

Moving forward

# **Master in Rural development and Sustainable Management Project Planning**

## ***Rural/Local Development Project Management: competence baseline***

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**4st LESSON: Contextual Competences**



# Contextual Competences

- The scope of contextual competence describes competence elements related to the context of a project for project management
  - This scope covers the competence of the director-manager
    - To deal with the managing organization on-line and
    - To be able to function in a project-focused organization.
- ICB includes **11 contextual competence elements.**

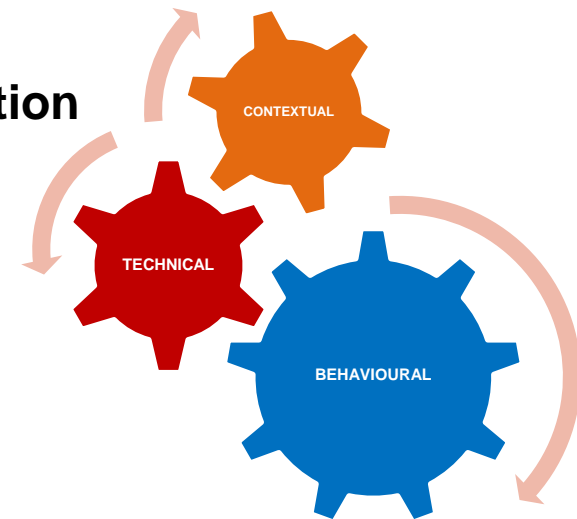


# Contextual Competences

- This range covers the project management competence in managing relations with the permanent organizations and the ability to function in a project focused organization.

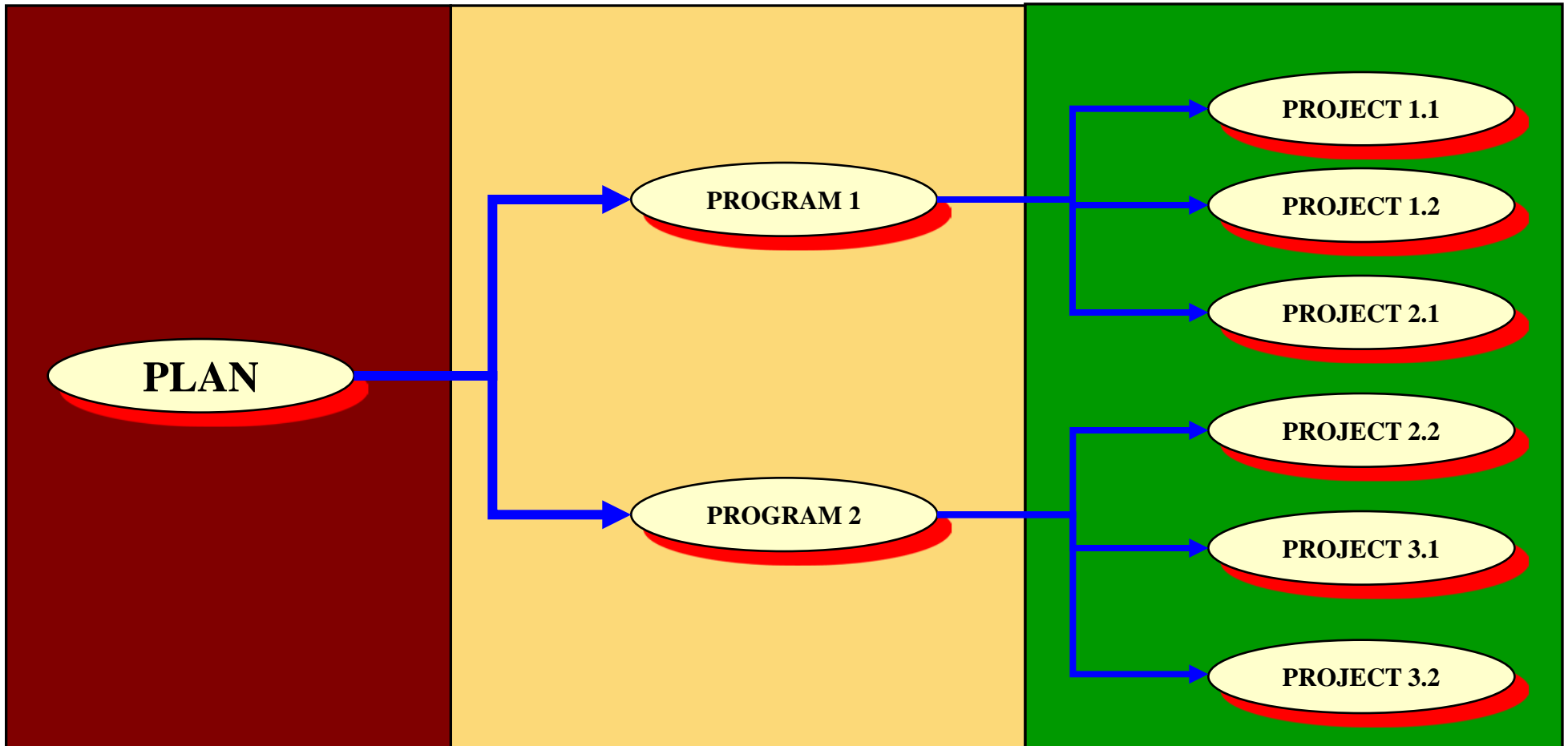
–The ICB contains **11 CONTEXTUAL COMPETENCE ELEMENTS**

