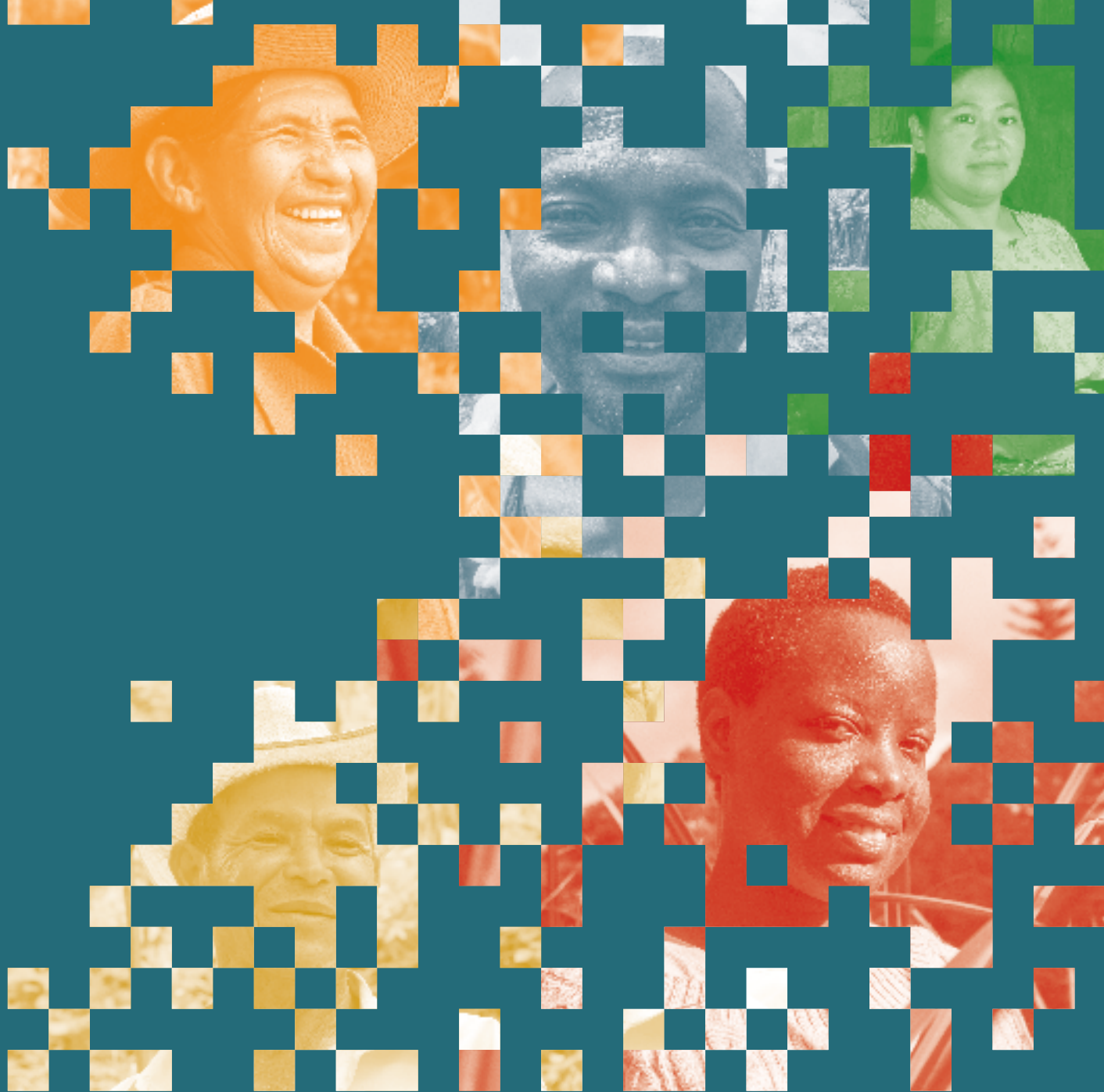
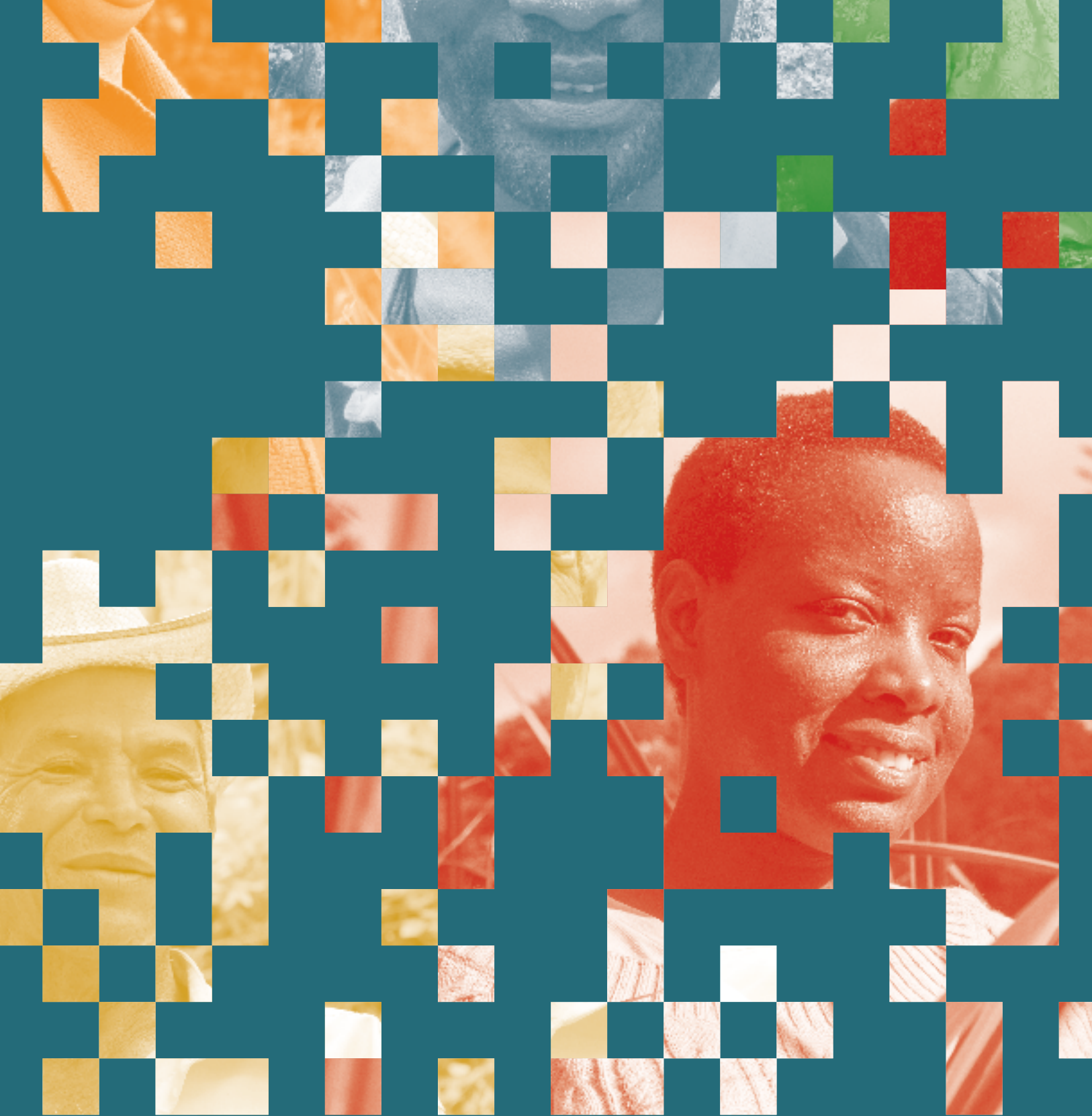




POLICY PROCESSES FOR
Large-Scale Impact
2013 / 2016

F I N A L R E P O R T



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“The best public policy is made through dialogue”



.....
M. Ignacia Fernández G.
Executive Director
Rimisp, Latin American Center for
Rural Development

This phrase is more than just an effective message about the key approach of the project whose results are presented in this report. For those of us involved in Rimisp, the Latin American Center for Rural Development, it reflects a deep conviction about the need to move ahead with a new generation of public policies.

A generation of policies that can address the growing complexity of the social problems afflicting Latin American societies, for which our sector-based, centralized and hierarchical states lack an appropriate response.

In this context, the main contribution of the Rural Dialogue Groups (RDGs), whose work we analyze here, has been to promote not only new public policies, but also a different way of thinking about, designing and implementing strategies, policies, programs and budgets aimed at improving the quality of life of millions of Latin Americans who live in poverty and vulnerable conditions in rural areas of the Latin America.

A different way of thinking, which incorporates multiple stakeholders from different disciplines and institutional affiliations in a dialogue process, to formulate recommendations for governments and provide technical support for their transformation into concrete public policies.

A different way of designing, based on empirical evidence provided by assessments and analysis of policies by the RDGs, to contribute new information to discussion of complex social phenomena and base recommendations on those contributions.

A new way of implementing, which promotes inter-institutional relationships for the implementation of integral policies in specific territories that have their own development dynamics, and which analyzes the constraints and opportunities stemming from political and technical factors, so as to achieve greater institutional coordination and inter-relationship, with the goal of more effective and timely implementation.

This is the type of contribution that the RDGs in Mexico, El Salvador, Colombia and Ecuador have made, throughout their nearly six years of existence, to the implementation of more and better public policies for overcoming rural poverty. These contributions are analyzed in this report, which we have prepared to mark the closure of a project called **Policy Processes for Large-Scale Impact**, financed by the International Fund for Agricultural Development (IFAD), which has made it possible to work continuously since 2013 and 2016 to an initiative that began in 2010, also with decisive support from IFAD.

We hope this report serves not only to document and share concrete results, but also to promote dialogue in general, and the work methodology proposed by the RDGs in particular, as an effective tool for supporting processes of change in public policy that lead to more inclusive and sustainable development.



LARGE-SCALE IMPACTS:

A new phase in the strategy of policy dialogue through Rural Dialogue Groups

The “*Policy Processes for Large-Scale Impact*” (2013-2016) project provides continuity to the job that has been made by the policy dialogue initiated by Rimisp, the Latin American Center for Rural Development, as part of an earlier project called “*Knowledge for Change in Rural Poverty and Development*” (2010-2013); both are supported with funding from the International Fund for Agricultural Development (IFAD).

The project’s purpose is to contribute to the improvement of national and sub-national strategies, policies and investment for overcoming rural poverty in Colombia, Ecuador, El Salvador and Mexico. The main strategy for achieving this goal has been the formation of Rural Dialogue Groups (RDGs), which promote policy dialogue, policy analysis and technical assistance to governments for decision making.

The Rural Dialogue Groups are formed within 10 and 30 influential people from various sectors of government, civil society, academia, private enterprise and social organizations who share a common interest in ensuring that policies and institutions create an environment better able to help the rural poor overcome poverty. Each RDG defines its own work agenda, taking into account the priorities that the group considers strategic for solving problems of rural poverty, but paying attention to opportunities offered by the local situation and the national development policy agenda.

