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Social Learning in the Case of the Implementation of the Leader Model in Mexico

Working with People: Planning
Experiences in Latin America and
Europe

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"Working with people"

Un método de éxito para el desarrollo



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CASE STUDY

Chapter 8. Social Learning in the Case of the Implementation of the Leader Model in Mexico.

The third case study in Latin America which is presented in this chapter takes place in the Republic of Mexico, in a sub regional environment and it centered on a series of activities focused on different internal administrative units, which correspond to the local Spanish context environment that is presented in the previous case. The case is developed through collaboration between the Rural Planning and Projects Department (DPPR) the Polytechnic University of Madrid (UPM) and the Postgraduate College (CP).

8.1. Presentation

The case that is presented coincides with the execution of an investigation project in collaboration with the two already mentioned institutions and financed by Spanish cooperation through AECI. With this project, it is intended to start a joint investigation to apply and validate a new focus of development planning in Mexico through the adaptation of the LEADER model through pilot strategies to different territories in Mexico linked to the influence areas of the Postgraduate College Campus (Texcoco, Puebla, Córdoba, Veracruz, Tabasco, Campeche, and San Luis Potosí).

The LEADER model is understood as the rural regional model developed in the European Union alongside the execution of this communal initiative during the period from 1991 to 2006.

It is important to point out that Spain is a country with different characteristics to Mexico and for which the investigative groups of the CP and the UPM have been focused on identifying only the phases, techniques, and tools that are adjusted to the rural sector of Mexico. The investigation is also focused on analyzing those Characteristics of the model that are different in both countries and to propose an adaptation model for the experiences obtained in the European environment so that they valid in Latin America and by a particular manner in Mexican reality.

Next, the history of the LEADER program is presented briefly showing its different stages versus the programs and politics of Rural Development in Mexico with the purpose of distinguishing the similarities and differences of the initiatives.

8.2. Case study Context

The LEADER I initiative started to be applied in Spain on the 1st of January 1992 through 52 local action groups that developed the programs of integrated rural development until the 30th of April 1994. *The National Institute of Reform and Farming Development (IRYDA)*, functioned as an intermediary organization between the local initiatives and the financing entities of rural development projects. Since December 1991 its efficient management began allowing: coordination in the interventions of structural funds, flexibility in financing flow towards the groups and a unification of criteria into a model that constitutes an innovation and an experience in the Spanish territory.

After two years of functioning it was observed that the organization of the local action groups meant assertive associative formulas due greatly to the participation of socio-economic agents, as they had adequately complied with the community criteria, creating a dynamic participation of the people and of the economic and social agents of the rural zones in the diagnostic of the territory in the strategy to be developed and in the selection of projects.

The European Economic Community evaluated the mentioned initiative and the results of this first stage were:

- The integration of the local level (public and private) in the rural development politic, meaning, a global focus on development allowed the integration of the multi sectorial process in all the means, resources, and instruments.
- Strong mobilization of the economic and social agents and increase participation and sensitization of the people in the development process in the zone and in the search of solutions for local problems.
- Diversification of the local economy and improvement of services, which permitted maintaining and creating jobs.
- Consideration of the environmental problems in the local development strategy.
- Important answers from private capital to stimuli of public financing.
- Taking into account the necessity of mutual learning and cooperation with others.
- Disclosure of work and interchange methods of innovative projects.
- Important results were found in the investment in zones where the LEADER initiative was applied despite that these zones were characterized by the absence of business dynamics.

The projects that were supported were focused on: support to rural tourism, support to small companies, handicraft and local services, the valorization and commercialization of local farming products, this means 89% of the total investment, among others.

It is important to emphasize that the rural tourism sector acquired an important meaning in the stage of the initiative as the programs, 52.5% of the investment and 40.3% of the number of projects, confirmed the importance of this sector in the rural environment as an alternative source of activity and generation of employment, as an answer to the demand of recreation and nature of the urban people and demonstrating the existing potential in the rural Spanish zones.

83% of the total of projects helped was the investments of production, in comparison to 17% that did not generate income and that had been mainly technical support, promoting initiatives and small infrastructures and other activity support.

The monitoring and evaluation of this Initiative were the responsibility of the National Monitoring Committee, which was formed by the EU Commission, the National Administrations (Central and Autonomic), the local action groups, as the responsible Authorities of Structural Funds in Spain.

It is important to mention that the LEADER I initiative, above its economic results, it took on the start of a new rural approach that allowed many zones to start rural development actions from a global perspective, giving place, in many cases, to an important demonstration effect.

