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

Organizational Development

FINAL REPORT

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1. BACKGROUND OF EVALUATION REPORT

1.1. Background of the Study

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

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

The *general objective* of this research-based policy advisory, capacity-building and policy engagement program is to contribute to the design and implementation of more comprehensive, cross-cutting and effective public policies that will stimulate and support rural territorial dynamics. Specific objectives to strengthen rural territorial development are to: (1) actively inform policies with strategic, research-based analysis of the dynamics of rural territories and of the determinants of change; (2) strengthen the capacity of strategically selected public and private development agents to engage in policy-making and program-implementation processes; (3) facilitate and make concrete dialogue and interaction among rural development practitioners, policy-makers and researchers from Latin America; and (4) to support the continued consolidation of Rimisp as a leading rural development knowledge center.

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

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

1.2. Intended Users & Uses of the External Review

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

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

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

This document reports the findings of the evaluation that focused on *organizational development*. More specifically, changes to the organizational structure and performance of Rimisp that are attributable to the Rimisp-CTD program.

1.3. Values and Principles Guiding the Evaluation Process

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

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

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

base that is adequate to support this evaluation, and the conclusions/suggestions it contains.[1]

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

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

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

1.4. Description of Methodology

The following data collection methods were employed in this evaluation:

- initial orientation meeting at Rimisp offices in Santiago, Chile;
- review of documentation relevant to the Rimisp-CTD program, including the initial proposal, annual progress reports, documents available on the Rimisp web site, evaluations conducted by the Rimisp-CTD M&E system, and key publications resulting from the program;[2]
- interviews with selected Rimisp staff, authors of important Rimisp-CTD reports, and a selection of key Rimisp-CTD collaborators;
- interviews with staff from selected key organizations active within and outside the region; and
- interviews with representatives of selected governments and agencies that provided co-funding or parallel funding to the Rimisp-CTD program.[3]

1.5. Acknowledgements

Rimisp-CTD research and support staff worked tirelessly and cheerfully to prepare and deliver the large volume of information upon which this study heavily relies, to present and discuss issues related to the program's scientific contributions and policy influence, and to help to arrange meetings with stakeholders. Special thanks go to Juan Fernández for the truly excellent supporting documentation and logistical assistance he provided prior to and during the evaluation process. Julio Berdegué, as always, was our ever-accessible, ever-

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

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

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

helpful point of contact for all issues – without his guidance and input, would have been much more challenging to undertake, and probably of much less value to its intended users.

A long list of stakeholders[4] graciously agreed to provide input into this study; the time and effort they dedicated to preparing for and participating in interviews was considerable.

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

The efforts of these groups are very much appreciated.

All errors are ours.

2. EVALUATION FINDINGS

2.3. Rimisp´s Organizational Development

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

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

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

Activity	Proposed main results or products	Achieved main results or products
Consolidate newly acquired capacities	• In depth revision and updating of corporate support systems • Strengthened communications unit • Strengthened M&E and Learning system	• CTD communications is now led in-house with successful results • MEL efforts and formats contributed to gather a critical and helpful mass of information to inform decision-making and promote learning within the Program
Flagship products and services	• Territorial Data Lab • Bi-annual Latin American Poverty and Inequality Report • Equitierra magazine • InterCambios electronic newsletter	• Territorial Data Lab was converted into DATE • The Bi-annual report is ongoing: its web site registered 16,926 visits in 2013-2014 • Equitierra and InterCambios were replaced by the monthly CTD Bulletin, distributed to 3505 contacts of different countries in Latin America and other regions
Mid-career staff	• Attract and retain five mid-career staff than can lead significant new programs	• Five mid-career profiles were incorporated and retained: Current Executive Director and Principal Researcher of the Social Inclusion and Development; Associate Researcher of the CTD Program; Representative of Mexico's national office; Executive Coordinator of the Cultural Biodiversity Group; Responsible of M&E (who also works as a researcher).
Expanding to Africa and Asia	• About four SS African and Asian partners participating in the program • Continuous monitoring and analysis of experience to inform a strategic decision in late 2013 or early 2014	The proposed goals were not achieved, but the following results were registered: • Memorandum of understanding with NEPAD • Workshop with NEPAD in Rome • Participation with 2 papers in a conference of African agricultural economists. • Agreement and financing from non-IDRC sources (USD 500,000) for partners in Asia (executed by IFAD and the Center for Chinese Agricultural Policy)
Non-traditional funding	• Non-traditional fundraising strategy and work plan • At least 20% of Rimisp work program funded by non-traditional sources	• Strategy and work plan are not documented. • Rimisp's non-traditional funding for current year (2015) reached 28% (CTD Program contributes with 51,4% of the total of non-traditional funding)

