

BENEFITS AND CHALLENGES OF INTEGRATED INITIATIVES FOR SUSTAINABLE RURAL DEVELOPMENT: THE CASE FROM NORTHERN MEXICO

Miguel Arato ^a, Stijn Speelman ^b, Guido Van Huylenbroeck ^c

^{a,b,c} Department of Agricultural Economics, Faculty of Bioengineering, Ghent University, Ghent, Belgium.

^a Corresponding author: miguel.arato@ugent.be

Available at <http://www.ssrn.com/link/OIDA-Intl-Journal-Sustainable-Dev.html>

© Ontario International Development Agency. ISSN 1923-6654 (print) ISSN 1923-6662 (online).

Abstract: New forms of rural development approaches are encouraging endogenous development strategies as a mean to generate active participation of local actors to assume shared responsibility for bringing about their own socio-economic development (Ellis, 2000; Ellis and Biggs, 2001; Durand and Van Huylenbroeck, 2002; Drabenstott, 2003). Endogenous development, as addressed by Nemes (2005), represents a significant change from traditional strategies based on capital investments (infrastructure, incentives and subsidies) to investment in developing the knowledge, the skills and the entrepreneurial abilities of the local population as a way to foster improvement. Although traditional packages of infrastructure development, grant-aid, loan-finance, business and community support services are still necessary, development agencies have recognized that long-run development gains are likely to be secured more effectively by encouraging local entrepreneurship at regional level adapting the traditional strategies to local social and cultural context (Slee, 1994, Nemes, 2005). Related to this line of thoughts, Ray (2000) recommended three key concepts that must be considered when designing development strategies: act in a territorial basis, utilization of local resources, and generate local contextualization through active public participation. In other words, for rural development policies to meet diverse needs and circumstances, they must consider the mobilization of local actors supported by partnership structures and proper arrangements (Schucksmith, 2010).

Integrated rural development “IRD” comprises the cooperation between policymakers, administrators from the various economic sectors and the citizens for the benefits of their rural region in the foundation of successful development (Giessen and Böcher, 2008). Integrated rural development includes a new role for the state as a coordinator, manager or enabler rather than as a provider and director. Other expected

activities are the formation of tangled hierarchies; flexible alliances and networks; the inclusion of new partners, notably from the private sector and volunteers; and indeed governing through local governments and representatives (Shucksmith, 2010).

Private firms are also an important part of the integrated rural development strategies (Goldsmith, 1985). Since the IRD philosophy demands changes in traditional behaviors from all actors (Murdoch, 2000), the main change expected from private firms is to switch into a more pro-active role, turning from their traditional position as a mere “buyer” or “job provider”, to act as a driving force for development. Private firms in an integrated value chain are expected to act as a strategic partner providing not only market opportunities for rural producers, but also to share with them technology, skills, and knowledge necessary to help them improve the added value of the rural outcome (Morgan, 1997; Goldsmith, 1985). In return they shall obtain different benefits such as a continuous supply of their products; strengthen of their supply chain; and improvement of their position to manage the risks involved in the process (Goldsmith, 1985; Saraceno, 1995; Ray, 2000). Other opportunity for private firms generated through IRD is to diversify their product portfolio with value added products to gain access to specific market niches. Companies could therefore gain recognition and positive market perception through social responsibility and responsible sourcing strategies (Carroll, 1991; Martin, 2002; O’Connor and Meister, 2008; Archel et al., 2011).

Although the benefits implicit in the process and briefly mentioned above, there are sufficient challenges that must be addressed by most of the actors in order to succeed in integrated rural development initiatives. Within the challenges that might hinder the success of development initiatives, we found: the level of (dis)integration of supply

chains (Goldsmith, 1985); the high grade of risk involved in working with rural producers (Shortfall and Shucksmith, 1998; Murdoch, 2000); inflexible and traditionalist rural policies (Giessen and Böcher, 2008); and the differences in interests and expectations from the involved actors (Nemes, 2005; Giessen and Böcher, 2008; Shucksmith, 2010).

Most of the theoretical background related to integrated rural development explores the expected changes in policies and interactions from the involved institutions, describing how organizational culture should be modified in order to ensure the success of development strategies. However there is limited exploration about the interests and drivers that could possibly encourage the participation of key actors, given the challenges that must be addressed when participating in such integrated strategies. The present research work focuses in a theoretical exploration about the different implicit benefits and challenges found when designing and applying integrated rural development initiatives. For this analysis we evaluated the main differences that exist between traditional and integrated strategies and explored the expectations and motivation drivers from the involved actors to actively participate in IRD. Due to each case-study is framed by its own characteristics, in order to analyze the theoretical background and its empirical applicability; we explored the analyzed concepts in a selected case from the northern part of Mexico where integrated projects have been encouraged to promote rural development. In this empirical case we analyzed the challenges that have been undertaken by the different actors, their main motivation drivers, as well as the experiences gained during the designing and development process of the integrated projects.

The main objective of this paper is to explore in an empirical case what literature is identifying as motivation drivers, benefits and challenges in integrated rural development. Additional to demonstrate whether its benefits can overcome all sort of challenges that must be addressed by the involved actors to succeed in integrated ventures generating sustainable business models.

Keywords: Integrated Development, Mexico, Rural, Sustainable Development, Value Chain.

Introduction

A variety of approaches for rural development have been tested globally during the last 60 years (Ellis and Biggs, 2000). Central

governments have taken a leading role in these development strategies by different means such as policies, incentives, operative loans, subsidies and more. However government-led strategies sometimes find difficulties to meet the expected results principally because: i) the generalized scope and inflexible application of the development policies which tended to focus on centralized strategies pursuing benefits at national level (Lowe et al., 1998; Giessen and Böcher, 2008); ii) the lack of a proper focus, control, measuring and following of development strategies which generated different inefficiency related problems such as lack of competitiveness, conformism and dependency of rural inhabitants (Freeman and Karen, 1982; Goldsmith, 1985); as well as iii) the limited participation of local actors like private firms, regional representatives and local governments. This diminishes the opportunity to maximize the use and application of local resources and territory-specific development initiatives based on integrated agribusiness value chains (Ray, 1997; Murdoch, 2000; Nemes, 2005).