- » **3.01** Project orientation
- » **3.02** Program orientation
- » **3.03** Portfolio orientation
- » **3.04** Project program & portfolio implementation
- » **3.05** Permanent organization
- » **3.06** Business
- » **3.07** Systems, products & technology
- » **3.08** Personnel management
- » **3.09** Health, security, safety & environment
- » **3.10** Finance
- » **3.11** Legal



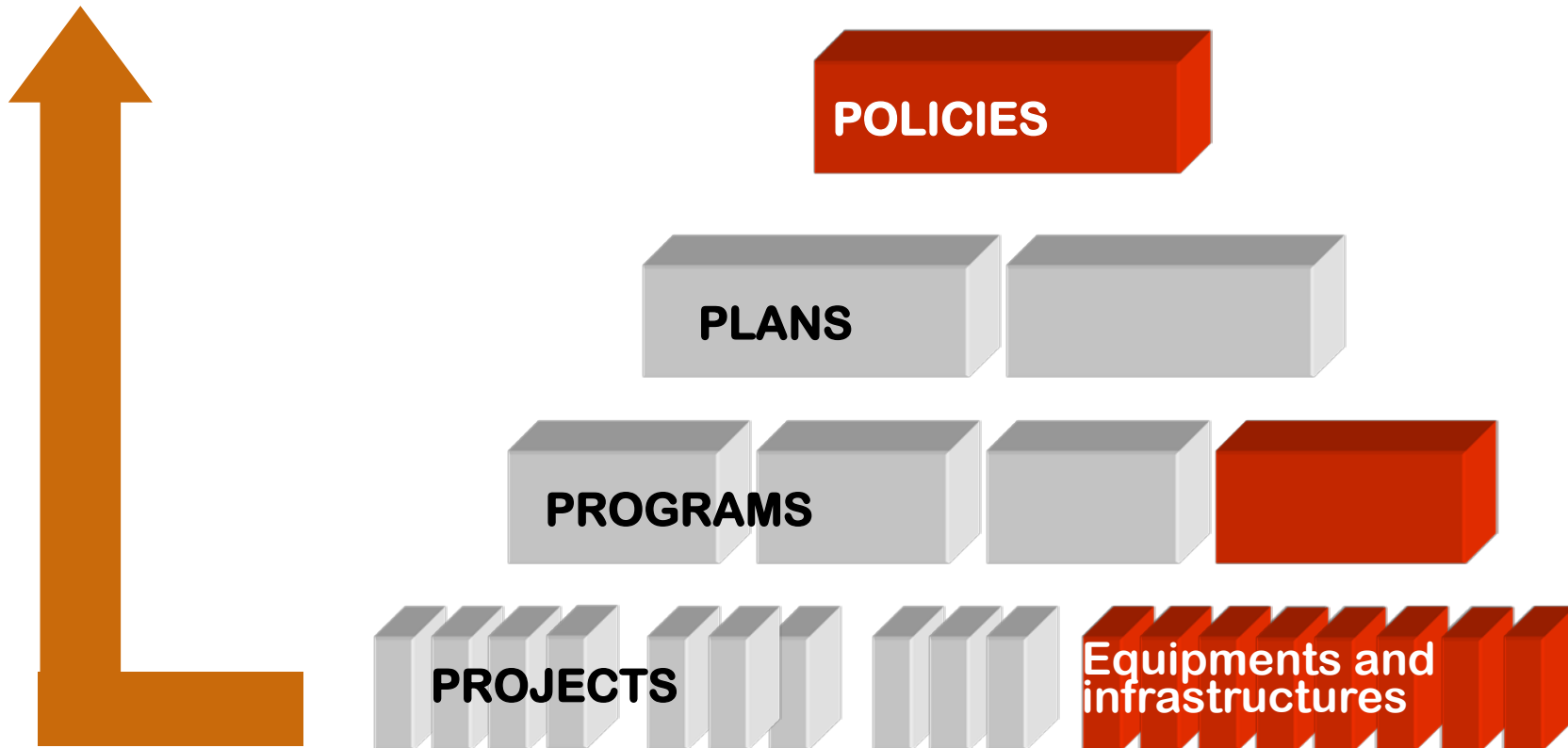
# 3.01 Project orientation

## 3.02 Program orientation

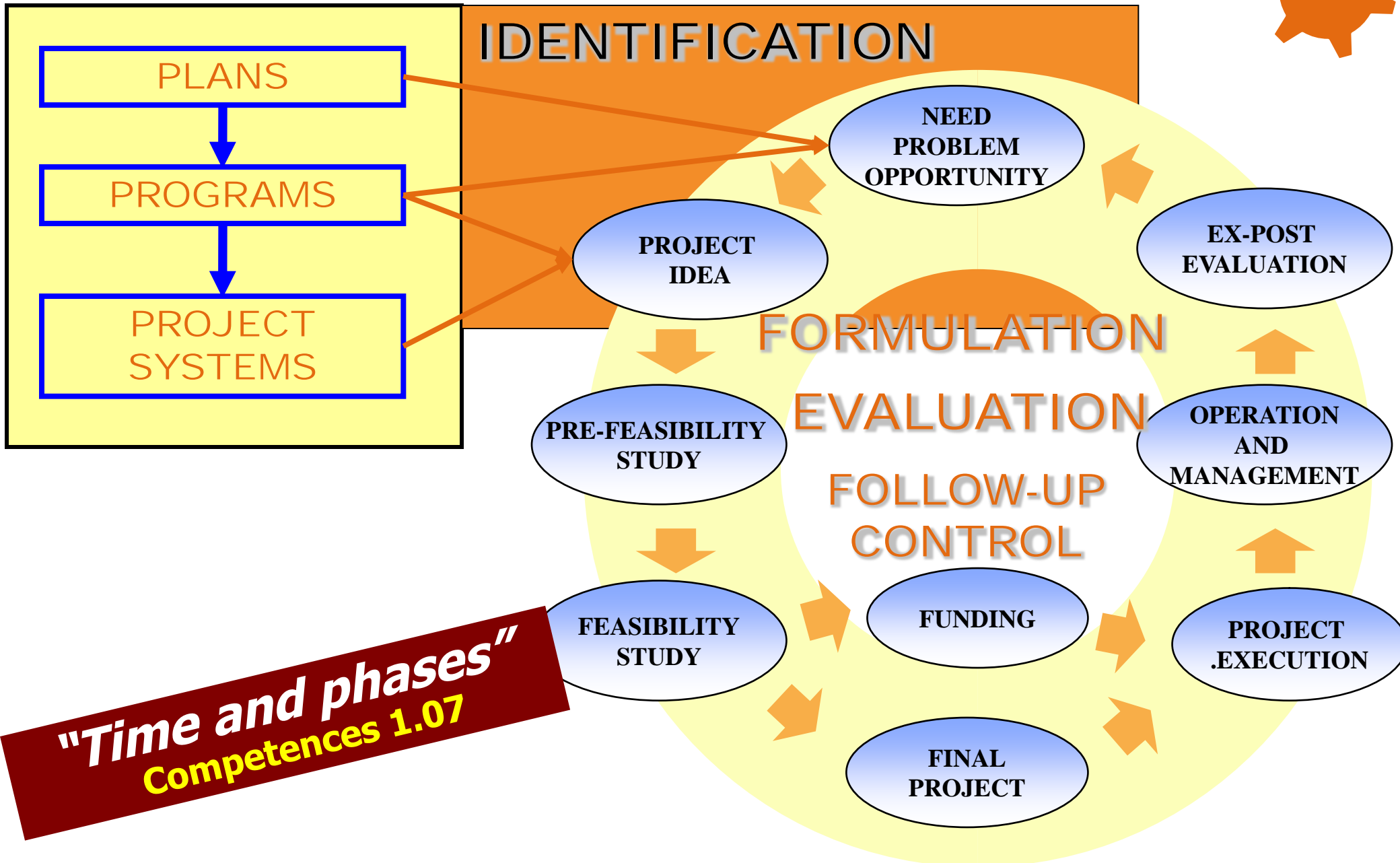