When the local action groups adequately functioned and were capable of creating a development dynamic, some local structures of encouragement and association were constituted into a true reference point in relation to the rural development of the zone.

Other important positive aspects that should be emphasized are:

- A strong mobilization of the private capital.
- Emergence of multiple innovative projects.
- Diversification of the local economies.
- Consideration of the environment as the strategic center for development.
- Greater identification of the population with their territory.
- Creation of a dynamic of mutual learning and sharing of experience and innovation with other groups, institutions and Member States of the EU.

8.2.1. LEADER II initiative.

In 1994, the EU Commission authorized the LEADER II initiative (Communication 94/C180/12). The Commission recognized that, independent of the diversity in the rural zones in the Community, the greater part of these would be affected in different levels like the creation of work and agricultural activity, the abandonment of the rural setting by the young, the increase of rural unemployment and the number of people in poverty, greater isolation by the disappearance of the determined services to the companies and to the people and the causes to the environment, events that reduce the attraction of the rural world.

It is admitted that the responsible institutions and rural development agents coincide with the fact that the rural world is suffering an important mutation and must look for new focuses, new development forms and new activities that unite the different parties.

From the development of the analogous measures of LEADER I, in LEADER II it is aimed to promote innovative activities carried out by the local agents in all of the sectors of the activity in the rural area and provide experiences in the entire European Community in such a way that the support for an example are privileged, the Commission proposed a series of innovation topics like:

- Preventative means of the effects of the common political reform including the environmental and renewable energy aspects.
- Application of new information technology and communication in the rural environment.
- Creation of adapted services to the low density of the population, including conceptualization and commercialization of new products and services.
- Creation of jobs in the rural world, a concept that would include the introduction of people with difficulties and
- The creation and cultural diffusion in the rural environment as a factor of local identity and touristic supports, amongst others.

LEADER II was organized through the following categories of final beneficiaries:

- Local action groups in the sense of definition collected by LEADER I, meaning, a joint team of public and private speakers that define a strategy or innovative

measures for development (or an aspect of the development) of a local dimension territory.

- Other collective agents, whenever their actions were subject based.

In this perspective, the initiative was proposed to encourage the following measures and actions:

- Acquisition of capability
- Rural Innovation Program.
- Technical support for rural development.
- Formation and credits for recruiting.
- Rural tourism.
- Small companies, handicraft, and services.
- Valuing and commercialization.
- Conservation and improvement of the environment

The LEADER II initiative supported 132 local action groups and benefitted potentially 40% of the Spanish community 45% of the national land area and 4.7 million people. The final financing programmed in LEADER II counted on the contribution of the FEDER, FEOGA, FSE funds and corresponding to the National Administrations.

The rural development initiative, LEADER, based its activities on the objectives related to a sustainable rural development. The measures of rural development accompany and serve as a complement to other instruments of common farming politics. These measures were integrated into those of promotion of development and structural adjustment of the lesser developed regions (Objective nº 1) and accompany the support measures to the economic and social reconversion of the zones confronted with structural difficulties (Objective nº 2). It aimed to help the agents of the rural world to reflect on the potential of its territory, promoting the application of original strategies of sustainable development, quality, applied by Local Action Groups and destined for experimenting new forms of:

- Valuing of natural and cultural heritage.
- Improvement of the economic environment with the purpose of contributing to the creation of jobs.
- Improvement of the organization capacity in the rural communities.

Also, the exchange of achievements, experience, and knowledge between the LEADER parties is an indispensable priority in the development of the Initiative, and therefore these ideas must be achieved:

- The impulse of the cooperation between territories and obtaining transferable results.
- The information and learning of territorial rural development.

8.2.2. The LEADER+ Initiative

This initiative is developed through 17 regional programs (one for each Autonomic Community), a national program and was justified by the Characteristics of the Spanish political organization that counts on a decentralized autonomic structure. The autonomic communities are: Andalucía, Aragón, Asturias, Baleares, Canarias,

Cantabria, Castilla-La Mancha, Castilla and León, Cataluña, C. Valenciana, Extremadura, Galicia, Madrid, Murcia, Navarra, País Vasco, and Rioja.

In Mexico it is aimed to adapt to the methodology of the different stages of the LEADER initiative and develop its application in six pilot zones.