That agenda, as well as the formation of the central core group of members of the RDGs, date back to the end of 2010, when the groups conducted a series of studies and assessments and established their legitimacy with the public entities with which they would engage. During their initial years of work, the RDGs made significant contributions to national public policies.

As part of the project, whose results are presented in this report, a new element was included to support the work of the RDGs. This was a fund to support technical assistance, which would enable the groups to contribute directly to the design of legislations drafts, new public programs or institutional redesigns that would enable the rural population to overcome poverty. In this phase, the groups were also expanded, establishing a more direct relationship with the rural population through the inclusion of representative social organizations as active members of the RDGs. Work was also done to develop closer collaboration between the RDGs and the IFAD teams in the country (See box: “Strengthening ties with IFAD” in next page).

Large-scale Impacts, with a focus on:

TECHNICAL ASSISTANCE TO NATIONAL OR SUB-NATIONAL GOVERNMENTS

Through this mechanism, the project supported governments directly with innovation processes or the redesign of policies to achieve greater impacts in overcoming rural poverty.

Examples include technical assistance to the Innovation Office of the Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP) in Ecuador; support for Launching Territorial Innovation Systems in Boyacá, Colombia; and the Territorial Consultation of Women Cooperative members for gender mainstreaming in the Proposal for Reforms of the General Law of Cooperative Associations in El Salvador.

INCLUSION IN DIALOGUE

Responding to the need to include diverse territorial stakeholders, the RDGs made progress in incorporating organizations of small-scale producers and/or representatives of civil society as active members of the RDGs.

One example is the work of the El Salvador RDG in conjunction with the social platform called the “Permanent Dialogue Group of Stakeholders of Bajo Lempa” (“Mesa Permanente de Actores del Bajo Lempa,” MESPABAL) and the Women Producing on the Land Agricultural Association (Asociación Agropecuaria Mujeres Produciendo en la Tierra, AMSATI de RL), or the National Forum’s activities with Farmer and Business Organizations in Mérida and Guadalajara, Mexico, respectively.

STRENGTHENING TIES WITH IFAD

To help strengthen IFAD’s work in each of the countries, efforts were made to promote and increase IFAD’s participation in the RDGs’ work dynamic.

Specific examples of this collaboration include: in Mexico, the RDG provided analysis during preparation of the new COSOP, as well as in the creation of opportunities for beginning to experiment with providing technical assistance to governments; in partnership with IFAD, Rimisp and its local partners worked on the design of a new productive inclusion program, Productive Territories. In Ecuador, the results of policy dialogue were used directly in the design of the “Living Well in Rural Territories” project (loan 849-EC). In El Salvador, the RDG directly supported achievement of one objective of the “Rural Awakening” project (loan 828-SV), which consisted of more in-depth high-level dialogue.





Four specific contexts and a series of common elements

Various factors help explain the conditions that make the RDGs' work possible and successful. Each exists, to a greater or lesser extent, in each of the four groups and their work strategies.

- **Informed Dialogue.** The RDGs conduct studies and analysis of policies, and their conclusions generate knowledge and contribute to discussion of rural policies, so that the dialogue agenda that the groups promote is an evidence-based agenda.
- **Independence.** In Latin America, when stakeholders who participate in the design and formulation of public policy converge, it tends to be at the invitation of governments, to address problems related to current events. The RDGs stand out because of their autonomy from the administration in office at any given time, and because they address structural issues related to rural poverty.
- **Highly qualified, committed participants.** The RDGs establish strategic relationships with “key stakeholders” by including them in the group, involving them in discussions or establishing direct communication with them.
- **Flexibility and strategy.** Constant review of the state of the rural sector in the countries, and having flexible strategies attentive to opportunities that arise, have a positive impact on the results of the RDGs' advocacy work.
- **Leadership.** The RDGs are headed by national leaders who are well known in the field of rural development. Their members also have significant political capital, helping to ensure that the groups are broad based, pluralistic and highly qualified.
- **Territorial development.** “Working on rural issues beyond the purely agricultural” is one of the key characteristics of the RDGs. As a result, their public policy proposals are multi-sectoral and contribute to a more comprehensive approach to problems affecting the rural population, especially the most impoverished.

CROSS-CUTTING RESULTS:

The program as a platform for knowledge management and for interconnecting stakeholders for advocacy

Each RDG has developed concrete contributions to public policies in its country (See sections: “*Contribution to changes in policies for overcoming rural poverty*”, in page 12). But the program's results go beyond the groups' specific dynamics in

various ways, reflecting the ongoing consolidation of the policy dialogue strategies as an effective mechanism for influencing development agendas in the region.

New projects that scale up policy dialogue

The RDGs' experience at the national level led OXFAM GB, an international organization with experience in advocacy processes, to express interest in the methodology proposed by the program, especially the idea of establishing venues in which groups of selected stakeholders from government and non-governmental sectors could discuss and reshape the policies needed for lasting solutions in rural areas of the region.

In 2012, a strategic partnership was established between Oxfam and Rimisp to test a regional advocacy model at the regional level in Central America (El Salvador, Panama, Nicaragua, Guatemala, Costa Rica) and the Andean Region (Colombia, Peru, Ecuador and Bolivia), to help to highlight the issues of food security, access to land and markets, and public investment in rural areas linked to the creation of opportunities and capabilities for small and mid-size rural producers.

As a result of this partnership, in 2013 the Regional Rural Dialogue Group of the Andean Zone and the Central American Advocacy Group were formed. The Regional Rural Dialogue Groups work to connect national and regional stakeholders through policy dialogue, promoting discussion and the formulation of strategies related to rural development, food security and adaptation to climate change, with an emphasis on strengthening family farming in Latin America.

The sub-regional venues, which include different countries with common characteristics, have proven to be a field in which non-governmental groups and governments entities can share experiences and reach agreements. The regional groups have facilitated the creation of these spaces around family farming and rural development, validating themselves as a neutral, multi-stakeholder forum.

The Regional Groups' dialogue model reflects the diverse dynamics of the sub-regions. In the Andean zone, the group's advocacy has had an institutional emphasis, connected with the Ministries of Agriculture in the countries and seeking insertion in sub-regional inter-governmental bodies such as CAN and REAF-MERCOSUR. In Central America, the Advocacy Group has focused on connecting with institutional venues for Central American integration (CAC, ECADERT), focusing its efforts on involving non-governmental stakeholders, bringing together social stakeholders from various groups and coalitions, including trade groups, NGOs and producer organizations, providing support and playing a mediation role with institutional decision makers.



A method for monitoring and evaluating advocacy results

Implementation of the program posed a challenge with regard to monitoring and evaluation of its processes and results, as well as extracting lessons learned. An evaluation method called "*advocacy linkages*" was designed and tested; this method was based on two premises: i) the impacts of advocacy are part of a causal chain in which various stakeholders participate, and programs therefore have different degrees of attribution and contribution; and ii) the effects may fall into three areas: stakeholders, policies and processes (Rimisp, 2014).

The following methodological steps were taken: a) establishing the objective and the strategy implemented by the groups to achieve it; b) mapping the stakeholders associated with the objectives and actions for reaching them; c) determining

the achievement of objectives and the results achieved; and d) describing the mechanisms and factors that are key for understanding their effectiveness and the achievement of the results.

The intermediate and final evaluations of the program were based on this method, resulting in a total of six learning notes about the mechanisms and factors that were key for advocacy. They include the diversity of members of the RDGs; insertion into strategic spaces, whether for decision making, with a direct channel to decision makers or with representatives of key sectors; well-grounded proposals and the ability to analyze both: particular problems and sector-related frameworks; and the creation of a venue characterized by trust and legitimate sharing of ideas, which guarantees serious consideration and discussion of different positions.

The experience of the RDGs led OXFAM GB, an international organization with experience in advocacy processes, to express interest in the methodology proposed by the program.

The method was disseminated in 2015 in an exchange and learning event organized by IFAD in Rome, called "*Assessing the impact of policy engagement.*"



Contribution to changes in policies for overcoming rural poverty

After nearly six years of uninterrupted work, the Rural Dialogue Groups have made significant progress toward more just and inclusive countries. The groups have contributed to changes in national and sub-national policies for overcoming poverty in Colombia, Ecuador, El Salvador and Mexico.

In the four countries where they operate, the RDGs have helped to place concern for the rural population on the agenda, especially the most impoverished ones. They have made a significant contribution to create networks of stakeholders interested in rural issues and to promoting change in the way institutions address socio-economic problems. They have expanded public policy networks, incorporating groups who usually are excluded (small producers, rural organizations); they have helped strengthen the culture of informed dialogue among diverse influential groups, with studies and analysis that serve as the basis of discussion; and they have influenced a series of policies targeting the rural population, some of which are already being implemented.

The RDGs make it possible to interconnect people interested in rural development, networking strategic people such as political, academic and social leaders and international cooperation agencies. Initial effects can be seen in these groups, as the sharing of views and learnings in meetings and group activities helps people from different disciplines and different organizations internalize concepts and common approaches that they take with them to the various spheres in which they work, expanding the radius of influence of each group's proposals.

The RDGs have also contributed, to varying degrees, to changes in practices more or less rooted in processes for developing public policy, including more stakeholders and contributing, as a result, to a more participatory dynamic. This is especially evident in Ecuador and El Salvador, where the RDGs have operated as advisory forums channeling the opinions of a broad set of private, academic and non-governmental stakeholders to the government. In all cases, however, with their different work dynamics, the groups have contributed to the strengthening of a culture of policy dialogue.



Finally, the RDGs have influenced public policies in each country, at different scales and to varying extents, from a very specific program with visible results, such as MAGAP's National Seed Plan in Ecuador, to strategies aimed at modifying the situation in rural areas over a 20-year period, as

the Mission for Rural Transformation has proposed in Colombia. The Rural Dialogue Groups have formed a bidirectional advocacy system, enabling stakeholders (social, academic, technical staff of international cooperation agencies) to make proposals and also to provide feedback about government measures.

Public policy advocacy by Rural Dialogue Groups

GDR	STRATEGIES, POLICIES, PROGRAMS, LAWS
Ecuador	• Plans for Enhancing Competitiveness and Value Chains (MAGAP, MIPRO, MCE and MAE). • The cacao and coffee Minga (MAGAP). • BANECUADOR (Rural and Marginal Urban Development Bank).
Colombia	• Mission for Rural Transformation (Misión Rural, DNP). • National Development Plan for 2014–2018 (DNP). • PDRIET and Development Plans with Territorial Approach (PDET). • Territorial system of innovation in the Atlantic region (Government of Atlantic region).
El Salvador	• National Food Security and Nutrition Policy and SAN Law (CONASAN). • National Climate Change Policy and Ecosystem Restoration Program (MARN). • Ministry of Agriculture and Livestock Climate Change Strategy (MAG).
México	• PROSPERA and Productive Territories Program (SEDESOL). • Program of Support for Small Producers (SAGARPA). • Proposal for Fund/Program for Interconnecting Social and Productive Issues in Rural Areas.

