy: a process of accelerated economic growth based on natural comparative advantages and on orientation towards dynamic external markets. Both opportunities are exploited by private capital that can access natural resources due to changes in regulations for allocation of such resources. When major territorial decisions are made, local development strategies based on cultural identity elements end up being subordinated to the industrial proposal sustained by stakeholders external to the territory. In this context, some groups are excluded by the development dynamics promoted by industrialization, particularly those who engage

in activities rooted in local culture, such as farming, handicrafts, and artisanal fishing.

On the other hand, the study identifies a set of institutional failures that help to understand the genesis and evolution of the major conflicts in the territory. These are expressed, for example, in the implementation and monitoring of regulations for environmental and natural resource governance, territorial management, inspection of labor conditions, and the implementation of social policy. Environmental and natural resource governance has to do with the belief of government authorities and of the industry itself that self-regulation in the sector is possible. In terms of the implementation of social policy, this is perceived as a strategy at times used by local governments as a tool for clientelism.

The research advises that the case of Chiloe should not be understood as an example of strategies of opposition and conflict, but as a missed opportunity for generating an inclusive development model that is environmentally sustainable and does not compromise cultural identity. It argues that this is only possible if Chiloe's society is capable of creating a social actor that can lead the necessary transformation. In this sense, the active participation of stakeholders who have been marginalized from the modernizing development is essential for defining and implementing strategies and plans that capitalize on opportunities for the modernizing and traditional visions to come together. However, this process will be condemned to failure if it does not involve the salmon industry. In this context, the public sector plays a key role in creating spaces for dialogue between two positions that are currently in conflict.



Coming soon...

The field data collection stage of this study has been completed. The authors are now preparing the final publications. A seminar will be held in Chiloe in early 2010 in order to present and discuss the results with local stakeholders, so that they may work together to develop a plan of action.

⁴ This project is being implemented in collaboration with Rimisp's Rural Territorial Development with Cultural Identity (RTD-CI) project.

Development with identity in the South Ocongate Valley⁵

Partner: Institute of Peruvian Studies (IEP)

The South Ocongate Valley, located in the Cusco region in southern Peru, is a territory with about 70,000 inhabitants that has seen moderate economic growth and a great deal of dynamism in territorial development initiatives. Many of these initiatives focus on the value of the territory's ancestral cultural heritage. The purpose of this project is to study this process.

The project proposes that:

- A revalorization of cultural identity has been observed in recent years. This process is the result of political changes (agrarian reform; progressive increase in the strength of political, economic, social and symbolic capital of rural communities; and centrality of NGOs) and economic changes (consolidation of tourism as a main reference point of regional development).

- Cultural identity is taken up as a positive value by all of those involved as something that should be preserved and enhanced. However, it is understood differently by different groups. The points of reference to which stakeholders appeal vary (pre-Hispanic pasts, Catholic religion, rural culture), as do the bases or focal points for such identity (language, customs, rituals, religion, gastronomy, material heritage) and the stakeholders who participate in assigning this value (rural communities, NGOs, municipalities, intellectuals).

- In regard to the relationship between development and culture, there are two situations. On the one hand, we find initiatives with an explicit discourse of valorization of cultural identity that point to issues such as assigning value to material heritage or reviving traditional celebrations. On the other hand, we find local development strategies that do not explicitly take up a discourse of recovering cultural identity, but that focus on traditional activities linked to the cultural and symbolic life of the local population.

Recognizing that there are various discourses regarding the territory and identity, the study tries to show the set of interests and tensions that could potentially open opportunities for better income for local populations and contribute to a more just relationship between them and the rest of the country.

The project has two components: research and activities designed to mobilize territorial intervention or incidence. Over 50 interviews have been conducted with local actors, and focus groups have taken place in various localities. In December 2008, two competitions for enterprises with cultural identity were held in the localities of Oropesa and Ocongate, with support from the Puno-Cusco Corridor Project.



Coming soon...

In regard to the research component, more fieldwork will be conducted through focus groups in six localities in the South Ocongate Valley. The incidence component will accompany the launch of the Interactive Map of Enterprises with Cultural Identity (www.mapavallesurocongate.com)

⁵ This project is being implemented in collaboration with Rimisp's Rural Territorial Development with Cultural Identity (RTD-IC) project.

The Santa Catarina coastal area: valorization of Azorean identity and cultural heritage⁶

Partners: French Agricultural Research Center for International Development (CIRAD), Federal University of Santa Catarina (UFSC)

Over the past few decades, the coastal area of Santa Catarina in southern Brazil has implemented territorial dynamics such as urbanization and the development of touristic, residential and industrial centers; the “greening” of the territory with the introduction of parks and protected areas and their sustainable use; and the survival of family farming and fishing. At the same time, territorial dynamics with cultural identity have emerged. These are marked by cultural characteristics of immigrants from the Azores and Madeira, and the intensification of economic development with environmental and social legitimacy.

This study questions how the dynamics present in the coastal region consider the characteristics of traditional communities of Azorean origin and the degree to which the valorization of cultural heritage can be considered an essential element of the creation of better opportunities for socio-economic and socio-political inclusion of traditional communities.

The hypotheses made by the project indicate that:

- The emergence of new territorial dynamics in the coastal region has had a notable effect on traditional communities. Their model of reproduction is based on alternating social and economic activities, which has allowed for adaptation to the modernization process, finding seasonal work in sectors such as tourism, construction, and industry, and the sale of artisanal and agricultural products.
- The accelerated development of activities such as mass tourism, residential economy, and industry

generated significant economic, social and environmental pressures, as well as conflicts that put traditional communities at risk.

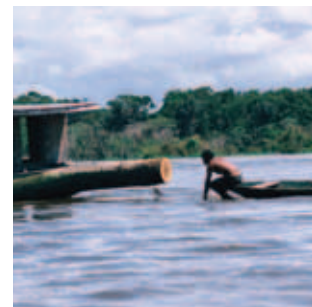
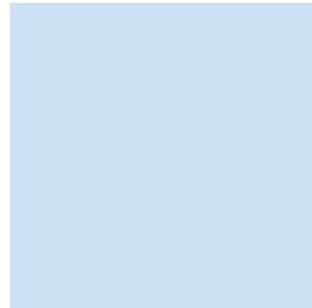
- The valorization of cultural heritage of traditional coastal communities may become the basis of a process of creating better opportunities for their socio-economic and socio-political inclusion.

In fact, there are currently a variety of joint initiatives and projects that reveal development dynamics with cultural identity. These include the recovery of Azorean culture, with the restoration of flour mills, ranches and ranch activities; handicrafts made with local products; the production and sale of organic food products; the economic valorization of fish and the diversification of production through the construction of a processing unit; and religious and traditional celebrations, among others.



Coming soon...

Future work on this project will address the following questions: How do the initiatives strengthen the individual, collective and institutional learning of local stakeholders? To what degree do these initiatives favor the integration of stakeholders in territorial dynamics? What is the influence of these stakeholders and their coalitions in defining the future of their territory? What is the contribution of Rural Territorial Dynamics strategies to the specifications of the territories? To what degree do territorial programs and policies contribute to strengthening ongoing dynamics?



⁶ This project is being implemented in collaboration with Rimisp's Rural Territorial Development with Cultural Identity (RTD-IC) project.

Oaxaca and the potential for growth in the Mezcal region⁷

Partner: Environmental Studies Group AC

Oaxaca is the state with the greatest amount of biological, ethnic and cultural diversity in Mexico, but it ranks third in terms of marginalization and poverty. The Mezcal Region, which produces an alcoholic beverage that is obtained by distilling maguey, is located in this area. The practice of making mezcal was recently protected with a denomination of origin. This study looks to identify organizational, productive and institutional processes that have impacted the development of this rural territory, making use of the cultural assets associated with a unique and characteristic product such as mezcal.

The Mezcal Region is located in the central valley (Tlacolula, Zimatlan, Ejutla and Ocotlan districts) and southern mountain areas (Yautepec, Miahuatlan and Sola de Vega). It covers a total of 131 municipalities and has a population of 490,000. Twenty-five percent of the territory's inhabitants is directly involved in the production of maguey and mezcal. This number jumps to 54% in the central valleys. The territory under study, which corresponds to the central-southeastern part of Oaxaca, covers 70 municipalities with 274,000 inhabitants.

The hypotheses developed for this project include the following:

- The production initiatives that have identified elements of cultural identity and incorporated them

into the products that they make have been more successful in the process of integration with dynamic, special or preferential markets, occasionally opening new paths and innovative coalitions and institutional frameworks that influence the overall development of the territory.

- The mezcal industry has generated a strongly positive but unequal dynamic of economic growth. Local social actors have not been able to mobilize resources (material and non-material) or access decision-making arenas in order to legitimate their own livelihood strategies.
- In order for social coalitions and innovative public interventions that favor inclusive development strategies to be consolidated and strengthened, local society must have a minimum endowment of assets (tangible and intangible).
- Linking producers with dynamic markets enables the creation of processes that recreate and strengthen cultural identity and encourages the development of a territory, as long as the linking conditions are reinforced by stakeholders with sufficient decision-making power, coordination and legitimacy.
- Cultural identity can become an asset of the local community, in order to consolidate inclusive economic development strategies and sustain innovative institutions and coalitions.



Coming soon...

The study will move forward in order to answer the following questions: Is it feasible for the territory's cultural identity expressed in the social and productive activity around mezcal to promote virtuous processes of Rural Territorial Development? Under what conditions can this take place? What social, productive and institutional (including market) dynamics are developed around mezcal in the territory and what is their impact? What public, social and commercial actions would allow mezcal to become an element that promotes just, sustainable and equitable territorial development processes?

⁷ This project is being implemented in collaboration with Rimisp's Rural Territorial Development with Cultural Identity (RTD-CI) project.

Rediscovering our identities and heritage

The Rural Territorial Development with Cultural Identity Project (RTD-CI), which enjoys the support of the Ford Foundation, is carrying out four research projects in collaboration with the Rural Territorial Dynamics (RTD) program. As part of this effort, it has diverse and multidisciplinary teams working in the following locations:

- Brazil - Coastal area of the State of Santa Catarina
- Mexico - Mezcal Zone, Central-southeastern Oaxaca
- Peru- South Ocongate Valley
- Chile- Central Chiloe

In addition to research actions, the project includes the design and implementation of RTD-CI strategies through catalyzing initiatives promoted by territorial teams in research areas.

This coordination between research teams and territorial teams has generated important impetus in terms of development of local capacities and incidence in public action. The research feeds the territorial strategies and they generate platforms of action in public policy. One of the challenges of this inter-connected relationship of mutual support is the process of bringing efforts together. Some of the results reached are outlined below.

Development of skills and tools for RTD-CI strategies

1. Capacity building through ***national and international Territorial Laboratories (LABTER)***⁸. These are key methods for exchange and synthesis that offer spaces for articulation among territorial and research

teams, local actors who contribute their unique knowledge, public and private sector officials and specialists in certain topics. They also allow for the presentation of partial results to local actors and the development of a decisive connection between the “knowing how to do,” “knowing how to transmit” and “knowing how to learn” of a territory in light of others, searching out ways of increasing the scale of our efforts and the critical mass achieved.



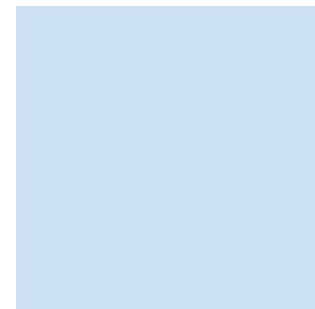
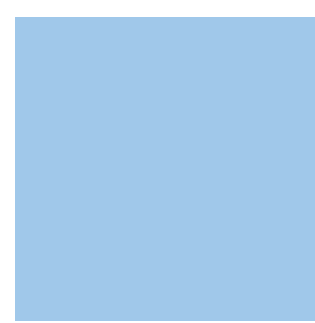
2. ***Tools for RTD-IC development***⁹, which systematically support such efforts. One example is the ***INTERACTIVE MAP***¹⁰: a series of user-friendly electronic tools that allow communities and residents of rural areas to visualize and socialize their activities, all of which are steeped in identity and culture.

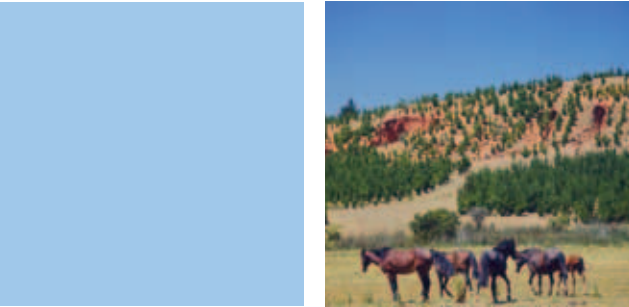


⁸ LABTER Internacional Chiloe - Chile 2008 (http://www.rimisp.org/proyectos/seccion_adicional.php?id_proyecto=188&id_sub=363), LABTER Internacional Valle Sur Ocongate - Peru 2009 (http://www.rimisp.org/FCKeditor/UserFiles/Flash/dtr-ic2/cporras_video.html) y LABTER Nacional Zona Costera de Santa Catarina - Brazil 2009 (http://www.rimisp.org/proyectos/noticias_proy.php?id_proyecto=188&id_=613)

⁹ See http://www.rimisp.org/proyectos/seccion_adicional.php?id_proyecto=188&id_sub=366

¹⁰ Mapa de Productos y Servicios con Identidad Cultural de Chiloe (electronic and print versions, see <http://www.chiloepatrimonioagricola.cl/identidad/index.html> e impresa) and Mapa Colaborativo e Interactivo de Emprendimientos con Identidad Cultural en el Valle Sur - Ocongate (<http://www.mapavallesurocongate.com/www/>)





Incidence in public action

1. Chile (Chiloe - SUBDERE). At the territorial level, various actions have been implemented in **Chiloe** in order to move forward in the formulation of public policies and the creation of public-private spaces for consideration of RTD-IC. These include: i) the formation of a broad platform that looks to install the local identity as a permanent factor for the development of the archipelago; and ii) the implementation of the *Chiloe Innovates and Undertakes with Identity Seminar and Expo*.¹¹

At the national level, an advisory service for the design and accompaniment of public policy initiatives in 15 regions of Chile was completed for the Undersecretary of Regional and Administrative Development. This experience generated recommendations oriented towards expanding citizen participation in the context of Chilean decentralization and the design of investments that include the identitarian-cultural dimension as a factor of development.¹²

2. Bolivia (Forum and collaborative initiative). Coordination of the International Forum Rural Territorial Development with Cultural Identity: An alternative for promoting sustainable development with equity and social inclusion in collaboration with Nuevo Norte Foundation. The forum had two results:



- Mass communication and public opinion:
 - Creation of an electronic dossier¹³

- Development of a leaflet that was distributed in a national newspaper (launched in January 2010).
- Bi-national collaborative effort: *"Valorizing and connecting territories with cultural identity and natural biodiversity in Bolivia and Peru."*



¹¹ See http://www.rimisp.org/proyectos/noticias_proy.php?id_proyecto=188&id_=644

¹² A product of this action was the publication of an opinion column (E. Ramirez; C. Ranaboldo) in the book *Reconociendo la Diversidad para el Desarrollo de los Territorios*, SUBDERE, Chile 2009. <http://www.subdere.gov.cl/1510/article-79390.html>

¹³ See http://www.rimisp.org/proyectos/nuevas_subsecciones.php?id_proyecto=188&id_subseccion=211

A vision of growth, poverty and inequality in ten thousand municipalities

The studies implemented by the RTD program and its partners in 11 Latin American countries revealed that 27 million people in the region live in municipalities that have had economic growth with reduction of poverty and improvement of levels of equity between 1990 and 2000. In spite of the fact that this is a minority in the regional context, it is interesting to consider why such dynamics are developing in those territories -particularly the rural ones- and what can be done to make them the rule rather than the exception.

The first major result of the research of the Rural Territorial Dynamics program has been the maps of dynamics of economic and social change in over ten thousand municipalities in 11 Latin American countries. The pilot studies carried out in 2008 (Chile, Ecuador, Nicaragua and Peru) were complemented by reports on Bolivia, Brazil, Colombia, El Salvador, Guatemala, Honduras and Mexico during 2009. The 11 studies analyzed recent changes (in the 1990s and first half of the following decade) in per capita income or distribution, poverty rate and distribution of per capita income (or consumption) at the municipal or equivalent levels.¹⁴

Ten of the 11 studies used the “estimates in small areas” methodology (Elbers *et al.*¹⁵), which combines information from population censuses with household surveys in order to obtain highly disaggregated geographic profiles of monetary indicators of wellbeing. In the case of Brazil, the information from the national population census, which includes aggregate data on family income, was used.

The maps allow us to illustrate an area that had received scant attention regarding inequality in Latin America, namely the territorial dimension. The studies show how Fajnzylber’s “empty box syndrome” of growth with poverty reduction and income distribution improvement, which is not observed at the level of the countries of the region, is manifested in some specific areas within it. In fact, as Table 3 shows, around 12% of the municipalities, which is home to approximately 35 million people (9% of the total considered), have exhibited significant income growth processes accompanied by a reduction in poverty and decreases in inequality.

However, stagnation dynamics (or sometimes deterioration) in all three indicators is observed much more frequently (32% of the municipalities studied, which is home to 35% of the population).

The results also speak to the presence of other development dynamics in the region, such as growth with poverty reduction but without improvement in income distribution (see Table 3, type 2, with 20% of the municipalities and 15% of the population) or improvement in poverty rates and/or distribution but the absence of significant growth (Table 3, types 5, 6 and 7). These maps have allowed us to find cases of municipalities that grow and reduce poverty and/or inequality in marginalized regions -as has occurred in northeastern Brazil and southern Mexico (Figure 3)- and have served as a point of departure for the identification of case studies in which interesting territorial processes are occurring and that can be described and understood during the next stage of the research.



¹⁴ In Ecuador, the study was implemented at the parish level. In Peru and Bolivia, it was applied at the level of the provinces. In the rest of the countries, it was implemented at the municipal level.

¹⁵ Elbers, C., Lanjouw, J.O., Lanjouw, P., 2003. “Micro-level Estimation of Poverty and Inequality”. *Econometrica* 71(1): 355-364.