8.3. General Characteristics

The general objective of the project is to start a joint investigation to apply and validate a new focus of the planning of the development in Mexico through the adaptation of the LEADER model through pilot strategies to different territories of Mexico linked to the areas of influence of the Postgraduate College Campus (Texcoco, Puebla, Córdoba, Veracruz, Tabasco, Campeche and San Luis Potosí). From a specific way this objective is made definite in:

- Facilitating coordination and realization of the joint investigation works about the application of the rural European development model LEADER in Mexico in **seven pilot zones** related with the different campuses of the Postgraduate College. For this the DPPR will provide monitoring of knowledge and application of the LEADER scheme.
- Demonstrating with seven pilot investigations that deal with a development model that can be **inferred** to the rural Mexican context.
- Carrying out an **adaptation of some of the current Politics** of the Ministries of the Mexican Government to the economic planning and development with the territorial focus of the LEADER model.
- Carrying out a **formulation of seven Regional Programs** of development through participative processes with the local agents and the federal, state, and community authorities.
- Carrying out the **formulation of a Framework Program or global LEADER in Mexico** integrating it with the seven pilot programs.
- Defining the **participation mechanisms** of the local agents and the speakers in relation to the planning of the development.
- Carrying out **training** and selection of managers of the Local Action Groups.
- Analyzing, together with the responsible **authorities and federal, state, and community institutions**, the adequate mechanisms for the **co-financing** of the Framework Program model, the **coordination**, the financing **management** system and the **monitoring** of the development model.
- Carrying out a **diffusion** of the model before the national, regional, and local authorities, possible beneficiaries and to the public in general. The start will have two stages, the start of the project at national level and the start of the local initiatives at state level.
- Analyzing the **put in practice** of a **territorial focus** like that of the LEADER model in Mexico. Analyzing its advantages in respect to a sectorial focus in rural Mexico.
- Designing and apply a mode of **proximity management** that is adapted to the Mexican context and reconcile bureaucratic simplicity with precision in the management of public funds destined to the start of the LEADER model.
- Analyzing and validating the put in practice of a new **bottom-up approach** of the development applying participative techniques and mobilization for the formation of local associations in the form of Local Action Groups.

- Studying the image of the **Local Action Group** as an organizing and articulate element of the living strengths of the development in Mexico. Formation of the possible Local Action Groups that would manage the regional programs.
- **Comparative study between Mexico and Spain**, to understand the Characteristics of the application systems of the development politics.
- Analyzing the results of the application in an **integrated focus**, including the behavior of the agents in **innovation processes, the investigation of genre**, about the role of the rural woman, in the processes of development that are being implemented in Mexico.
- Creating an **information network** that shares the experiences that are being experienced in the application of the local initiatives.

8.4. Involved Actors

The case study that is presented is centered on a learning process between two main parties:

- Polytechnic University of Madrid through the Department of Rural Projects and Planning.
- Postgraduate College of Puebla through a team of selected investigators by a link with the target areas through its field activities and experience in the management of development activities.

In a second phase of development of the project, the circle of involved parties will be enlarged to include the people and groups that are identified in the diagnosis of the territory of each one of the selected regions to start a development initiative according to the Leader model. These parties will be the representatives of the civil society, of the business environment and of the public sector. The Leader model recommends that the participation of these three sectors of interests inside a local action group and the participation of a third party of the GAL being desirable.

The College of Postgraduates of Mexico (CP) is a decentralized organization for investigation and teaching, depend from the Agriculture Secretary of Livestock, Rural Development, Fishing and Feeding (SAGARPA) of the Federal Government. The CP has contributed to rural development through the realization of investigation activities and services directed to the solution of problems in relation to the planning of the development of Mexico from 6 Campuses located in the states of Campeche, Tabasco, San Luis Potosí, Puebla, Estado de México and Veracruz.

In 2002, the Polytechnic University of Madrid created the Unit of Sustainable Rural Development Innovation (DPPR) with investigation areas in the planning and management of the development for Europe and Latin America.

The applied investigations of the DPPR have contributed to the validation of the principles of the LEADER model in: the organization of the Local Action Groups, the participation of agents, and the application of planning under a territorial, ascending, integrated, and innovative focus.

The CP and the UPM have been working together since the year 2003 in the development of a Joint Doctorate about the Planning and Management of Sustainable Development Projects.

The CP has created work teams in each one of the regions that count on Campus, who have been formed in the Methodology of the LEADER initiative and are responsible for the development of six pilot zones, which are developed under the LEADER initiative in an effort to proportion the focus on the conditions in Mexico.

Image 8.1. Pilot Zones and Binding Activities:

State	Region	Binding Focus
Campeche	Northern Zone	Production of meat with groups of rural women
Estado de México	Hills	Valuing of floriculture
Tabasco	Dry Rivers	Production of organic cocoa
Veracruz	Central coastal plains	Sustainable use of hydric resources
Puebla	Snowy mountains	Valuing of fruit growing
San Luis Potosí	Western High Plateau	Valuing of the sustainable farming production

The central and methodological support will contribute the group of education and investigators of the College of Postgraduates formed as the planning team for the rural development of six pilot zones and monitored by the planning investigation group for the local rural development of the UPM.