México:

Interconnecting social and productive policies for rural development

The Mexico RDG consists of stakeholders from various institutions, including government leaders, senators, deputies, leaders of rural social and farmer organizations, directors of NGOs, academics and intellectuals. Among them are the National Autonomous University of Mexico (UNAM); the University Program of Studies for Development (Programa Universitario de Estudios para el Desarrollo, PUED) and its School of Economics; the Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA), the Secretariat of Finance and Public Credit (SHCP); the Secretariat of Social Development (SEDESOL); and the Secretariat of Agrarian, Territorial and Urban Development (SEDATU).

In 2012, the Mexico RDG published a series of long-range policy proposals, which included a social pact for rural competitiveness and growth, employment and productivity, equity and sustainability. It was based on recognition of the heterogeneous and multidimensional nature of poverty, as well as its unequal territorial distribution in the country, where rural sectors lag most. The administration used these materials in the development of policies for rural areas. The Mexican government invited the International Fund for Agricultural Development (IFAD) and Rimisp to work together on the design of the Productive Territories Program (PTP), providing technical assistance in which the International Development Research Centre (IDRC)

of Canada also collaborated. This coincided with the transition from the OPORTUNIDADES program to PROSPERA, with the incorporation of the idea of productive inclusion.

The program that was designed, and which is now being implemented by SEDESOL, benefits 2 million people in 17 territories in five states. The PTP explicitly interconnects social policy and a productive component, enabling beneficiaries to strengthen their production skills and increase their income (agricultural and non-agricultural) by facilitating access to credit and to productive development programs offered by various government agencies. The RDG has gained a reputation as an advisory group and a forum for dialogue about the progress of the Productive Territories Program.

Besides this Program, the RDG has contributed to the analysis and the design of broader public policy proposals. In 2014, the RDG's technical team established four working groups: Social Protection, Human Rights, Budget and Institutional Design, and Agricultural and Food Markets. The working groups produced updated assessments in these areas, which are key for rural development in Mexico, and formulated proposals, with varying degrees of acceptance by policy makers in those areas. One noteworthy proposal related to the RDG's activities, which was

“[The RDG] has made it possible to conduct an assessment that shows that large-scale farmers are given a great deal with few requirements, while small farmers are given little and have to meet a long list of requirements; there are also many programs that do the same things for the same people, and that should be addressed” (Adviser to the head of SEDATU, former adviser to SEDESOL).

¹To date, investment associated in the Productive Territories Program has totaled USD 8 million.

prepared in collaboration with Rimisp, involved a program of support for small producers (S266), which was included in 2015 in the draft national budget for 2016. Preparation of the first report of the Federal Economic Competition Commission, the Mexican anti-trust agency, about the situation of agricultural food markets, and the shift from the socially oriented conditional cash transfer program Oportunidades to the productive and labor inclusion approach of Prospera were demands that were widely discussed during RDG session and met with acceptance in government circles.

The group's main contribution has unquestionably been in the area of social and productive inclusion. In 2016, the Mexico RDG analyzed the implementation of productive aspects of the federal government's new social policy, the causes of productive exclusion and difficulties in establishing interconnections among sectors. That analysis presents the current dimensions of urban and rural poverty and inequality (multidimensional, territorial and income-based), as well as various government efforts to link social policy and policies for rural productive development. Besides examining the main problems and constraints, as well as the RDG's proposals for addressing them, the group also ana-

lyzed the evolution of the Progreso/Oportunidades/Prospera program, and the roles of the National Crusade against Hunger and the Pilot Program of Productive Territories in stimulating integral rural development.

This assessment led to a concrete proposal for a Fund/Program for interconnecting productive policies for the vulnerable rural population. This initiative aims to pull together various public programs related to production, as Prospera does, as a tool for interconnecting public support in the social area, considering critical bottlenecks related to the programs' operating rules and budget calendars, among other things. The proposal is designed for the national level, scaling up the PTP pilot experience, based on lessons learned.

Preliminary versions of the proposal, drafted by the RDG core group, were discussed in two dialogue forums with key stakeholders in the area of agriculture, including rural and business organizations involved in market niches with chains that include small producers and family farming of various products.





Colombia:

Peace and rural development dialogues with a territorial approach

The Colombia Dialogue Group consists of a stable base of about 12 members, with others who attend sporadically. The stable members include respected professionals from multilateral bodies (the Economic Commission for Latin America and the Caribbean—ECLAC, the United Nations Development Program—UNDP; and the World Bank), representatives of business organizations and the private sector (the Association of Sugar Cane Growers—ASO-CANA; and the National Federation of Palm Growers—FEDEPALMA), and academics (Javeriana University and National University).

RDG Colombia has concentrated on influencing post-conflict rural development strategies, in the context of negotiations between the government and the FARC. After the 2013 farmer strikes, in early 2014 the Mission for Rural Transformation (known as the “Rural Mission”) was established in Colombia to propose long-range public policies and instruments for rural and agricultural development to contribute to the transformation of the rural sector over the next two decades. Some members of the RDG, including its technical secretary, Santiago Perry, participated actively in the Mission’s

leadership council, and the RDG supported its work in various thematic areas. One notable achievement was approval of the Program of integral rural development with a territorial approach, developed by Rimisp with contributions from the RDG. Other areas in which members of the Colombia RDG made substantial contributions were strategies for social inclusion; productive inclusion and family agriculture; and science, technology and innovation.

The group’s work with the DNP also crystallized in significant contributions to the formulation of the National Development Plan for 2014–2018, basically in Chapter III, Rural Transformation, which includes two issues discussed repeatedly by the RDG: (i) closing urban-rural gaps and laying the groundwork for social mobility by providing public goods and social services that support the human development of rural dwellers, and (ii) accelerating the exit from poverty and the expansion of the rural middle class through emphasis on the productive inclusion of small farmers.

“... it all began with a presentation that was made of the National Development Plan (PND) for 2010-2014, when [RDG member] Absalón Machado made some critical comments. Some concepts were put on the table, and there was a direct impact on the PND for 2014-2018, with a better-thought-out territorial approach. It was a context in which a vice ministry for rural development was created and people began talking about connecting productive and social aspects” (members of Colombia RDG).



The strategy for dialogue in Colombia also included the formation of three local dialogue groups. The Caribbean Region RDG stood out for its work on formulation of guidelines for a rural development strategy with a territorial approach in Colombia's Caribbean region. As part of this work, co-financed by the School of Public Administration (Escuela Superior de Administración Pública, ESAP), 22 workshops were held in the 21 sub-regions into which the region was divided. During its consolidation, the RDG developed a consensus-based vision of rural development with a territorial approach for the region.

To influence public opinion about rural development, the Colombia RDG facilitated the creation of a virtual communication platform, La Silla Rural (*"The Rural Chair"*), an initiative that was part of La Silla Vacía (*"The Empty Chair"*), a Colombian communications medium consisting of a network of experts who promote high-level debate. The active participation of RDG members in La Silla Rural was influential in shaping public opinion on topics related to technological investment for small farmers, seed improvement, land titles, water scarcity, climate change and other issues.

The Colombia RDG worked directly with the government in the Atlantic region to provide technical and methodological support for the creation of territorial innovation systems (STI, for the Spanish initials). This was done with staff of the regional government's Secretariat of Economic Development and helped interconnect stakeholders participating in the process, local and regional authorities, public institutions and the private sector, who lobbied for inclusion of the STI strategy in development plans and programs as a mechanism for stimulating development in the southern territory of the Atlantic region. Through this initiative, staff of the regional government's Secretariat of Economic Development's sub-secretariats of Business Development and Agriculture were trained in the STI. An STI was also established with diverse stakeholders, including nine grassroots community organizations, five universities, two business associations (Asiadela and Asohofrucol), six Municipal Units for Agricultural Technical Assistance (UMATAs), SENA, Corpoica, the PBA Corporation, the Chamber of Commerce, the Commission for Competitiveness of the Atlantic region, and three science and technology entities.

"The group's topics for discussion, with proposals from Santiago Perry and the Rural Mission, focus on rural differences, grassroots empowerment, integral policies, and the fact that rural development involves more than agriculture. It also implies public goods; it's not just credit and technical assistance, but also implies an integral approach. The group provides input that enriches the concept of an integral approach and encourages the vice ministry to work with other sectors" (vice minister of rural development, MDR Colombia, 2015).



Ecuador:

Value chains, financing for agriculture and rural education

The Ecuador RDG is made up of between 30 and 40 people, including members of the academic world; leaders of producer associations, agroindustry and agro-export groups, and NGOs; public-sector delegates; representative of cooperation agencies and others.

Through policy dialogue in forums alternating between Quito (Highland Region) and Guayaquil (Coastal Region), the Ecuador RDG began by identifying the areas of greatest rural poverty, for territorial targeting of public projects, as well as the macro-policy for changing the country's productive matrix with regard to agro-industry and the role of family agriculture. That was followed by dialogues focusing on topics such as innovation, financing, associativity and education, in an effort to design alternatives for sustainably overcoming rural poverty.

In innovation, the RDG promoted the positioning of mechanisms for the transfer of technology in Ecuadorian agriculture. It has also promoted and helped consolidate Plans for Improving Competitiveness (PMCs) as one of the key policies of MAGAP. The PMCs are a participatory tool aimed at increasing productivity and commercialization in value chains, which generally include the use of technological packages and technical assistance in the field. They have been adopted in the main chains, including yellow corn, rice, bananas, oil palm, plantains, mangoes, passion fruit and quinoa. As part of these value-chain strategies, the Seed Plan has been implemented for high yield of yellow corn and rice, significantly improving productivity.

In the area of associativity, the RDG facilitated coordination between MAGAP and small rural producers to build potential partnerships between small producers and supermarkets. The group also has promoted associativity through technical assistance to MAGAP to systematize the management model of public-private partnerships in the Seed Plan, the Fund for Value Chain Integration (FICA), and tools that have achieved concrete, inclusive, sustainable results. These models can be replicated in various critical areas, such as financing, commercialization, and infrastructure to support production and the transfer of technology to drive greater economic inclusion of small producers in different chains while responding to the sector's underlying objectives. The RDG also conducted a study of associative models in Ecuadorian agriculture, ranging from traditional associations to rural associative enterprises, as well as contexts, success factors and lessons learned.

One of the most important problems addressed by the Ecuador RDG is the lack of financing for small producers. The group proposed the establishment of a new Rural Development Bank and prepared two programs for in-depth technical assistance on alternative mechanisms for financing in rural Ecuador and models of financing for rural savings and loan cooperatives. The RDG's proposal for transforming the old BNF into Banecuador to improve access to rural and agricultural loans was accepted and implemented by the government. This was a key part of the group's work, in conjunction with MAGAP and the recently created Banecuador.

"The RDG is a trigger. It makes it possible to move ahead on issues. For example, with the National Seed Plan, there were discussions that showed that commercialization and business cycles were key factors to be leveraged" (MAGAP adviser, Coordinator of National Seed Plan for Corn).



The RDG also worked on recommendations for financing agricultural and livestock production, such as complementary support for Banecuador for rural savings and loan cooperatives, through a meeting organized by the Office of the Superintendent of Grassroots Economy and Economy of Solidarity and for social banking.