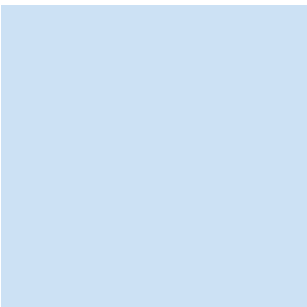
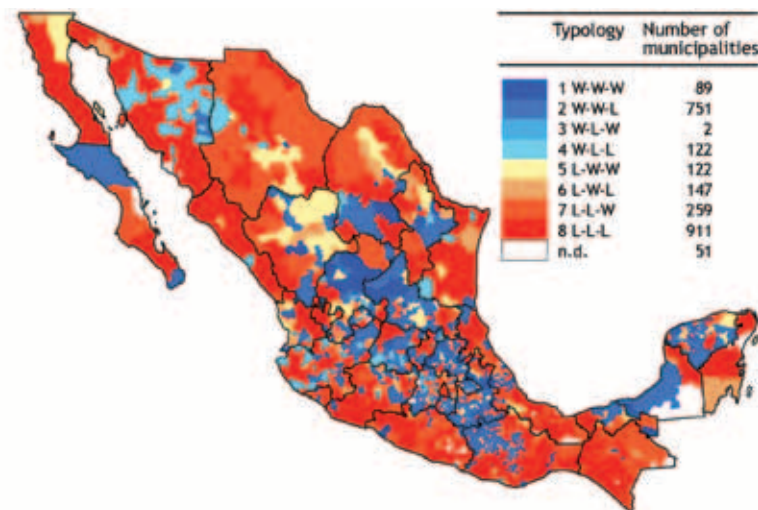


Table 3. Results of development in Latin American municipalities

Type	Changes in income, poverty and distribution	Population	% of Population	Municipalities (or equivalents)	% of Municipalities
1. W W W	Significant improvement in all areas	34,810,814	9%	126	12%
2. W W L	Significant improvement in income and poverty	60,920,050	15%	2,129	20%
3. W L W	Significant improvement in income and income distribution	5,512,634	1%	120	1%
4. W L L	Significant improvement only in income	32,708,854	8%	736	7%
5. L W W	Significant improvement in poverty and income distribution	30,934,332	8%	1,034	10%
6. L W L	Significant improvement in poverty	9,462,410	2%	395	4%
7. L L W	Significant improvement in income distribution	85,462,336	21%	1,388	13%
8. L L L	No significant improvement	139,697,708	35%	3,359	32%
Total		399,509,138	100%	10,421	100%

W = Win; L = Lose

Figure 3: Map of territorial dynamics in Mexico



Maps of territorial dynamics: a resounding success

The Monitoring and Evaluation team of the Rural Territorial Dynamics program hired Dr. Peter Lanjouw to perform a technical evaluation of the 11 country studies on mapping territorial dynamics.

Dr. Lanjouw is the World Bank Poverty Group Research Director and is a leading authority on issues of Development Economics. He is also one of the creators of the estimates in small areas methodology that served as the basis for the development of the maps. Dr. Lanjouw and his team drafted a complete report¹⁶ with general and specific evaluations of each case study. Their overall conclusions of the work performed by the RTD program were positive. Amongst other issues, the evaluation stressed the ambitious effort that was made to systematize information on the results of development at the local level, and particularly their changes over time.

This data was not available earlier and represents a contribution to the understanding of the territorial disparities of development in Latin America and to the design of geographically focused development policy.

In regards to the general results of the work, the evaluator noted that *“a solid empirical base has been put together for each country, around which assessment of the evolution of economic wellbeing, at the local level, can be made.”*

The evaluation highlights the enormous effort that was made by the program’s research network: “A truly herculean effort has been expended to assemble a massive array of data sources, and to then subject these to a rather complex and far-reaching statistical analysis.”
Peter Lanjouw

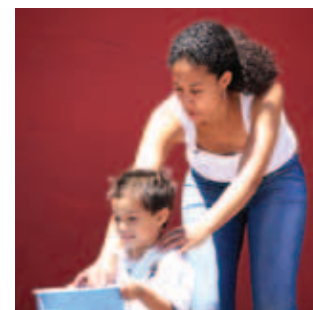
“My overall impression of this project is that it has been a resounding success,” concludes Peter Lanjouw in his evaluation of the mapping of territorial dynamics in 11 countries.

The results of the evaluation represent an important confirmation of the quality and reliability of the work that is being done as we move towards the next stages of the research.

Contribution of the maps to the work of international agencies

The maps of territorial dynamics have proved to be of interest to various international agencies. A team from the International Fund for Agricultural Development (IFAD) used the results of the Ecuador study (which was completed by the Simon Bolivar Andean University) to define the territorial focus of a new project designed to fight poverty in the northern region of the country near the Colombian border.

Research teams from Colombia (University of The Andes), Mexico (The Mexico School) and Brazil (University of Sao Paulo) used maps data in a global study to locate large areas in which there is a concentration of rural poverty. This work is part of the “Strategic Framework and Results” that was developed under the direction of the International Food Policy Research Institute (IFPRI, Washington, D.C.) to guide the work of the Consultative Group on International Agricultural Research (CGIAR) in the coming years.



¹⁶ The document prepared by Peter Lanjouw and Ericka Rascon has been published in the Reports section of the RTD website. See www.rimisp.org/dtr (available in English only).

Natural capital, ecosystems services and rural territorial dynamics

The program research projects highlight the importance of environmental issues in rural territorial dynamics.

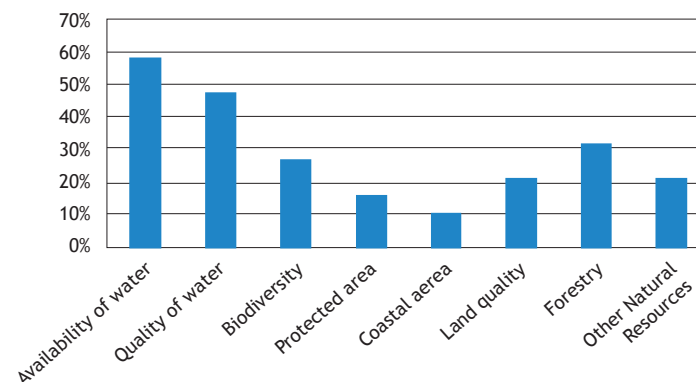
For example, 58% of the proposals mentions availability of water as a key element of these dynamics and 47% mentions water quality (see Figure 4). Two proposals highlight the importance of coastal resources in their dynamics.

On the other hand, while most of the research proposals discuss environmental disputes over access to and use of natural resources, three highlight positive environmental dynamics:

- In Brazil's Jiquirica Valley, agro-ecological conditions and more equitable distribution of land and a consortium of municipalities focused on the environment have enabled this territory to have better environmental indicators than neighboring territories.
- The territory of Chalatenango, El Salvador is an important provider of eco-systemic services, which is added to a strong social capital. This has allowed for the development of strategies for participatory management of natural resources and has been a key part of the effort to fight poverty while preserving the environment.
- Finally, in La Dalia, Nicaragua, institutional changes have contributed to the modification of governance of access to and use of natural resources in order to foster greater social inclusion and environmental sustainability.

These three examples show that a territory's eco-systemic and institutional conditions can play a key role in determining whether or not there is a favorable environmental dynamic.

Figure 4. Environmental issues addressed in RTD program research proposals



Working groups on the environment and gender in territorial dynamics

In order to strengthen research on the environmental and gender aspects of rural territorial dynamics, working groups on these topics were formed in late 2009 with program partners that are interested in those issues. The working group on gender and territorial dynamics will be coordinated by Dr. Susan Paulson, of the "Culture, Power, Sustainability" Master's degree program of Lund University in Sweden. It is likely that Latin American and European graduate students from the program will participate in this initiative. The working group on gender will meet for the first time during the 2010 Annual Program Meeting (March, Bogota).

The working group on the environment is coordinated by Rimisp researcher Daniela Acuña. The group is composed of partners who work in **Tarija (Bolivia)**, **Jiquirica Valley (Brazil)**, **the Interior Drylands of O'Higgins (Chile)**, **Chalatenango (El Salvador)**, **Olancho (Honduras)** and **La Dalia (Nicaragua)**. During the first meeting (Lima, November 2009), the group agreed to a work plan. The next activity will focus on developing a comparative analysis of the environmental aspects of these territories. The preliminary version of the text will be discussed at a workshop during the 2010 program meeting.

2009 Latin American meeting: Rural territories in movement

This event –which was held in March in Antigua, Guatemala and attended by over 100 people from 12 countries in the region and some European and North American countries- was the first of three annual RTD program events. The 2009 meeting was designed to objectively consider the territories and experiences that are moving in a favorable direction. The contents and activities are summarized below.

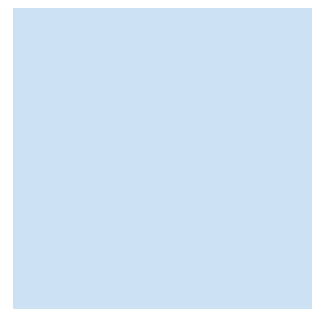
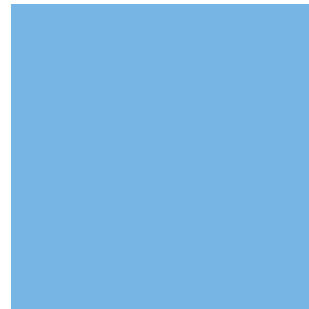
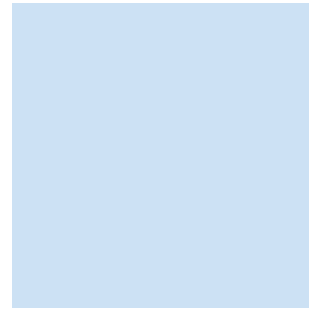
- **Growth, poverty and inequality:** A qualitative look at growth tendencies linked to the evolution of poverty and inequality was developed, and the results of the territorial dynamic maps designed by the program in 11 countries were disseminated.
- **Cultural identity:** Case studies were completed in four territories in Peru, Brazil and Chile. The results include discussions of cultural experiences and strategies implemented by local communities in order to add value to local products and services, thus generating economic and social benefits.
- **Innovative experience:** Strategies implemented in order to promote rural development in Brazil and Canada are of special interest. This was the case of “Territories of Citizenship,” which enjoy the

cooperation of 22 ministries and the involvement of 120 territories that are home to seven million Brazilians. Another example is the rural development policy that was designed and implemented in Quebec (Canada), which mobilized over 35,000 people and generated approximately 5,000 projects, over 8,000 jobs and direct investments of over 400 million dollars during its first stage.

Also, a report on the global situation of chronic poverty was presented and an important discussion took place regarding the 2009 World Bank World Development Report, “A new economic geography.”

The 2009 meeting led to the publication of 30 news articles in written media in Central America, Mexico, Brazil and Uruguay.

More information on the 2009 Meeting: Rural territories in movement is available on the program website, www.rimisp.org/dtr/encuentro2009



Lima workshop: Exchange among research teams

The sixth meeting of the RTD research group was held November 9-11, 2009 in Lima. Participants reviewed the final results of the four scout projects and partial results of the 15 regular projects. They addressed issues of capacity building, communications and incidence, and the analysis of the environmental aspect of territorial dynamics. The participants felt that the meeting was a positive experience and highlighted the opportunity to exchange information and learn from the progress that has been made on more advanced projects. They found the detailed discussion of work methods and tools used for field work in the scout projects and the socialization of this experience with the teams of the 15 regular projects to be particularly useful. The presentation of posters that addressed the work being done in 19 territories was a very efficient mode of conveying the main elements of each campaign, including the objectives, hypothesis, methods and preliminary results.

The discussion of the teams from Chile, Ecuador, Peru and Nicaragua (the "scout" projects) led to agreements regarding how to organize the synthesis of the results of these studies, a task that will be completed during the first semester of 2010. Some of the topics to be included in the synthesis process are listed below:

- The ways in which economic growth has favored or hindered social inclusion and environmental sustainability in the different territories.
- Interpretation of the dynamics by social actors and institutions.
- Ecosystems cannot be analyzed only as receptors of environmental



impacts of territorial dynamics, but also as natural capital that broadens or restricts opportunities for development based on environmental services.

- Programs for investments in rural infrastructure implemented in various countries in the 1990s have had a strong impact on the direction and nature of territorial dynamics.
- The intermediate cities and so-called "rural cities" seem to play a central role in processes that energize rural territories.
- The sometimes decisive weight of historical factors of long data in territorial development processes.
- The importance of economic external factors, as in Peru, with changes in the structure of relative prices; as well as socio-political factors, as in Chiloe, Chile, with the role of extra-territorial actors who respond to transversal incentive policies.
- The way in which markets work is not irrelevant to the studies.
- The evaluation of the dynamics: the need to carefully consider economic growth and poverty reduction data, for example, in context of expulsion of the population, as is the case of the milk producing area of Nicaragua.
- The symbolic capital of traditional elite groups that allows them to recapture public resources or cooperation and thus restore their power, as has occurred in Nicaragua.

A year of crisis: the impact on rural poverty in Latin America

The collaborative efforts of the program and the International Fund for Agricultural Development (IFAD) resulted in a complete analysis of the impact of the global financial crisis on rural poverty in Latin America and proposals for confronting it. This project¹⁷ focused on the nine countries with the highest poverty rates in the region (Bolivia, Peru, Guatemala, El Salvador, Honduras, Colombia, Paraguay, Nicaragua and the Dominican Republic) and the two countries with the greatest number of people living in poverty (Brazil and Mexico).

The project was coordinated by Carolina Trivelli and her research team from the Institute of Peruvian Studies, one of the program partner organizations. The international seminar “From financial crisis to rural social crisis: options for IFAD’s response in Latin America,” which was held at the organization’s headquarters in Rome in April 2009, was based on the 11 country studies and summary that were produced. The main topic of the seminar was the search for viable strategies for confronting the effects of the crisis in the short-term (mitigation) and the long-term (development).

The opening remarks were offered by IFAD President Kanayo F. Nwanze, and the event featured the participation of the Minister of Agrarian Development of Brazil, Guilherme Cassel, as well as representatives from UN agencies, the Ford Foundation, the Regional Unit for Central America’s Technical Assistance (RUTA) and Rimisp. The event received significant coverage in the Latin American press, with over 30 articles published.

Some findings...

The global financial crisis directly affected the territories but it varied by country and the conditions available to mitigate the impacts. The most vulnerable populations were affected by diminished income due to limited work opportunities, a reduction in remittances from migrants and decreases in public spending, particularly social spending.

The study “Crisis and Rural Poverty in Latin America” concludes that:

- The greatest effects of the crisis were seen in urban areas.
- There was an increase in the incidence of rural poverty.
- There was a generalized drop in the flow of remittances.
- There was a drop in external demand for agricultural and livestock, mining and industrial sector products which led to a drop in employment.
- There are significant differences in nations’ capacities to maintain or increase public spending in order to counteract the effects of the crisis.

We propose that policies be developed to confront the crisis as part of more comprehensive strategies to promote and revitalize the rural sphere.

¹⁷ Full text versions of the documents from the series *Crisis and Rural Poverty in Latin America* are available at www.rimisp.org/dtr/documentos. Policy and media briefs are available at www.rimisp.org/dtr/crisisyopobrezarural. The articles and reports published in the regional media in response to the studies are posted in the Media Center of the program’s website. See www.rimisp.org/dtr/saladeprensa



“Due to the current economic crisis, migrants are returning to their rural communities in developing countries because they have lost their jobs in the cities and abroad. This re-migration means more mouths to feed but with less food and fewer funds.”
*Kanayo F. Nwanze,
President of IFAD.*





In order to mitigate the crisis...

IFAD later decided to contribute additional resources for the publication and distribution of 11 policy briefs based on the studies in the series as well as the production and distribution of the summary in English and Spanish. A dissemination campaign was developed that included three media briefs on the following key topics for the 11 nations:

- The impact of the crisis on poverty in the 11 countries (in general terms);
- The impact of the crisis on rural poverty in particular and its implications for family agriculture; and
- The impact of the crisis on remittances.

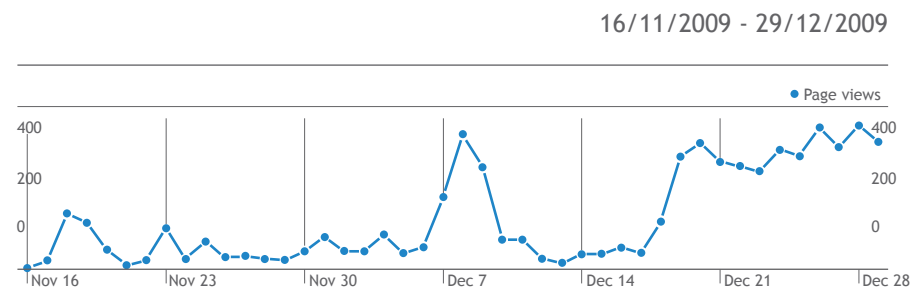
The most important impact of the media campaign was observed in Brazil. The article published in the newspaper O Estado de Sao Paulo was reproduced on six other websites and also received radio coverage.

The Crisis and Rural Poverty in Latin America media campaign was a great success. At the end of 2009, ten extensive and detailed press reports were published in important media outlets in El

Salvador, Guatemala, Nicaragua, Mexico, Brazil, Argentina, Uruguay and Colombia. They in turn generated related articles or re-prints of the same texts in other media and online platforms. This campaign was complemented by a marketing strategy through Google ads that have disseminated the Crisis and Rural Poverty project to a target audience in some countries of the region. As a result of the media campaign and online publicity, the number of visits to the program website has increased considerably.



Figure 5: Summary of visits to the Crisis and Rural Poverty section of the RTD program website - November-December 2009



The Crisis and Rural Poverty section of the website has had 5,839 views

Crisis and Rural Poverty in numbers (www.rimisp.org/dtr/crisisypobrezarural)

- The number of visits to the RTD program website increased over 150% in November and December as compared to the previous two months. *See Figure 5.*
- 95% of the people who visited the program websites as a result of viewing Google ads did so for the first time.

Territorial institutions facing climate change: a slow adaptation

The project “Territorial development and adaptation to climate change” is being implemented in Mexico (Michoacan), Peru (Jauja Province) and the Dominican

A total of 780 surveys, 36 focus groups and 254 interviews were completed during the information gathering stage of the climate change study.

Republic (Castanuelas, Nagua, Villa Riva and Tamayo). This is a joint initiative between the World Bank, the Michoacan State Government Rural Development Office and our program. Its objective is to understand how territorial institutions favor or hinder adaptation to climate change and the social effects of various adaptation strategies.

The research has shown that the strategies for adapting to climate shocks tend to correspond to an intensification of traditional sustenance and risk management strategies. The same is observed when the shocks are intense (as is the case of the hurricanes in the Dominican Republic) and when there are variations in climate patterns in the medium-term (such as droughts that occur every once in a while). A question that remains to be answered is whether or not climate change -which is not a relatively short-term shock- will provoke or encourage deeper social changes, that is, solutions that involve adaptation strategies that differ significantly from those that have been socially constructed over time.

In Michoacan, the project has contributed to the development of workshops and activities aimed at building a government-led adaption and mitigation strategy. The



working group -which includes local stakeholders such as farmers, land owners and resource administrators- hopes to incorporate the results and recommendations of the project into a plan of action focused on the most promising and urgent actions.

Testimonies of various social actors were filmed as part of the project. The most important elements addressed in the videos include the opportunities and options for government institutions in the articulation of adaptation initiatives, the participation of multiple stakeholders, alternatives for improving public policy on adaptation and mitigation, and capacity building at the institutional and community levels. The documentaries are designed to contribute to the development of skills for climate change adaptation strategies at the local level and were presented in January 2010. The final reports will be available in April 2010, and national workshops will be held to disseminate the results. The regional summary will be available in July 2010.

Main messages of the three countries

- *Low institutional presence at the territorial level.* A low institutional presence was observed in the territories that act in response to extreme climatic events in all three countries.

- *Reactive actions over preventive ones.* Actions taken in response to the effects of climate change are mainly reactive in both homes and institutions. Preventive action is taken mainly in response to imminent events.

- *Little or no long-term planning.* As occurs with preventive actions, there is no organization of actions that consider the growing frequency with which extreme climatic phenomena are occurring at the local or territorial levels.