Image 8.2. Work Teams of the LEADER Initiative in Mexico.

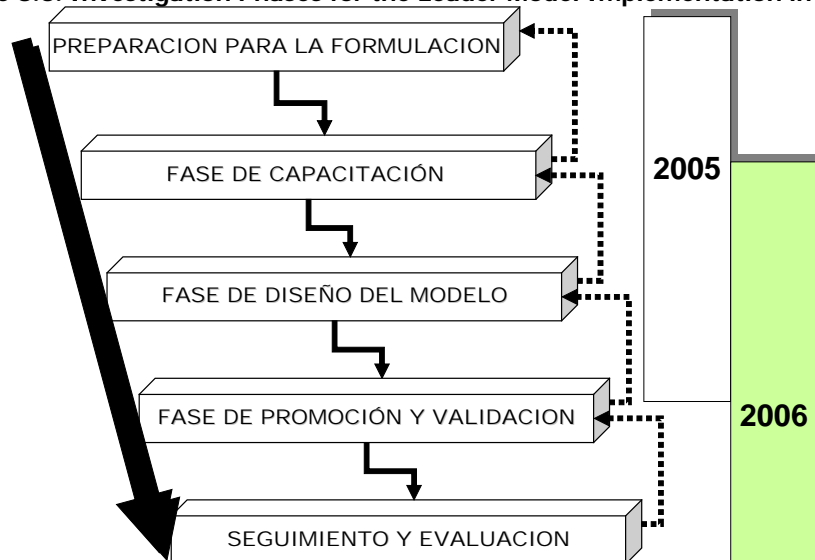
Planning team for the rural development of UPM	Planning team for the rural development of the CP	Work teams by region / CP
Dr. Adolfo Cazorla Dr. Ignacio de los Ríos Dr. Ignacio Trueba Dr. Eugenio Martínez Dra. Susana Martín Dr. Antonio García Dr. Javier García Dr. Germán Glaría	Dr. Benjamín Figueroa Dr. Leobardo Jiménez Dr. Antonio Turrent Dr. Néstor Estrella Dr. Miguel Sánchez Dr. Benito Ramírez	Campeche: M.C. Llado Montecillos: M.C. Roberto García M.C. Lilian Campos M.C. Ángela Fontes Tabasco: M.C. Ángel Martínez M.C. Hilario Becerril Dr. David Palma Veracruz: M. C. Carmen Álvarez Dr. Carlos Olguín Dr. Felipe Gallardo Puebla: M. C. Nicolás Pérez M.C. Yadira Bock M.C. Adrián Argumedo M.C. José Regalado M.C. José Isabel Olvera M.C. Ricardo Mendoza San Luís Potosí: M.C. Daniel Talavera Dr. Luís A. Tarango Dr. Javier García Dr. Jesús Méndez Dr. Juan Carlos Guzmán

8.5. Developed Processes

The developed methodology for the adaptation of the development model LEADER in Mexico involves three interrelated phases during two years):

- Training (mainly during the 1st phase in 2005)
- Design of the model (during the 1st phase in 2005)
- Presentation, validation, and start of the model (2005 and 2006).
- Monitoring and evaluation of results and impact (2nd phase 2006)

Image 8.3. Investigation Phases for the Leader Model Implementation in Mexico



8.5.1. First Phase: Training for a Group of Investigators of the CP of Mexico

This phase involves the training of a group of investigators of the CP in Spain for the team of the UPM for the formulation of a planning and management model for the development of 7 regions in Mexico.

This training was carried out mainly inside the Program of Joint Doctorate titled "Planning and management of Sustainable Rural Development projects"¹. During this phase of the project with the investigation has allowed the training of 11 CP investigators in the environment of the planning models, the processes of decentralization and the LEADER model, visualizing different development and planning experiences in the regional and local environment in Spain. This training has allowed the combined University team of CP-UPM to carry out the application of the following three tasks in the zone:

- Knowing the specifications and the functions of the Leader model in different regions of Spain.

¹ The Joint Doctorate Program UPM-CP of the Polytechnic University of Madrid was approved in the Doctorate Commission of the Department of Rural Projects and Planning on the 6th of July 2004 and counts on the Direction and Coordination of the Prof. Dr. Adolfo Cazorla of the Polytechnic University of Madrid. The local responsible person is Dr. Benjamin Figueroa of the College of Postgraduates of Mexico.