New forms of rural development approaches are encouraging endogenous development strategies as a mean to generate active participation of local actors to assume shared responsibility for bringing about their own socio-economic development (Ellis, 2000; Ellis and Biggs, 2001; Drabenstott, 2003; Durand and Van Huylbroeck, 2003). Endogenous development, as addressed by Nemes (2005), represents a significant change from traditional strategies based on capital investments (infrastructure, incentives and subsidies) to investment in developing the knowledge, the skills and the entrepreneurial abilities of the local population as a way to foster improvement. Although traditional packages of infrastructure development, grant-aid, loan-finance, business and community support services are still necessary, development agencies have recognized that long-run development gains are likely to be secured more effectively by encouraging entrepreneurship at regional level, adapting the traditional strategies to local social and cultural context (Slee, 1994, Nemes, 2005). Related to this line of thoughts Ray (2000) recommended three key concepts that must be considered when designing development strategies: act in a territorial basis, utilization of local resources, and generate local contextualization through active public participation. In other words, for rural development policies to meet diverse needs and circumstances, they must consider the mobilization of local actors supported by

partnership structures and proper arrangements (Shucksmith, 2010).

Integrated rural development “IRD” comprises the cooperation between policymakers, administrators from various economic sectors and citizens to ensure benefits of their rural region as the foundation of successful development (Giessen and Böcher, 2008). Integrated rural development gives a new role to state as a coordinator, manager or enabler rather than as a provider and director. Other expected activities are the formation of tangled hierarchies; flexible alliances and networks; the inclusion of new partners, notably from the private sector and civil society; all this can be governed through local governments and representatives (Shucksmith, 2010).

Private firms can also be an important part of the integrated rural development strategies (Goldsmith, 1985). Since the IRD philosophy demands changes in traditional behaviors from all actors (Murdoch, 2000), the main change expected from private firms is to switch into a more pro-active role, changing from their traditional position as a mere “buyer” or “job provider”, to act as a driving force for development. Private firms in an integrated value chain are expected to act as a strategic partner providing not only market opportunities for rural producers, but also to share with them technology, skills, and knowledge necessary to improve the added value of the rural outcome (Morgan, 1997; Goldsmith, 1985). In return private firms shall obtain different benefits such as a continuous supply of their products; strengthening of their supply chain; and improvement of their position to manage the risks involved in the process (Goldsmith, 1985; Saraceno, 1995; Ray, 2000). Another opportunity for private firms generated by IRD is to diversify their product portfolio with value added products to gain access to specific market niches. Companies could therefore gain recognition and positive market perception through social responsibility and responsible sourcing strategies (Carroll, 1991; Martin, 2002; O’Connor and Meister, 2008; Archel et al., 2011).

An example reflecting the idea of integrated rural development is the European Union’s LEADER community initiative. Notwithstanding its different revisions (Giessen and Böcher, 2008), its primary scope is to enable joint work of local actors to find innovative solutions to rural problems, reflecting what is best suited for their areas and that could also serve as models to encourage developing initiatives in other areas (EU commission, 1988; Shucksmith, 2010). The EU’s LEADER program is characterized principally by the high levels of local stakeholder and

community involvement; by partnership and cooperation; and by the encouragement of innovative approaches to rural development (Land Use Policy Group, 2005).

Although as briefly mentioned above there are benefits implicit in the process, there also are sufficient challenges that must be addressed by all actors in order to succeed in integrated rural development initiatives. Among the challenges that might hinder the success of development initiatives, we found: the level of (dis)integration of the supply chains (Goldsmith, 1985); the high grade of risk involved in working with rural producers (Shortfall and Shucksmith, 1998; Murdoch, 2000); the inflexible and traditionalist rural policies (Giessen, 2008); and the differences in interests and expectations between the involved actors (Nemes, 2005; Giessen and Böcher, 2008; Shucksmith, 2010).

Most of the theoretical background related to integrated rural development explores the expected changes in policies and interactions from the involved institutions, describing how organizational culture should be modified in order to ensure the success of development strategies. However there is limited exploration about the interests and drivers that could possibly encourage the participation of key actors, given the challenges that must be addressed when participating. The present research work focuses on a theoretical exploration about the different implicit benefits and challenges found when designing and applying integrated rural development initiatives. For this analysis we evaluated the main differences that exist between traditional and integrated strategies and explored the expectations and motivational drivers from the involved actors to actively participate in IRD. Because each case-study is framed by its own characteristics, in order to analyze the theoretical background and its empirical applicability; we explore the analyzed concepts for a case from the northern part of Mexico, where integrated projects have been encouraged to promote rural development. In this empirical case we analyzed the challenges for the different actors, their main motivational drivers, as well as the experiences gained during the designing and development process of the integrated projects.

The main objective of this paper is to explore in an empirical case what literature is identifying as motivational drivers, benefits and challenges of integrated rural development. In addition it is explored whether the benefits outweigh the challenges that must be addressed by the involved

actors to succeed in integrated ventures generating sustainable business models.

Methodology

The present research begins with a theoretical exploration about the key concepts related with the integrated rural development philosophy, in order to apply them in the analysis of the empirical case of the rural communities from the Northeastern part of Mexico in the state of Nuevo León. We found this particular case study interesting for several reasons. Firstly due to the variety of actors from different institutions working together in an integrated development project. Secondly because of the relevance of the economic activity for the evaluated rural communities. Thirdly because of the development opportunities offered by this economic activity, given the potential global markets that exist for the analyzed product.

This research work explores the site-specific empirical case describing: 1) the different actors involved in the integrated project; 2) the value chain that serves as a mean to create economic development, and finally 3) the different benefits and challenges observed by the involved actors during the different stages of the project (from its design to its implementation).