- *Adaptation strategies vary at the territorial level.* In Peru, there is a clear differentiation of the type of adaptation strategies used at the territorial level; this is less evident in the Dominican Republic and Mexico.

- *Adaptation strategies differentiated by amount of social, human and natural capital.* There is a high correlation between access to different types of capital and the type of adaptation strategies observed at the household level in all three case studies. Some households reach the point of almost lacking a capacity for adaptation.

Collaboration between Chile and Canada for the study of communities that are dependent on their natural resources

A collaboration process began in September 2008 with the University of Saskatchewan's Canada Rural Economy Research Lab (C-RERL). In May 2009, with the financing of the Canada-Latin America and the Caribbean Research Exchange Grants (LACREG), a seminar was held at Rimisp in Santiago, Chile which was attended by renowned researchers from C-RERL (Rose Olfert and Cristina Echeverria), and Ohio State University (Mark Partridge), Waikato University in New Zealand (Phil McCann) and Southampton University in Great Britain (Alessandra Faggian). The event provided an opportunity to formulate a research project based on the comparative analysis of economic development in communities dependent on natural resources in Canada and Chile.

In September 2009, program researchers attended a second workshop in Saskatoon, where the preliminary results of the studies were reviewed. The University of Saskatchewan showed that, beyond the specificities of each context, communities in both countries that are strongly dependent on their natural resources appear to be a distinctive group within the universe of rural communities. In both cases it was observed that communities with strong participation in the primary activity in their employment structure tend towards lower population growth and higher levels of poverty. The results also showed an important component that has not been possible to explain in terms of statistics with a strong geographical-territorial expression that could be associated with elements of local institutional character.

The study documented the existence of a significant group of communities in both countries with potential for development in which the mechanisms for adjustment through migration and mobility in labor markets are insufficient to stimulate virtuous dynamics of economic growth with poverty reduction. Such communities represent a potential research focus of intervention through place-based policies.

The results could serve as the basis for future initiatives that expand on the dynamics analyzed and eventually include other Latin America nations. Two proposals have been submitted to Canadian agencies that provide support for social research.

Academic exchange

In the context of this initiative, an academic exchange was held, which allowed Menghis Chokie, a Ph.D. candidate from the University of Saskatchewan, to complete a two-month internship at Rimisp's headquarters in Santiago, Chile. The researcher transferred his knowledge of technical advances in spatial statistics to Program researchers and learned the methodologies used to build maps of monetary indicators of wellbeing. During his stay, Chokie led a spatial analysis of the relationship between income, poverty and inequality in Chile using the data generated by the research team in the context of their study on mapping of territorial dynamics.

Chokie's research showed that the growth effect has contributed significantly to the reduction of poverty throughout the country, but that inequality is a factor that has strongly limited the pro-poor potential of this growth. In addition, the study concluded that there are systematic geographical effects in the relationship between these results of development. His research showed that poverty is more persistent and less sensitive to growth and to the reduction of inequality in the central-southern area of the country.

RTD program: How is networking perceived?

Since its inception in 1986, Rimisp has been characterized by its use of networking and has looked to imprint this onto the Rural Territorial Dynamics (RTD) program. The program coordinates a wide range of public and private stakeholders from Latin America and other regions in the world. These include universities, research centers, government officials and agencies (at the regional, sub-national and national levels), the media, international agencies, foundations, non-governmental organizations and other networks.

This led the Monitoring and Evaluation Unit to implement a study to explore “collaboration as a network,” which is promoted by the program, and to suggest ideas for improving it. The study, which was coordinated by Gabriela Sanchez Gutierrez, addressed six topics: participation, relationships, communication, incidence, organization and performance, resources and allocation, and added value. The results are based on the perceptions of 35 respondents who submitted answers to an electronic survey distributed to 108 people as well as 19 semi-structured interviews. This includes 34% of program partners and 10% of program collaborators.

In general terms, the respondents observed that the program is a multi-stakeholder network composed of agents with different levels of identification and involvement who, for now, essentially work on research -specifically, the creation and strengthening of skills for technical research- with an unequal level of development among the various components and in which the public presence and incidence on policies is as yet incipient, though work that goes in this direction has begun.

It was found that the network already has a significant potential for establishing and developing itself as a highly prestigious space in research and analysis of

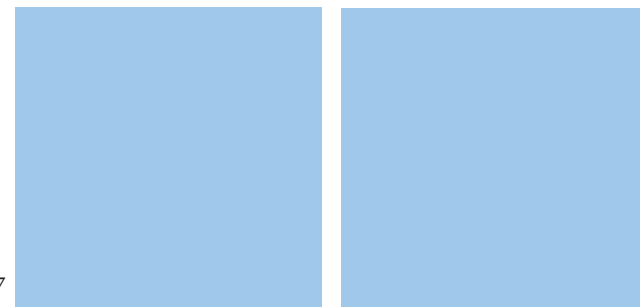
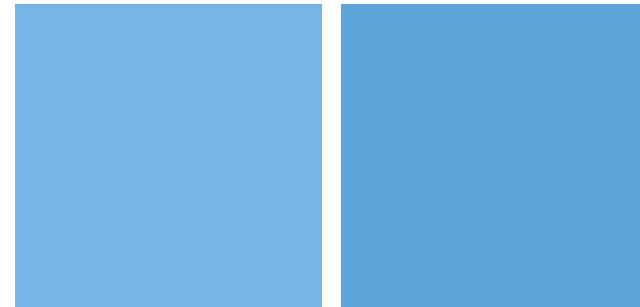
the issue of rural territorial development; serving as a point of reference for similar initiatives in other regions of the world; contributing data and strategic reflection on rural territorial development; for training new researchers and agents of change; impacting the transformation of university curricula; and establishing new methodologies and bridges between the production of knowledge and production of policies. Importantly, most of the respondents and interviewees commented on the relationships of trust, credibility and solidarity that the network has managed to generate among the 54 partners and 120 collaborators¹⁸ and stated that these are the foundations for creating a shared vision of territorial development.

Ideas for improvement

The study indicates that while the perception of partners and collaborators of the network is mainly positive, improvement can be made in the frequency and intensity of the links and communication and a transition can be made progressively from a uninodal network (dependent on Rimisp) to a multinodal one (with a larger number of independent relationships among two or more partners).

Better use must be made of the program’s communication work so that it can be seen as an indispensable source of information for those who work on issues of rural territorial development.

Furthermore, in order to translate its notable critical mass of research and analysis into policy proposals that modify rural territorial dynamics in a perspective of equity, social inclusion and wellbeing, environmental sustainability and cultural diversity, the challenge of moving forward in the design of strategies and improving capacities for incidence must be faced.



¹⁸ A diciembre de 2009.

Main research findings

PARTICIPATION

• Survey respondents and interviewees stated that the main benefits of participating in the network in order of priority were *learning new research methodologies*,

working with stakeholders in rural territories, *accessing key information*, *publication and dissemination opportunities* and *acquiring skills and capacities*.

• 84.4% stated that *the program has a shared objective*.

• There is consensus regarding the fact that the combination of stakeholders that participates in the network is an asset.

ships with other partners were *complementary* and 28% described them as *shows of solidarity*. None found them to be competitive and only 3% stated that they were *indifferent*.

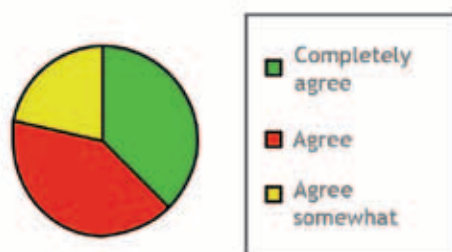
COMMUNICATION

• 53% state that they are aware of *some* of the main aspects of the work of other program partners, though 1 in 3 stated that they were aware of *most* of the projects and 1 in 8 said that they knew *very little* about them.

• Most believe that the program offers opportunities for connecting and communicating that are not being utilized to their full potential.

• 90% feel that the communication is mainly from the Coordination Unit to the partners rather than a horizontal and multi-directional effort.

In addition to implementing activities together, RTD participants exchange ideas, learn from one another and dialogue in order to add value to their work and participation in the program:



RELATIONSHIPS

• 35% of respondents maintain some work relationship with *at least three program partner organizations* and 28% work *with five or more partners*. Nearly 14% state that they have no links to other partners.

• The partners mainly connect through *working meetings* (83%), *joint research projects* (50%) and *comments on research results* (43%). Smaller percentages of respondents reported having *offered* (23%) or *received* (17%) *technical assistance*.

• 69% stated that relation-

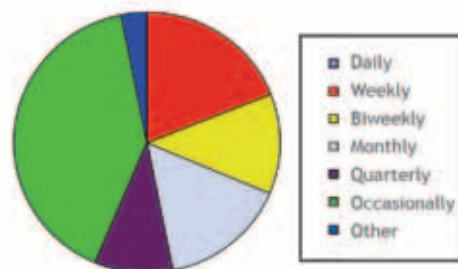
INCIDENCE

• 33% state that they *somewhat agree* and 30% state that they *agree* with the statement that the program has contributed to strengthening a shared discourse on public opinion on rural territorial development. 25% said that they *somewhat disagreed* or *disagree* and only 7% said that they *completely agree*.

• Most respondents feel that the program has contributed to making changes that would have been minor or insignificant without it. While no respondent stated that they *completely agree* with that statement, 25% stated that they *agree* and 47% *somewhat agree*. 9% *disagree* and 3% *completely disagree*.

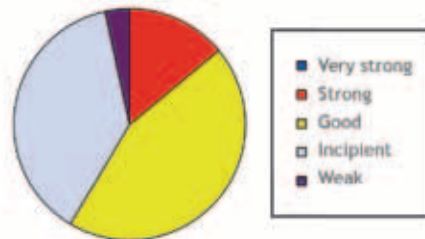
• In order to improve the program's levels of incidence, respondents suggest greater presence and visibility in

How frequently are you in contact with other RTD program partners?



public opinion (75%), strengthening alliances with other social actors (48%) and lobbying work with decision-makers (55%).

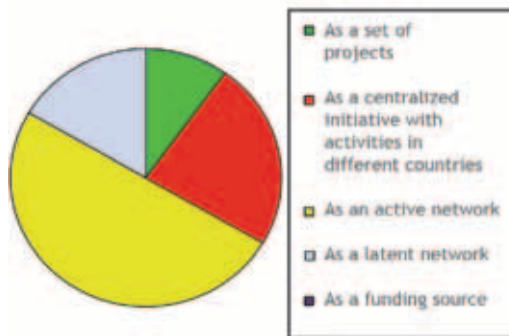
How would you rate the RTD program's capacity for incidence and real influence on policy formulation?



ORGANIZATION AND PERFORMANCE

• The structure and mode of operation of the program are considered light and agile by all respondents.

How would you define the RTD program in organizational terms?



• 24% state that decisions are made through consensus, though most note that this is a process that is centralized by consultation (66%).

• The multi-regional nature is identified as the program's main strength as well as its academic value (conceptual body, capacity building, analysis, reflection and discussion, the importance of its partners and research methodologies).

• The main weaknesses noted were the scope of effective incidence in policy and formation of opinion leaders.

RESOURCES AND DEDICATION

• Nearly 38% of respondents stated that their participation in the program is *complementary to their professional activity*, for 17% it was *secondary but relevant* and 3% is *intermittent*.

• Program activities absorb *less than 25% of their time* for 59% of the respondents and only 14% dedicate 50 to 100% of their time to the program.

ADDED VALUE

• Two thirds of respondents feel that the program represents a sensible innovation with respect to similar experiences and another 20% is *partially in agreement* with that statement. The level and weight of the discussions generated were given special consideration.

• Interviewees felt that the added value of participating in the program has to do with the existence of a solid and shared concept between the territory and rural development of Latin America; space for discussing and exchanging ideas, concepts, documents and innovative ideas; being part of a critical mass; and the network's regional and multi-disciplinary dimension.

The network in figures and numbers

Figure 6: Evolution of the RTD network of partners and collaborators

Figure 6 shows how much the network of partners and collaborators has expanded over the past two and a half years. A significant number of links that do not include Rimisp appear in 2009, though they continue to be insufficient. By December 2009, the network had 54 partners (organizations that have a formal relationship with the program, generally expressed in one or more contracts for the implementation of specific activities) and 120 collaborators (organizations that work with partners to implement activities at the territorial, national or international level). Figures 7, 8, 9 and 10 show the regions of origin of the partner organizations and collaborators and group the organizations by type or composition.

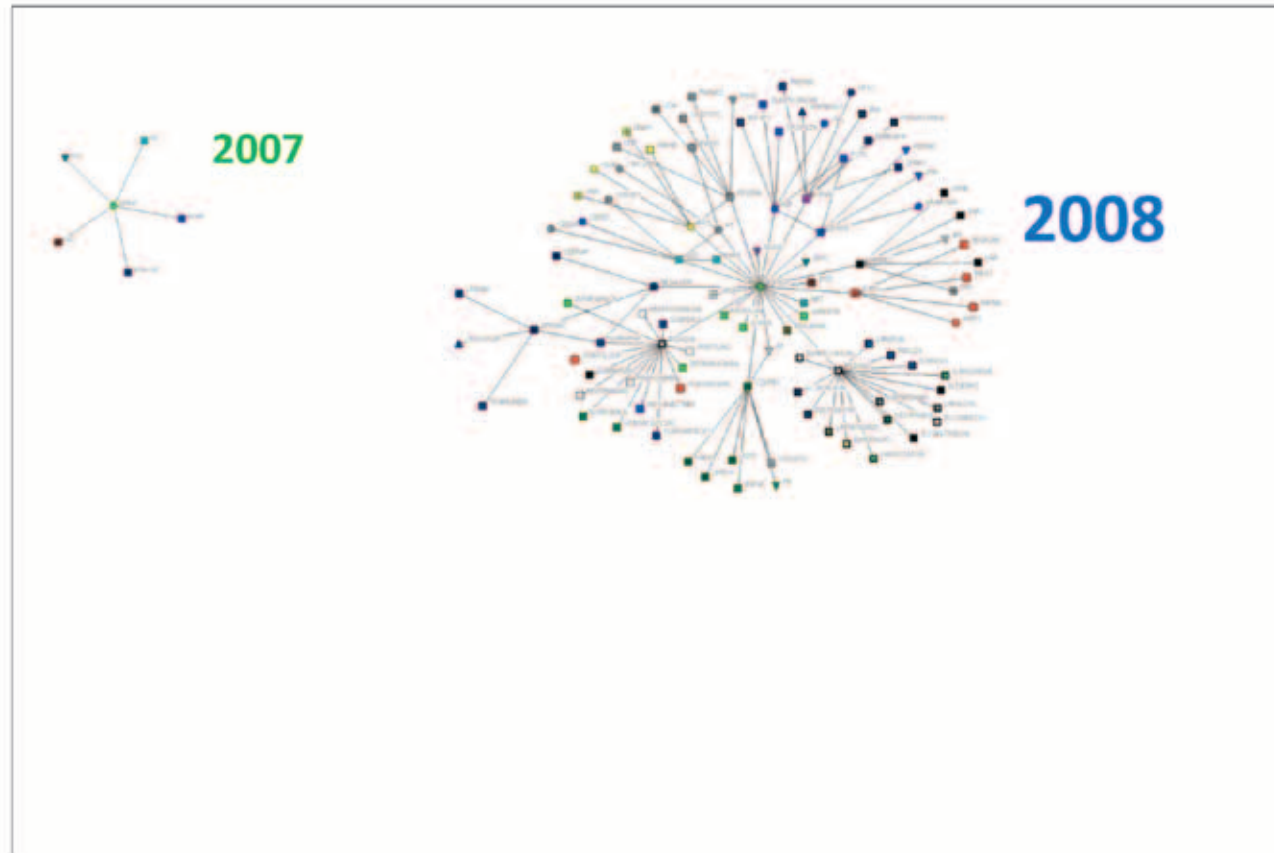


Figure 7: Region of origin of partners

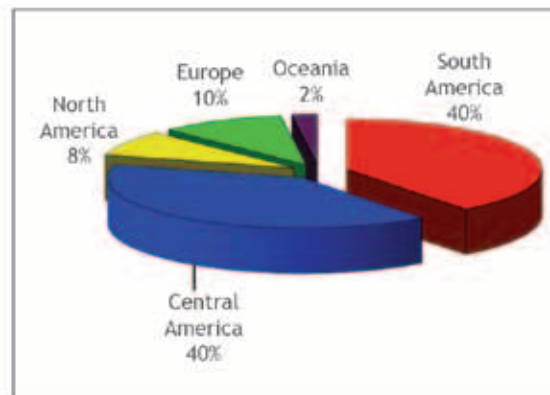
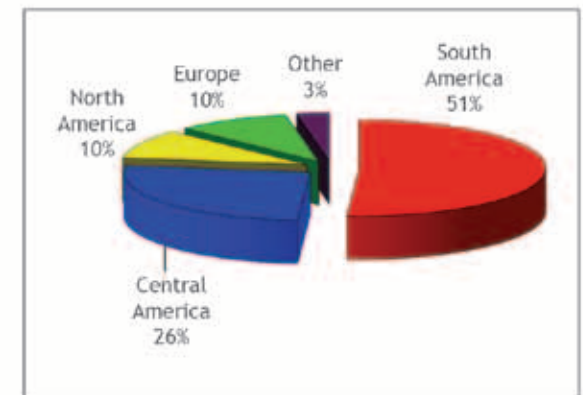