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- Choosing development indicators: territorial, economic, social and environmental.
- Carrying out the diagnosis of the situation of the zones.
- Defining local development strategies through participative processes with the agents, local, regional, and national institutions.



Investigation Group of the CP in a formation activity in collaboration with a Local Action Group of the LEADER initiative.

During this phase of training and combined work, 11 investigators of the CP of Mexico and teachers of the CP, as an activity within the Combined Doctorate Program “Planning and Management of Sustainable Rural Development Projects” participated in the IX International Conference of Engineering Projects (AEIPRO), inside of the specific session of Development Projects. During the conference some communication was presented in relation to the progress of the Rural Development projects.

The objective was to get the investigators to be capable of putting the acquired knowledge during the training phase into practice, developing an investigation document with the main results, conclusions and applications. This written work is considered valid to carry out the Diploma of Advanced Studies (DEA) in the 2nd phase of training, demanded when finishing their Doctorate studies.

8.5.2. Second Phase: Design of the Local Development Model: Program Framework and Territorial Projects

This phase was orientated towards the formulation of seven local development programs through participative processes with local agents and federal, state, and community authorities:

- Participation with the agents, consulting the speakers in relation with the program to define and validate a strategy.
- Formation of the Local Action Groups in the regions.

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- For each one of the pilot projects formulation of objectives, binding aspects of the development strategy and description of the measures and actions.
- Wording of final documents of the local strategies and of the coordination mechanisms at a central level of the CP of Mexico.



Dr. Néstor Estrella with the Investigator Group of the CP in one of the pilot regions of the LEADER project in the Puebla region.

For this, an evaluation was carried out of the local programs that would serve for the validation of selected territories, validation of the local Programs and Strategies; validation of the Local Action Groups, training and selection of the Local Action Group managers.

Also a Framework or global LEADER has been formulated in Mexico integrating all of the pilot projects, specifying:

- Objectives that are followed with the application of the strategy. Compatibility and coordination of LEADER with the other politics and development programs of the country.
- Description of the financial measures in the local initiatives. Elements and financeable actions by the Framework Program.

Image 8.4. Methodological Scheme of the Joint Investigation Project Between UPM and CP



Source: Self made.

During this phase in Mexico work teams have been formed in each one of the regions which count on Campus, who have been formed in the Methodology of the LEADER initiative and are responsible for the development in the six pilot zones. The political territorial division in Mexico is made up of 31 states and a federal district. Each state is made up of a number of communities, according to their territorial extension, in this context; six pilot zones have been defined to apply the model according to the LEADER initiative of rural development of the European Union.

The selection and location of the six pilot zones in the Mexican territory has been based on different aspects:

- Adequacy of the Political Division of the Mexican States which establishes the existence of states and communities.
- Maximum respect to the city council of the territories.
- Selection of the zones with a certain level of uniformity in terms of social, economic, political, and geographical structure agreeing to the parameters of the experience with the LEADER initiative and also considering a uniformity of dependence in respect to the primary sector; territory with a social homogeneity and self identity.
- Adjustment of territorial indicators of the zones in function with the experience in the regions of the EU. The selected indicators, after their suitability to the context of Mexico, have been: the presence of rural farming activities, disadvantaged or low level income communities, little technical assistance and a great possible of the application of technology developed by groups of investigators belonging to the Postgraduate College.
- Another aspect that has to do with the presence of the Postgraduate College in the regions is that it establishes areas of influence and support mechanisms for the rural zones of Mexico since 1959. In each selected state a Campus of the Postgraduate College exists that delimits an area of influence for this first phase of implementation of the model. The experience of the EU shows that the first studies of the new development model are especially important to guarantee the success of this.

Image 8.5. Selected Working Regions of the LEADER Initiative in Mexico.

Finally, the geographical and spacial representation of the different ecosystems is another factor that has been considered. For the validation of the model in geographically different territories, the zones have been selected considering physical criteria such as climate, soil, orography and culture. The selected pilot regions are located inside of the following bioclimatic regions: Tropical Humid (Tabasco), Warm



Humid(Campeche), Semi warm Humid (Veracruz), Mild Humid (Puebla and Estado de México); and, Dry(San Luis Potosí). This marks a physic, biological, technological, cultural, and political difference between the six states selected as work zones.

With these factors, the states where the six pilot zones are located for the establishment of the LEADER initiative are shown in the map.

The model also aims to apply itself to zones with population contrasts, so in some territories– like San Luis Potosí and Campeche- the population density is very low, while in other– Puebla and Estado de México – the density is high.