Based on these organizational objectives and using the previous 'External Review of Rimisp-RTD Project: Organizational Issues' (2011) as a baseline, the external evaluation team agreed with Rimisp to focus the assessment of "Rimisp's development" on five critical dimensions:

A. Regional work model

B. Development of a new generation of researchers

C. Diversification of funds

D. Flagship products and media presence

E.   New individuals hired/trained

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

1.   Main results

2.   Strengths and areas for improvement

3.   Major strategic issues to address in the future

2.3.1. Regional Organizational Model

Main Results

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

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

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

Through these two main strategies, one more formal (offices) and the other more informal (network), Rimisp has been able to establish itself as a regional space. It deepened the steps made in the period before this evaluation (by that time it had a formal office in Ecuador and an expanded network in Bolivia and Central America), thus strengthening its *ethos* of a regional organization, with formal presence in Ecuador and Mexico (and very soon in Colombia[4]), supported by an informal network of prestigious partners.

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

Rimisp has traditionally leveraged it messaging and influence by establishing and managing a network of research and policy-making partners (mainly in Peru, Mexico, Colombia, Chile, Brazil, Nicaragua, Ecuador y El Salvador). Compared with the previous Program "Rural

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

Territorial Dynamics" (DTR, from its name in Spanish), Rimisp-CTD has shifted towards a smaller number of partners in the countries (three to seven) working on a research or influence project-basis. Indeed, there is a core of strong partners from research groups in Mexico (six), Peru (six) and Colombia (five). It has managed to focus its energy so as to concentrate relationships on those members who prove more valuable and are more committed to the organization.

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

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

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

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

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

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

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

By the moment, two offices have been set up in Ecuador (2010) and Mexico (2013). These two offices add up to Rimisp's office in Chile (with national action strategies, different from the regional perspective), and a fourth one is about to begin operating in Colombia. Rimisp's bet on achieving relevance at the national level[6] contributes, at the same time, to the regionalization of the organization.

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

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

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

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

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

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

Office in Chile (2 in Mexico, 4 in Ecuador, 1 in Bolivia and 3 in Chilean cities different from Santiago)[7]. Of the Principal Researchers, 4 (50%) are decentralized. Of the management team, 3 of 7 are decentralized.

2.3.2. Strengths and Areas for Improvement

Strengths

- **Existing expertise in creating national offices**

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

- **Increased opportunities to access public funding**

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

2.3.3. Areas for Improvement

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

The re-structuring of Rimisp organizational design was a major challenge for national offices, which saw the need to reflect the interests of the new Working Groups. Before that, national offices were more linked to specific projects or issues. To reflect the diverse expertise encompassed in the four Groups and incorporate this knowledge in the national field is quite challenging. By the moment, the relationship between Groups and offices

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[7] CTD Third Annual Report 2014-2015.

depends largely on the expertise of the staff (for instance, because of the Representative of Office's background, Mexico has stronger links with the Social Inclusion and Development and the Development with Territorial Cohesion Working Groups).

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

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

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

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

2.3.4. Recommendations

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

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

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

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

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

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

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

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

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

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

of working principles and priorities should be agreed upon to avoid that offices become silos operating mostly on their own.

Of course, each new opening process will need to pay attention to specificities of the national context (in terms of administrative and financial requirements, available partners, seniority and expertise of researchers, among others). Also, offices should have flexibility to find its own path to connect research and evidence with advocacy, considering their context and skills. Moreover, clearer criteria to understand whether it is convenience or not to open a National Office could be documented. For instance, Rimisp could consider the scope of other offices in the zone, level of competitiveness in the national market, and opportunities for policy influence, among others[8].