Figure 8: Region of origin of collaborators



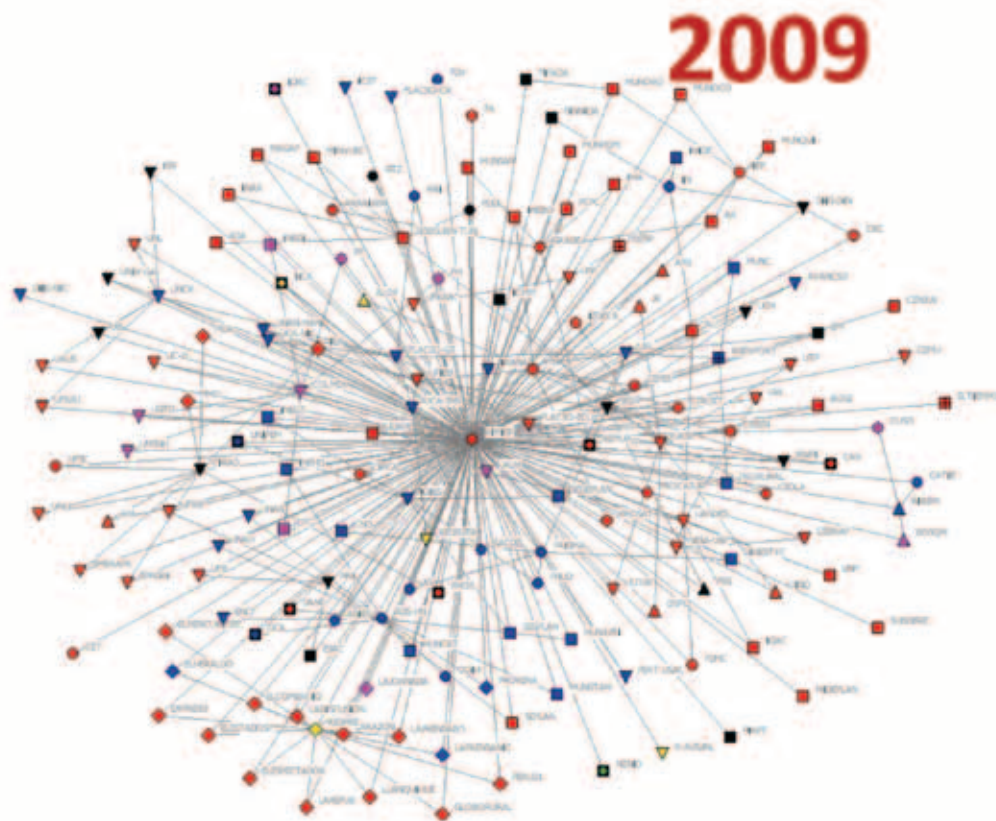


Figure 9: Type of partner organization

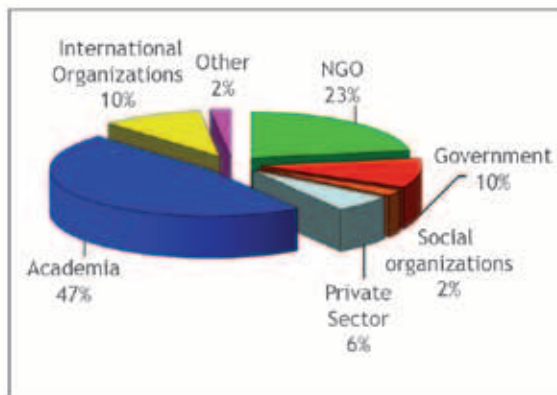
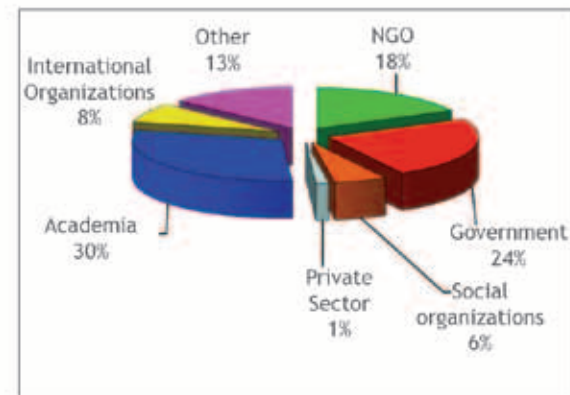


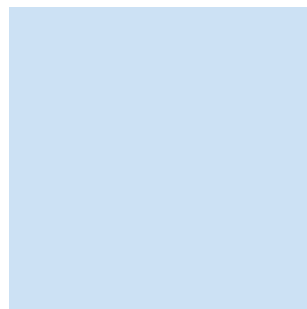
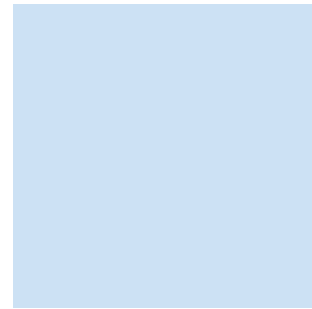
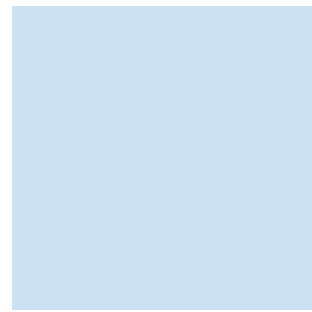
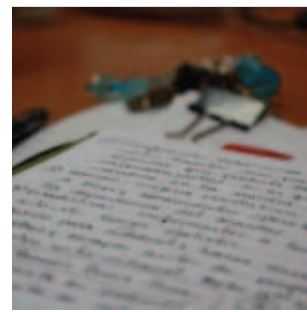
Figure 10: Type of collaborative organization




By December 2009, the network had 54 partners and 120 collaborators.



Section Two: Capacity Building



Conceptual framework and methodology for capacity building



In the context of the program, “capacity building” is defined as the process by which the various stakeholders who are important for territorial dynamics acquire new knowledge, capacities and skills in order to work in a coordinated manner and promote changes that simultaneously bring about economic growth, social inclusion and environmental sustainability.

The main focus should be placed on capacities for improving the quality and effectiveness of collective action, networking, social innovation and social undertakings. Special attention will be paid to strengthening the most socially excluded and poorest groups.

The first capacity building projects are being implemented in six territories in Chile, Ecuador, Nicaragua, Guatemala, El Salvador and Honduras. The work for this component in Central America has been reinforced a great deal by the donation made last year by the New Zealand’s International Aid and Develop-

Quito meeting: stepping up the pace

The members of the teams that are carrying out capacity building activities in Honduras, El Salvador, Nicaragua, Guatemala, Ecuador and Chile and members of the Coordination Unit met last June 22-24 in Quito.

The members of the Coordination Unit presented the context in which the Capacity Building component is inserted in the program, its methodological guidelines and the orientations and proposals for the Communities of Practice. Country teams presented an analysis of the initial situation, which included selection criteria and the main characteristics of the territory, along with proposals for identifying and working with local leaders, as well as strengths and weaknesses in order to progress in each one of the anticipated products. Lastly, agreements were presented and those responsible for the territories prepared their work plans for the coming months.

Thanks to this fruitful meeting, the rhythm of the component has increased. This initiative was developed in response to one of the main recommendations that the Advisory Council made to the Coordination Unit for 2009.

ment Agency (NZAID). The work will provide real experience and practical evidence of what works in rural territorial development and what doesn’t, and will channel these messages to those responsible for designing policies and programs as well as opinion-shapers. For a summary of the current situation of each territory in the area of capacity building, see *Table 4*.

Every territory presents a unique reality. In view of this, the methodology and tools were designed to be flexible so that they can adapt to specific circumstances. However, in all of the cases the plan includes the following:

1. Research as a fundamental input for capacity building

We start from the basis that an effective capacity building process in a territory must be based on diligent research that identifies the territory to be considered, its social actors and sound hypotheses that clearly establish the main axes of change. Proper research allows for the identification of the most important stakeholders and the role that they play in the territory and provides focus to the work of the capacity building component.

2. Strengthening multi-stakeholder platforms in the territory that include the economically disadvantaged
It is essential to facilitate cooperation among social actors in order to achieve territorial development. These actors normally start from different perspectives and may even have conflicting objectives that frequently reflect power relations. Closing this gap implies constructing a concerted vision of the future and a plan for reaching it. This platform should include local and regional governments, social and economic organizations, representatives of private companies, civil society organizations and others who are important in the area in question. Very especially, these platforms should include impoverished sectors and those that are socially excluded within the territory so that they can participate in and benefit from the development strategies and programs.

3. Strategic plan for territorial development

This plan corresponds to a shared vision of the future that social actors wish to build for the territory. This should necessarily be an exercise with high levels of institutional and citizen participation.

4. Formulation of proposals for projects for financing public goods

The strategy plans are empty if they do not result in effective investment. This component will support local actors in their efforts to generate a portfolio of projects, formulate proposals for investment projects and link the platform to funding agencies.

Community of Practice

The Community of Practice began as a mechanism for responding to the demands of agencies that develop projects and programs at the territorial level who were interested in learning how to do rural territorial development. This is an informal and collaborative space for discussing and sharing questions and reflecting on territorial work. An online platform was developed with spaces for dialogue, document exchange, links and other materials of interest. The main participants are program partners and stakeholders in the territories as well as local government officials and representatives of NGOs and community organizations in Chile, Ecuador, El Salvador, Guatemala, Honduras and Nicaragua. The expectation is for this initiative to become an effective and valuable instrument for participants through on site and virtual exchanges in 2010.

5. Strengthening of organizations for the economically disadvantaged and socially excluded

The program has a special interest in expanding the capacities of the poorest members of society so that they may participate fully in the territorial development process through the strengthening of their organizations, training and leadership. Special care will be taken to facilitate the participation of women, young people and members of indigenous communities.

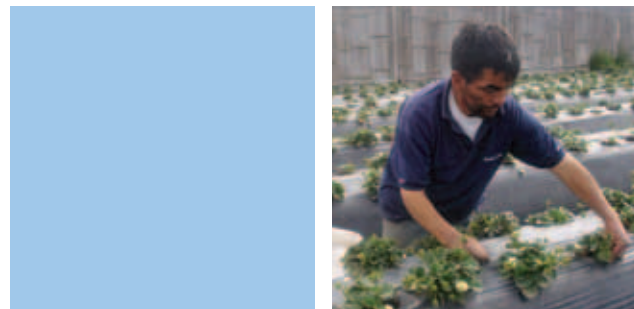




Table 4: Current situation of capacity building by territory

Territory Territorial team	Hypothesis	Territorial strategy with focus (leveraging)	Multi-stakeholder platforms	Progress made to date	Relationship to capacity building and incidence
 <p>TUNGURAHUA (Ecuador)</p> <p>Territorial team Simon Bolivar Andean University (UASB) in collaboration with the Government of the Province of Tungurahua (GPT)</p>	Strengthening of main productive chains is key for territorial competitiveness.	Work plan based on an agenda for competitiveness, particularly in the agriculture and livestock sector.	Parliament; work that includes an agriculture and livestock strategy; competitiveness agenda; territorial organization plan.	Collaboration agreement between GPT and UASB. Participatory assessment performed at the province level.	Specialized advising on chains of production and competitiveness (January 2010). Strengthening of the relationship with UASB and capacity building. Training course for leaders of chains of production SENPLADES.
 <p>CHALATENANGO (El Salvador)</p> <p>Territorial team PRISMA Foundation with a very coordinated research and capacity building team</p>	The territorial social capital expressed in its organizational abilities, social coalitions and existing institutional arrangements, has not had sufficient force to impact on the characteristics and effects of the infrastructure mega-projects. As such, they have not become motors of an endogenous growth dynamic with social inclusion and environmental sustainability. There has not been a political will to institutionalize the proposals that have emerged in this territory.	The Departmental Environmental Management Plan is the basis for an incidence strategy.	Environmental Committee of Chalatenango (CACH): organized social actor.	CACH organized and implemented a well-formulated map of stakeholders with analysis based on PIL methodology (Power, Interest, Legitimacy) in collaboration with a group of stakeholders. Identification of development tools.	Workshop to define an incidence plan. Formation of working groups. Updating of Environmental Development Plan and capacity building for execution of plan.
<p>JUTIAPA (Guatemala)</p> <p>Territorial team Rafael Landivar University with local team</p>	The development of Jutiapa was possible because there was a productive diversifi- cation process that made use of natural comparative advantages within the territory through infrastructure and technology, and it was integrated into the internal market.	There is no territorial strategy.	There is no platform that expresses the community's visions of the main problem.	Map of stakeholders with analysis based on PIL methodology.	Support for creation of a platform and strengthening of its members.

Territory Territorial team	Hypothesis	Territorial strategy with focus (leveraging)	Multi-stakeholder platforms	Progress made to date	Relationship to capacity building and incidence
LA DALIA (Nicaragua) Territorial team Nitlapan	The competition among social actors regarding the use and control of land has been brought increasingly to the environmental field and less to the production field under the logic of using raw land for production.	Work plan is being formulated.			
OLANCHO (Honduras) Territorial team Sustainable Development Network (RDS)	Natural resources in municipalities that form part of the territory can be transformed into an asset of the local community that would allow stakeholders to strengthen local inclusive economic development strategies based on natural resources and the sustainability of institutions and innovative coalitions.	There is no territorial strategy.	There is no multi-stakeholder platform.	Stakeholders' map. The rest of the activities have been halted due to the political problems affecting the nation.	Pending.
O'HIGGINS (Chile) Territorial team Rimisp with the O'Higgins regional government	In order for the territory to become capable of reverting the initial conditions, a significant government investment centered on the provision of public and semi-public goods was required. Without this, the profound productive transformation that benefitted local households would not have taken place.	There is no territorial strategy.	Map of stakeholders and coalitions in the territory.	A platform is being formed through a call for participants that was agreed upon by four local mayors.	This is being developed.





Updating of Latin American graduate programs

In late 2008 and with the collaboration of the University of Manchester's Brooks World Poverty Institute (BWPI), Rimisp developed a series of consultations with universities in Central America and the Andean Region that led to the creation of a Network of Master's Degree Programs for Rural Development designed to improve graduate education for territorial development. The network is composed of the following programs:

- Master's degree in Rural Development - UPIEB University (Bolivia)
- Master's degree in Rural Development - National University (Costa Rica)
- Master's degree in Local and Territorial Development - FLACSO (Ecuador)
- Master's degree in Local Development - Jose Simeon Canas Central American University (El Salvador)
- Master's degree in Sustainable Rural Development - FLACSO (Guatemala)
- Master's degree in Rural Development - Central American University (Nicaragua)
- Master's degree in Public Economics and Development - National Autonomous University of Nicaragua (Nicaragua)

In March 2009, the Network members met in Antigua, Guatemala to define the basic contents of their program, which were culled from the project "Improving graduate education for territorial development." One of the specific objectives is to improve the quality and importance of the curricula so that professors may complete internships in prestigious universities and that visiting professors from those universities can teach online as part of the master's degree programs and summer schools at some of the participating centers. The internship program is currently underway.



"I value the support that the program has provided because it is extremely important to modernize the Master's degree in Public Economics and Development Program offered at my university. The internship was very useful for refreshing teaching methodologies and pedagogical techniques and strengthening the research process itself. The feedback from the German university was a formidable contribution."

Romulo Sanchez, Professor, Master's degree in Public Economics and Development, National Autonomous University of Nicaragua (UNAN). He completed an internship at the Free University of Berlin in Germany.

Applications for the master's degree program were made available in August 2009, and nine were submitted. A total of five applicants were selected and are currently completing their courses of study:

- **Ligia Blanco**, of Nicaragua's UNAN (Department of Industrial Economics, University of the Basque Country, Spain) in order to strengthen the teaching of micro-economics.
- **Romulo Sanchez**, of Nicaragua's UNAN (Institute for Latin American Studies, Free University of Berlin) in order to strengthen the area of **development theory**.
- **Rafael Granados**, of Costa Rica's UNA (Rovira & Virgilio University, Reus, Spain) in order to strengthen the area of **economics of natural resources**.
- **Luis Fernandez**, of Costa Rica's UNA (Autonomous University of Barcelona) in order to strengthen the area of **territorial development**.

- **Luciano Martinez**, of FLACSO Ecuador (Paul Valery University, Montpellier, France) in order to strengthen the area of **territorial development**.

The first of the two summer schools that have been scheduled was held June 6-10 in Quito. Three professors from centers of excellence staffed the program, which provided a summary of the plans of study of the seven degree programs and a detailed review of three of them. The analysis was based on the document that was drafted with this purpose in mind: "Analysis framework on the relevance of territorial development master's programs in Central America and the Andes."¹⁹ The analysis focused on the following questions: How can we move from a curriculum that is focused on rural development to one that focuses on territorial development? How can we link teaching and research in the master's degree program? What methods of evaluation are appropriate? What experiences exist for collaboration between training programs in different countries? What works best in this field?

Two network members founded important master's degree programs in territorial development this year, both with a focus on rural development. One, which is being offered by Central American University of Nicaragua, has been approved by superior entities and has opened its application process. FLACSO Ecuador is securing approval to launch a Master's degree in Territorial Development in 2010.

"At my university, only very limited resources are available for updating our skills and the program contents. The internships allow participants to write, think and reflect on what is being done in graduate programs in our universities. Thanks to the program, I had a very enriching experience because I had the opportunity to make use of the academic experiences of professors at the University of Barcelona as well as their reactions to and opinions about these issues. I was then able to use them for Latin American courses. I also had an opportunity to broaden my network of contacts with professors in Spain and present my work."

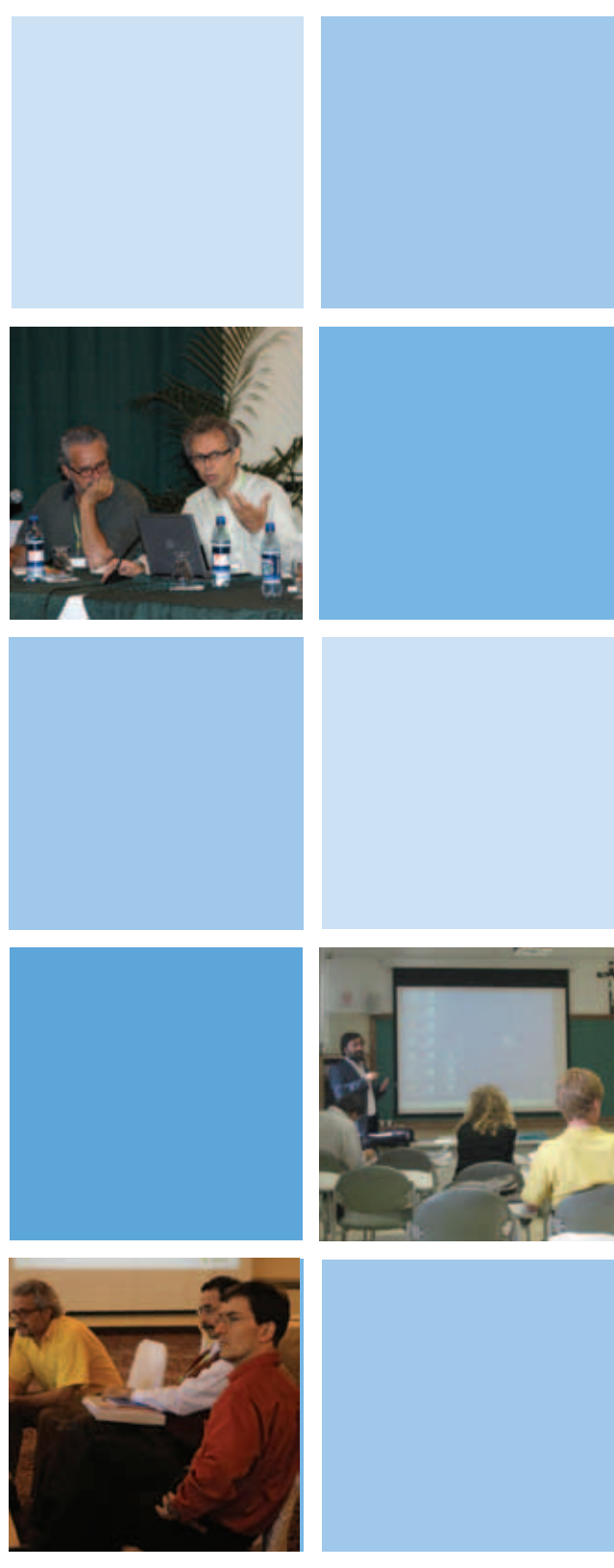
Rafael Granados, National University of Costa Rica. He visited the University of Cordoba in Spain in order to strengthen the area of Economics of Natural Resources.

¹⁹ Mora, J. 2009. "Analysis framework on the relevance of territorial development master's programs in Central America and the Andes." Working Paper #36. Rural Territorial Dynamics Program. Rimisp, Santiago, Chile. Available online at www.rimisp.org/dtr/documentos. (Spanish only).