One of the most complex challenges to be addressed in the rural sector continues to be the elimination of education gaps, in terms of coverage, content relevant to the rural world, and quality of the pedagogical process. The Ecuador RDG con-

ducted an assessment of the state of and deficiencies in rural education, as well as inequalities in comparison to urban education, including interviews with producers and agricultural technical schools. It also prepared a proposal for the Agricultural Leadership Formation Network for the granting of a Certificate of Formation of Agro Leaders, which proposes a curriculum adapted to the demands and needs of leaders in the field of agriculture.





El Salvador:

Rural territorial development policies to address climate change

The El Salvador RDG consists of between 20 and 30 representatives of various entities involved in rural and environmental issues, including universities (UES, UCA), international bodies (UNDP, IICA), civil society organizations (AMSATI, CONFRAS) and government (STP, MARN, MAG).

The El Salvador group has focused on policies that link environmental protection with agricultural development, creating sustainable options for productive systems within the agenda of rural and territorial development policies. The thematic integration of environmental issues with integral rural development stems from the need to respond to unfolding events: climate change has affected harvests (erosion, drought, degraded soils) and environmental issues are crucial for agriculture and food security. The sector most affected is small-scale family agriculture, with a focus on small producers and consistent emphasis on inclusion.

The group worked directly with the Ministry of the Environment and Natural Resources (MARN) on projects to support implementation of the National Climate Change Policy and the Ecosystem Restoration Program, in strategies for biodiversity and climate change, promoting the transformation of agricultural practices. Particularly notable are work with the coffee sector and promotion of sustainable agriculture as a new model for rural development. The RDG also worked for approval of the draft Food and Nutritional Security and Sovereignty Law, which was considered by the Legislative Assembly's Agriculture commission, and it formed the Technical Working Group on Soils, which highlighted the importance of soil as a key condition for landscape restoration. This was crucial during the International Year of Soil (2015), at a time when the consequences of climate change in El Salvador have had a great impact. To strengthen agroecological actions for addressing climate change, the El Salvador RDG

led a study to map agroecological experiences, a pilot for a territorial approach to food production policies for the Dry Corridor (a geographic area consisting of 104 municipalities affected by intense droughts), which will contribute to better targeting of public investment.

The RDG also maintained its determination to support gender equity in its work through empowerment of women in rural areas. One outstanding example is the formation of the Advisory Council for the study of “The Right to Land and Economic Empowerment of Rural Women”. This committee consists of members of the RDG who also participate in other important national organizations, such as the National Family Agriculture Committee, UN Women, the Salvadoran Institute for Agrarian Transformation (Instituto Salvadoreño de Transformación Agraria, ISTA) and the Women Producing on the Land Agricultural Association (Asociación Agropecuaria Mujeres Produciendo en la Tierra, AMSATI de RL). The RDG also provided technical assistance for the Association of Women Members of Cooperatives (Asociación de Mujeres Cooperativistas) to strengthen their proposal for reforms to El Salvador’s Cooperatives Law.

Between 2013 and 2016, the El Salvador RDG established ongoing relationships with both producer and community organizations (such as the Organic Agriculture Movement of Bajo Lempa, MOPAO, and the Permanent Round Table of Stakeholders of Bajo Lempa, MESPABAL), and provided support to various cooperation organizations (such as OXFAM America, AECID, UN Women, IICA and World Vision). The National Family Agriculture Committee, led by the Confederation of Agrarian Reform Federations (CONFRAS), an association of agriculture and livestock producers, has also been an active

part of the group. The RDG coordinated various territorial stakeholders at the national and regional levels in the development of strategies to address the drought affecting the Central American Dry Corridor. It also led various activities to support the National Family Agriculture Committee, positioning itself as a key point of reference on rural development issues and gaining the respect of important stakeholders, such as the Ministry of Agriculture and Livestock and the Ministry of the Environment, as well as IFAD and FAO.

The group has maintained and deepened close collaborative ties with IFAD. It was actively involved in the Country Strategic Opportunities Program for 2015–2019, and it conducted an Environmental Assessment of Climate Change for that program. The RDG also developed the implementation strategy for the Pilot Programs of Compensation for Ecosystem Services for IFAD’s Rural Awakening Program in El Salvador.





IFAD and the incorporation of policy dialogue in Latin America

The experience of the Rural Dialogue Groups has contributed to IFAD's own strategies in Latin America. First, these groups, which engage in constant analysis of problems, policies and proposals related to the situation of the rural population, provide IFAD with important input on national agendas and priority issues, as well as for innovative proposals for transformation of rural areas. They also include IFAD agents in those countries in dialogue about strategic issues, in a role other than that of making loans. The RDGs are recognized as a platform that provides input and raises the quality of interlocution.

The RDGs have helped the Country Strategic Opportunities Programs (COSOP) incorporate policy dialogue, and in some cases they have collaborated directly in the development of IFAD strategies. In Mexico, the RDG contributed analysis and policy dialogue during preparation of COSOP 2013-2018. With IFAD, it also began to experiment with a new form of advocacy: technical assistance provided directly to governments. In partnership with IFAD, Rimpisp and its local partners, it worked on the design of the Productive Territories program. IFAD was able to establish a fruitful relationship with SEDESOL (Rural Productive Inclusion Project, loan agreement 200000139900), paving the way for collaboration with institutions other than IFAD's traditional partners in the country (as part of an understanding of the rural world that goes beyond agriculture).

In Ecuador, outcomes of policy dialogue were used directly in the design of the *"Buen Vivir in Rural Territories Programme"* (loan 849-CE). The recent portfolio review in Ecuador stated that *"the opportunity for IFAD in Ecuador is to accompany a process that should eventually go nationwide, which is very favorable in Ecuador"*.

In El Salvador, the RDG is supporting the objective of the project financed by IFAD "Rural Territorial Competitiveness Programme (Amanecer Rural)" approved in 2010 (loan 828-SV) "to deepen high-level national dialogue" and, as a consequence, facilitate greater impact of IFAD operations. The RDG developed the implementation strategy for that program's Pilot Programs of Compensation for Ecosystem Services. In 2014, the RDG participated in the development of the COSOP and conducted the Environmental Evaluation of Climate Change for COSOP 2015-2016. This includes funds for policy dialogue.





Interview Joaquín Lozano

*Director for Latin America and the Caribbean of the
International Fund for Agricultural Development (IFAD).*

To analyze and understand the value that IFAD places on the Large-Scale Impacts project, we interviewed Joaquín Lozano, director of the Latin America and Caribbean Division of the International Fund for Agricultural Development (IFAD). Lozano previously was IFAD representative and program manager for Central America and was based in Guatemala for three years. He has also held positions in the Inter-American Development Bank and the Mexican government. He holds a licentiate in economics from ITESM-Mexico and a PhD in political economics from the London School of Economics.

¿How do you believe the project has contributed to the IFAD agenda in Latin America in general and in the four countries where the project is implemented in particular?

Implementation of the RDGs has offered IFAD the possibility of maintaining ongoing dialogue with stakeholders in the rural world, both those who are directly involved in the projects that we finance and those who are not. Although the RDGs are currently implemented in a certain number of countries, the platform and methodology have already yielded results that can be scaled up, and similar initiatives could be explored in other countries.

This type of dialogue is essential. It is crucial for us. It enables us to stay abreast of what stakeholders in the rural world think and feel. Based on that, we can work to have a constructive impact on public policies related to rural development.

Worldwide, but especially in Latin America, a region whose countries are characterized by being middle income, with public institutions that are fairly well established, but whose design must still be improved to provide the services needed by citizens in general and small farmers in particular, IFAD believes that, more than being a funder, it is a strategic partner of governments. IFAD is a partner that, through dialogue and openness to innovation, promotes new ideas and approaches.

This innovation sometimes takes the form of concrete technological solutions, but the idea is to go further. The intention is to promote new social con-

tracts that facilitate an inclusive and sustainable rural transformation, which leaves no one behind and which respects the environment, a transformation that yields benefits not only for small farmers, although obviously they are at the heart of it, but for all of society.

To help forge these new social contracts, it is necessary to know the viewpoints of all parties involved. That is where programs like the RDGs come in, providing us with a platform and a mirror where we can contrast and clarify our ideas, reinforcing and refining those that are valid and discarding those that do not meet the needs of rural people, those that are out of step with reality.

¿How do you believe that Rimisp contributes to Latin American rural development, and what do you consider is the main contribution of the Rural Dialogue Groups (RDGs) in the countries where they are implemented?

I will begin with the second part of the question. Complementing my previous response, I believe that the activity of the RDGs in Colombia, Ecuador, El Salvador and Mexico it is a perfect example of the RDGs as places for gathering information and as a forum for dialogue that forges consensus. That is why the four RDGs have made significant progress in bringing about the rural transformation of which we were speaking.

In Colombia, the RDG has played a key role in establishing the objectives of the Mission for Rural Transformation, or Rural Mission, as it is popularly known. The Rural Mission is the mechanism established by the government to develop a vision for rural Colombia once the long-desired end of the conflict comes.



“It is essential to have forums where various stakeholders who interact in rural areas of Latin America can meet “
“Any development effort must begin by winning the hearts and minds of its protagonists. That means it must view the situation that it seeks to transform from as many viewpoints possible”.

But that's not all. It is closely following the government's decisions on that issue, and it continues to work to bring to fruition the parts of the agenda stemming from the peace agreements that are related to rural areas.

In Ecuador, the RDG is conducting a comprehensive analysis of the current situation in the Ecuadorian countryside in the wake of policies implemented by the government. The main driver of that analysis is the need for a broader view of rural development, with special attention to rural education and proposals for improving it.

In El Salvador, the RDG is promoting the implementation of actions defined in the National Climate Change Policy, which should lead to the transformation and diversification of agriculture and livestock practices, promoting measures for adaptation to and mitigation of the effects of climate change. It is also mapping agroecological initiatives to make them available to Salvadoran society.

Finally, in Mexico, the RDG is analyzing the productive dimension of the federal government's new social policy, with special attention to the causes of exclusion from production.

Going back to the first part of the question, RIMISP's contribution has been and is crucial. It is one of the few purely Latin American think tanks dedicated to studying and thinking about rural development that is still operating 30 years after its founding. Throughout these 30 years, it has been a guidepost for anyone seeking to place rural development on the public agenda. Latin American countries have often neglect-

ed their rural areas, and if it weren't for institutions such as Rimisp, they would have forgotten about them completely. Rimisp has made a decisive contribution to ensuring that rural issues remain alive, seeking and proposing new approaches and solutions for rural areas that neither Latin America nor any other region can do without.

But Rimisp's contribution is not only historical. Rimisp remains fresh and vital. We feel a close kinship with the organization, because it is able to combine theory and practice. It knows how to conduct essential research, such as the Latin American Report on Poverty and Inequality or Family Agriculture in Latin America, without losing sight of practical matters. It always looks to the future and proposes political decisions to make possible that rural transformation of which we were speaking.

¿To what extent do you believe that the RDG model can be replicated in other countries in the region, and what is your opinion of the RDGs' integrated, inter-sectoral approach to rural policy? Does IFAD share that approach?

The RDGs can definitely be replicated, and it is important to do so. It is essential to have forums where various stakeholders who interact in rural areas of Latin America can meet and engage in dialogue.