# 3.01 Project orientation

## 3.02 Program orientation



# 3.02 Program Orientation



# 3.01 Project orientation

## 3.02 Program orientation

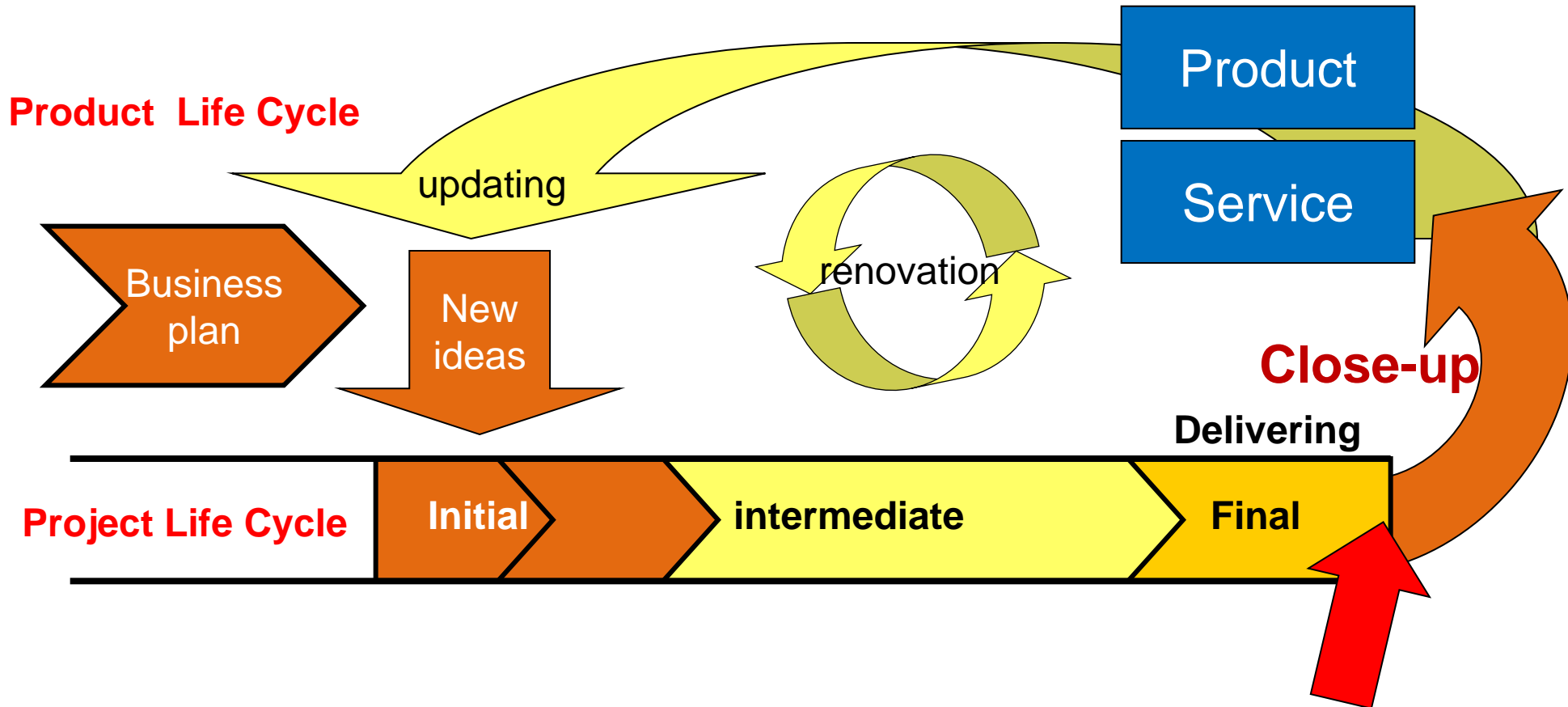
### 3.03 Portfolio orientation

	<b>Project</b>	<b>Programme</b>	<b>Portfolio</b>
The goal of a	is to produce deliverables	is to achieve strategic change	is to coordinate, optimise and align with strategy
Vision and strategy	are related through the business case of a project	are realised by a programme	are aligned to and monitored in the portfolio
Business benefits	are largely excluded from a project	are largely included in a programme	are largely excluded from the portfolio
Organisational change	is often excluded from a project	is usually included in a programme	is excluded from the portfolio
Time, costs	are defined in the business case and are manageable in a project	are roughly defined within the strategy; are broken-down to individual projects within the programme	are based on priorities and strategic targets in the portfolio