The selected empirical case is based on two rural cooperatives from a region located at the northern state of Nuevo León in Mexico. The cooperatives work with private firms and government institutions in an integrated rural development project based on the utilization of local natural resources. The project's scope is to motivate the active participation of the value chain's members to generate improvement of living conditions of the participant rural communities, collaborate on resource's preservation and strength up the supply chain (explained in detail in section four). The cooperatives are composed of five rural producers each, from which we interviewed all its members during the data collection process. Additionally we interviewed other rural producers from the same region who are not part of the cooperatives, principally to get their perspective and concerns as externals from the evaluated projects. In total we interviewed 25 rural

producers during the months of July and August 2012 and the same period of 2013 from the estimated 40 producers active in the region.

The information used in the analysis of the case study was obtained following a semi-structured questionnaire with an established interview plan to obtain primary data about the perspectives of each actor (rural producers, private firms, governments and research institutions) as described in Table 3. The primary data contains information from selected rural communities from the state Nuevo León in the communities of Icamole, El Milagro, Carricitos, El Delgado, Las Presas and San Antonio de Arista from the municipalities of García and Mina respectively (as shown in figure 1). During the data collection different aspects of the project were evaluated, using a variety of methods, such as one to one sessions; focus groups; and open discussions. To analyze the results generated by the data collection process, we applied a qualitative method, in which we concentrate the comments and memories provided by the interviewed when analyzing the different stages of the project.

In the discussion part we confront the learnings from the empirical case against the theoretical analysis to identify similarities, differences and other concepts found in the analyzed site-specific empirical case

Integrated Rural Development philosophy

Differences between Traditional and Integrated rural development initiatives

Compared with traditional development initiatives, integrated rural development projects recommend different interaction patterns between the involved participants. When comparing IRD strategies against traditional 'non-integrated' initiatives, new approaches are observed for the involved actors, including institutions like central governments for which power is re-conceptualized as being a matter of 'power to' rather than 'power over', acting as coordinators, managers or enablers rather than as providers and directors (Shucksmith, 2010). In table 1, we include an analysis based on Nemes (2005) about the expected changes in approaches, roles, interactions and responsibilities related to IRD.

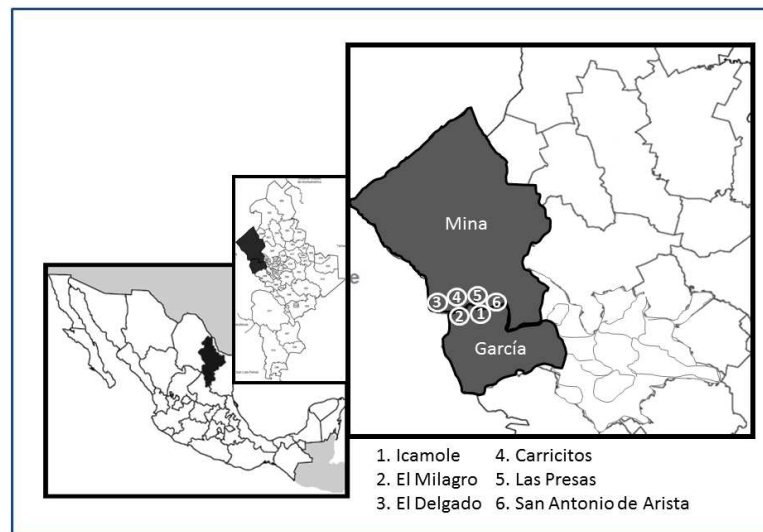


Figure 1: Location of analyzed rural communities from Nuevo León Mexico.
Source: Developed by authors based on collected data during field work. Note. Indicated location of communities for reference only, not geographically representative.

Recommendations when applying Integrated Rural Development projects

Structural and in some cases deep cultural and social changes are demanded when applying Integrated Rural Development initiatives. In this section we include a series of recommendations that are considered to be critical for the involved actors to take in consideration when designing development strategies.

(a) IRD initiatives should consider the characteristics, conditions, and preservation measures of available local resources. It is mandatory to first evaluate the possible risks and define the proper mechanisms to guarantee its rational utilization and ensure its permanence (Shortfall and Shucksmith, 1998; Murdoch, 2010).

(b) IRD strategies should be based on local culture, customs and traditions. The inclusion of territorial culture generally motivates local actors to participate actively and committedly in the development initiatives (Saraceno, 1995; Murdoch, 2000; Giessen and Böcher, 2008).

(c) Objectives and work plans from IRD projects should be developed with the support from local actors (preferentially including members from different representative action groups, memberships and disciplines). Multi-disciplinary and multi-institutional groups generally provide a better understanding about the different interests and approaches from all the involved parties (Lowe et al., 1998; Murdoch, 2000; Ray, 2000).

(d) Design and application of key process indicators and control measures to follow up the projects performance and the efficient utilization of resources should be also developed through a multidisciplinary group. Common understanding and agreement about performance indicators would ensure the proper follow up and control of IRD projects. Private firms provide a key element in this task, principally because of their extensive experience in the use and application of performance indicators and efficiency measurement tools (Ray, 1997; OECD, 2006; Giessen and Böcher, 2008).

(e) Central government policies and representatives should be flexible enough to adjust criteria and regulations according to regional-specific characteristics, resources and social-spatial configuration (Nemes, 2005; Giessen and Böcher, 2008; Giessen and Böcher, 2009).

3.3 Motivation and challenges for the actors involved in Integrated Rural Development projects

As stated by Giessen and Böcher (2008), under integrated rural development initiatives a mutual and reciprocal approach to stakeholder identification and mobilization is necessary to ensure that all interests are addressed and to involve actors who are deeply committed to the process. Involved actors would only enter into integrated projects if specific interests are fulfilled, therefore in table 2 we include a theoretical analysis about the general motivations and challenges that might be present within the actors.

Table 1. Comparison between traditional 'non-integrated versus integrated rural development strategies.**Source:** Analysis developed by authors based on Nemes (2005).