I believe that the inter-sectoral approach that they promote is essential. No social situation, and especially none in rural development, in which the dynamics are especially complex, can be considered from a single standpoint. Tunnel vision and a lack of an interdisciplinary approach have led in the past to the failure of many rural development projects. Every

development effort, whether local, national or regional, must consider the various stakeholders involved, and must balance ecological, social and institutional possibilities and accomplishments. It has to do with culture. For example, there's no point in implementing a development project that increases productivity by 100%, but which leaves the land exhausted in two years. Or a development project that doesn't respect the beliefs and lifestyles of indigenous peoples or communities of African descendants.

To be truly effective, any development effort must begin by winning the hearts and minds of its protagonists. That means it must view the situation that it seeks to transform from as many standpoints possible. The shared understanding that IFAD and Rimisp have of this essential, foundational fact is what has made possible this close and lasting collaboration between us, which surely will continue for a long time to come.



The Series of Latin American Poverty and Inequality Reports

The Latin American Poverty and Inequality Report is a biennial publication by Rimisp, the Latin American Center for Rural Development, which began in 2011 as a contribution to the discussion of poverty and inequality from the standpoint of territorial inequality, one of the least-addressed aspects of the problem and one that has a particularly strong impact on rural sectors of Latin America.

It seeks to promote discussion of key aspects affecting territories that find it most difficult to grow while reducing poverty and inequality. The report receives financial support from the International Fund for Agricultural Development (IFAD) and the International Development Research Centre (IDRC) of Canada.

The first edition of the report, revealed the existence of serious territorial gaps in the areas of health, education, citizen security, income, economic dynamism and gender equality, while analyzing their impact on possible development inequalities in the territories.

The second edition, in 2013, analyzed those socioeconomic gaps over time; the study included an additional dimension, the unequal territorial distribution of opportunities for access to quality employment.

The third edition, in 2015, continues with the analysis of the evolution of territorial gaps, this time adding a Territorial Equity Index, which measures the gaps between territories in each of the ten countries included in the study: Mexico, Guatemala, El Salvador, Nicaragua, Colombia, Brazil, Ecuador, Peru, Bolivia and Chile. This time, the analysis takes an in-depth look at gender inequality, especially individual and territorial opportunities for women's economic autonomy.

Evolution of Trends

Inequality in Latin America is expressed not only in terms of income, but also in areas as diverse as health, education, economic activity, citizen security and gender equality. In all of these dimensions, national averages conceal great differences between territories that lag and those that have made greater progress in each country in the region. Based on this evidence, the series of Latin American Reports on Poverty and Inequality recommends that public policy analysis should not be oversimplified by looking exclusively at the aggregate results in each country, as they conceal territorial inequalities. The average improvements in a country's socio-economic indicators are not distributed equitably among the inhabitants of all areas.

Lagging territories tend to have common characteristics: they tend to be smaller in terms of population, more rural, have a larger percentage of individuals from indigenous or Afro-descendent groups, and, to a lesser extent, have a larger percentage of young people under the age

of 15. The exceptions are the areas of citizen security and income inequality, where the places that lag tend to be urban and highly populated.

Analyzing the indicators over time, the report shows that, in general, average results have been improving, and there is an incipient decrease in sub-national

territorial gaps. These trends are mainly seen in health and education, although only in certain indicators and countries this has been accompanied by significant reductions in territorial gaps.

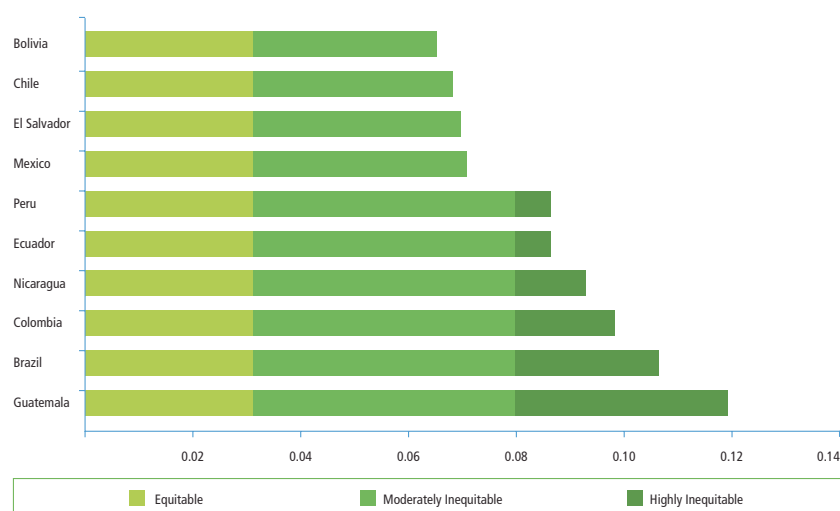
The database of indicators is available at DATE, Rimisp's data portal (<http://date.rimisp.org/redatam/>).



Territorial Equity Index

The Territorial Equity Index is a synthetic indicator that measures gaps between territories in a given country, in a series of dimensions that are key for explaining the opportunities that Latin American households and communities have for personal development and access to an adequate quality of life, based on the place where their inhabitants are born or live.

The dimensions considered in construction of the index reflect the combined contribution of economic growth and social inclusion policies to development processes. They are: the territory's dynamism and economic activity; investment in human capital (health and education); and the availability of income for people and households.



Source: Latin American Report on Poverty and Inequality 2015, Gender and Territory.

LATIN AMERICAN REPORT 2013 - QUALITY EMPLOYMENT AND TERRITORY

The place where people are born and where they live strongly determines their opportunities for access to quality employment. Distributed inequitably among territories, the difficulties that lead to precarious employment are serious obstacles not only for those who experience them, but also to the equitable development of the region's countries.

Well-paid, formalized jobs with social protection enable societies to advance in terms of the security and welfare of their people, while informality is a decisive factor in poverty and income inequality in many countries (ILO, 2013). Reducing high rates of labor informality and precarious employ-

ment conditions is therefore a priority on development agendas worldwide. It is also the main focus of this report, because many of the institutional and economic determinants of quality employment have a clear territorial element that explains why possibilities for obtaining quality employment are distributed so inequitably within countries.

The report proposes that higher levels of quality employment will be found in territories that have a productive structure with less weight in the primary sector, or where that sector creates more productive linkages (with more highly productive sectors), where high-quality public policies are implemented (to promote economic and social development)

and where there is more social dialogue (more unionization, more venues for tripartite dialogue and collective bargaining).

The report proposes a series of institutional reforms that are necessary to ensure that the possibilities of access to quality employment for the people living in a particular territory do not depend solely on the characteristics of the economic and productive structure:

- 1 Reforms that tend to modify the productive structure of low-productivity sectors and territories, including development policies and policies that promote economic activity, which help diversify the productive structure or create linkages between low- and high-productivity sectors; policies for development of human capital, which help improve workers' skills to increase labor productivity; policies for regulation and oversight of compliance with labor laws.
- 2 Reforms in the design and implementation of labor and social protection policies, to move away from a traditional approach that emphasizes sectoral visions, programs and budgets, instead of comprehensive approaches to meet the needs of each territory. The invitation is to design and implement policies for integral development of territories, which, as a consequence, offer differentiated goods and services according to the specific conditions of the context in which they will be implemented.
- 3 The need to increase local governments' decision-making power (decentralization) to allow greater adaptation of national policies to local needs, and complement them with specific responses to those needs.
- 4 Supporting policies specific to the territories that lag most, to gradually reduce existing gaps in quality of employment and other socio-economic indicators. It is important to have information systems that allow periodic assessment of the evolution of territorial gaps.
- 5 Fostering processes to promote social dialogue to seek agreements, from the promotion of labor standards that set minimum acceptable conditions to the strengthening of collective bargaining and the elimination of anti-union practices. From a territorial standpoint, it is crucial that progress in national legislation and regulations in these areas go hand in hand with territorial development policies to strengthen the territories' social, political and institutional capacities, so that social stakeholders in the territories interact and gradually construct means of collective action, at the pace and with the objectives that they value and are able to implement.



LATIN AMERICAN REPORT 2015 – GENDER AND TERRITORY

Gender inequality—in terms of income and own resources—is expressed in different ways in the territories, because this inequality is not only related with women's assets and their capacity for agency, but also with factors specific to the territory, such as the productive structure, formal and informal institutions, and agents that are present in the territory.

Each of these structures, institutions and agents is marked by gender systems, which can limit or open up development opportunities both for women and for the territory. Gender systems organize different stakeholders and social groups so that they develop and exercise different knowledge, tasks, practices, assets,

responsibilities, skills, networks and organizational forms in the territory, determining a priori the spheres of action of women and men.

The report proposes that territories in which more dynamic markets with highly productive economic sectors, public policies that tend to facilitate the economic integration of women, and a better distribution of capacity for agency among diverse social groups predominate are better able to contribute to increasing and/or expanding women's assets and improving the relative situation of women in those territories. This integrated analysis of territorial factors and characteristics of women is the main challenge for public policies and programs.

To empower women economically, it is necessary to eliminate the structural barriers that limit their entry to paid work under conditions equal to those of men, and which restrict their access to productive assets, but it is also necessary to act on specific dynamics in territories that make it difficult for women to participate in the economic sphere of territorial development. Some concrete measures to consider in this regard are:

- 1 Taking into account the characteristics of the productive sectors and the possibilities of including women when designing programs for education, training and job skills development.
- 2 Considering the supply of public goods and services that exists in each territory when designing policies that tend to decrease opportunity costs of work for women (availability of care for infants, children and older adults, roads, etc.).
- 3 Strengthening policies that support associative work among women, both productive and political.
- 4 Strengthening and/or contributing to the creation of opportunities for community organization to develop personal capabilities and empower women through collective strategies for generating and mobilizing assets.
- 5 Orienting actions to affect gender systems, rather than directing them only at women (care, gender violence).
- 6 Designing policies that address crossed inequalities affecting women (woman, indigenous, poor, etc.), with special attention to the territories' socio-demographic.
- 7 Designing specific policies for rural sectors that improve women's possibilities for access to economic assets, such as land and credit.
- 8 Creating tools to support women's productive activities that go beyond mere subsistence and reproduction of traditional gender roles.



Launch and Dissemination of the 2013 and 2015 Reports

To contribute to discussion of public policies for combating poverty and inequality in Latin America, the Latin American Reports on Poverty and Inequality are presented at various public events, academic seminars and workshops with government teams working on the issues analyzed in the studies.

Launch of the 2013 Report: Quality Employment and Territory

The official launch of the report was held in Chile on 5 May 2014, at the office of the International Labor Organization (ILO). The presentation was led by Ignacia Fernández, principal investigator of Rimisp and coordinator of the publication. The panelists commenting on the results were Federico Burone, Regional Director for Latin America and the Caribbean for the International Development Research Centre (IDRC) of Canada; Linda Deleen, ILO Principal Specialist on Small Enterprise and Local Economic Development; and Lorena Flores, head of the Chilean Ministry of Labor's Labor Studies Unit.

"Employment is crucial for solving the problems stemming from poverty and inequality. It is not just a matter of creating jobs, but the kind of jobs and working conditions. In this 2013 edition of the study, we focus on analyzing the situation of millions of Latin Americans who work in poor conditions, with ill-defined work hours, low wages, lack of health and social protection, and loss of labor rights, often related to the expansion of sub-contracting", Ignacia Fernández said at the event.