Source: IPMA, CB

# 3.04 Project program & portfolio implementation

**Project Life Cycle** and Product Life Cycle:  
*Typical phase sequence in a life cycle*





# 3.04 Project program & portfolio implementation

## LEADER implementation process in the EU

NEGOCIACIÓN

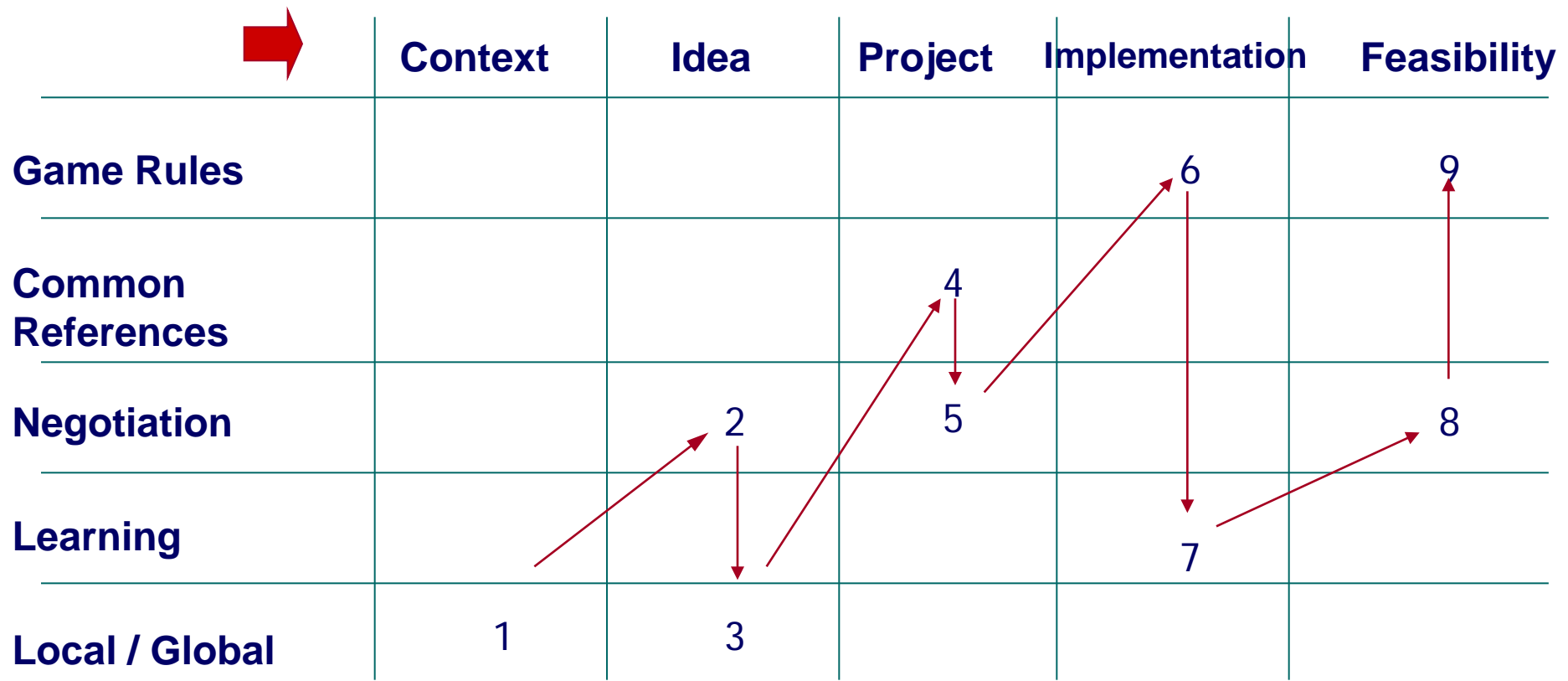


PLANNING



# 3.04 Project program & portfolio implementation

## Project implementation process: collective dimension



Example : "Or Verde del Magnoac"

# 3.04 Project, Program & portfolio implementation

## LEADER implementation project in the EU

### RURAL TOURISM PROJECTS

- ✓ Tourist signage
- ✓ Spas, pools, swimming
- ✓ Hiking
- ✓ Equestrian Leisure, horseback riding, stables, barns
- ✓ Canoeing
- ✓ Rehabilitation of monuments
- ✓ Published material of historical, artistic
- ✓ Tourism SMEs
- ✓ Regional fairs and tourism
- ✓ Promoting tourism, guides, brochures
- ✓ Tourist Information Office