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

The recent movements in Rimisp's Executive Direction entail both challenges and opportunities for each national office: how does the new Director's background and future plans affect the work with different offices? As a matter of fact, Working Groups' Principal Researchers and Representatives of national offices are expectant to see the implications of this change in their work. Based on the International Board's leadership, Rimisp's organizational stability needs to be ensured to avoid suffering (as much as possible) unexpected and sharp changes through the process of consolidation of national offices.

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

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

2.3.5. Development of a New Generation of Researchers

Main Results

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

Rimisp in general, and Rimisp-CTD in particular, has attracted and retained an impressive group of mid-level researchers with academic, policy engagement and/or management skills. One, in particular, has rapidly become a prominent leader within and outside of Rimisp, recently rising to the level of Rimisp's Executive Director. Others key profiles include the Associate Researcher of the CTD Program, the Representative of Mexico's national office, the Executive Coordinator of the Cultural Biodiversity Group, and the responsible of M&E (who also performs as a researcher). By the moment of writing this report, a

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

Representative for the office in Colombia was about to be hired. The majority of them combines PhD (graduates or candidates), experience in the public and/or third sector, and teaching skills (mainly linked to universities).

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

Rimisp has developed an improved and more transparent human resource development strategy, thereby enabling professional career paths to be identified and pursued. The organization has defined its staff's structure with clear roles and established promotion processes. The following categories have been defined for research teams: Principal Researcher, Researcher, Associate Researcher and Research Assistant[9]. A number of staff members have already seen their careers paths promoted under this new scheme.

2.3.5. Strengths and Areas for Improvement

Strengths

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

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

- **Gradual broadening of internal leadership responsibilities**

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

Areas for Improvement

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[9] See Annex 1 for a description of the positions.

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

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

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

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

- **Key vacant positions**

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

Recommendations

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

There is a need for empowerment and more room that will allow untapped talent to deploy their potential. More space are needed to encourage them to bring in new ideas and analytical approaches, and they need to be encouraged to spend more time in policy engagement activities. This will prepare them to lead initiatives and independently develop new research and policy engagement opportunities in the future. Moreover, establish the priority for current employees to achieve new vacant positions seems a suitable incentive,

considering an actual career path within Rimisp. Indeed, Ignacia Fernandez's movement to the Executive Direction responds to this logic.

- **Strengthen national offices' staff**

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

- **Cover vacant key positions**

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

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

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

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

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

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

2.3.6. Diversification of Funding Sources

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

Main results

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

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

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

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

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

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

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

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

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

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

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

Even though the core objective of the UAT (its acronym in Spanish) was to engage the private sector in projects for territorial development, this unit was a key piece to win two public tenders (though they represented relatively small projects), especially in Chile. Its discontinuation could also undermine Rimisp's opportunities to attract both private and public funds.

Strengths

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

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

Areas for Improvement

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

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

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

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

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

- **Informal fundraising processes and individual dependence**

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

Recommendations

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

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

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

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

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

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

- **Institutionalize the fundraising function**

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

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

time of some relevant profiles in the organization to evaluate and allocate them to the different teams.

- **Explore new alternative sources of funding**

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

- **Further develop the capacity building options**

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

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

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

2.3.7. Flagship Products and Media Presence

Main results

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

Through the CTD/DTR program, Rimisp has achieved an important presence in the regional debate on rural territorial development and territorial inequality, underpinned by a set of

technical and strategic products and communications efforts with significant scope and a large number of downloads and quotes by different leading organizations and researchers.

As an indicator of this presence, general and specific engines' search for each country of the Program indicates that the presence of Rimisp associated with the terms "territorial inequality" and "rural territorial development" (in Spanish), in general and specifically for Latin America, is significant[10]. For detailed information, see Annex 1 - Rimisp and partners' presence in the web.