On 12 May 2014, the report was presented in Colombia to the Rural Dialogue Group at an event led by Santiago Perry, technical secretary of the Colombia RDG.

Following that, on 23 May 2014, the report was presented in Nicaragua, jointly with the Economic and Social Research Institute (Instituto de Investigaciones Económicas y Sociales, INIES) at the National Autonomous University of Nicaragua (UNAN) and the Central American Institute for Human Capacity Development (Instituto Centroamericano para el Desarrollo de Capacidades Humanas, IXMATI). The presentation was made by Juan Fernández, Rimisp researcher and assistant coordinator of the 2013 edition. It was presented with a panel that included Odell González, Director General of Employment Wage and Productivity Policies; Antonio La-

cayo, Director of the Pellas Business Center; and Raúl Poveda, General Manager of the Union of Multiple Services Cooperatives of the North (UCOSEMUN R.L.). The report was also presented at the Central Bank of Nicaragua to technical teams of the bank's Economic Division. Rodrigo Urcuyo, head of the central bank's Economic Research Office, participated in that event.

"The report proposes that the possibilities of a territory achieving more or fewer quality jobs is determined by the interaction of three main factors: first, and frequently considered the most influential, is the type of productive economic structure in the territory—in other words, the predominance that a particular productive sector has over other sectors", Juan Fernández noted in his presentation.

Finally, on 11 June 2014, the report was presented in Peru, at the Institute of Peruvian Studies (Instituto de Estudios Peruanos, IEP). Ignacia Fernández and IEP principal investigator Raúl Hernández Asensio presented the results. Economists Miguel Jaramillo, researcher at the Analysis Group for Development (Grupo de Análisis para el Desarrollo, GRADE), and José María Rentería, researcher at IEP, commented on the implications and scope of the results.

Launch of the 2015 Report: Gender and Territory

The official presentation of the report took place in Bogotá, Colombia, at a seminar at the Javeriana University on 5 April 2016. The presentation was led by Ignacia Fernández, Executive Director of Rimisp, with comments by Joaquín Lozano, Director for Latin America and the Caribbean of the International Fund for Agricultural Development (IFAD); Tatyana Orozco, Director of Colombia's Department for Social Prosperity; Merle Faminow,



Program Manager and rural development specialist at the International Development Research Centre (IDRC) of Canada; and Manuel Ramiro Muñoz, Director of the Intercultural Studies Center at the Javeriana Pontifical University of Cali.

At the event, Joaquín Lozano of IFAD discussed successful experiences of empowerment of rural women in Latin American territories, while Dr. Muñoz of the Javeriana University of Cali noted that *“associativity is one of the key factors in the development of rural territories”*.

Also in Colombia, during the “First Colloquium on Family Studies. Assessment of Family Studies in Latin America: Progress and Challenges,” held by the University of Caldas between 16 and 18 May, Germán Escobar, principal investigator of Rimisp Colombia, presented the Latin American Report on Poverty and Inequality 2015: Gender and Territory.

“Unfortunately, the only dimension in which gaps have not closed since earlier editions of the Latin American Report is Gender. Contributing to the design of strategies and actions aimed at closing these gaps in different scenarios is one of the main objectives of the report”, Germán Escobar said.

On 23 May 2016, the Executive Director of Rimisp presented the Latin American Report in Mexico, as part of the Ongoing Seminar on Inequality sponsored by the Mexican Senate’s Be-

lisario Domínguez Institute. Comments on the study, which was held in the Octavio Paz Auditorium, were made by Elvia González del Pliego, Coordinator of the Iberoamerican University’s Gender Affairs Program, and Serdán Rosales, Director de Research Support at the Belisario Domínguez Institute.

Dr. González del Pliego highlighted *“the discrimination suffered by women, especially indigenous women and poor rural women, in public programs; for example, in training, they are channeled toward work related to house-cleaning services”*. She also noted that although the majority of undergraduate students are women, that is no longer true at the graduate level, *“because the prevailing relationships in society force women to divide themselves up among two, three or even four jobs to serve their families’ interests”*.

As part of the presentations in Mexico, Ignacia Fernández discussed the report on 24 May with the Gender Group of the National Crusade against Hunger (Cruzada Nacional Contra el Hambre, CNCH). The meeting was held at the Secretariat for Social Development, the agency that coordinates the CNCH, with the participation of officials from the National Institute of Women, the Human Rights Commission of the Federal District, and the Secretariat for Social Development. Gerardo Franco, director of Rimisp’s Mexico office, also participated.

The report was also presented in Chile on 20 June, at a seminar on Gender Equity for Territorial Development that was organized jointly by Rimisp and ONU Women. Participants included the Chilean Minister of Women and Gender Equity, Claudia Pascual; the Deputy Regional Director of ONU Women for the Americas and the Caribbean, Lara Blanco; the Executive Director of Rimisp, Ignacia Fernández; and the Principal Investigator of the Institute of Peruvian Studies, Raúl H. Asensio.

At the event, Minister Pascual highlighted the importance of the contribution of the research on gender and territory that Rimisp has been conducting with its partners in the region. *“These studies will always help us with something we have always asked ourselves in the ministry: How do we make public policies that really impact the quality of life of women in their diversity, while also supporting other public policies that Chile needs?”*, she said.

Researchers from Rimisp who participated in the preparation of the report had the opportunity to present their results on 23 May 2016 to a team of professionals from Chile’s newly created Ministry of Women and Gender Equity at a workshop where they discussed their findings and challenges for the future.

Communications and Publications

The project's communication strategy

In the area of communications, the objective of Large-Scale Impacts was to promote and disseminate the work of the various Rural Dialogue Groups in each country. The project also sought to develop a concept that would leverage the RDG methodology as a successful mechanism for advocacy on public policies targeting the rural world in the countries in which the program worked.

“The best public policies are made through dialogue” became a core communications concept, with dialogue understood as a key factor for creating high-quality public policies that improve living conditions for the rural poor in Latin America.

The communications strategy highlighted four distinctive elements of dialogue promoted by the RDGs, as core elements of the advocacy work:

To achieve the communications objectives, a strategy was developed that included actions on different platforms: informative and promotional material, digital channels, audiovisual materials and media relations.

Informative and promotional material

The communication strategy was accompanied by printed material for dissemination and promotion of the project. A brochure was designed to present the project's approach and the main results (300 brochures), as well as country-specific information sheets for each of the four countries (400 information sheets). These were distributed to the members of each group, national and local government partners, and various key stakeholders, as well as in various activities in which the RDGs participated.

27

“The Best Policies are Made Through Dialogue” bulletins

Three general and 24 country-specific bulletins were developed to promote the RDGs' advocacy approach and to provide information about projects, activities, research results and the groups' views and projects. The bulletins were distributed electronically weekly and by country, with an average access rate of 34%.





Eight videos were produced based on interviews with IFAD directors who played an active role in this program and with the RDG technical secretaries, who explained how the advocacy methodology influenced public policies.

Media

199

media reports

The Large-Scale Impacts project's work with the media resulted in 124 media reports, as well as 75 articles stemming from the 2013 and 2015 Latin American Reports, for a total of 199 media reports.

Articles and reports appeared in print media and on radio, television and Internet in Bolivia, Canada, Chile, Colombia, Ecuador, El Salvador, Guatemala, Italy, Mexico, Nicaragua, Peru and Spain.

32

articles in the Rimisp bulletin and the Territorial Cohesion for Development bulletin

Periodic articles were published in Rimisp's institutional bulletin (more than 7,000 recipients) and the bulletin of Rimisp's Territorial Cohesion for Development Program (3,000 recipients), to leverage the work of the Rural Dialogue Groups by reaching a broader base of government officials, decision makers and relevant stakeholders throughout Latin America.

Digital channels

9.741

visits to the Large-Scale Impacts project web site

Between August 2013 and June 2016, the web site of the Large-Scale Impacts project (<http://rimisp.org/proyecto/impactosgranescala>) received a total of 9,741 visits overall and 7,221 unique visits.

30.330

visits to the Latin American Report web site

Between August 2013 and June 2016, the 2013 and 2015 versions of the Latin American Report web site received a total of 30,330 overall visits and 18,466 unique visits.

Didactic videos were produced for both versions of the report and were viewed 2,930 times.

Audiovisual materials

9

videos for promotion and dissemination

As part of the communication plan, a video was produced to promote the positioning strategy, with the goal of reaching the various key stakeholders through a more interactive platform. The video was viewed by 868 people.





Media coverage highlighting Rural Dialogue Groups

Expreso | Ecuador
Cuando funciona el diálogo rural
October 2014

El Universo | Ecuador
¿Pequeños productores & supermercados?
April 2015

El Comercio | Ecuador
El Legado de Manuel Chiriboga
April 2015

Ecuador TV | Ecuador
Pensamiento Crítico: Ney Barrionuevo, Red Latinoamericana Rural, sobre el premio “Manuel Chiriboga”
September 2015

Channel 10 | El Salvador
Campaña de promoción de la Agricultura Sustentable: El programa presenta actividades del GDR, relación con la cooperación, además de la campaña de agricultura sustentable, objetivos y alcance obtenido
June 2014

Contrapunto | El Salvador
El año de la agricultura familiar
August 2014

La Prensa | El Salvador
Relanzan Comité Nacional de Agricultura Familiar
June 2015

TVX Television | El Salvador
Entrevista Secretaria Técnica GDR en Programa Informa TVX sobre el desarrollo territorial en la agenda del Grupo de Dialogo Rural.
January 2016

Imagen Agropecuaria | Mexico
Presupuesto base cero debe reorientar gasto rural
May 2015

La Jornada | Mexico
Ignoran demandas contra discriminación de género en San Quintín
May 2015

Mexicampo | Mexico
El Grupo Diálogo Rural y su impulso a la pequeña agricultura, a tono con la COP21
2015

*Media coverage highlighting
the 2013 and 2015
Latin American Reports*

CNN | Chile

Estudio postula que el lugar donde naces determina su futuro y oportunidades
May 2014

Revista Humanum – UNDP | International

La desigualdad territorial también afecta el empleo
May 2014

El Pulso | Mexico

Países latinos reducen desigualdad, asegura estudio sobre pobreza
May 2014

La República | Colombia

Colombia, el segundo país de la Alianza Pacífico que mejor distribuye la riqueza
May 2014

Channel 15 | Nicaragua

Centro latinoamericano para el desarrollo rural reconoce avance en dos municipios de Nicaragua
June 2014

La Jornada | Bolivia

Bolivia redujo mortalidad infantil y analfabetismo, según informe
April 2014

Pressenza | International Agency

Pobreza y Desigualdad en Latinoamérica
May 2014

La Segunda | Chile

Estudio concluye que el lugar de nacimiento determina acceso a empleos de calidad
June 2014

Radio Universidad de Chile | Chile

Entrevista en programa Milenio
October 2015

México Social | Mexico

Pobreza, Género y Territorio
July 2016

CNN | Chile

Panorama 15: Informe sobre desigualdad
May 2016

El Espectador | Colombia

El lento avance de Colombia para cerrar brechas de género
April 2016

Mexicampo | Mexico

Estandamiento y retrocesos en derechos de mujeres: Rimisp
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La Jornada | Mexico

México, con altas tasas de desigualdad de ingresos por género en AL
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Working Papers, Technical Assistance Reports and Evaluation Reports

The dialogue promoted by the RDGs is based on empirical evidence, which the project generates through a series of studies and policy analysis for decision making. These studies have been collected in the series of Working Papers (Documentos de Trabajo) of Rimisp, the Latin American Center for Rural Development, for distribution to anyone interested.