Concept	Traditional 'non-integrated' Strategies	Integrated Strategies
Cooperation between central government and local actors	<ul style="list-style-type: none"> - Limited - Local actors are not considered when designing development strategies. 	<ul style="list-style-type: none"> - High level of cooperation / Dynamic interaction
Management of central resources	<ul style="list-style-type: none"> - Controlled by Central Institutions. - Resources provided principally by Cash transfer / Lend based incentives directly to peasants. - Limited follow up about utilization of provided resource 	<ul style="list-style-type: none"> - Controlled by central Institutions. - Resources distributed by different government levels (regional). - High control and follow up of resources utilization. - Measurement of resources application efficiency.
Principal application of central development resources	<ul style="list-style-type: none"> - Reduce and solve resource and access-type disadvantages through monetary incentives, loans and subsidies. 	<ul style="list-style-type: none"> - Reduce and solve resource and access-type disadvantages through economic development and local entrepreneurship.
Development of local economies	<ul style="list-style-type: none"> - Complementary cash transfers and loans oriented to consumption and daily-basis expenses. - Dysfunctional generation of resources and goods 	<ul style="list-style-type: none"> - Loans and subsidies oriented to encourage business and entrepreneurship. - Support to local economic development.
Participation of local development institutions and private firms	<ul style="list-style-type: none"> - Limited participation, local actors interact in the implementation of development policies but not at the designing stages. - Private firms are generally perceived as externals with limited interaction and just adopt the policies. 	<ul style="list-style-type: none"> - High grade of participation of local development institutions and private firms in the designing and implementation of regional-territorial based development strategies. - Promotion of integrated value chains.
Value added in local products	<ul style="list-style-type: none"> - Local products are generally traded as raw materials or commodities with low added value. - Limited technology and skills hinders the production of value added products. 	<ul style="list-style-type: none"> - Access to new technologies and skills enables the application of added value to local products.
Access of local products to national or global markets	<ul style="list-style-type: none"> - Limited competitiveness (Generally traded at local markets) 	<ul style="list-style-type: none"> - Competitive specialty and value added products with access to national and global markets.

Table 2: Motivation and challenges faced by actors in IRD initiatives. **Source:** Analysis developed by authors based on theoretical research from Saraceno (1995); Ray (2000); Murdoch (2000); Nemes (2005); Giessen and Böcher (2008); Dutrénit (2012).

ACTOR	MOTIVATION	CHALLENGE
Central Government	<ul style="list-style-type: none"> - Develop a mechanism to solve social problems related to poverty disadvantaged situations. - Efficient distribution of central resources reaching the majority of the population. - Encourage economic activities within unemployed and disadvantaged population. - Decentralize development initiatives. Reduce dependency on central government. - Maximize central resources using other financial sources and partnerships with private capital. 	<ul style="list-style-type: none"> - Develop the necessary flexibility to adjust policies, regulations and criteria according to regional socio-economic characteristics. - Adjust resource management regulations to encourage economic development initiatives and entrepreneurship. - Guarantee the proper functioning of the institutions and its representatives. - Open proper dialog channels for local institutions and private firms to discuss about joint strategies. - Guarantee the proper follow-up, control measures and flow of information.
Local Government	<ul style="list-style-type: none"> - Mechanism to solve social problems related to poverty and disadvantaged situations. - Encourage economic activities within unemployed and disadvantaged population. - Increase participation on local development initiatives. - Generate permanence and reduce migration problems from rural communities. - Encourage sense of pertinence and preservation of local culture and traditions from rural communities. 	<ul style="list-style-type: none"> - Guarantee the proper and effective management of resources. - Guarantee the proper functioning of the local institutions and its representatives. - Guarantee the proper dialog and understanding of local actors (Rural communities, NGOs and private firms). - Represent properly the local interests in assemblies and dialog forums with central representatives. - Guarantee the proper follow-up, control measures and flow of information.
Development Agencies / NGOs	<ul style="list-style-type: none"> - Interact with different levels of government and private firms to generate the necessary networks and credibility. - Generate funding networks - Promote collective knowledge and represent local interests such as: Preservation of natural resources cultural heritage, social and economic development, etc. 	<ul style="list-style-type: none"> - Guarantee a proper dialog and understanding of the needs and interests from local actors (Rural communities, private firms, and local governments). - Guarantee the proper and effective management of resources. - Guarantee the proper follow-up, control measures and flow of information. - Guarantee the proper functioning of its representatives.
Private Firms	<ul style="list-style-type: none"> - Develop and strength its supply chain of natural resources to ensure its sustainability through continuous operation and growth. - Develop strategic networks with NGOs, as well as with central and local governments to have access to incentives, specialized support and maximize resources. - Generate access to specialty and niche markets with value added competitive products. - Develop a positive social image and market recognition through responsible sourcing and social responsibility strategies with rural producers. 	<ul style="list-style-type: none"> - Guarantee its own proper operation according to national regulations related to labor, environment, financial and fiscal responsibilities. - Participate actively in the dialog and gain understanding of needs and interests from local stakeholders (Rural communities, NGOs, and local governments). - Guarantee the proper and effective supply and management of resources. - Establish appropriate risk management strategies to participate in activities that go beyond their business core. - Guarantee an ethical behavior based on responsible citizenship operational rules.
Rural Communities	<ul style="list-style-type: none"> - Access to soft financing schemes for operation and capitalization of goods and infrastructure. - Increase participation and interaction with other institutions, improvement of its position in the decision making process. - Access to new technologies and skills sufficient to improve its products and the revenue generated from them. - Improvement of living conditions in services, education and infrastructure. - Access to global markets for their products. - Reduce migration problems and increase sense of pertinence of rural communities. - Preserve cultural heritage and regional traditions. 	<ul style="list-style-type: none"> - Meet national regulations related to land property, environment, financial and fiscal responsibilities. - Guarantee the proper utilization and management of resources (natural, human and capital). - Participate actively in the dialogs, discussion and forums about the common improvement of their communities. - Participate actively and committedly in activities for auto-improvement and wellbeing (infrastructure, cooperatives, etc.). - Participate actively and committedly in trainings about skills and knowledge development to improve the added value of their products. - Respect committedly the common agreements established with the other actors.