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

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

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

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

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

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

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

The results of an online survey circulated by Rimisp among the recipients of CTD Bulletin show interesting data regarding this product's contribution to Rimisp's positioning: it has a relevant reading rate and it is positively valued by those who read it for detailed information, see Annex 2 –Rimisp's flagship products).

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

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

The media appearances have increased over time, tripling the average of monthly publications in the period January 2013-January 2015 compared with the period February 2008-June 2012 (DTR Program) (For detailed information, see Annex 4 - Rimisp's presence in the media.) In particular, the Latin American Report on Poverty and Inequality reached greater presence in media between May and July 2014 (date of its release in the various countries of the region).

- **Highlight #4: Successful renewal of the website and venture in social media[11]**

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

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

Strengths

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

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

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

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

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

Area of Improvement

- **Difficulties in addressing national communicational landscapes**

Conducting a critical analysis of the communicational environment in different countries is not an easy task. Even though Rimisp works with spokespersons that help the Program disseminate its findings in different territories, this takes place on an ad hoc basis. Moreover, the follow up with local journalists or the monitoring of relevant debates, actions that the CTD Communications Team regularly conducts in Chile, cannot be replicated in other countries in which Rimisp does not count on a responsible person for communication.

Recommendations

- **Adapt communication strategy to national contexts**

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

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

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

- **Align fundraising and communication efforts**

Communication actions could also underpin the new fund raising efforts. For instance, specific products could be designed for meetings with potential funders (standard documents that present Rimisp's general and specific information). That is, by adapting

communications actions to influence and fundraising efforts, Rimisp will put communication at disposal of a desired organizational model.

- **Prioritize communication efforts**

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

2.3.8. New Organizational Capacity

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

Main results

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

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

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Box 6. Ideas to prioritize communication efforts

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

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

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

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

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

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

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

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

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

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

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

Area for Improvement

- **Prioritize internal demand for communication expertise**

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

Recommendations

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

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

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

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

Annex 1: Rimisp Job Categories

Principal Researcher

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

Researcher

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

Associate Researcher

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

Research Assistant

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

Annex 2: Rimisp and Partners' Presence on the Web

General and specific engines' search for each country of the CTD Program indicates that the presence of Rimisp associated with the terms "territorial inequality" and "rural territorial development" (in Spanish), in general and specifically for Latin America, is significant[12].

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

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

Source: Report, April 2015.

In terms of quotations of Rimisp's publications, a general search under the term "rural territorial development" (both in English and Spanish) threw 1,521 (Spanish) and 1490 (English) quotes (considering all the documents of the first 60 links[13]). Rimisp's presence within those 1,521 and 1,490 results is shown in Table A4.2.

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

Search	Documents generated by Rimisp and its partners	Non-Rimisp's documents that quote Rimisp	Total of quotes	Agencies that quote Rimisp
"Desarrollo territorial rural" (Spanish)	1,160 (76%)	235 (15%)	1,135 (91%)	ECLAC, FAO, IDB, IFAD, FLACSO, CIRAD-TERA and articles published by CONICET (Argentina), UNAM (Mexico) and the University of Barcelona.

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

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

Rural territorial development (in English)	633 (42%)	151 (11%)	784 (53%)	ECLAC, University of Anwerp, Landscape and Urban Planning, University of Greenwich, Geography Compass, and Development and change.

Source: Report, April 2015.

Annex 3: Rimisp's Flagship Products

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

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

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

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

Among the respondents, 74% said they know the Bulletin[14]. From this 74%, other information was developed:

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

Source: Report, April 2015.

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[14] Considering the number of respondents who said that was aware of Rimisp's work.

Annex 4: Rimisp's Presence in the Media

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

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

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

- 45 appearances,

- in 42 different media,

- from 13 countries (10 in Latin America, Spain, Canada and Italy) and 3 international agencies,

- Countries with the largest number of media appearances: Chile (22%), Mexico (18%) and Nicaragua (11%).

- Formats: electronic -web (69%), print newspaper-website (18%), TV (9%) and radio (2%).

Annex 5: Evaluators' Biographies

Leandro Echt

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

Stephen A. Vosti

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

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

Vanesa Weyrauch

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