8.5.3. Third Phase: Promotion, Validation and Start of the Model

The specific objectives of this third phase are:

- Presentation of the model (Framework Program and its fundamentals) at the level of the Legislative Power.
- Presentation of the territorial Programs in the regions.
- Financing planning of the Framework Program in collaboration with the authorities of the federal, state, and community institutions, by priority centers and by financing sources.
- Criteria for the assignment of funds for the territories. Assignment of expected financing to each one of the selected pilot territories.
- Arrangements for financing management and monitoring, establishing responsible authorities.
- The territorial strategies at individual level.
 - The global functioning of the Program. Administrative rules, patterns and control procedures of the intervention operations.
 - Formation of the monitoring Committee.
- Consulting processes and participation in relation to the program.
- Launch and start of the program before the national, regional, and local authorities, possible beneficiaries and the general public.
- Arrangements for the monitoring and evaluation of the local programs and calendar.

8.5.4. Fourth Phase: Monitoring of the model and Results and Impacts Evaluation

This phase is orientated towards defining a local development model with the necessary arrangements for later monitoring and evaluation. In the same way, it intends to take advantage of the European experience of the Rural Projects and Planning Department of the Polytechnic University of Madrid in the monitoring and evaluation of the rural development model LEADER in the European Union and of development politics.

The following table shows the values of the different indicators considered for all of the territories. General, work, income, Service, and education information is mentioned. The use of the indicators allows us to see the relationship that exists between the different territories selected as pilot zones for the application of the model.

Image 8.6. Process Summary of the LEADER Initiative in Mexico.

Activity N°	Objective	Methodology
<p>Sección 1.01 1st Activity: Training of a group of teachers and investigators of the CP of Mexico in Spain</p> <p><u>Description:</u></p> <p>Start training about the processes of planning and management of the local development according to the model of the LEADER initiative. The training includes a conceptual reflection and methodology for the adaption of the LEADER development model to the context of the State of Mexico and to the uniqueness of the regions of Texcoco, Puebla, Córdoba, Veracruz, Tabasco, Campeche and San Luis Potosí.</p>	<p>Training in Spain for a group of investigators of the CP by a team of the UPM for the formulation of local programs in the 7 regions.</p>	<p>The training will be carried out in Spain, looking at different development politics and planning experience of the development in the local and regional environment of Spain.</p> <p><u>Responsible parties:</u> Spanish teachers of the Department of Rural Projects and Planning of the UPM and of the Postgraduate College of Mexico.</p> <p><u>Place:</u> Madrid, Malaga, different regions in Spain with the LEADER initiative.</p> <p><u>Beneficiaries:</u> teachers and investigators of the CP of Mexico. Local Action Groups. Local Governments and the people of the regions of Texcoco, Puebla, Córdoba, Veracruz, Tabasco, Campeche and San Luis Potosí.</p>
<p><u>Second Activity:</u></p> <p>Sección 1.02 Stay of directors of the Postgraduate College of Mexico in the UPM</p> <p><u>Description:</u></p> <p>Formalize the inter-university collaboration between the UPM and CP of Mexico.</p>	<p>Visualize the specifications of the LEADER model of Rural Development and other politics of Regional and Local Development by the directors of the CP.</p> <p>Formalize the institutional agreements and sign collaboration agreements for institutional strengthening for the applied investigation and the formation of Planning of the Sustainable Rural Development.</p>	<p><u>Responsible parties:</u> Teachers of the Department of Rural Planning and Projects of the UPM and of the College of Postgraduates of Mexico.</p> <p><u>Place:</u> Madrid. LEADER zones of Spain</p> <p><u>Beneficiaries:</u> People of the seven regions of Mexico. Academicians, students and investigators of both institutions (UPM and CP of Mexico).</p>
<p><u>Third Activity :</u></p> <p><i>Trip to Malaga to continue training of the investigators of the CP of Mexico and participate in the IX International Conference of Engineering Projects</i></p> <p><u>Description:</u></p> <p>Continuation of the training activities in Malaga, participating in sessions of the IX International Conference of Engineering Projects (AEIPRO), Sustainable Development section.</p>	<p>The investigators of the CP of Mexico present communication in the Conference that is included in their Book of Acts.</p> <p>The methodological reflections about the model are continued and the methodological patterns are synthesized in a first Framework Program that contains the main aspects for the implementation of the model in Mexico.</p> <p>Other local development experiences are looked at and known in the region of Andalucía.</p>	<p><u>Responsible parties:</u> Teachers of the Department of Rural Projects and Planning of the UPM and of the College of Postgraduates of Mexico.</p> <p><u>Place:</u> University of Malaga.</p> <p><u>Beneficiaries:</u> Investigators of the CP of Mexico inscribed during the academic course in 2004/05 in the Program of Joint Doctorate "Planning and Management of Rural Sustainable Development Projects".</p>
<p><u>Fourth Activity: Stay of teachers</u></p>		<p><u>Responsible parties:</u> Spanish teachers of</p>