Working Papers

Corporación PBA (2014). Lineamientos y estrategias de desarrollo rural territorial para la región Caribe colombiana. Documento de Trabajo n°142, Grupo Inclusión Social y Desarrollo. Corporación PBA, Bogotá.

Fundación Prisma (2014). Enfrentando la crisis del café desde las experiencias de las cooperativas y productores individuales en El Salvador. Documento de Trabajo n°143, Grupo Inclusión Social y Desarrollo. El Salvador RDG – Fundación Prisma, San Salvador.

Castillo, M.J. (2015). Análisis de la Productividad y Competitividad de la Ganadería de Carne en el Litoral Ecuatoriano. Documento de Trabajo n°144, Grupo Inclusión Social y Desarrollo. Ecuador RDG, Rimisp. Quito.

Flores, R. (2015). Malla Curricular para el Certificado de Formación de Líderes y Lideresas del Agro. Documento de Trabajo n°158, Grupo Inclusión Social y Desarrollo. Rimisp, Santiago.

Navas, C. (2015). Derecho a la Tierra y Empoderamiento Económico de las Mujeres Rurales en El Salvador. Documento de Trabajo n°159, Grupo Inclusión Social y Desarrollo. Rimisp, Santiago.

Brown, C (2015). Documento Final de Diagnóstico Comisión de Protección Social del Grupo de Diálogo Rural México. Documento de Trabajo n°160, Grupo Inclusión Social y Desarrollo. Rimisp, Santiago.

González, I. (2015). Documento Final de Diagnóstico Comisión de Presupuestos y Diseño Institucional del Grupo de Diálogo Rural México. Documento de Trabajo n°161, Grupo Inclusión Social y Desarrollo. Rimisp, Santiago.

Ruiz, A.J. (2015). Documento Final de Diagnóstico Comisión de Derechos Humanos del Grupo de Diálogo Rural México. Documento de Trabajo n°162, Grupo Inclusión Social y Desarrollo. Rimisp, Santiago.

Valverde, I. (2015). Documento Final de Diagnóstico Comisión de Mercados Agrícolas del Grupo de Diálogo Rural México. Documento de Trabajo n°163, Grupo Inclusión Social y Desarrollo. Rimisp, Santiago.

Rimisp - Corporación PBA - Colombia RDG (2016). Proyecto de Investigación La Silla Rural. Documento de Trabajo n°178, Grupo Inclusión Social y Desarrollo. Rimisp. Santiago.

Idrovo, J. (2016). Transformaciones rurales y agrarias en Ecuador. Documento de Trabajo n°179, Grupo de Trabajo Inclusión Social y Desarrollo. Rimisp. Santiago.

Escobar, J. (2016). Mapeo de experiencias agroecológicas con potencial de escalamiento en El Salvador. Documento de Trabajo n°201, Grupo de Trabajo Inclusión Social y Desarrollo. Rimisp. Santiago.

An important part of the RDGs' contribution to processes of change in public policies is contained in reports that describe the outcomes of experiences of collaboration and direct support for reform of institutions, policy design, awareness-raising campaigns and other strategies.

Technical Assistance Reports

Hernández, K. (2014). Sistematización de consultoría de promoción de Agricultura Sustentable Campaña “Por una vida sana sembramos consciente, en armonía con el Ambiente.” Documento de Trabajo n°1, Technical Assistance Reports series. RDG El Salvador – Fundación Prisma, San Salvador.

Corporación PBA (2014). Seminarios desarrollo rural con Enfoque territorial. Documento de Trabajo n°2, Technical Assistance Reports series. Corporación PBA, Bogotá.

Paredes, M.I., Aguirre, F. (2014). Propuesta para alinear los programas de Asistencia Técnica y Extensión Rural más emblemáticos del Ministerio de Agricultura, Ganadería, Acuacultura y Pesca del Ecuador al marco de un Sistema de Innovación Agrícola. Documento de Trabajo n°3, Technical Assistance Reports series. RDG Ecuador. Rimisp, Quito.

Benítez, M. (2015). Financiamiento Productivo Agropecuario de las Cooperativas de Ahorro y Crédito Rural. Documento de Trabajo n°4, Technical Assistance Reports series. RDG Ecuador. Rimisp, Quito.

Calderón, A. (2015). Situación de la Educación Rural en Ecuador. Documento de Trabajo n°5, Technical Assistance Reports series. RDG Ecuador. Rimisp, Quito.

Rivera, I. (2015). Consulta Territorial a Mujeres Cooperativistas para incorporación del enfoque de género a la Propuesta de Reformas a la Ley General de Asociaciones Cooperativas y su aprobación en la Asamblea Legislativa. Documento de Trabajo n°6, Technical Assistance Reports series. Rimisp, Santiago.

Jenkins, J. (2016). Sistematización del Modelo de Gestión de la Alianza Público Privada del Proyecto Nacional de Cadenas Agrícolas Estratégicas (“Plan Semillas”) y El Fondo para la Integración de Cadenas Agroproductivas (“FICA”). Documento de Trabajo n°7, Technical Assistance Reports series. Rimisp, Ecuador.

Garcés Núñez, R. (2016). Evaluación de Impactos del Plan de Mejora Competitiva de la Cadena del Maíz Amarillo Duro. Documento de Trabajo n°8, Technical Assistance Reports series. Rimisp, Ecuador.

Corporación PBA (2016). Asesoría Técnica y Metodológica a la Gobernación del Atlántico para la Conformación de Sistemas Territoriales De Innovación. Documento de Trabajo n°9, Technical Assistance Reports series. Corporación PBA, Bogotá.

Asociación Agropecuaria Mujeres Produciendo en la Tierra (2016). Acuerdo Político Intersectorial por las Reformas a la Ley General de Asociaciones Cooperativas y al Marco Regulatorio para su aprobación en la Asamblea Legislativa. Documento de Trabajo n°10, Technical Assistance Reports series. Rimisp, El Salvador.

Evaluation Reports

Evaluations of the RDG process and outcomes stemming from the project are available on the Rimisp web site. These documents are part of an institutional learning system about factors that explain the RDGs' contribution to processes of change in public policies.

Weyrach, V. (2014). Eslabones de Incidencia. Una metodología para registrar la incidencia en políticas de RIMISP. Documento de Trabajo n°141, Grupo Inclusión Social y Desarrollo. Rimisp, Santiago.

Castagnino, E. and Echt, L. (2013) Evaluación piloto de la incidencia del Proyecto de RIMISP “Conocimiento y Cambio en Pobreza Rural y Desarrollo” en Colombia. Documento de Trabajo n°1, Evaluation Reports series.

Gómez, L. and Rodríguez, T. (2014). Informe de Evaluación de Resultados y Mecanismos de Incidencia, Grupo de Diálogo Rural El Salvador. Instituto Ixmati, San Salvador. Documento de Trabajo n°2, Evaluation Reports series.

Fernández, J. (2014). Informe de Evaluación de Resultados y Mecanismos de Incidencia, Grupo de Diálogo Rural Ecuador. Documento de Trabajo n°3, Evaluation Reports series. Rimisp, Santiago.

Fernández, J. (2015). Informe de Evaluación Intermedia, Grupo de Diálogo Rural Colombia. Documento de Trabajo n°4, Evaluation Reports series. Rimisp, Santiago.

Gómez, L. and Rodríguez, T. (2015). Informe de Evaluación Intermedia, Grupo de Diálogo Rural El Salvador. Documento de Trabajo n°5, Evaluation Reports series. Rimisp, Santiago.

Fernández, J. (2015). Informe de Evaluación Intermedia, Grupo de Diálogo Rural Ecuador. Documento de Trabajo n°6, Evaluation Reports series. Rimisp, Santiago.

González, I. (2015). Informe de Evaluación Intermedia, Grupo de Diálogo Rural México. Documento de Trabajo n°7, Evaluation Reports series. Rimisp, Santiago.

LEARNING NOTES (NOTAS DE APRENDIZAJE). UNDERSTANDING KEY FACTORS FOR ADVOCACY ON PUBLIC POLICY

Nota de Aprendizaje N°1, Incidencia en las políticas rurales de El Salvador (2014): un espacio multi-actoral en torno a lo rural y medioambiental.

Nota de Aprendizaje N°2, Incidencia en las políticas rurales de Ecuador (2014): un espacio de debate e incidencia para el desarrollo rural a través de la innovación agrícola.

Nota de Aprendizaje N°3, Incidencia en las políticas rurales de Colombia (2015): un espacio de rearticulación de redes, aprendizaje e incidencia en torno al desarrollo rural.

Nota de Aprendizaje N°4, Incidencia en las políticas rurales de México (2015): comisiones temáticas de debate, estudio e incidencia para la superación de pobreza rural.

Nota de Aprendizaje N°5, Incidencia en las políticas rurales de El Salvador (2015): promoviendo las políticas en lo rural y lo medioambiental para enfrentar el cambio climático.

Nota de Aprendizaje N°6, Incidencia en las políticas rurales de Ecuador (2015): profundizando en lo logrado e incorporando a nuevos actores para el desarrollo agrícola.





Work Team

Overall Project Coordination



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M. Ignacia Fernández
Project Coordinator

Sociologist, PhD in Sociology and Master in Political Science. Specialist in public policy, social policy, decentralization and territorial development. Was a member of the Presidential Advisory Commission for Decentralization and Regional Development, adviser to the budget director of the Finance Ministry, and head of the Policies and Studies Division in the Chilean Interior Ministry's Undersecretariat for Regional and Administrative Development. She also teaches in the Master's program in management and public policies at the University of Chile. At Rimisp, she has been principal investigator since 2010. In the Rural Territorial Dynamics program, she led the creation of Rural Dialogue Groups in four countries in the region. She subsequently became coordinator of the Inclusion and Social Development Working Group. She became executive director of Rimisp in August 2015.



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Mariana Calcagni
Assistant to the Coordinator

Sociologist with a degree from the Catholic University of Chile. Associate's degree in socioenvironmental studies from the University of Chile. Has conducted applied research on urban and rural development, particularly studies of urban mobility related to the Transantiago policy in Santiago, Chile, and community management of the Sustainable Chile program's Rural Drinking Water Committees. Served as assistant in the FONDECYT "Territorial Inequality and Conditional Income Transfers: the case of Ethical Family Income" (2011-2014) project. Currently works as research assistant in Rimisp.