Study Case - Results

Description of case-study: Candelilla Wax producers

This paper analyzes the case of an integrated rural development project established by members of different institutions to activate economic development in selected rural communities in Mexico. Located in the northern – northeastern part of Mexico, in the state of Nuevo Leon, the selected communities are quite isolated locations, characterized by an arid and semi-arid ecosystem with low levels of rain and extreme weather conditions that limits the agricultural activity and where the utilization of Non Timber Forest Products is the main source of income for most families from the region (Arato et al., 2014).

In most cases several Non Timber Forest Products are collected and processed according to their seasonal availability. For this study we are concentrating on the analysis of one specific case: Candelilla (*Euphorbia Antisyphilitica*). This is the plant from which Candelilla Wax is extracted, a wax used in many industrial applications (Candelilla Institute, 2013). For most of the families from this region the extraction and processing of Candelilla represents their main source of income. The production of Candelilla wax is an ancient activity, originally used by the natives of the region for different applications; and used for industrial purposes since more than 100 years ago (CONABIO, 2009; Schreckenber, 2009). Due to several causes the production activity decreased in popularity and volume or even disappeared in many areas. However in some areas like in the state of Nuevo Leon one is now rediscovering the activity, mainly thanks to the promotion from private firms and governmental institutions that are encouraging rural development strategies through sustainable economic activities using natural resources, based in productive chains as explained further (Arato et al., 2014).

To properly analyze the case study we describe in table 3 the involved actors from the Candelilla Wax supply chain that actively participate in the integrated development project to understand their role and contributions. The evaluated actors were identified according to primary data gathered during the field work period and secondary data from related literature (CONABIO, 2009, Schreckenber, 2009).

Project's implementation

The project consist in an integrated initiative between the actors describe above, to generate improvement and development opportunities for rural communities through the production of Candelilla wax as the economic catalyzer. The project was launched as a pilot to evaluate its applicability and customization for other regions. It considers the active participation of Candelilleros through cooperatives in order to facilitate social organization and generation of common benefits.

To analyze the project we broke down its implementation into five main phases, based on the primary information provided by the different interviewees. Each phase describes the activities performed by the involved actors as well as the learnings obtained during the process. Additionally, as shown in figure 1, we included in a dotted line a sixth phase which represents the possible application of the project's model in other regions, with its necessary customization according to the site-specific characteristics as explained further. Although we have records and evidence from the project's timing since its beginning back in early year 2011, for the purpose of the analysis we are not considering time in the description of each phase, principally because the length of each phase was framed by case-specific situations which in some cases might not being representative or associated with the analyzed integrated model.

The **Initial phase** is composed principally by the contact and dialog between rural producers "Candelilleros", personnel from Private Firm (PF) and local representatives from Rural Development Agency (RDA). The initial dialog with Candelilleros set basis to understand specific socio-economic conditions present at the rural communities and determine the most suitable locations to run the pilot project. The intended objective consisted of establishing rural cooperatives to promote self-development through common investment to create the necessary infrastructure to contribute on the improvement of their current living conditions.

In this case, the conjuncture of the three parties was encouraged by the PF, which on one hand, it had close contact with Candelilleros due to their commercial relationship as part of the Candelilla Value Chain. And on the other side, they have relationship with RDA due to previous experiences working together in different financing projects.

Tabla 3: Actors from the Candelilla Wax integrated development project - Role and Contributions.

Source: Analysis developed by authors based on primary data gathered during the field work period and secondary data from related literature CONABIO (2009); CONAFOR (2008); Schekenberg (2009); Arato, et al. (2014).

ACTOR	ROLE	DESCRIPTION	CONTRIBUTIONS
Candelilla Wax Rural Producers (Candelilleros)	Rural Producers	<p>The producers of Candelilla wax are commonly known as "Candelilleros". The interviewed Candelilleros are from the rural communities: Icamole, El Milagro, El Delgado, San Antonio de Arista and Las Presas in the state of Nuevo León in Mexico.</p> <p>These communities are newly re-activated producing regions which in the past have presented discontinuous performance. However since mid-2000's, they have presented an increasing production volume. The number of Candelilla producers has increased in the last years (around 40 producers were identified during the interviews), increasing the relevance of the activity for their daily-basis income. During the field work period we interviewed a total of 25 Candelilleros from the mentioned communities.</p>	<ul style="list-style-type: none"> - Commit to actively participate in production cooperatives. - Willingness to search for a common strategy that represents the interests from –if possible– the majority of the cooperative members. - Ensure the correct operation meeting the local regulations (fiscal, environmental and labor). - Ensure the proper application and follow up of administrative works. - Generate common benefits and invest in infrastructure for their own development
Rural Development Agency (RDA)	Funding Institution for Rural Development	<p>The evaluated Funding Institution is a second-tier development bank that offers credit and guarantees, training, technical assistance and technology-transfer support to the agricultural, livestock, fishing, forestry and agribusiness sectors in Mexico.</p> <p>As part of its financial products and services to promote growth and development, it has regional representatives which encourage special programs to integrate private investment in rural development initiatives through sustainable agribusiness.</p>	<ul style="list-style-type: none"> - Identify sustainable business models that could generate development. - Ensure the correct socio-economic analysis of rural communities. - Find the appropriate partners to establish the agribusiness model. - Flexibility to adapt policies and regulations related to the site-specific characteristics and the involved actors. - Provide the necessary resources: finances, technology, knowledge, and advisory support. - Manage the provided resources to ensure its efficient application.
Private Firm (PF)	Economic and technical Facilitator	<p>The analyzed firm is Mexican corporation specialized in design, fabrication and commercialization of natural, synthetic and petroleum waxes, as well as of related products for industrial applications.</p> <p>As part of its product portfolio the company offers value added formulations based on Candelilla Wax for different industries. In a way to strengthen its supply chain and as part of its social responsibility program, the company has identified the Candelilla wax processing communities as one of its key stakeholders. It has established projects to support the communities of Candelilleros, encouraging personal development and training campaigns; improve safety conditions in working areas; promoting the settlement of local families in the rural areas and collaborate with sustainable development programs.</p>	<ul style="list-style-type: none"> - Participate committedly in activities beyond their primary business scope, pursuing social benefits and good citizen strategies - Identify business-related benefits in participating in integrated projects (i.e. strength its value chain). - Ensure its proper operation by meeting the related fiscal, environmental and social regulations. - Provide the necessary resources: financial and human. - Transfer the necessary technology and technical skills to allow rural producers add more value to their products. - Provide access for rural products to new markets (national and international).
National Forestry Commission (CONAFOR)	Central Government Representatives + Civil Institutions and Researchers	<p>CONAFOR is the national forestry government commission responsible to promote and encourage preservation and development of sustainable commerce for natural resources, also provides socio-economic organization programs to create productive chains "Cadenas Productivas" through the strengthening of the social organizations and institutional capabilities.</p> <p>CONAFOR also provides technology transference and training about adequate use of forestry resources.</p> <p>For this activities, it relies in different local civil and research institutions such as: Universidad Autónoma de Nuevo León, Universidad Autónoma de Coahuila, Universidad Autónoma Agraria Antonio Narro, Universidad de San Luis Potosí, among others.</p> <p>http://www.conafor.gob.mx/portal/index.php/</p>	<ul style="list-style-type: none"> - Collaborate with financial resources and transference of knowledge and technology for the involved actors. - Co-participate actively in the promotion and establishment of production cooperatives. - Collaborate in the follow-up and training of preservation measures of natural resources. - Provide technical assistance about preservation measures and utilization permits to ensure the rational use of natural resources.