19 Señalización Turística

20 Balnearios, piscinas, natación

21 Senderismo

22 Ocio Ecuestre, equitación, caballerizas, establos

23 Piragüismo

24 Rehabilitación monumentos

25 Publicación materiales de interés histórico, artístico

26 PYMES turísticas

27 Ferias regionales y turísticas

28 Promoción turística, guías, folletos, materiales

29 Oficina Información Turística



## 3.04 Project, Program & portfolio implementation

### CONSERVATION AND ENVIRONMENTAL IMPROVEMENT

- ✓ Waste Disposal and Recycling
  - ✓ Revitalization of degraded natural landscapes
  - ✓ Protection and enhancement of natural resources and landscape endogenous
  - ✓ Research / evaluation of endogenous resources for exploitation
  - ✓ Revaluation of cultural heritage
  - ✓ Use of environmental resources for sustainable tourism
  - ✓ Actions for the recovery of elements of local culture
- ✓ *Eliminación y reciclaje de residuos*
  - ✓ *Revitalización de parajes naturales degradados*
  - ✓ *Protección y valorización de los recursos naturales y paisajísticos endógenos*
  - ✓ *Investigación/evaluación de recursos endógenos para su aprovechamiento*
  - ✓ *Revalorización del patrimonio cultural*
  - ✓ *Empleo de recursos medioambientales con fines turísticos de manera sostenible*
  - ✓ *Actuaciones destinadas a la recuperación de elementos de la cultura local*

## 3.04 Project program & portfolio implementation

### LEADER implementation project in the EU

#### SMEs, Industry and Services

- Business incubators (ships)
- Carpenter
- Cutlery
- Glassware
- Printing
- Furniture factory
- Blacksmithing and metal industries
- Masonry, stone
- Textile Industry
- Corkboard
- Plasticization
- Factory closures
- Craft SMEs
  - Video Production
- Bakery & Confectionery
  - Fire Extinguishers
- Construction activities
- Electricity generation
  - Slaughterhouses
- Agricultural machinery
  - Repairing vehicles
    - Hairdressing
    - Tailoring
  - Broadcasting station
- Cleaning municipal waste management
- Rehabilitation services
- Attending trade fairs and exhibitions
  - Food Trade
- Trade miscellaneous, itinerant trade

# 3.04 Project program & portfolio implementation

## LEADER implementation project in the EU

### AGRICULTURAL PRODUCTION IMPROVEMENT

- ✓ horticultural products
- ✓ Aromatic and medicinal plants
- ✓ Mushrooms, mushrooms, truffles (crops)
- ✓ Mushroom (processing, canning)
- ✓ Seasonings factory
- ✓ Saffron
- ✓ Feed factory
- ✓ Cheese and dairy products
- ✓ Forestry
- ✓ Quail breeding
- ✓ Snail Breeding
- ✓ Breeding rabbits
- ✓ rabbit farms
- ✓ Fur Dryers
- ✓ Industry cold cuts, sausages
- ✓ Bottling oil mills
- ✓ Bottling of wine, wineries
- ✓ Appellations marks
- ✓ Promotion of local products
- ✓ Productos hortícola
- ✓ Plantas aromáticas y medicinales
- ✓ Champiñones, setas, trufa (cultivos)
- ✓ Champiñón (procesamiento, conservas)
- ✓ Fabrica Aderezos
- ✓ Azafrán
- ✓ Fábrica Piensos
- ✓ Quesos y productos lácteos
- ✓ Actividades Forestales
- ✓ Cría de perdices
- ✓ Cría de caracol
- ✓ Cría de liebres
- ✓ Explotaciones cunícolas
- ✓ Secaderos de Pieles
- ✓ Industria chacinera, embutidos
- ✓ Embotelladoras de aceite, almazaras
- ✓ Embotelladoras de vinos, bodegas
- ✓ Denominaciones de origen, marca
- ✓ Promoción de productos locales

## 3.04 Project program & portfolio implementation

### CONSERVATION AND ENVIRONMENTAL IMPROVEMENT

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## 3.05 Permanent organization



- Each **community** is defined by its goal and it obeys **specific rules**, but the beginning, the subject and the purpose of every social institution is, and must be, the **human person**.

**"Permanent organizations"**  
**Contextual competence 3.05**





## 3.05 Permanent organization



### Group of Local Action (GAL)

European Regulation obliges that GAL is formed by a group of balanced and representative partners of the different socio-economical areas of territory.



## 3.05 Permanent organisation

- **Creation of partnerships from local organizations: Groups of Local Action (GAL)**
  - As in many parts of Europe, one of the especially original aspects leading to a **revolutionary innovation** was the creation of **partnerships** as local government **structures** aimed at generating projects stemming from the rural communities themselves (Cazorla et al., 2005).
    - » *This is a strategic element that from the outset it was considered essential to mark the differences of the LEADER **project management model** in relation to other rural development programs.*

## 3.06 Business

- A business is an industrial, commercial or professional operation involved in the **provision of goods or services.**
- It applies to for-profit and non-profit organizations.
- It includes the information the parties need to ensure issues are **properly addressed** and that **the results of projects, programs and portfolios are appropriate for business needs.**