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Juan Fernández
Monitoring and Evaluation Coordinator

PhD in Sociology from the Complutense University of Madrid and a Master's in Social Sciences research methods, and graduated from the Master's program in urbanism at the University of Chile and sociology at the Pontifical Catholic University of Chile. His main areas of research are public policies, decentralization and territorial development, social movements and collective action. He has worked in the Studies and Evaluation Department of the Chilean Interior Ministry's Undersecretariat for Regional and Administrative Development and was project chief in Advisory Services for Development (Asesorías para el Desarrollo). Has taught at Diego Portales University and has served as a consultant on public policy evaluation in Chile and Spain. Currently works as a Rimisp researcher.

IFAD Partner



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Caroline Stevens
Communications Coordinator

Journalist with licentiate in social communication sciences from Diego Portales University; Master's in public management and sustainable development from the Autonomous University of Barcelona. Was communications coordinator for the FAO Spain program for Latin America, where she worked on issues of territorial development and systematization of experiences in food security and nutrition. She was the first journalist and later communications director of the National Environment Commission (Comisión Nacional del Medio Ambiente, CONAMA). Has worked as a journalist and communicator at magazines in Chile and Spain and in development projects in rural areas of Valdivia. Currently serves as Rimisp's communications coordinator for the Large-Scale Impacts project and the Development with Territorial Cohesion Working Group.



.....
Yenny Carvallo
Administrative Assistant

Member of the team of Rimisp-Latin American Center for Rural Development since 2008. Currently responsible for administrative support for the Social Inclusion and Development Working Group and the Executive Director of Rimisp.



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Tomás Rosada
IFAD Regional Economist

PhD in Agricultural Economics from the University of Guelph in Canada. His areas of interest are poverty, inequality, social policy and rural development. He was alternate executive director for Central America and Belize at the Inter-American Development Bank, director of the Social and Economic Research Center in the Economics Department of Rafael Landívar University, and monitoring and evaluation manager of USAID Guatemala's "Alliances" project. He has been a consultant for various international organizations and has taught at universities in Guatemala, Canada, Chile and the United States. He publishes weekly opinion columns in local daily newspapers. He currently serves as Regional Economist for the United Nations International Fund for Agricultural Development.

Colombia Team



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Santiago Perry

Technical Secretary for the Colombia RDG

Holds degrees in industrial engineering and economics from the University of the Andes (Colombia). Has worked in various government agencies and private enterprise and as a consultant on various public policy initiatives related to the rural sector, agricultural development and agricultural economics. In the public sector, he has worked as vice minister of agriculture, general manager of the Colombian Agriculture and Livestock Institute (Instituto Colombiano Agropecuario, ICA) and adviser to the ministries of Agriculture and Foreign Trade and the National Planning Department. In the private sector, he has worked as general manager of the National Coffee Company, the Colombian Cacao Company (COLCACAO) and PBEST Asesores Ltda. Currently serves as executive director of the Corporation for Participatory and Sustainable Development of Small-Scale Rural (Corporación PBA).



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Álvaro Montes

Support for Communications and Systematization of the RDG

Social communicator specializing in the use of ICTs for adult education. Has worked with the Corporación PBA for ten years in the implementation of participatory communication strategies for the rural sector and the systematization of the organization's methodological experience.

El Salvador Team



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Ileana Gómez Galo

Technical Secretary of the El Salvador RDG

Holds a degree in sociology from José Simeón Cañas Central American University (UCA) in El Salvador and a Master's in social sciences from FLACSO Mexico. Doctoral studies in sociology at the University of Alicante. Has worked in the Salvadoran Environment Ministry and has taught in undergraduate and Master's programs at the University of El Salvador and José Simeón Cañas Central American University (UCA). Has worked at the PRISMA Foundation since 1999 as principal investigator and a member of the team of directors.



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Leonor González
Coordinator of Technical
Communications Systems

Has worked at the PRISMA Foundation since 1994 and is currently responsible for contributing to development of the organization's outreach at the local, national, Central American and international levels, using various forms of communication, such as publications, events, meetings, Web site, etc.



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Wilfredo Moran
Researcher

Agronomist and social studies professor at Andrés Bello University, with a Master's in new technologies applied to education from the Graduate University Institute (Instituto Universitario de Post Grado) (universities of Barcelona and Alicante and Carlos III University in Madrid). Holds an agronomy degree from the National School of Agriculture (Escuela Nacional de Agricultura, ENA), with graduate studies in environmental education, sustainable tourism management and permaculture. Has served as a professor of technical agricultural education, rural extension agent, environmental educator and facilitator of territorial management processes. Currently works at PRISMA as researcher-facilitator.



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Andrea Ayala
Assistant to the Research Team

Licenciada en Relaciones Internacionales, Holds a licentiate in international relations from Francisco Gavidia University. Performed her social service at the Brazil-El Salvador Cultural Center and Save the Children. Holds a Central American associate's degree in civic education in human rights, democracy, gender equity and social integration, and participated in the 2015 Glasswing International Debate Camp. Currently serves as assistant to the research team at the PRISMA Foundation.

Ecuador Team



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Ney Barrionuevo

Technical Secretary of the Ecuador RDG

Agronomist with degree from the Institute of Agricultural Sciences (Instituto Superior de Ciencias Agropecuarias) in Havana, Cuba. Specialist in analysis and strategic planning of agriculture market chains and the design and implementation of inclusive business plans and public policies for the agriculture and livestock sector. Has served as manager of the INCLUSYS consulting firm, South America director of the Netherlands Development Organization (SNV), country director in Ecuador and Bolivia and chief of portfolio in Guayaquil, coordinator of the Alliance for Learning in Market Chains (Ecuador), director of the Information Service and Census of Agriculture and Livestock Production project (SICA-World Bank), general coordinator of MAGAP Advisory Councils on Agriculture and Livestock Market Chains, coordinator of information program for small-scale producers/Rural Radio Network (SICA-World Bank), consultant for the Reorientation of the Agriculture and Livestock Sector project (MAGAP-AID), and a functionary in the Social Welfare Ministry's Rural Development Secretariat (SEDRI). Serves as director of the Rimisp office in Ecuador.



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Eugenia Quingaísa

Assistant to the Technical Secretariat

Holds a degree in economics from the Pontifical Catholic University of Ecuador. Has worked as a consultant in the agriculture, promotion of production and rural development sector. Was productive development adviser to the Metropolitan District of Quito, adviser on Paperwork Simplification Projects in the Ministry of Coordination of Production, Employment and Competitiveness (MCPEC), and project manager for the MCPEC's Emprendecuator Program. Has worked in international agencies such as the Netherlands Development Organization (SNV) in Ecuador, the Inter-American Institute for Cooperation on Agriculture (IICA) in Ecuador, the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Population Fund. She was project director for the Governance and Political Leadership Program of the IDE School of Government. Currently serves as researcher at Rimisp-Latin American Center for Rural Development in Ecuador.



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Diana Proaño

Communicator for the Ecuador RDG

Holds a bachelor in social communication from the Central University of Ecuador, with specialization in cultural journalism. Her journalistic work has focused on political, economic, social and cultural coverage. In the area of organizational communication, she has designed and implemented communications policies for public and private entities, including the Civic Participation Corporation-Ecuador (Corporación Participación Ciudadana-Ecuador), the Professional Association of Architects of Pichincha (Colegio de Arquitectos de Pichincha), the "Zero Latitude" Quito Film Festival, and the Quito Metropolitan Appraisal and Cadastre Office. Currently works as a communicator at Rimisp.

Mexico Team



Gustavo Gordillo de Anda
Technical Secretary of the Mexico RDG

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Economist. Was advisor to the coalition of collective ejidos in the Yaqui and del Mayo valleys in Sonora, and founder of the National Union of Autonomous Regional Rural Organizations (Unión Nacional de Organizaciones Regionales Campesinas Autónomas, UNORCA), a network of more than 75 regional organizations. Visiting professor from 2006 to 2009 at the Workshop in Political Theory and Policy Analysis at the University of Indiana, directed by Nobel Prize in Economics winner Elinor Ostrom. Tinker Foundation professor in the University of Wisconsin-Madison's Department of Agriculture and Applied Economics, in 2015. Undersecretary of sectoral policy and consensus in Mexico's Agriculture and Water Resources Secretariat and undersecretary of Organization and Agrarian Development in the Mexican Agrarian Reform Secretariat. Director of rural development in the United Nations Food and Agriculture Organization (FAO) and assistant director general and regional representative of the FAO for Latin America and Chile, in Santiago, Chile. Member of the advisory committee for strategic planning convened by the FAO director general in 2012-2014 and member of the committee of experts for the National Crusade against Hunger from 2013-2015. Has collaborated as associate investigator of Rimisp since 2014.



Isaí González Valdez
Assistant Secretary of the Mexico RDG

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Holds a bachelor in philosophy, political science and public administration, a Master's in political studies and a doctorate in political and social sciences from the National Autonomous University of Mexico (Universidad Nacional Autónoma de México, UNAM). Specialist in the design, implementation and evaluation of public policies, institutional management regional development and political analysis. Has worked as a consultant for government agencies and non-governmental organizations, such as Sedesol, Sagarpa, Sederec, Cdpim, INCA-Rural, EVALÚA-DF, IICA-Mexico, Proterriorios and Rimisp, among others. Currently collaborates with the UNAM Economic Research Institute on projects related to promotion of development.





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Lourdes Rudiño

Communications Coordinator for the Mexico RDG

Studied journalism at the Carlos Sep-tién García Journalism School in Mexico City and has worked as a journalist for nearly 30 years, mainly covering rural, agricultural and livestock, and food issues. She currently is a member of the editorial council and committee of La Jornada del Campo, a monthly publication of the La Jornada newspaper. She has served as communications coordinator for the Rimisp office in Mexico since 2014, when the office opened.



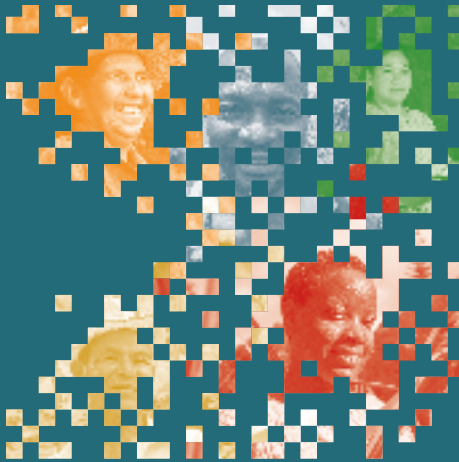
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Santiago Ruy Sánchez de Orellana

Assistant to the Technical Secretariat of the Mexico RDG

Holds a bachelor in social anthropology from the National School of Anthropology and History (Escuela Nacional de Antropología e Historia, ENAH) and a Master's in political science from The College of Mexico (El Colegio de México, Colmex). He has worked on research related to territorial conflicts and changes in rural areas, inter-governmental coordination, multicultural education and participatory tools for development. He has been full and adjunct professor in ENAH's undergraduate program, an outside consultant to the United Nations Food and Agriculture Organization (FAO), an analyst at the Inter-American Institute for Cooperation on Agriculture (IICA) and editor in the Indigenous Education Office of Mexico's Public Education Secretariat (SEP). He also was a fellow at the Center for Research and Higher Studies in Social Anthropology (Centro de Investigación y Estudios Superiores en Antropología Social, CIESAS) and had a research fellowship at the Graduate Institute of International and Development Studies in Geneva, Switzerland.





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