Section Three: International Networks



In dialogue with the OECD

At the invitation of the Organization for Economic Co-operation and Development (OECD), the program put together a workshop on rural territorial dynamics and policy in Latin America in the context of the 7th Annual OECD Conference on Rural Development, which was held October 13-15, 2009 in Quebec, Canada²⁰.

The workshop allowed for the exchange of experiences from Latin America in territorial development and for the dissemination of key lessons from OECD countries. The session was moderated by Dr. Jean Lebel, Director of Environmental and Natural Resource Management at the International Development Research Centre (IDRC) of Canada. It was attended by panelists Manuel Chiriboga, who presented the changes in economic growth, poverty and inequality at the territorial scale in the 11 program countries; Angelica Ropert, who discussed the evolution of territorial economic development policies in Chile; and Antonio Ruiz, who analyzed the experiences of Brazil and Mexico in the area of territorial development programs and policies. The OECD was represented by Dr. Mario Pezzini, Deputy Director of the Public Governance and Territorial Development Division.

The discussion highlighted the need for networking and the importance of strengthening the dialogue among those who implement public policies in OECD member states and emerging economies; the importance of economic diversification for rural development above and beyond dependence on natural resources; ways in which public policy can influence change in rural institutions; the transformative potential of social capital; and how public institutions can be strengthened without leaving aside private initiatives.

The presentations that were made at this event can be accessed online at <http://www.rimisp.org/dtr/presentaciones>.



²⁰ For more information on the conference, including access to documents and presentations, see www.oecd.org/gov/regional/quebeccanada

Rural transformations in Brazil, China, India and South Africa

As part of the program's international relations activities, Rimisp called for and is supporting the organization of the conference Dynamics of Rural Transformation in Emerging Economies, which will be held April 14-16, 2010 in New Delhi, India²¹.

Why an international conference?

One fourth of the world's population lives in the rural areas of Brazil, China, India and South Africa. Rural areas of these emerging economies experience rapid and profound social, economic, demographic, cultural and political changes. This conference aims at promoting new contexts, approaches and strategies that will allow to face the challenges posed by these new dynamics, which are reinforced by local and international trends. The conference is based on the premise that it is possible to satisfactorily resolve the challenges that rural areas will face as long as the strategies and policies are not rooted in the old paradigms of rural development.

Key issues and contributions

The conference program is organized around six issues:

- Human development and social inclusion
- Jobs and economic diversification
- Agriculture and nutrition

- Environmental services and energy
- Urbanization and urban-rural links
- Governance, policies and institutions

The conference will feature four main presentations in the field of rural development at the international level, approximately 70 papers, plenary sessions and parallel work sessions, and a summary panel that will present the most significant results, conclusions and recommendations developed at the event.

Expected results

The program's main interest is to facilitate work on rural development among Latin American participants, and for us to increase our knowledge of policies, experiences and conceptual approaches in these four important nations. We also hope that the conference will be a useful space for initiating collaborative relationships with teams and organizations from emerging nations.

By the end of the conference, participants will have had access to a series of experiences and innovative practices in rural development from countries with emerging economies and, if necessary, key experiences selected from OECD member states. The conference is expected to generate a communiqué or joint statement on rural dynamics, economic growth and the reduction of inequality.

Organizers

- Planning Commission of the Government of India
- Institute for Human Development, India
- Ministry of Agrarian Development, Brazil
- University of Sao Paulo Department of Economics
- State Council Center for Research on Development, China
- Department of Rural Development and Agrarian Reform, South Africa
- University of Walter Sisulu, Center for Rural Development, South Africa
- Latin American Center for Rural Development, Rimisp, Chile

It is important to note that the governments of India, (Planning Commission), Brazil (Ministry of Agrarian Development) and South Africa have made important contributions to co-financing the conference (see Financial Summary 2009 on page 96 of this report). The Asia Division of the International Fund for Agricultural Development (IFAD) has indicated that it hopes to approve a similar budget in support of the conference in early 2010.

²¹ For more information on the conference, see www.ruraltransformation.in.



Participation in international conferences

In 2009, the program made an effort to participate in two international events that play a significant role in intellectual discussion of rural development: the XXVII Latin American Studies Association Conference (LASA) and the XXVII Conference of the International Association of Agricultural Economists (IAAE).

The LASA event was held June 11-14 in Rio de Janeiro and was entitled "Rethinking Inequalities." It featured the participation of nearly 4,000 people and over 200 panelists who addressed specific issues linked to inequality in Latin America. The meeting may be the most massive and important multi-disciplinary research forum in the field of Social Sciences in the region.

With its partners' collaboration, the program organized two panels that featured five papers on the territorial dimension of inequality in Latin America. The objective was to present and discuss the results of some of the research that has been done, which show that there is an important territorial aspect of inequality in Latin American rural societies. The panel included two types of papers: those oriented towards describing the geographic differences in the dynamics of economic growth, poverty and inequality at the territorial level (Brazil, Chile and Peru) and those geared towards describing inequality in access to and use of essential natural resources for rural communities (Bolivia and Nicaragua). The two sessions produced a high level discussion that served as an important showcase for the program's work and a compelling space for consideration of the territorial dilemmas that Latin America's rural areas are facing.

The conferences of the International Association of Agricultural Economists are the most important academic

fora on economics and agrarian policies in the world. The 2009 conference was held August 16-22 in Beijing, China. The program organized a mini-symposium on rural territorial development in Latin America. The objective of the session was to promote discussion of key factors of territorial dynamics in rural areas of the region; the role of local economic growth, social policy

LASA conference presentations

- "The surprising performance of rural Brazil during the 1990s." Ricardo Abramovay (University of Sao Paulo) and Arilson Favareto (Federal University of ABC)
- "The importance of the territorial inequality in Chile." Eduardo Ramirez and Felix Modrego (Rimisp) and Andrea Tartakowsky (Ministry of Planning, Chile)
- "Spatial patterns of growth and poverty changes in Peru (1993-2005)." Javier Escobal and Carmen Ponce (GRADE)
- "Territorial inequalities and the governance of land and water in Nicaragua." Helle Munk Ravnborg (Danish Institute for International Studies) and Ligia Gomez (Nitlapan Institute)
- "Rural territorial dynamics, extractive industries and inequality in Bolivia." Anthony Bebbington, Leonith Hinojosa and Denise Humphreys Bebbington (University of Manchester)

The international presentations are available at:
www.rimisp.org/dtr/presentaciones

and remittances as motors of territorial development processes and new methods and approaches for understanding rural territorial dynamics. The panel was facilitated by Professor Alain de Janvry, of the University of California at Berkeley, and included the participation of important academics and researchers who learned about the program and discussed its research results. Four papers based on the research performed by the Rural Territorial Dynamics program were presented at the event.

IAAE conference presentations

- "Rural territorial dynamics in Latin America."
Julio A. Berdegue (Rimisp)
- "Spatial patterns of growth and poverty changes in Peru (1993-2005)." Javier Escobal and Carmen Ponce (GRADE)
- "Understanding rural territorial dynamics in Latin America: A methodological framework."
Alexander Schejtman (Rimisp)
- "Territorial dynamics in Chiloe Island, Chile."
Eduardo Ramirez and Felix Modrego (Rimisp)

In addition to the organization of these events in the context of international academic meetings, the Coordination Unit team has received numerous invitations

to present the results of the program at various fora. Alexander Schejtman deserves special acknowledgment for disseminating program products. During 2009, he offered ten presentations in eight countries and coordinated a course in the Virtual Master's Program on Rural Development organized by FLACSO Argentina. In recognition of his work, the program awarded him a laser pointer!





DINÁMICAS TERRITORIALES RURALES

Nueva locomotora de desarrollo del Pei

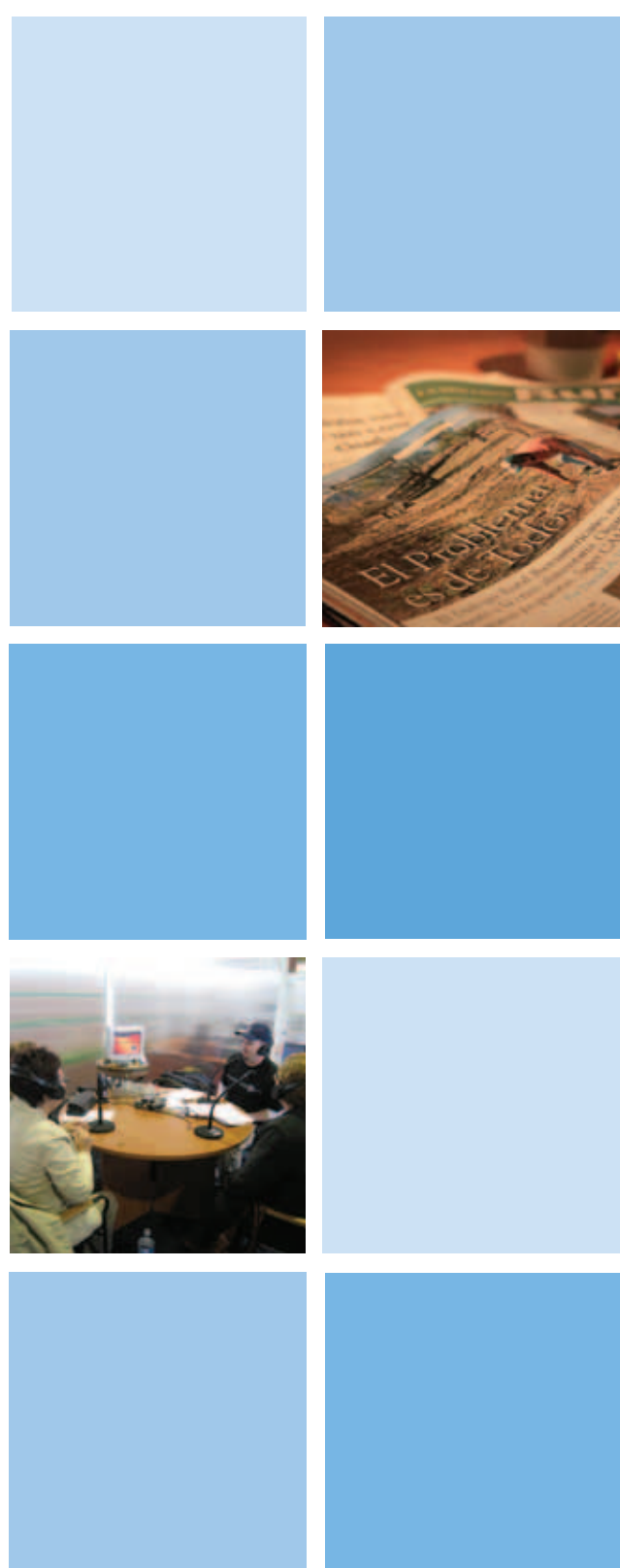


Hoy por hoy, cuando se habla de desarrollo rural, se habla de desarrollo humano. En este sentido, el desarrollo rural es el desarrollo humano en el campo. En este sentido, el desarrollo rural es el desarrollo humano en el campo. En este sentido, el desarrollo rural es el desarrollo humano en el campo.

Café



Section Four: Communications



The program's new communications strategy

Based on the recommendation of the Advisory Council, a communications strategy was designed in 2009. The program's complexity presents considerable challenges in terms of disseminating the results of the research and achieving impact in various spheres of public action. As a result, the communications strategy presents a series of products, activities, tools and lines of work covering four areas. See *Figure 11*.

Figure 11: Areas covered by the RTD program communications strategy



The communications strategy supports the program's needs through a platform that involves multiple audiences, purposes and channels. With this in mind, the types of audiences that the program wishes to reach have been prioritized and divided into primary and secondary audiences. Primary audiences are those with whom the program interacts frequently and for whom the specific products and communication services are designed. The secondary ones are also important, but are broader and more diffuse. As a result, the program accesses them through existing general media, both

conventional and electronic. In order to facilitate the planning of communication activities and achieve important impacts, the program audiences have been prioritized based on the areas presented in the strategy (management, collaboration, information/dissemination and influence/incidence).

Furthermore, preliminary messages, products and services, channels and media have been defined for each audience along with a vision of the expected results. In 2009, special attention was paid to the areas of *management and governance* and *information and dissemination*. The production of progress reports, the annual report, and the optimization and regular updating of the program website have allowed us to not only present information and disseminate activities and results, but also facilitate decision-making processes within the program's Coordination Unit.

In addition, media campaigns were held in order to circulate information related to the program, which ranged from the promotion of meetings to the successful media coverage of the Crisis and Rural Poverty in Latin America project.

While the aspect of influence and incidence on public action had a lower level of production in 2009, this period has served to strengthen and position the program in various fields of work and with priority audiences. The communications strategy will ensure that the information and dissemination of quality material will continue in 2010, and it will contribute to the development of mechanisms and tools that support the program's incidence strategies in diverse areas of public action.

Objectives of communications areas

MANAGEMENT AND GOVERNANCE

- 1) To facilitate communication among members of the Program Coordination Unit (PCU) in order to achieve greater efficiency in management and coordination.
- 2) To report to the Program Advisory Council (PAC) in a timely and adequate manner in order to facilitate its work and decision-making processes.
- 3) To report to donor agencies in a timely and adequate manner in order to provide sufficient elements for program monitoring and key decision-making processes.

COLLABORATION

- 1) To report to program partners and collaborators on a timely and adequately manner in order to facilitate their participation in various components and activities and to promote the exchange of experiences.
- 2) To provide virtual work spaces to the PCU and to program partners and collaborators in order to support dialogue, discussion and collaborative work at a distance and documentation and synthesis of results.
- 3) To offer opportunities for partners to provide feedback and criticism to the program team.

INFORMATION AND DISSEMINATION

- 1) To produce and disseminate quality communication products and services differentiated in accordance with the needs and characteristics of the audiences and using diverse traditional and alternative channels.
- 2) To establish permanent contact with the regional media and make the RTD program a reliable source of timely and quality information.

INFLUENCE AND INCIDENCE

- 1) To produce communication products and services that support program strategies for influence and incidence and those of its partners in various areas and at various levels of public action.



Equitierra Magazine: over four thousand subscribed in 2009

Overcoming inequalities and the persistence of rural poverty, from the urgent to the important... Equitierra has dedicated yet another year to rural issues in Latin America. During 2009, this publication experienced favorable development shown by the increase in subscribers (4,000 voluntarily subscribed by year's end; 60% more than the previous year), the improvement in the way issues are handled and the inclusion of multimedia material in each issue.

Equitierra in numbers - 2009

- 2,500 downloads of full issues of Equitierra occurred this year. Table 5 shows the top five most read articles in 2009.
- 12,000 users of the Wobook platform viewed at least one issue of Equitierra magazine.
- Visitors' average browsing time on Equitierra's website was 9 minutes.

President of WWF; and Robert Sauve, Vice Minister of Rural and Regional Development of the Province of Quebec, Canada.

It was also a year of innovation for Equitierra. During this period, spaces that allowed for exchanges with readers opened up through Web 2.0 platforms like Facebook, where we have 400 followers. It also has a presence in Wobook,

the free digital publications exchange platform, which logged a total of 12,000 visits to different issues of the magazine during 2009. In addition, multimedia materials such as videos and photo essays that accompanied Equitierra articles have received nearly 1,000 visits on the Blip TV network. The photo albums posted in the program's Flickr gallery (www.flickr.com/rimisp) contain nearly 600 images that have received over 10,000 visits from cybernauts from all over the world.

These spaces in social networks allow Equitierra to interact with its audience and improve its position as an electronic journal.

Some of the issues developed throughout the year were the food crisis, climate change and dynamics of growth, inequality and poverty based on the initial results of the research conducted by the program in Nicaragua, Peru, Chile and Ecuador. The publication also addressed innovative initiatives and undertakings with cultural identity in rural areas in several countries in the region, the successful experiences of rural Brazil, and the impact of the global financial crisis on rural poverty in Latin America. Interviews were held with such important figures as Jose Maria Sumpsi, Deputy Director of FAO; Yolanda Kakabadse, International

Table 5: Top five most read articles of 2009

1. Climate change: rescuing rural knowledge (Cambio climático: al rescate de los saberes rurales) Opinion column / Authors: Manuel Chiriboga and Ana Lucia Torres - Equitierra # 4
2. Halting poverty and revitalizing the rural medium: two priorities in the context of the crisis (Frenar la pobreza y revitalizar el medio rural: dos prioridades frente a la crisis) Article / Author: Sofia Torey - Equitierra # 4
3. The main gaps of the 2009 World Development Report (Los grandes ausentes del Informe de Desarrollo Mundial 2009) Article / Author: Maria Elena Montory - Equitierra # 4
4. Crisis and rural poverty in Latin America (Crisis y pobreza rural en América Latina) Opinion column / Authors: Carolina Trivelli and Johanna Yancari - Equitierra # 3
5. Yolanda Kakabadse - Climate change: the new challenge for biodiversity (Cambio climático: el nuevo reto para la biodiversidad) Interview / Author: Jennie Carrasco - Equitierra # 4

The challenge of being in the media

In order for the program to reach public opinion with its results and proposals and create better conditions for policy incidence, it is essential to have a media presence. From its inception, the program's goal has been to generate permanent contact with journalists and print media outlets throughout Latin America. In 2008, it facilitated the establishment of the Rural Press Network in order to improve the quality and quantity of press coverage of key rural issues.

By the end of 2009, the Rural Press Network had 47 members in Chile, Ecuador, Bolivia, Guatemala, Mexico, Brazil, Colombia, Peru, Nicaragua, Honduras, Argentina, Uruguay, Costa Rica, Paraguay, the Dominican Republic and El Salvador.

While the network was designed to serve as a space for exchange among journalists on rural issues and to improve coverage of such matters in the region's media, it soon became clear that this goal would be very difficult to achieve. It is not the journalist's job to endorse a cause, but to report information objectively in order to generate public discussion. Meanwhile, the role of the program should be to make use of the contact generated with the media in order to keep journalists informed of the issues under discussion in the rural world in a timely and agile manner.

The network has been successful in allowing the program to take a first step towards getting closer to and establishing links with the written press in Latin America. After reviewing the process and realizing the challenges as well as the progress made during

its first year, a new way of looking at the Rural Press Network emerged. Based on the work with the media and development of specific campaigns during 2009, we have reached the conclusion that the Network should be seen as a channel for providing the media with current and relevant content.

In 2009, the Rural Press Blog had 42,000 views and 88 entries from different authors throughout Latin America.

generated a solid level of acceptance in the audience that it reaches. The three most popular entries in 2009 were: "How will the world crisis affect Latin America in 2009," with 8,442 visits, followed by "Ecuador's new Constitution: a declaration in favor of the development model," written by Pablo Ospina, RTD program partner, with 3,064 visits, and the article "Natural biodiversity and cultural wealth: exploring alternatives for territorial development in Bolivia," written by Rimisp RTD-IC project researcher Marcelo Uribe, with 1,533 visits.

It is also important to take advantage of the positioning that the Rural Press Blog has achieved. This is a communication and opinion tool in which journalists, researchers, agents of development and program partners participate with issues and proposals that are helping build a collective vision on rural territorial development. The blog began as a tool for member journalists but has become something much broader and has



In the media²²

During 2009, at least 100 articles were published in nearly 60 media outlets in 15 countries. The following outlets published information, articles and reports based on the program's work.