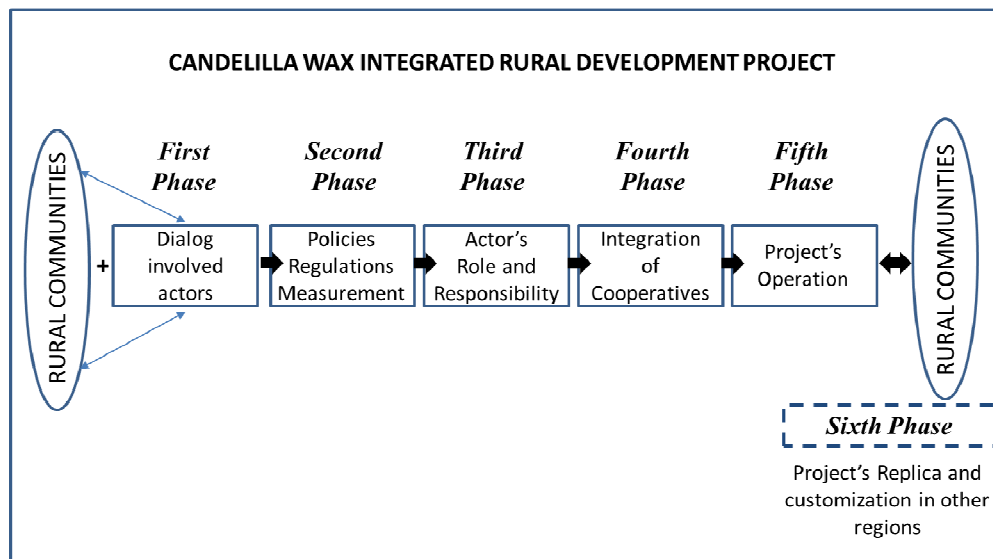


Figure 2: Phases of the Candelilla Wax' Integrated rural development project.

Source: Developed by authors based on primary data gathered through Interviews with the Involved actors during field work .

Second phase comprises the design and administrative development of control measures to keep track of the project; establish information flow systems; define regulations and policies for the participants; as well as to define the credit lines and initial amount of economic resources. This phase was executed principally by the local representatives from RDA and PF which identified the limitations, operative costs and expected sales budgets according to market forecasts and production capacities.

Third phase consisted in the definition of roles, responsibilities, obligations and rights from each actor. This phase includes the selection of the Candelilleros to establish the cooperatives. This activity was one of the most complicated tasks according to the comments from the representatives from PF and RDA respectively, principally because even when exist sufficient number of producers (more than 40) in the community to form the two cooperatives of five members each - as agreed in the regulations from the previous phase -, not all the Candelilleros were candidates or interested to be part of them.

Based on the comments from the interviewed representatives, at the beginning most Candelilleros were reluctant to be part of the cooperatives, principally for the involved responsibility to commit in production volumes and participate in different extra activities related to training or invest in common infrastructure. When asked about the cause

of their reluctance, the interviewed Candelilleros referred to previous campaigns and projects developed by other institutions and previous local governments that presented negative outcomes. At this point they were sceptic about getting involved in such activities again. Others were reluctant to work with specific members of the community, basically due to personal affairs and dysfunctional relations between some of them.

PF's representatives were deeply involved in social organization activities, basically due to its commercial relationship with Candelilleros from the region. The PF invested time and resources to explain the benefits (both at mid and long-term) that could be generated through this type of projects. The positive image and references that Candelilleros had about the company based on its fair commercial trade policies, facilitated the process to attract Candelilleros, as referred by the interviewed rural producers.

Since this project required the participation of Candelilleros in training sessions and other additional skills transference courses, a certain level of technical skills in the process where required from the Candelilleros in order be considered as possible members of the cooperative. This excluded some of the community members. Other few were simply not suitable to be part of the cooperatives due to administrative complications with missing legal documents and identity papers.

Once the Candelilleros were selected to be part of each cooperative based on their interest and skills, the next step was to establish the cooperative. The **Fourth phase** includes the establishment of the internal revision process, structural lay out, management-leadership system and legal registration of cooperatives. As referred by the interviewed, at this point where the cooperatives were already assembled it was important to build the team work and explain the rules and internal policies that must be met during the working process. During this phase, the Candelilleros and the representatives from the PF received extensive training about organizational skills, administrative courses and other specialty workshops from the RDA's representatives and contracted civil institutions. Other seminars about environmental regulations, preservation of natural resources and utilization permits were provided to the teams with the support of representatives of CONAFOR and other environmental institutions.