Activity N°	Objective	Methodology
<p><i>and investigators of the UPM in Mexico.</i></p> <p><u>Description:</u></p> <p>Hold a seminar in Mexico for the investigators of the CP of Mexico with the participation of managers and technicians of the local Governments of the regions of Texcoco, Puebla, Córdoba, Veracruz, Tabasco, Campeche and San Luis Potosí. Continuing the training activities in Mexico.</p>	<p>Deepen the knowledge of development planning in Mexico and begin a conceptual and methodological reflection for the adaption of the LEADER model to the political context of the State of Mexico.</p> <p>Validate politically the progress of the project of applied investigation. Formulation of seven local development programs through participative processes with local agents and federal, state, and community authorities.</p>	<p>the Department of Rural Projects and Planning of the UPM and of the Postgraduate College of Mexico.</p> <p><u>Place:</u> Regions of Mexico (Texcoco, Puebla, Córdoba, Veracruz, Tabasco, Campeche and San Luis Potosí)</p> <p><u>Beneficiaries:</u> Academicians and investigators of the 7 regional Campuses of the CP of Mexico. Local Governments of the pilot regions of Texcoco, Puebla, Córdoba, Veracruz, Tabasco, Campeche and San Luis Potosí.</p>
<p><i>Fifth Activity: Stay of teachers and investigators of the UPM in Mexico</i></p> <p><u>Description:</u></p> <p>Hold a seminar in the Puebla Campus about the model. Meetings with Mexican political authorities and with agents of the participating regions of the LEADER project.</p>	<p>Presentation of the model and its fundamental concepts to local agents and federal, state, and community authorities.</p> <p>Continue advancing in the knowledge of the specifications of the development planning in Mexico to begin the adaption of the LEADER model in the political context of the State of Mexico.</p> <p>Politically validate the progress of the project.</p> <p>Visit field zones of the project.</p>	<p><u>Responsible parties:</u> Spanish teachers of the Department of Rural Projects and Planning of the UPM and of the Postgraduate College of Mexico.</p> <p><u>Place:</u> Puebla Campus. Pilot regions of Mexico (Texcoco, Puebla)</p> <p><u>Beneficiaries:</u> Academicians and investigators of the 7 regional Campuses of the CP of Mexico. Local Governments of the pilot regions of Texcoco, Puebla, Córdoba, Veracruz, Tabasco, Campeche and San Luis Potosí.</p>

8.6. Planning Practice

8.6.1. Is a Bi-directional Model

As it is identified by formulating the project in the study case, we can prove that direct processes of the process are not assumed, however both parties: CP and UPM carry out a continuous exchange of information which results in mutual learning, on one hand of the reality of the Mexican context, and on the other hand of the focus of the LEADER specifications.

8.6.2. Planning is Based on Action.

In the study case, as for the application of Leader in Mexico framework program and the respective regional programs suggest action and investigations made by the different work teams and not preset schemes.

8.6.3. The Affected People are Involved.

The people that are going to be involved in the execution of the program which assume the responsibility of its formulation through the doctoral investigations and the successive field works for the diagnosis and formulation.

8.6.4. Determines the Application of the Project

Just like the program application framework of LEADER in Mexico, like the respective regional programs suggested in the learning process, it is this new knowledge that determines the application of future rural development politics in the zones of the study.

8.7. General Conclusions

The social learning process has started by the formation of a team of people in charge of leading in the field. This has been started by the training of a group of investigators of the CP in Spain by a team of the UPM for the formulation of local programs in different regions of Mexico. This training has been carried out in Spain looking at different development politics and planning experience in the regional and local environment.