Diario Prensa Libre (Guatemala)	Contrapunto (El Salvador)	Cadena de Noticias (Dominican Republic)
Diario de Centroamerica (Guatemala)	El Faro.com (El Salvador)	El Caribe (Dominican Republic)
Telediario (Guatemala)	EKA - business journal (Central America)	Almomento.net (Dominican Republic)
Terra Noticias (Regional)	El Ecuatoriano Noticias (Ecuador)	El Nacional (Venezuela)
El Periodico de Mexico (Mexico)	Noticias Hispanas (Regional)	El Herald (Honduras)
Globo.com (Brazil)	Portal do Agronegocio Goiano (Brazil)	El Comercio (Peru)
La Republica (Uruguay)	Noticias Agricolas (Brazil)	Prensa Grafica (El Salvador)
La Jornada de Michoacan (Mexico)	Campo Vivo (Brazil)	Houston Chronicle (United States)
Diario La Hora (Ecuador)	Business News around the World (Colombia)	El Paso Times (United States)
Prensa Indigena (Mexico)	Forolacr - Centro de informacion Finanzas Rurales (Regional)	The New Herald (United States)
Informativos.net (Chile)	Noticias ABC (Colombia)	El Golfo Info (Mexico)
El Comercio (Ecuador)	Argenpress (Argentina)	Notisistema (Mexico)
Cambio de Michoacan (Mexico)	Dinero (Colombia)	El Informador (Mexico)
Diario La Republica (Colombia)	La Tribuna (Honduras)	El Universal (Mexico)
Diario Catarinense (Brazil)	ADN (Spain)	El Confidencial (Spain)
La Prensa (Nicaragua)	Minuto 59 (Venezuela)	Aguas Digital (Mexico)
El Nuevo Diario (Nicaragua)	Frontera de Mexico (Mexico)	SDP Noticias (Mexico)
Diario O Estado de Sao Paulo (Brasil)	Soitu (Spain)	El Imparcial (Mexico)
Portafolio de Diario El Tiempo (Colombia)	The Baja California Chronicle (United States)	El Mexicano online (Mexico)

²² All of the articles and reports published about the RTD program are available at www.rimisp.org/dtr/saladeprensa.

The website: the program's showcase

The program website launched a new statistics system in 2009. Beginning in May, the Google Analytics system provided detailed reports on the behavior of users on the RTD website such as the total number of visits registered, most frequently viewed pages, documents and reports downloaded, average amount of time spent on the website and countries in which the users are residing. The availability of these statistics has allowed the RTD program's Communications Team to make important decisions regarding the dissemination of information.

The data from May through December 2009 shows clear progress in the number of visits to the website. While there were 11,039 visits between May and August, the website's visits increased by 56% between September and December with 17,191 total visits. If we narrow down the data further, we observe that there were nearly 5,000 visits in September and October and over 12,000 in November and December, which represents an increase of 153%. See *Figure 12*.

Website visitors came from 70 countries in 2009. Peruvian and Mexican nationals represent 10% and 9% of the total, respectively. The statistics also show that most website users speak Spanish, but 13% speak English and 3% Portuguese.

The progressive increase in the number of visits is the result of the successive efforts to optimize the website that took place during the second half of 2009. The launch of the Crisis and Rural Poverty in Latin America project (www.rimisp.org/dtr/crisisypobrezarural) was an important catalyst that produced a significant increase in the number of visits and was accompanied by a Google

AdWords campaign directed at specific audiences. Since the beginning of the campaign in mid-November, it has generated six thousand visits to the Crisis and Rural Poverty section alone.

Most of these visits were from users who went to the program website for the first time. A large percentage of users reached the Crisis and Rural Poverty section through search engines and then took the time to view other pages and program sections, thus generating more traffic throughout the site.

The working papers section of the program is one of the most frequently visited pages on the entire site. Between July and the end of the year, a total of 2,000 of those documents were downloaded. See *Figure 13*, which details the most visited RTD website sections.

The Crisis and Rural Poverty homepage was the most frequently visited page in the Rimisp site during the month of December, surpassing even the Rimisp homepage, which ranked second.



Figure 12: Increase in visits to the RTD program website (May-December 2009)

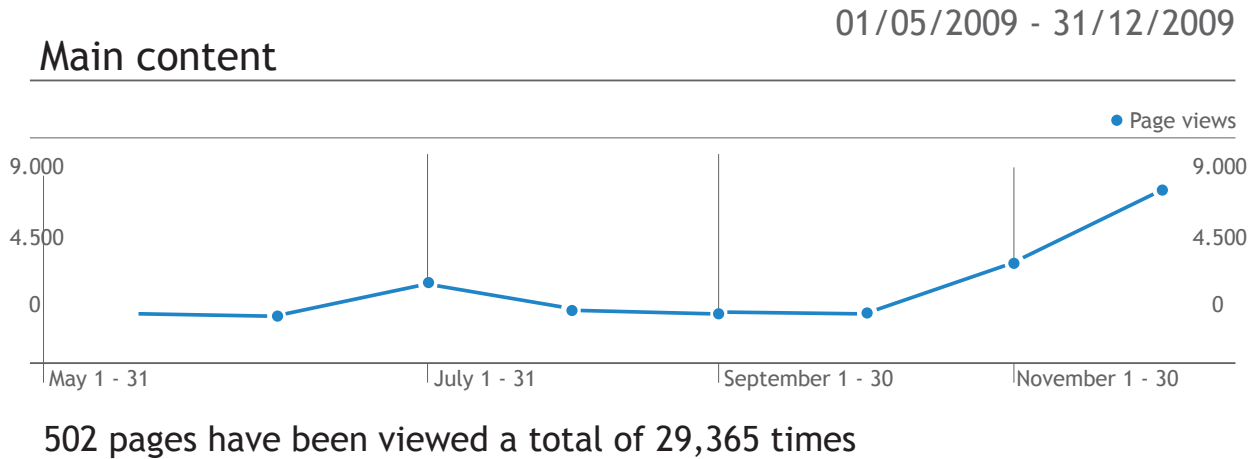
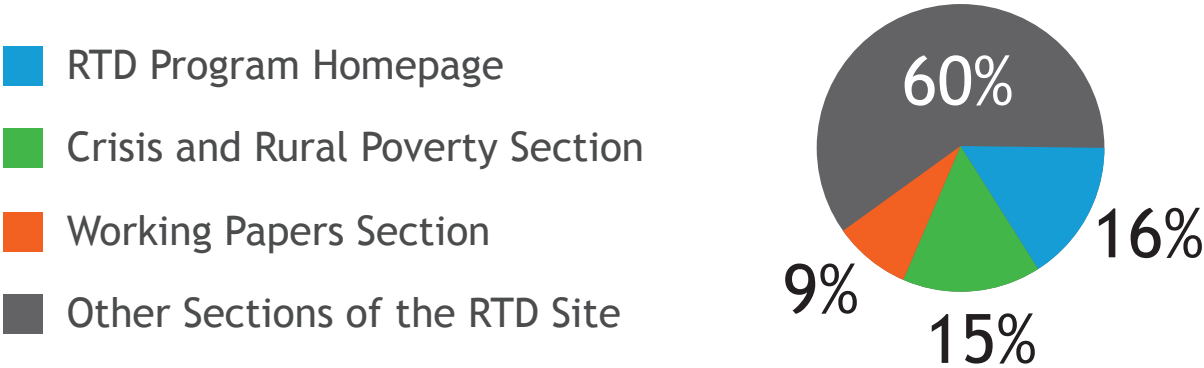


Figure 13: Most frequently visited pages on the RTD program website



Working papers published in 2009

During 2009, program partners produced a total of 31 working papers (see Table 6), which are added to the 25 documents written and published in 2007 and 2008. In many cases, the texts are accompanied by executive summaries that are translated into English or, in the case of Portuguese-language documents, they are translated into Spanish. The documents are available on the program website. See www.rimisp.org/dtr/documentos.

A Google Scholar search revealed that the RTD working papers were cited in at least 105 sites or publications during 2009. The scope is quite varied, ranging from important international organizations, media outlets, universities and texts on diverse topics to institutional and personal blogs.

This year, the program reached an agreement so that the working papers can be archived and made available in the digital library of Canada's International Development Research Centre (IDRC). To date, 60% of the working papers have been catalogued and published. The Rural Finance website (www.ruralfinance.org) hosts a considerable number of the working papers in their online catalogue.

One shortcoming is that to date the Coordination Unit has not maintained a record of publications handled directly by program partners and collaborators, which are not registered on our website. We plan to remedy this in 2010.

Table 6: List of working papers published by the program in 2009

N°26: Survey of rural development policies in Brazil (Retrato das políticas de desenvolvimento territorial no Brasil). Favareto, A. 2009 (Available in Portuguese only)
N°27: Survey of rural policies and programs based on a territorial focus in Nicaragua (Catastro de políticas y programas con enfoque territorial en Nicaragua). Ammour, T. 2009 (Available in Spanish only)
N°28: Survey of rural territorial development policies and programs in Mexico (Catastro de políticas y programas de desarrollo territorial rural en México) Soberanes, M.; Burgin, M. 2009 (Available in Spanish only)
N°29: Monitoring and evaluation framework for the Rural Territorial Dynamics program (Marco para el seguimiento y evaluación del programa Dinámicas Territoriales Rurales) Guijt, I. 2009 (Available in Spanish and English)
N°30: The importance of geographic disparities in Chile (La Importancia de la desigualdad geográfica en Chile) Ramirez, E.; Tartakowsky, A. and Modrego, F. 2009 (Available in Spanish only)
N°31: Mexico: consumption, poverty and inequality at municipal level 1990-2005 (México: Consumo, pobreza y desigualdad a nivel municipal 1990-2005) Yunez, A.; Arellano, J. and Mendez, J. 2009 (Available in Spanish only)
N°32: The surprising performance of rural Brazil during the 1990s (O surpreendente desempenho do Brasil rural nos anos 1990) Favareto, A. and Abramovay, R. 2009 (Available in Portuguese only)
N°33: Departmental poverty dynamics in Colombia 1993-2005 (Dinámicas departamentales de pobreza en Colombia 1993-2005) Fernandez, M.; Hernandez, C.; Ibanez, A. M. and Jaramillo, C. 2009 (Available in Spanish only)
N°34: Local development, convergence, social exclusion and economic theory (Desarrollo local, convergencia con exclusión social y teoría económica) Katz, J. and Contreras, C. 2009 (Available in Spanish only)
N°35: Tungurahua: an alternative approach towards economic modernization (Tungurahua: una vía alternativa de modernización económica) Ospina, P.; Chiriboga, M.; Torres, A. L.; Alvarado, M.; Santillana, A.; Larrea, C.; Larrea, A. I.; Maldonado, P. and Camacho, G. 2009 (Available in Spanish only)
N°36: Analysis framework on the relevance of territorial development master's programs in Central America and the Andes (Marco de análisis sobre la relevancia de los programas de maestría para el desarrollo territorial en América Central y en los Andes) Mora, J. 2009 (Available in Spanish only)

N°37: Crisis and rural poverty in Latin America (Crisis y pobreza rural en América Latina) Trivelli, C.; Yancari, Y. and de los Rios, C. 2009 (Available in Spanish and English)
N°38: Crisis and rural poverty in Latin America: the case of Brazil (Crisis y pobreza rural en América Latina: el caso de Brasil) Buainain, A. and Neder, H. 2009 (Available in Spanish only)
N°39: Crisis and rural poverty in Latin America: the case of Mexico (Crisis y pobreza rural en América Latina: el caso de México) Chiapa, C. 2009 (Available in Spanish only)
N°40: Crisis and rural poverty in Latin America: the case of Bolivia (Crisis y pobreza rural en América Latina: el caso de Bolivia) Baudoin, L. 2009 (Available in Spanish only)
N°41: Crisis and rural poverty in Latin America: the case of Peru (Crisis y pobreza rural en América Latina: el caso de Perú) Yancari, J. 2009 (Available in Spanish only)
N°42: Crisis and rural poverty in Latin America: the case of Dominican Republic (Crisis y pobreza rural en América Latina: el caso de República Dominicana) del Rosario, P. J.; Morrobel, J. and Martinez, C. 2009 (Available in Spanish only)
N°43: Crisis and rural poverty in Latin America: the case of Colombia (Crisis y pobreza rural en América Latina: el caso de Colombia) Perfetti, J. J. 2009 (Available in Spanish only)
N°44: Crisis and rural poverty in Latin America: the case of El Salvador (Crisis y pobreza rural en América Latina: el caso de El Salvador) Delgado, M. and Salgado, M. 2009 (Available in Spanish only)
N°45: Crisis and rural poverty in Latin America: the case of Guatemala (Crisis y pobreza rural en América Latina: el caso de Guatemala) Rosada, T. and Bruni, L. 2009 (Available in Spanish only)
N°46: Crisis and rural poverty in Latin America: the case of Honduras (Crisis y pobreza rural en América Latina: el caso de Honduras) Villa, M. and Lovo, H. 2009 (Available in Spanish only)
N°47: Crisis and rural poverty in Latin America: the case of Nicaragua (Crisis y pobreza rural en América Latina: el caso de Nicaragua) Baumeister, E. and Rocha, J. F. 2009 (Available in Spanish only)
N°48: Crisis and rural poverty in Latin America: the case of Paraguay (Crisis y pobreza rural en América Latina: el caso de Paraguay) Ramirez, J. and Gonzalez, C. 2009 (Available in Spanish only)
N°49: Provincial welfare dynamics in Bolivia (Dinámicas provinciales de bienestar en Bolivia) Hinojosa, L.; Chumacero, J. P. and Chumacero, M. 2009 (Available in Spanish only)
N°50: Changes in poverty and income concentration in municipalities in Honduras from 1988 to 2001 (Cambios en la pobreza y concentración del ingreso en los municipios de Honduras: desde 1988 a 2001) Flores, M.; Lovo, H.; Reyes, W. and Campos, M. 2009 (Available in Spanish only)
N°51: Territorial dynamics of consumerism, poverty and inequality in Guatemala 1998 - 2006 (Dinámicas territoriales del consumo, la pobreza y la desigualdad en Guatemala: 1998 a 2006) Romero, W. and Zapil, P. 2009 (Available in Spanish only)
N°52: Inequality dynamics in El Salvador: household and poverty figures for the 1992 / 2007 period (Dinámicas de la desigualdad en El Salvador: hogares y pobreza en cifras en el período 1992/2007) Damianovic, N.; Valenzuela, R. and Vera, S. 2009 (Available in Spanish only)
N°53: Strengthening capacities for RTD: institutional innovations in territorial governance (Fortalecimiento de capacidades para el DTR: Innovaciones institucionales en gobernanza territorial) Ballon, E.; Rodriguez, J. and Zeballos, M. 2009 (Available in Spanish only)
N°54: Territorial dynamics in Central Chiloe: the strength of extra-territorial coalitions (Dinámicas territoriales en Chiloé Central: la fuerza de las coaliciones extra territoriales) Ramirez, E.; Modrego, F.; Mace, J. C. and Yanez, R. 2009 (Available in Spanish only)
N°55: Characteristics of the actors present in Central Chiloe (Caracterización de los actores de Chiloé Central) Ramirez, E.; Modrego, F.; Mace, J. C. and Yanez, R. 2009 (Available in Spanish only)
N°56: Progress of territorial economic development policies in Chile: main initiatives (Evolución de la política de desarrollo económico territorial en Chile: principales iniciativas) Ropert, M. A. 2009 (Available in Spanish only)

The program's working papers have been cited or hosted by the following entities:

- Inter-American Development Bank - Bibliographical Database of the Institute for the Integration of Latin America and the Caribbean (INTAL) Documentation Center
- Economic Commission for Latin America and the Caribbean (ECLAC)
- Inter-American Institute for Agriculture Cooperation (IICA)
- Center of Studies and Promotion of Development (DESCO), Peru
- Institute for Development Policy and Management - School of Environment and Development (SED), University of Manchester, United Kingdom
- Argumentos Magazine of the Institute of Peruvian Studies (IEP), Peru
- Centre for International Development Issues Nijmegen - Radboud University Nijmegen, Holland
- Tierra Foundation, Bolivia
- Economy Institute - State University of Campinas, Brazil
- Latin American Network for Rural Education
- Central American Academic Link

What were the most widely read documents in 2009?

A total of 5,500 visits were recorded for the documents section of the website (www.rimisp.org/dtr/documentos). Nearly half of the visits involved the downloading of a document (2,000 downloads in total).

The five most-downloaded documents were:

1. Strengthening capacities for RTD: institutional innovations in territorial governance (Ballon, E.; Rodriguez, J. and Zeballos, M. Working paper N° 53. 2009).
2. Crisis and rural poverty in Latin America - Synthesis document (Trivelli, C.; Yancari, Y. and de los Rios, C. Working paper N° 37. 2009).
3. Territorial dynamics of consumerism, poverty and inequality in Guatemala 1998 - 2006 (Romero, W. and Zapil, P. Working paper N° 51. 2009).
4. Crisis and rural poverty in Latin America: the case of Peru (Yancari, J. Working paper N° 41. 2009).
5. Crisis and rural poverty in Latin America: the case of Nicaragua (Baumeister, E. and Rocha, J. F. Working paper N° 47. 2009).



A large photograph of two men sitting at a table, looking at documents. The man on the left is older, with glasses and a white shirt, holding a pen. The man on the right is younger, with dark hair and a striped shirt, also holding a pen. They appear to be in a meeting or collaborative work session.

Section five: Monitoring and Evaluation



Consolidating and (re) focusing for greater impact. Observations from the M&E team

Irene Guijt and Roberto Iturralde
Monitoring and Evaluation Unit

The DTR program is celebrating its half lifetime - two and a half years old! Time to take stock and, besides celebrating advances²³, see if there are any cracks in the system that need attention. At the end of 2009, the M&E team looked at five areas where efforts were invested and where strategic gains can be made.

1. The program is committed to *developing theoretical insights on rural territorial dynamics*, a term so widespread in rural debates in Latin America that it threatens to become almost banal. The program seeks to add depth through empirically grounded, theoretical understandings. Phase 1 has concluded successfully²⁴, with the resulting poverty maps capturing the attention of influential organizations, such as the CGIAR, the World Bank, and IFAD.

Two priority areas for action require the program's attention. *First*, Phase 2 research in 19 territories on observed dynamics that explain key territorial drivers of development are inevitably diverse. This diversity poses an intellectual challenge. How to make sense of the cases at a more aggregate level? A synthesis process that fosters learning beyond individual cases and strengthens the network linkages is now high on the agenda. *Second*, given the focus on applied research,

the research work is committed to 'incidence' in the territories. While the teams have received and given each other much systematic support in the research efforts, a similar investment by the Coordination Unit to ensure policy influencing - however modest - has not yet taken place. Tapping into partners' existing experiences as part of this investment can enable the research to be more solidly applied.

2. Collectively, the efforts described in this report are *fostering a discourse network*, a set of coalitions engaged with a vision of rural development as equitable and sustainable. The emerging loose network could benefit from greater collective purpose, however, as it is currently a set of weakly linked sub-networks of very varying strength. The 'research' network is strong and growing, while the territorial level Community of Practice, the Masters' Degree network, and the Rural Press Network are all very weak, needing much Rimisp guidance. Other networks that sought to create forums for inputting research findings and encouraging debate and practice change, have failed or have been postponed due to budget restrictions.