The most demanding and time consuming task was performed during this phase, as commented by the interviewed representatives from the PF, the activity that took larger amount of time and resources was to support the Candelilleros with their legal documents and administrative paper work. The limited education level from Candelilleros (average below fifth level of elementary school) complicated their ability to read and understand legal concepts. Part of the tasks performed by the representatives from the private firm and the rural development agency was to organize workshops to explain the registration procedures and how to fill the necessary forms, as well as to support them with transportation to governmental offices located at the state's capital city to apply for renovation of legal documents, identity papers and other various administrative works. The interviewed agreed in the importance of this activity for the execution of the project, even when these activities are not that significant or relevant for the project's scope, they actually define the timing and successful execution of the project itself. The proper execution of this task ensures that all the members clearly understand the responsibilities and rights granted by working in the cooperatives. Furthermore

the necessary legal procedures are properly fulfilled in order to ensure the project's continuity in the future by meeting environmental, fiscal and social regulations.

The **Fifth phase** represented the actual stage of the project at the time of this research. This phase includes the start-up; ongoing operation of the process; and generation of common benefits for the involved actors. It shares the same level of importance with the previous phases, but is in this one, that results are more tangible because the work in process could be easily observed and measured by internals and externals through profit generation.

During this phase the members of the cooperatives identified some common improvement strategies to develop, related principally to pension funds, medical assistance and education. However at the moment of this research, the project had less than a year from its beginning and most of the established improvement actions were still related to technical improvement of production sites, including the implementation of newly-developed processing techniques to improve safety conditions at production sites and increase product's added value (Yeomans, 2013).

The next step for the project would be to succeed in time ensuring its permanency, meeting the established regulations, keeping a correct follow up and track of the project's performance. Common improvement opportunities should be analyzed together with the rest of the involved actors in order to find the most feasible path way to its implementation, exploring possible means to generate it using available resources and beneficial financing schemes.

4.3 Identified challenges and motivations from the involved actors

During the interview process we gathered information related to the main motivations that served as a driver to encourage the active participation of the involved actors. Based on their comments we developed in table 4 a matrix in which we confronted their motivating factors against the also commented most commonly observed challenges, as faced during the project's implementation process.

Table 4a – Integrated Rural Development Matrix - Motivations and Challenges

Source: Developed by authors based on primary data gathered through interviews with the involved actors during field work period.

MOTIVATION	CHALLENGE	Proper flow of Information	Follow up and Measurement	Risk Management	Resource Management	Proper Operation	Understand local interests	Committed Participation	Adaptation and Flexibility
		Solve / Tackle Rural Poverty	1 2 3 4 5	1 2 3 4 5	1 2	1 2 3 5	1 2 3 4 5	2 4	3 5
Economic Development	1 2 3 4 5	1 2 3 4 5	2 3	1 2 3 5	1 2 3 5	2 3 4 5	1 4 5	1 2 3	
Maximize Resources	1 2 3 4 5	1 2 3 4 5	2 3	1 2 3 4 5	1 2 3 4 5	2 3 4 5	1 2 3 4 5	1 2 3 4 5	
Des-centralize Aid and Support	1 2 3 4 5	1 2 3 4 5	1 2	1 2	1 2	2 4	1 2	1 2	
Foster Wellbeing and Sustainability	1 2 3 4 5	1 2 3 4 5	1 2 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	3 5	1 2 3 4	
Cultural Heritage and Settlement	1 2 3 4 5	1 2 3 4 5	2	1 2 3 4 5	2 4	2 4	3 5	1 2	
Value Chain development	1 2 3 4 5	1 2 3 4 5	2 3	2 3 5	2 3 5	3 5	1 4 5	1 2 3	
Wealth Generation	1 2 3 4 5	1 2 3 4 5	1 3	2 3 5	2 3 5	2 3 5	3 4 5	1 2 4	
Positive Social Perception/Image	1 2 3 4 5	1 2 3 4 5	1 2 3 4	2 3 4	2 3 4	2 3 4	3 4	1 2	
Multi-level Network	1 2 3 4 5	1 2 3 4 5	2 3 4	3 4	2 3 4	3 4	1 2 3	1 2	

1. Central Governments / 2. Rural Dev. Agency / 3. Private Firms / 4. Civil Institutions-ONGs / 5. Rural Communities

Continued to next page

Table 4b – Integrated Rural Development Matrix – Number of reported challenges per motivating factor from each group of actors.

Source: Developed by authors based on primary data gathered through interviews with the involved actors during field work.

Central Government		Rural Dev. Agency		Private Firm		Civil Inst. - ONG		Rural Communities	
Motivation	#	Motivation	#	Motivation	#	Motivation	#	Motivation	#
Des-centralize Aid and Support	7	Des-centralize Aid and Support	8	Maximize Resources	8	Maximize Resources	7	Maximize Resources	7
Foster Wellbeing and Sustainability	7	Maximize Resources	8	Economic Development	7	Positive Social Perception/Image	7	Foster Wellbeing and Sustainability	7
Solve / Tackle Rural Poverty	6	Solve / Tackle Rural Poverty	7	Foster Wellbeing and Sustainability	7	Foster Wellbeing and Sustainability	6	Economic Development	6
Maximize Resources	6	Economic Development	7	Value Chain development	7	Multi-level Network	6	Value Chain development	6
Economic Development	6	Foster Wellbeing and Sustainability	7	Wealth Generation	7	Cultural Heritage	5	Wealth Generation	6
Cultural Heritage	4	Cultural Heritage	7	Positive Social Perception/Image	7	Solve / Tackle Rural Poverty	4	Solve / Tackle Rural Poverty	5
Value Chain development	4	Positive Social Perception/Image	7	Multi-level Network	7	Economic Development	4	Cultural Heritage	4
Wealth Generation	4	Value Chain development	6	Solve / Tackle Rural Poverty	4	Wealth Generation	4	Positive Social Perception/Image	2
Positive Social Perception/Image	4	Wealth Generation	6	Cultural Heritage	4	Value Chain development	3	Multi-level Network	2
Multi-level Network	4	Multi-level Network	6	Des-centralize Aid and Support	2	Des-centralize Aid and Support	2	Des-centralize Aid and Support	2