This training has allowed the investigating team CP-UPM to carry out the application of the following takes in the zones:

- Knowing the specifications and functions of the LEADER model in different regions of Spain. Knowledge and application of the LEADER scheme in different territorial contexts.
- Identifying the investigation, production, commercialization, and transfer of knowledge processes in rural development programs according to the LEADER model.
- Knowing the relationships in the planning of the rural/local development processes between the local, regional, and national levels and establishing relationships between Spain, the EU, and Mexico.
- Reflecting on the investigation proposals applied in Mexico that allows the CP to influence the sustainable development agreeing with the areas of investigation of the Campuses.
- Knowing monitoring and development evaluation systems in Spain and the EU.
- Knowing development indicators - territorial, economic, social and environmental – in Europe and its possible adaption in Mexico.
- Knowing the methodological processes to plan and manage local development strategies through participative processes with agents and local, regional, and national institutions

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In total, a group of eleven investigators of the CP traveled to Madrid and have benefitted from the training activities to act as responsible parties in the instrumentation and management of the LEADER model in their respective Campuses. A central aspect of the training has been the start of their doctorate theses inside of the Joint Doctorate Program, in a way that they serve to study the application of concrete LEADER aspects in a detailed way to the reality of the target zones selected, as shown in the following chart:



Territorial location of the 11 doctorate theses linked with the joint investigation Project applied above the LEADER model

As a consequence of this training in Spain and of the joint reflection, the design of the bases of a local development model in Mexico has been derived, with a base in the LEADER communitarian initiative and Spanish experience. These bases are collected in the form of a framework program for Mexico that holds objectives that follow the application of the model, compatibility and coordination of LEADER with the other politics of development in Mexico, possible financing measures of the Programs.

8.8. Experiences Obtained in the Planning Domain

The collaboration and joint work between both institutions has allowed the adjustment of the bases of the model to different territorial contexts applying themselves to the formulation of six local development programs. In each one of the zones, the people of the CP, trained in the project, have formed interdisciplinary work teams in each one of the zone in which a Campus is counted on. These people that have formed the Methodology of the LEADER initiative and have looked at different development

experiences in Spain, they are the responsible parties in the starting of the six pilot zones, which will be implemented proportioning a focus under the LEADER initiatives to the conditions in Mexico.

These territorial programs have been developed in Mexico encompassing the conceptual framework of the model alongside the participative processes with local agents and federal, state, and community authorities.

For the adaption of the model in the pilot projects, the results are confirmed in the following points:

1. The communities have been selected for the implementation of the model according to the LEADER initiative.
2. Field trips have been carried out in the territories.
3. The corresponding Community diagnosis has been carried out according to the specifications of the model and the analysis of the innovation necessities.
4. Topic maps of the communities have been made.
5. Interviews have been made with the main parties to sensitive and look for collaboration. Between these the Community Presidents, Rulers, Vice Presidents, Producer organizations, Communal Commissary, Officers, and producers are found.
6. The binding focus has been selected in each one of the territorial projects to design the development strategy through the participation with agents and consulting with the local speakers.
7. Objectives have been made for the binding aspect of the development strategy and measures and actions have been described.
8. The conceptual bases have been established for the formation of the Local Action Groups.
9. The foundations of the model at a territorial level have been presented.

The pilot regions and the binding elements that have been selected are shown below.

State	Region	Binding Focus
Campeche	Northern Zone	Production of meat with groups of rural women
Estado de México	Hills	Valuing of floriculture
Tabasco	Dry river	Production of organic cocoa
Veracruz	Central Costal Plains	Sustainable use of hydric resources
Puebla	Snowy Mountains	Valuing of fruit growing
San Luis Potosí	Western High Plateau	Valuing of the sustainable farming production

The indicators of the selected territories as application zones of the model in Mexico are shown below.

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Territory	N° of councils²	N° of communities	Total Population	Land area km2	Population Density
Puebla	5	119	99095	601.1	164.6
Veracruz	4	428	97568	1514.2	64.4
SLP	1	98	26405	1930.0	13.7
Campeche	1	55	46899	1967.0	23.8
Tabasco	1	116	104360	1017.1	102.6
Edo. de Méx	2	111	125120	718.4	174.2
<i>Total</i>	14	927	499447	7747.8	543.3

The recent trip to Mexico of teachers and investigators of the UPM has allowed the start of the first meeting at a political level to give the knowledge of the foundations of the model and validate the framework program at Legislative Power level.

In this trip, the first ideas of the possible Financing plan of the Framework Program have been refined in collaboration with authorities of the federal and state institutions and council governments (Rural Financing of Mexico). The tasks to establish criteria for the assignment of funds to the territories and to each one of the selected pilot projects have been started.

² The **councils** that integrate each one of the territories and located in: **Puebla** (Chiautzingo, Tlalancaleca, Teotlacingo, San Salvador el Verde and Tlahuapan); in **Veracruz** (Manlio, Paso de Ovejas, Puente Nacional and Soledad de Doblado); in **San Luís Potosí** (Salinas); in **Campeche** (Calkini) and in **Tabasco** (Cunduacán).