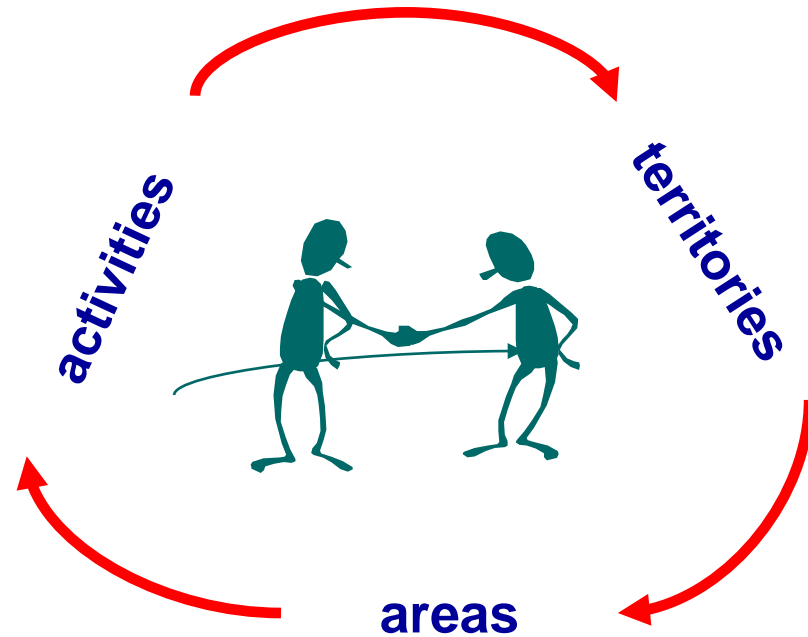
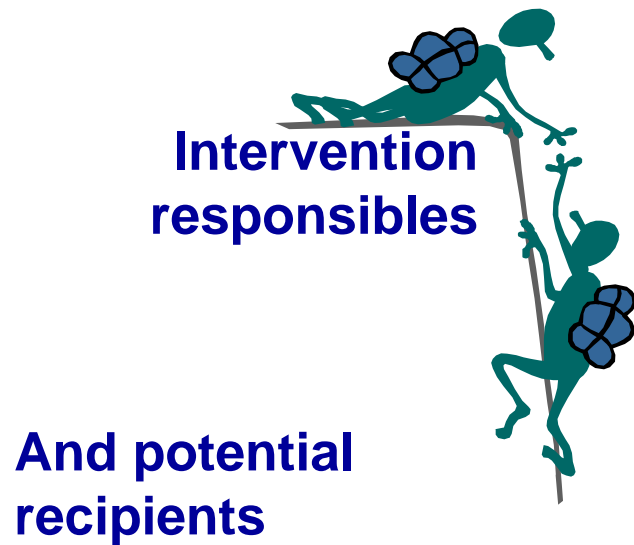
# 3.06 Business