An external consultant (Sanchez, whose paper is due to be published at the beginning of 2010) examined the

²³ See article *Results that impact development visions and decisions* on page 84 of this Report.

²⁴ See article *Maps of territorial dynamics: a resounding success* on page 39 of this Report.

network and concluded it was a centralized and fragmented network with low density of linkages across members. Potential synergies between certain endeavours could be more explicitly enabled, for example, linking the post-graduate training work into the territorial research processes.

This does not mean that the 'network' is not deemed valuable - it most certainly is, notably by the longer term research partners. And engagement with the program and its network is perceived as beneficial in a variety of ways. But given the program's intended outcome to have engender a network and greater clarity of purpose (instrumental, discourse, advocacy, policy change?) about the network, it is important to know how and where to invest efforts.

3. A considerable percentage of the budget is allocated to explicit work for '*developing capacity*' that fosters more sustainable and equitable rural territorial dynamics. But capacities are also being built as part of the research work and

Figure 14: Number of RTD program partner and collaborating organizations - by component

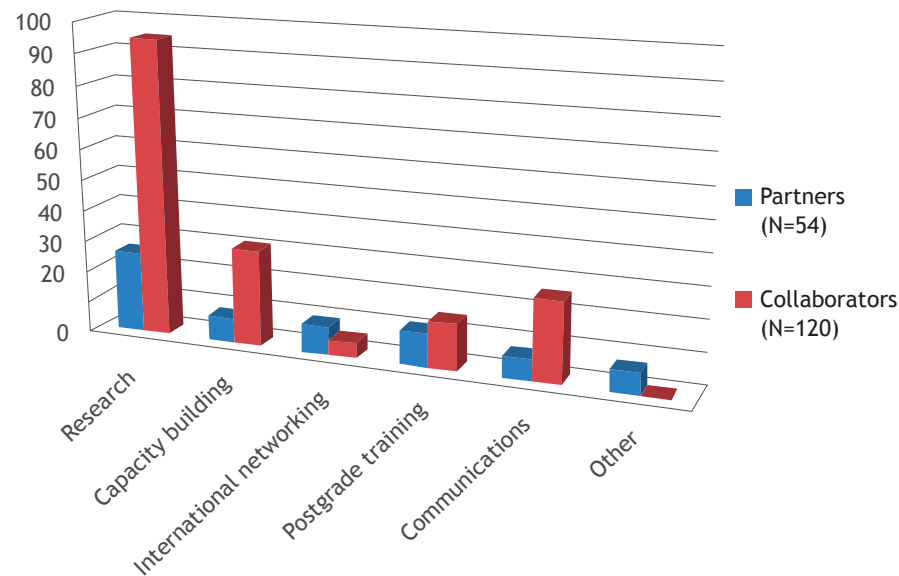
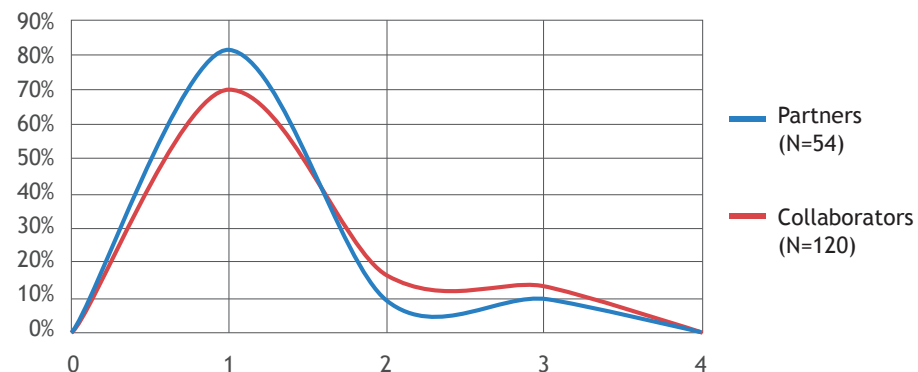


Figure 15: Percentage of organizations participating in RTD program - by number of components





within the post-graduate training improvement network. This needs to be recognised and valued more.

Notwithstanding this unrecognised work, the bulk of capacity development is not only seriously delayed, but under-conceptualised. A short study (Ortiz, forthcoming) is indicating that conceptually this work has a much weaker basis within the program than the research endeavour. The program, in much of the formal documentation, is articulated largely in terms of a knowledge gap effort. It is weak on the capacity development literature, and weak on assumptions of why capacity development is so important. Both these aspects are being remedied at a rather late stage.

An important conceptual question is whether this work is basically a (small) development endeavour in 6 of the 19 territories being researched? Or if it concerns understanding the role that capacity development plays in rural territorial dynamics? Also essential is to know how the research findings will feed into the capacity development work. Is this link clear enough - as it is central to realizing the programmatic outcome of a theoretical sound *and empirically tested* vision for rural development?

In 2010, the program must work hard to overcome the conceptual vagueness and to move faster with capacity development activities. In this, it will be paramount to keep expectations realistic, given the very limited

resources (40,000 USD per territory) and much reduced timeframe for change.

4. Another programmatic outcome for the program is to *engage with and influence opinion leaders and decision makers*, at territorial, national and international levels. While it is very early to see strong evidence, many



initiatives are emerging that indicate the sharing of findings at different levels into processes of policy analysis and institutional change. The research partners appear to be focused, thus far, on linking results to the design of national/local plans or simply presenting results to significant audiences. A wide range of levels, actors and sectors are being involved, within environment, planning, social development, tourism, and agriculture.

However, significant groups are less engaged, notably the mass media, the private sector and the non-profit sector. How can these groups be linked into the policy and practice influencing more? How can the users of the program's results start to take center stage more, now that the products are flowing in quickly?

Equally important perhaps is to tap into the wide-ranging experiences of the partners and collaborators, to learn from them the different routes through which major influence can be sought. The program has not invested much time or effort in facilitating this learning, an area where more needs to be done.

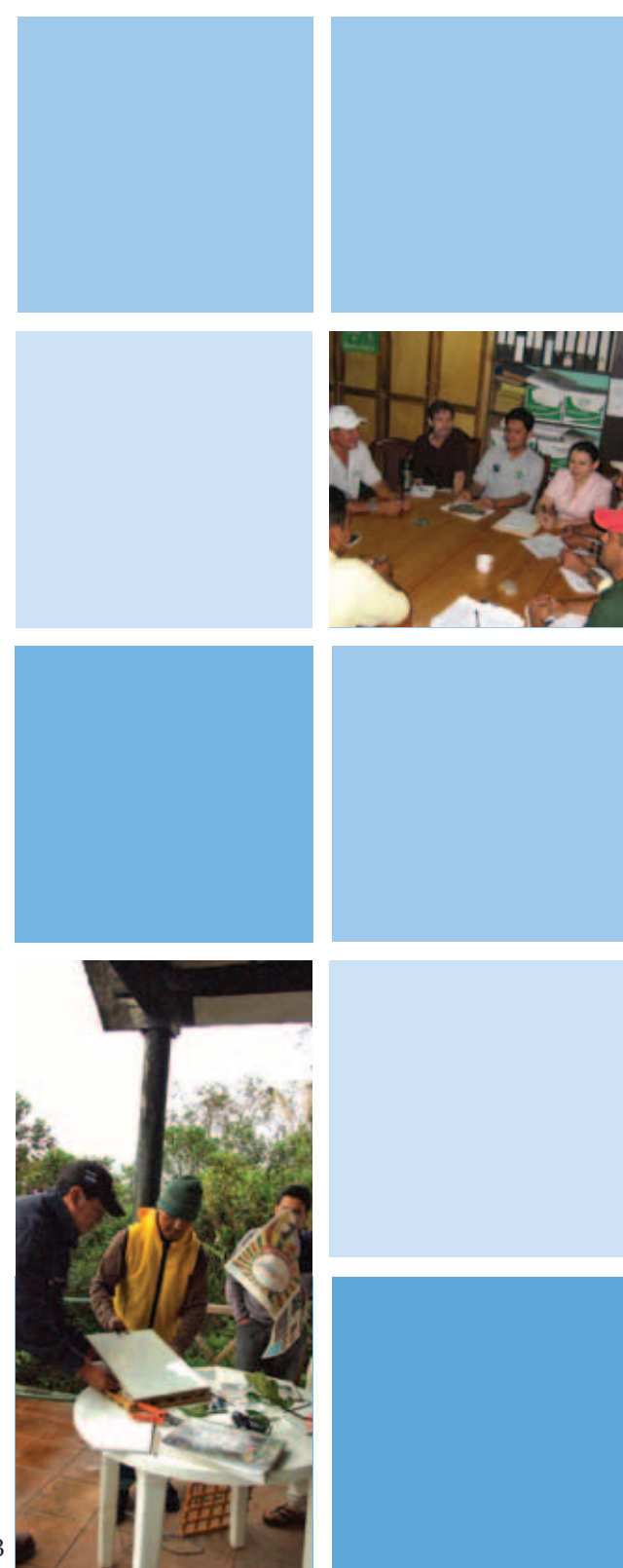
In 2010, priority will be given to tracking the budding policy and practice influencing initiatives in the 19 territories and in the 11 countries. But also in relation to South Africa (already planning visits to Latin America via the program), China and India who are involved in a major international conference, alongside Brazil, on rural territorial dynamics.

5. Guiding the work has been an *evolving understanding of the program strategy* by the Coordination Unit. Intentionally initiated within a loosely defined program, efforts in 2009 to sharpen programmatic outcomes have led to their readjustment. A set of critical assumptions were identified to help with managing risks embedded in the program's theory of change, and programmatic outcomes were reformulated.

Three areas where care must be taken in 2010 are:

- A clear and considered balance between the very high ambitions of the program and the resources (both financial and human) that are available;
- More efforts at collective strategizing and learning to reduce the tendency for centralized decision-making that does not make the most of partners' experiences and connections;
- Greater efforts to integrate analytically as well as practically across the different areas of work research, territorial engagement, post-graduate training, communication and international networking.

Strategic discussions by the Coordination Unit in early December 2009 have started tackling these issues.



Results that impact development visions and decisions

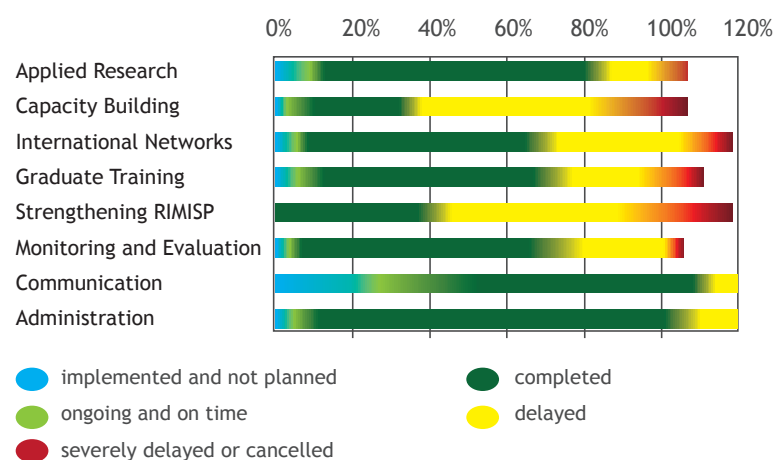
The RTD program made substantive progress in 2009 despite the fact that it was a year that was visibly affected by the financial crisis. With different experiences in the countries and counting on the decided efforts of the country teams, the program achieved a level of execution of over 80% and has various new initiatives underway (see *Figure 16*). On the one hand, the results on the rural territorial dynamics in a set of 11 countries in Latin America emerged and began to be discussed with key decision-makers in each context and inserted into institutional policies and changes. Also, teams were formed in order to build critical capacities for the territories that will support incidence processes and the rural changes that follow. On the other hand, ambitious contacts with the governments and regional decision-makers as well as strategic organizations were established in order to impact the discussions of agendas of global territorial development.

The program thus presents different levels of progress in each of its areas of action (components).

The applied research area (component 1) has completed 87% of the scheduled activities and produced over 55 publications. This research has been recognized by global experts and organizations such as IFAD and CGIAR and has

been presented at international fora such as the OECD conference in Canada, LASA in Brazil and the World Conference of Agricultural Economists in China. The teams from participating nations that have invested time and resources in the production of quality and highly pertinent research also have been recognized by key institutions and are working together in order to take part in decision-making processes. Some have been hired by other cooperation agencies because of their research skills and knowledge of the territories. The next stage will involve synthesizing the knowledge acquired and building stronger connections with projects for capacity building and national agendas. There will also be a need to identify the role played by aspects such as gender and the environment in rural dynamics.

Figure 16: Status of RTD activities by component through December 2009



In addition, capacity building teams have been formed in the territories, particularly in Ecuador, Nicaragua, El Salvador, Chile, Guatemala and Honduras. Their plans and strategies for action include work with platforms of public and private stakeholders and incidence in local and national policies. This has been a defining step for the program's progress considering the delays that this area (component 2) suffered in 2008. However, there is a need to get back on track (considering a significant delay in 31% of the activities) in collaboration with the research teams and in view of the complex political and institutional processes that are developing within the countries and the limited time and resources at our disposal. Collaboration with local decision-makers and the identification of the niche value for the capacities to be developed will be critical.

Graduate programs in rural development are under review in five countries and we are collaborating with foreign universities. The graduate education area (component 4) has completed 78% of its work, including the implementation of a summer school in six network countries and funding of five internships for master's degree students from the region (Nicaragua, Ecuador and Costa Rica) in universities in France, Spain and Germany. Notably, two universities are undertaking internal reform processes and improving their academic programs in order to update the concepts addressed and strengthen research components. It will be important to renew proactive efforts as a network in order to secure funding that will allow us to expand opportunities to improve curricula, programs and teaching.

Beyond the confines of this region, the program has created bonds with global actors in the field of rural development. It has completed 73% of its work in the area of international networks, with links established with globally strategic organizations such as the OECD and the governments of China, India and South Africa for which lines of work and cooperation have been established. In the coming years, there will be a need to expand discussions regarding the global institutional architecture and integrate partners from Latin American countries into fora and discussions like the India conference in a more decided manner.

The communications area has been a key catalyst for positioning the progress that the program has made. With a level of execution of 115%, this area (component 6) has focused on developing key messages on RTD findings for presentation at national and international fora such as those held by IFAD, the Government of India and the OECD as well as key spaces online like Wobook, Flickr and Facebook. Today users can download the documents and research generated by the program, receive valuable information through newsletters and participate in blogs. In this way, RTD generates and captures a growing interest that goes beyond its partners and collaborators and positions itself before new audiences. In the future, the sustainability and effectiveness of this commensurable effort will be key in reinforcing cooperation within the program and with local teams elbow to elbow with organizations and institutions within the countries.



Ingresos y egresos en 2008

Como se observa en el Cuadro 7, en 2008 se tuvo ingreso administrado por FIDE y con IDRC, el 13% al proyecto financiado por el Estado de México, la Secretaría de Desarrollo Social del Estado de Michoacán (México), el Banco Mundial y el Fondo de Inversión Extranjera.

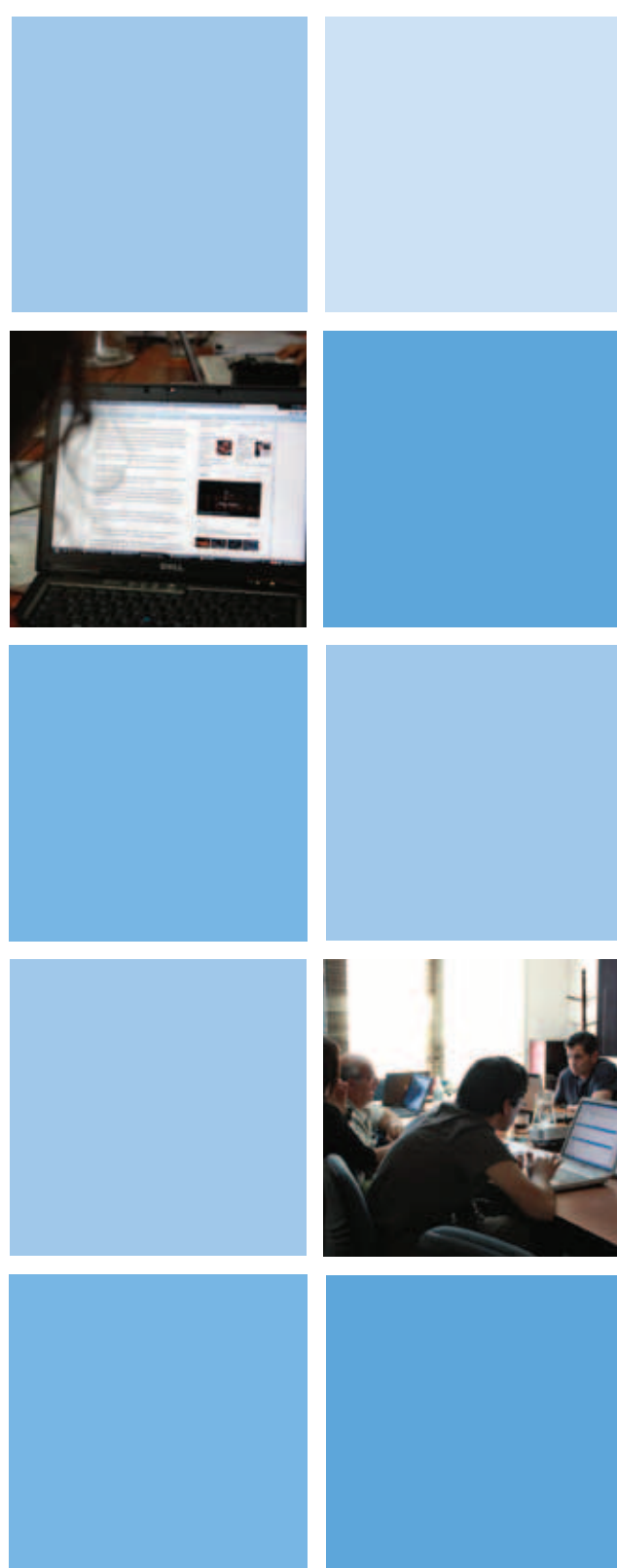
Durante el año se ejecutó el 80% de los recursos de ejecución presupuestaria de los recursos de FIDE y de IDRC, mientras que en el caso del proyecto financiado por el Estado de México, la Secretaría de Desarrollo Social del Estado de Michoacán (México), el Banco Mundial y el Fondo de Inversión Extranjera, se ejecutó el 46% de los recursos de ejecución presupuestaria.

El bajo ejercicio de los recursos de IDRC se debe a la falta de recursos en el trabajo de desarrollo de proyectos en el nivel territorial. En marzo y abril de 2008 se tuvo un

Cuadro 7. Ingresos y egresos del proyecto




Section Six: Management





Rimisp... a developing organization



At the beginning of the year of our 20th anniversary (2006), Rimisp members reflected on what we had accomplished and especially the changes that must be promoted in order for our organization to develop as a center of knowledge of international quality. The evaluation completed by Dr. Anthony Bebbington in 2006 contributed highly valuable inputs to our reflection process. Finally, in 2007 we made a public commitment to 11 goals for change for 2007-2012, which are our map in the area of organizational development.