## LEADER Business

An original approach

### Linking

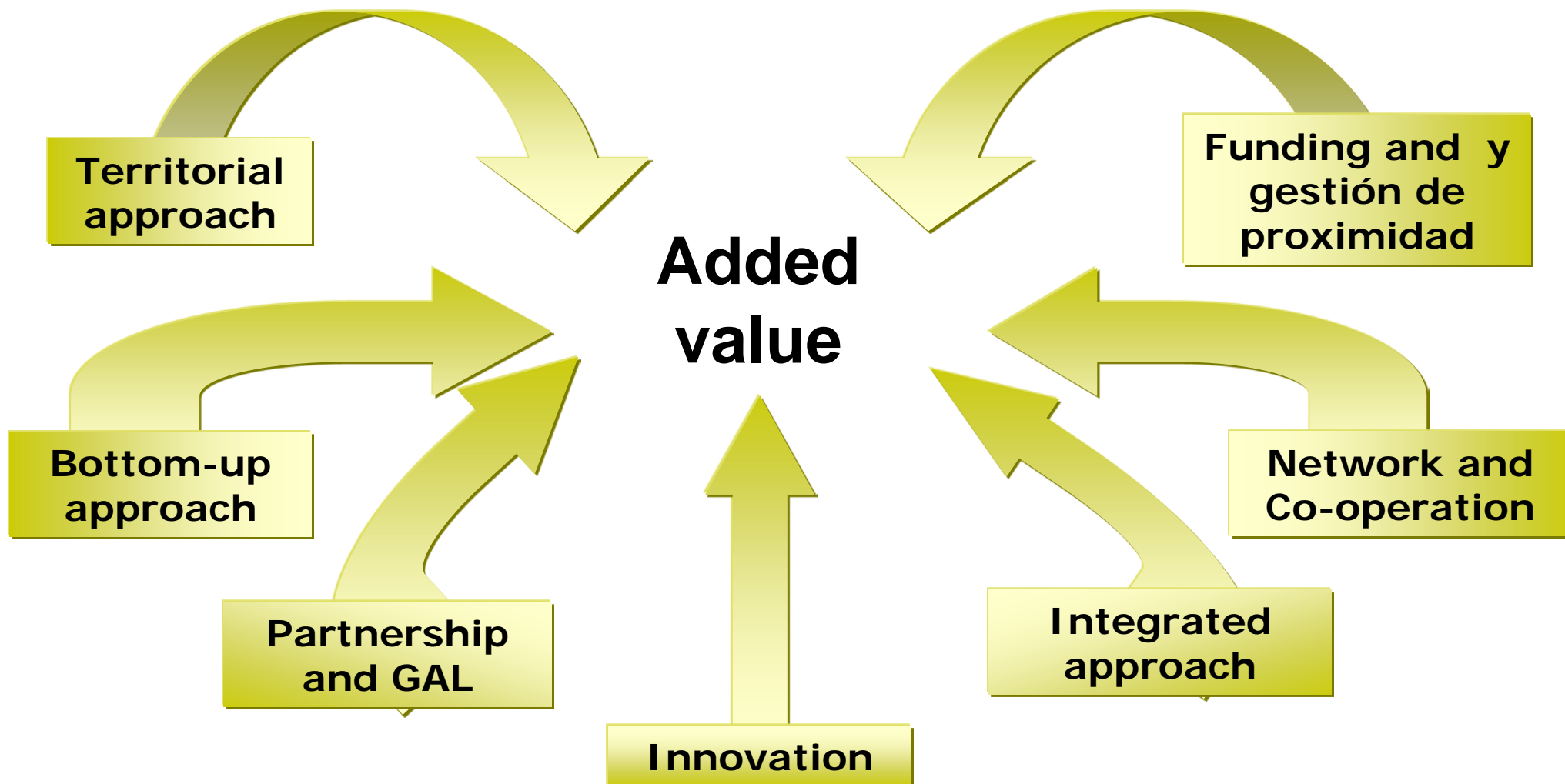


## 3.06 Business

## 3.07 Systems, products & technology



Are suitable the projects for the business needs?



## 3.08 Personnel management



### Technical team

Technical team usually consists of a manager, technical staff and administrative officers.



## 3.09 Security, health and environment

- The project not only uses economic and human resources but also **environmental ones**. It requires from a project managers an attitude an spirit so that environmental effects and impacts are considered as design parameters (Ramos, 1993).
- This element covers all activities during:
  - A project planning phase
  - Its implementation
  - The life cycle of delivered product and
  - Its removal and destruction.

## 3.10 Finance

## 3.11 Legal

# Funding and proximity management challenges

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## Conciliate

### Simplification

(intervention mechanisms)



### Transparency of Responsibilities

(in the management of public funds)

### Proximity

(with recipients)



### Responsibility and control

(of funding) (independence of recipients required)

### Decentralization



### Respect for national administrative traditions

(decentralization degree depends on administrative traditions)



## 3.10 Finance

## 3.11 Legal

- **FUNDING AND MANAGEMENT OF PROXIMITY**

- The **financing** and local management of the LEADER Project Management model allow decentralization of decisions, thus giving content and presence to partners (Cazorla et al., 2005).

- **Municipal Councils for Sustainable Rural Development** should be "*instances for the participation of producers and other agents of rural society in the definition of regional priorities, planning and **allocation of resources** that the federation, states and municipalities allocate to support productive investments and sustainable rural development*" (DOF, 2001 México) .

- The value of **funding** the GAL projects was variable according to the allocation policies of each state,

- » **public investment** (71%)

- » **private investment** from partners of companies (30 %)

## 3.10 Finance

## 3.11 Legal

- **STRUCTURING, LEGALIZE AND FORMALIZING PARTNERSHIPS**

- The implementation of the Project Management model has succeeded in structuring, legalize and formalizing partnerships in different regions, according to the model's own criteria,
  - » incorporating 1929 partners as active agents of rural development.
  - » The Amatlán GAL has the largest number of members (1010) followed by Texcoco GAL (428).

## 3.11 Legal

- The major issues on **safety, health and environment** are covered in the projects by **regulations**, defined standards and operation procedures to minimize the **risk** to a level considered **acceptable** by the organization, the public, the legal system, the operators and others.
- **Permanent Organizations**
  - The implementation of the Project Management model has succeeded in **structuring, legalize and formalizing partnerships** in different regions, according to the model's own criteria

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