The IDRC, an agency with which Rimisp has enjoyed a long and fruitful relationship, lent its support to this agenda for change by incorporating a donation for four specific objectives for organizational development of Rimisp into the RTD program budget²⁵. What progress was made in 2009?



The first specific objective of the organizational development component is *strengthening Rimisp's governance and management systems*. The main changes were made during the second half of 2007, including the formation of an independent International Council with responsibilities focused on improving Rimisp's strategy and program and the establishment of the position of Executive Director as the authority responsible for management. In mid-2009, we analyzed the results of these changes and, while the overall evaluation was

moderately positive, we agreed to expand upon it in several senses:

- To strengthen the authority of the International Council, adding the selection, appointment and evaluation of the Executive Director to its responsibilities as well as oversight of internal management through a new Management Committee composed of independent experts.
- To reinforce the authority of the Executive Director, clarifying his or her direct dependence on the International Council through its President and providing clearer attributes for the approval, supervision and evaluation of Rimisp members.
- To dissolve the Central Research Committee and replace it with a Technical Committee with much broader criteria for participation in order to open up internal processes of discussion and decision-making, particularly for the youngest members of our team.
- To stimulate a greater results-oriented culture through a new system of annual plans of action and regular evaluations linked to a mechanism for recognizing and encouraging good performance.



²⁵ In 2008, NZAID also approved an organizational development support project for Rimisp that was focused on its monitoring and evaluation, organizational learning and communications processes. This project is not linked to the RTD program and thus is not considered in this document.

Once these changes were approved, a decision was made to move forward with the election of a new Executive Director, who will be responsible for leading Rimisp between 2010 and 2013. The public hiring process -which was approved by the International Council- was published at the end of the year and the search and evaluation process has begun. The new Director will be appointed by the International Council based on a short list of candidates developed by a Search Committee.

The second objective of the organizational development component is to *improve Rimisp's program*. In this context, the analysis completed in mid-2009 produced negative results. We agreed that the attempt to establish two new topic-specific areas had not worked. One of the main reasons for this was that we had not achieved the intermediate objective of hiring new principal investigators who were to develop the new program contents. Towards the end of the year, we took solid steps in that direction with the incorporation of a new principal investigator in the Nicaragua office and then the decision to integrate Rimisp with the important Chilean NGO and consulting firm Agraria. During the second half of 2009, four new team members joined Rimisp, which meant that the team of researchers and principal investigators was expanded by 25%.

Integration of Agraria and Rimisp

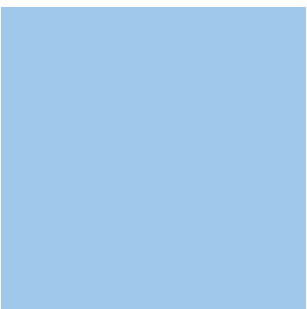
The following is an excerpt from the declaration signed in November 2009:

"Agraria and Rimisp agree to implement a process designed to meld them into a single agency in the short-term... We propose to significantly increase our capacity to contribute to transformations in rural Latin American societies.

... The new Rimisp that results from this integration will be a regional Latin American not-for-profit organization. Its vocation will be to serve as an effective platform for the aggregation and synthesis of a solid and viable vision and strategy for revitalizing rural Latin American societies with a sense of social justice and environmental sustainability on a regional scale in cooperation with its partners.

... The process of organizational changes and development initiated by Rimisp two years ago is ratified in its objectives, but we aspire to deepen and accelerate it through new capacities and synergies created through this integration process. In particular, we expect and commit to having the new organization recognize, take up and project the history and track record of Agraria as well as its values, intellectual capacity, networks and relationships.





With this strengthened team we have developed a goal of strengthening our program in a significant manner in the short-term. Two measures that are currently underway point in this direction: (a) the formulation of a Rimisp strategy in Central America and (b) the preparation and negotiation of over ten proposals for main projects designed to give substance to a renewed programmatic agenda.

The third objective of the component is the *development of Rimisp personnel and stimulation of innovative internal processes*. In 2009, Rimisp invested 4% of its budget in a training fund for our collaborators from professional and administrative teams. In 2010, a similar amount will be invested and we have added a mandatory section to the individual plans of action whereby each member of Rimisp is to define their annual professional development goals.

Through a complementary initiative sponsored by NZAID, resources have been set aside for training in organizational learning, evaluation and communication. This initiative assigns funding for training and internships in national and international think tanks as well as awards for exemplary and innovative evaluation/learning/communication activities with partners and project beneficiaries.

The fourth and final objective of the organizational development component is the *strengthening of Rimisp's presence in the region*. After coming up against a few

stumbling blocks that postponed the achievement of the main goal formulated in 2007, Rimisp finally opened its Regional Office for Central America. Juan Cheaz was appointed Regional Director of the office, which is located in Managua. The effective and disinterested collaboration of Nitlapan Institute of the Central American University and particularly its director, Arturo Grigsby, was extremely important for facilitating the installation of Rimisp in Nicaragua. The organization also enjoyed the support of ICCO, a Dutch cooperation for development agency, which facilitated space for our offices in its Managua headquarters. The main task that Juan Cheaz has to coordinate in the short term is the formulation of a strategy that will guide Rimisp's work in that sub-region and define how we can enrich Rimisp, its strategy and its overall program from that area.

The last decision made in late 2009 was to ask Dr. Anthony Bebbington (the author of the evaluation completed in 2006) to spend a few days in early 2010 looking critically at the changes that have been made over the past 30 months. We hope to obtain recommendations that will help us identify priorities and, if necessary, redirect Rimisp's organizational development efforts.

In short, we are moving forward, though more slowly that we would have liked, and each day we are discovering that organizational change is not a simple task, particularly when it is designed, implemented and directed from within.

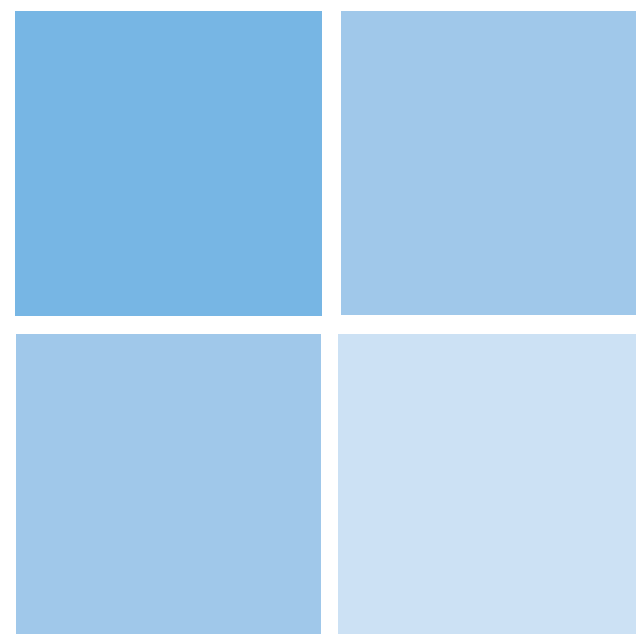
Second meeting of the RTD Advisory Council

The Second Meeting of the Rural Territorial Dynamics Program Advisory Council was held March 13, 2009 in the city of Antigua, Guatemala. The Advisory Council handles governance within the program and is composed of representatives from the academic world, political and social organizations and the business sector. Ex-officio members of IDRC, NZAID and Rimisp also participate in this body. The Council provides advisory services on key issues and focus of the program's work as well as the quality of the methods and results.

During the meeting, the 2008 Annual Report was presented along with the 2009 Plan of Action and Budget. Work was done on the applied research component and opportunities to develop complementary studies based on the results of the first phase and the program's incidence strategy. Finally, the program's Monitoring and Evaluation system was presented along with the First Annual Monitoring and Evaluation Report (2008) and the definition of pre-conditions and critical assumptions for the fulfillment of the program's expected effects.

The Advisory Council made the following recommendations:

- To prioritize and focus, facilitating synergies among the activities and taking precautions for new initiatives.
- To evaluate the scale of the program's expected effects.
- To focus the implementation of Component 2 on both activities and conceptual clarification.
- Participation of research teams in the communication of the results.
- To strengthen the development of the network of partners. To this end, we propose to work on empowering strategic partners for specific objectives, providing them with authority and resources.
- To complete an analysis of the relative weight of each component over the five years of the program.
- To define mechanisms for communicating critical factors of the theory of change of the monitoring and evaluation system to the partners.
- There is a need to treat the network of sub-national governments as a priority. A commitment was made to seek out alternative mechanisms for this process.
- In regard to recommendations for research, the suggestion that we clearly and specifically incorporate additional issues such as gender, youth, the environment, macro-economic aspects and productive structures is accepted. The teams will receive concrete support in these areas and the agreement to develop an integrated database will be strengthened. Finally, a commitment was made to seek out resources for a complementary study on the effects of international cooperation.
- We recommend greater articulation of Component 6 in regard to its messages and audiences, which should take the form of a communication strategy for the program.



Members of the RTD Program Advisory Council



From left to right: Brent Rapson (ex - officio representative of NZAID), Rosalba Todaro (Women's Research Center, Chile), Jorge Katz (independent consultant, Chile, until August 2009), Miguel Urioste (Tierra Foundation, Bolivia), Monica Hernandez (Alternative Foundation, Ecuador), David Kaimowitz (Ford Foundation, Nicaragua), Julio Berdegue (Program Coordinator), Regina Novaes (IBASE, Brazil), Hubert Zandstra (independent consultant, Canada), Merle Faminow (ex- officio representative of IDRC, Uruguay), Eligio Alvarado (Dobba Yala Foundation, Panama) and German Escobar (ex- officio representative, Rimisp, Chile). Missing in the picture: Lazaro Cardenas (political leader, Mexico) and Juan Alberto Fuentes (Minister of Finance, Guatemala).

Coordination Unit



Francisco Aguirre
Adjunct Capacity Building
Coordinator
Since May (1/2 time)



Rosamelia Andrade
Communications Coordinator



Julio A. Berdegue
General Program Coordinator



Lucia Carrasco
Administrator



Manuel Chiriboga
Adjunct Coordinator
(20% time)



Gilles Cliche
Adjunct Project Coordinator
NZAID (1/2 time)

Coordination Unit



Felix Modrego
Researcher and Coordinator of
the Research Component
(1/2 time)



Mariela Ramirez
Climate Change and
Territorial Development
Coordinator



Alexander Schejtman
Adjunct Coordinator of
Graduate Training

Consultants



Daniela Acuna
Environmental Area
(Since September)



Julie C. Mace
Communities of Practice
and International Networks

Consultants



Jacqueline Montero
Administrative Assistant



Diego Reinoso
Communications Assistant

Monitoring and Evaluation Unit

Learning by Design, Holland

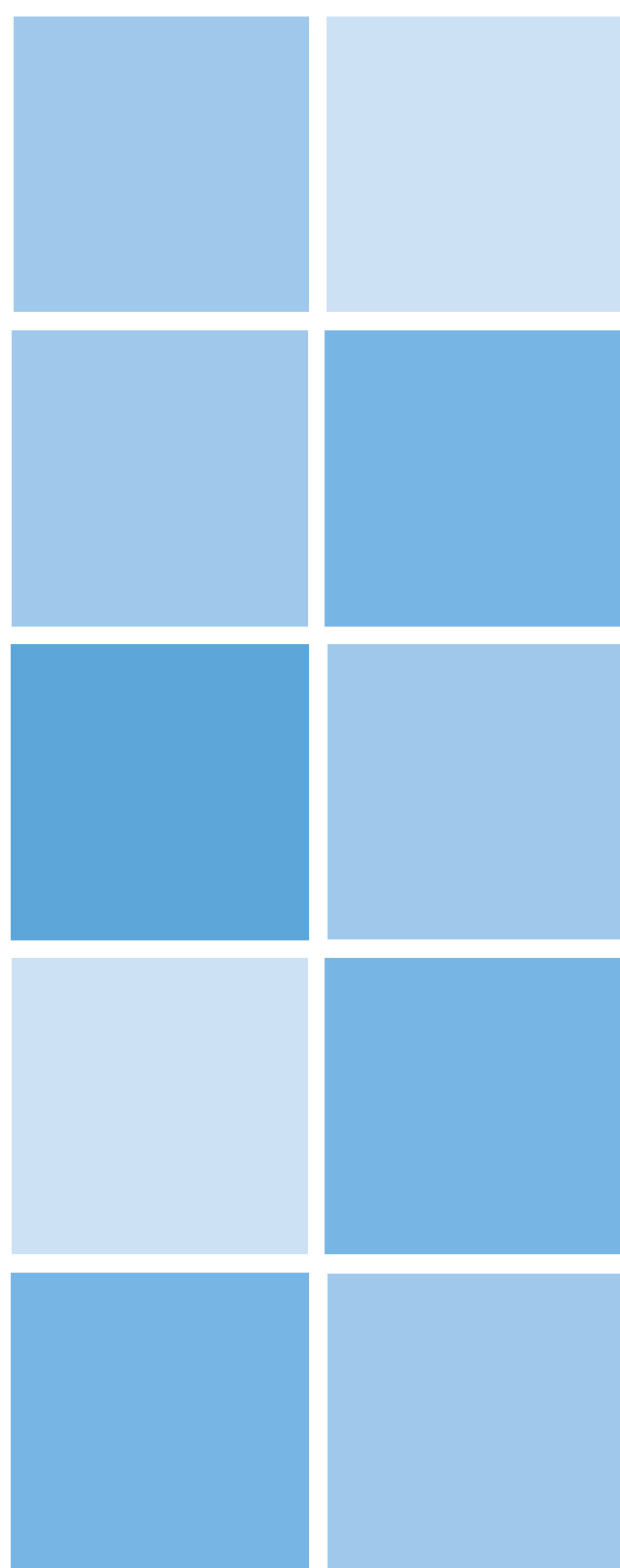


Irene Guijt
Coordinator



Roberto Iturralde
Researcher

Financial Summary



Income and expenditures 2009

As *Table 7* shows, the program had a total of US\$2.7 million in income in 2009. Of this, 75% corresponds to the agreement with IDRC, 13% is linked to the project financed by NZAID for work in Central America and the remainder corresponds to agreements or contracts with IFAD, the Office of Rural Development of the Government of the State of Michoacan (Mexico), the World Bank and the Office of the Ibero-American Secretary General.

In 2009, 88% of the income was executed. The budgetary execution of IDRC resources was 98% while in the case of the NZAID contribution we only exercised 46% of available resources. The low use of NZAID resources is due to the delay mentioned above in the work of capacity building at the territorial level. The internal decisions necessary to

amend this problem were made in March and April and three months later, six projects had been launched by our partners in four Central American countries and two South American nations. We continue to work to get back on schedule in order to meet the goals of the NZAID project. We recognize this as a significant issue that will receive more attention from the Coordination Unit until it is resolved.

In 2010, a budget of US\$2.8 million is expected to be administered by Rimisp. However, this number could increase significantly if some of the proposals presented in late 2009 are approved. Such proposals focus on strengthening the program's participation in public policy development processes in several countries in the region.

Table 7. Program income and expenditures (2007, 2008, 2009, 2010 in US dollars)

	2007	2008	2009		2010
	Real	Real	Budgeted	Real	Budgeted
INCOME	517,178	2,606,892	2,685,375	2,688,765	2,791,529
IDRC	517,178	2,606,892	2,028,605	2,077,007	2,084,719
NZAID			361,216	361,216	616,546
Other			295,554	250,542	90,264
EXPENDITURES	503,278	2,367,323	2,712,766	2,433,346	2,787,945
IDRC	503,278	2,367,323	2,055,996	2,040,108	2,081,135
NZAID			361,216	166,069	616,546
Other			295,554	227,169	90,264

Detailed list of expenditures for 2009

Table 8 provides a detailed list of expenditures of IDRC and NZAID contributions which together represent 88% of the program budget administered by Rimisp.

Table 8. Detailed list of spending in 2009 (in US dollars)

(A) IDRC Contribution

	BUDGET	EXECUTED
Staff	175,624	178,228
Consultants	25,250	7,000
Evaluation	86,310	90,183
International travel by staff members	36,018	39,983
Component 1 - Applied research	706,264	782,631
Component 2 - Capacity building	214,300	210,479
Component 3 - International networks and links	100,800	115,028
Component 4 - Graduate training	144,300	85,592
Component 5 - Development of Rimisp	217,820	214,101
Component 6 - Communications	137,682	119,093
Other direct research expenses	36,960	24,944
Indirect costs	174,668	172,847
TOTAL	2,055,996	2,040,108

B) NZAID Contribution

	BUDGET	EXECUTED
Staff	48,312	42,025
Evaluation	12,000	7,020
International travel by staff members	17,580	8,296
Component 1 - Capacity building	120,000	63,971
Component 2 - Communications and political incidence	111,000	15,274
Other direct costs	18,000	13,703
Indirect costs	34,324	15,780
TOTAL	361,216	166,069

Direct and indirect contributions to the program

As *Table 9* shows, in 2009 a total of 17 organizations co-financed specific program activities with a total contribution of US\$785,000. If we add the contributions received during previous years, our partners have made a total of US\$1.9 million in contributions. This is of course in addition to the initial IDRC donation that allowed the program to be launched. We also must take into account that this does not include in-kind contributions.

The resources of several of these co-funding initiatives for program actions are administered directly by our partners and thus do not constitute donations to Rimisp.

Rimisp is profoundly grateful for the support of these organizations. Their commitments inspire us to make our best efforts to deserve their trust.

Table 9. Co-financing of program actions committed in 2009 (in USD)

Organization	Amount of Contribution (USD)	Contribution Period	Activity
Group of Analysis for Development	30,733	2009 -2010	Projects in Peru
IFAD	40,479	2009	“Crisis and Rural Poverty” Publications
ECLAC	19,227	2009	Mapping of territorial dynamics in El Salvador
Mexico School	13,350	2009 - 2010	Project in Mexico
Institute of Economic Research Foundation	7,000	2009 - 2010	Project in Brazil
Tierra Foundation and University of Manchester	15,908	2009 - 2010	Project in Bolivia
University of The Andes	20,000	2009 - 2010	Project in Colombia
Sustainable Development Network	6,800	2009 - 2010	Project in Honduras

Organization	Amount of Contribution (USD)	Contribution Period	Activity
Michoacan State Government Rural Development Office	56,746	2009 - 2010	Climate change and territorial development
Simon Bolivar Andean University	46,300	2009 - 2010	Projects in Ecuador
Provincial Government of Tungurahua	31,130	2009 - 2010	Projects in Ecuador
Rafael Landivar University	34,411	2009 - 2010	Projects in Guatemala
University of Greenwich at Medway	61,446	2009 - 2010	Research Project in Brazil
PRISMA Foundation	77,561	2009 - 2010	Project in El Salvador
Planning Commission, Government of India	175,000	2009 - 2010	International Conference 'Dynamics of Rural Transformation in Emerging Economies'
Ministry of Agrarian Development, Government of Brazil	115,760 (e)	2009 - 2010	International Conference 'Dynamics of Rural Transformation in Emerging Economies'
Department of Rural Development and Agrarian Reform, Government of South Africa	33,060(e)	2009 - 2010	International Conference 'Dynamics of Rural Transformation in Emerging Economies'
Total Formalized in 2009	784,911		
Total Formalized in 2008	1,162,388		
Total	1,947,299		

(e) Estimated

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