Based on the obtained results, the key motivating factors identified by the different actors can be grouped in the following concepts: 1) Interest to solve or tackle poverty conditions present in rural communities; 2) generate economic development for rural inhabitants; 3) maximize the resources (human, technological and capital) provided by both central governments and private firms; 4) foster wellbeing and ensure the sustainability of the communities by preserving the natural resources; 5) decentralize the aid and development support, principally between central and local governmental institutions; 6) preserve cultural heritage and enable permanence of local inhabitants to combat uncontrolled out-migration; generate sufficient wealth for the involved actors; 7) strengthening of the supply chain, ensuring its proper functioning and continuity; 8) generate a positive image from the involved actors and key stakeholders; 9) and encourage collaboration between institutions from different levels, responsibilities and scopes.

The main challenges faced by the interviewed actors during the project's implementation were grouped in the following concepts: 1) Ensure the proper flow of

information throughout the different actors and channels; 2) guarantee the correct follow up and measurement of the project in order to ensure the efficient application of resources and, if necessary, establish the respective corrective actions; 3) ensure the proper management of the risk involved in the project, in order to minimize it at its potential effects; 4) ensure the proper utilization and management of resources; 5) guarantee the correct operation according to national regulations and the agreed commitments; 6) understand the interests, cultural background, socio-economic configuration and the networks that frame the local society; 7) participate committedly to meet the agreements, collaborating to foster common benefits; 8) and to ensure the sufficient flexibility to adapt the internal policies and regulations in order to facilitate the collaboration with the rest of the involved actors, according to site-specific situations.

As shown in table 4 each actor identified the different factors that motivate their active participation in the integrated rural development project, as well as how they face specific challenges related to each motivating factor.

wealth to encourage the active participation of the involved actors in sustainable business models and value chains (Giessen and Böcher, 2008). According to the interviewed actors from the empirical case, for IRD projects to succeed in their venture to tackle poverty and ensure positive economic performance, the involved institutions should unravel possible challenges and ensure an efficient management of resources. Additionally they should guarantee proper operations; have committed participation from all actors to perform activities beyond their main scope; as well as to deal with problems related to information flow and use appropriate key performance indicators.

Commitment by the involved actors is crucial for the integrated rural development projects. Actors will only voluntarily participate if specific benefits are generated. These benefits do not necessarily have to be profits in material terms, but can also be related to personal development, community appreciation, preservation of cultural heritage and customs (Midmore, 1998; Giessen and Böcher, 2008; Dutrénit, 2012). As commented by the interviewed representatives from the private firm and governmental institutions, during the early phases of the project a variety of additional activities were required for the involved actors, demanding extra resources such as time and human capital to attend to training sessions but also to provide administrative support to rural producers in concepts that were not relevant to the general scope but significant to ensure the proper operation of the project. In this case the committed participation and flexibility from all actors ensured the progress of the project through its different phases.

Participation in IRD is quite a challenge for private firms, as they necessarily depend on material benefits and the tangible results obtained from such projects usually tend to take a long time and lot of effort, including secondary tasks for obtaining the “goal” (Giessen and Böcher, 2008). However two key motivating factor identified by private firms were : a positive social image and a multi-level network. In recent years, corporations’ social performance has been gaining more attention from consumers and markets, which in some cases rewards responsible and ethical initiatives and in others tend to punish negative actions (Boulstridge and Carrigan, 2000). Organizations are expanding their responsibility for their products beyond their sales and delivery locations and extending corporate social responsibility along their value chain (Utting, 2012). Ethical behavior and responsible sourcing is more

frequently observed in corporations. Firms are getting involved in communitarian development initiatives and promoting integrated social strategies with institutions from different levels like NGO’s and local representatives, in order to maximize its capabilities and available resources. Major needs in society are changing and the most pressing needs are no longer material and individual goods and services, but rather public or community goods. Therefore, both business and society would profit if business would work in integrated projects contributing to fill these needs (Gross and Verma, 1977).

Learnings from the case-study

As mentioned, we included in the analysis a theoretical *Sixth phase* which represents the possible application of the project’s model in other communities. This possible replica could be even developed in the current region by forming other cooperatives with Candelilleros that were currently not involved. Another possible option is to establish the project’s integrated model in other regions, which in this case; it might require a customization according to regional-specific economic, social, cultural and environmental aspects (van der Ploeg and Marsden, 2008; Marsden, 2010). The application of a sixth phase depends on the success of the project itself, which would act as reference for the rest of Candelilleros within the same communities and those from other regions. Success would also provide confidence to the representatives from the governmental institutions and private firms to keep participating in this type of projects.

In terms of the project’s design and implementation, based on the analyzed case, we identified the following as its main characteristics:

- (a) Involved actors took in consideration locally available natural resources, using for this matter, official technical and legal instruments such as utilization permits which provides a certified evaluation from an approved forestry engineer, according to the regulations from the national environmental agency “SEMARNAT”, as recommended by Shortfall and Shucksmith (1998) and Murdoch (2000).
- (b) The project considered the interaction of members from different institutions from a variety of responsibility levels, as suggested by Saraceno (1995), Murdoch (2000), Ray (2000).
- (c) The project’s objectives, work plans and key process indicators were developed in multi-level forums, including representatives from each group, meeting the proposed criteria from Lowe et al.

(1998), Murdoch (2000) and Giessen and Böcher (2009).

(d) In line with the recommended concepts from Nemes (2005) and Giessen and Böcher (2008, 2009), governmental representatives, both at central and local level presented a clear flexibility and adaptation capacity sufficient to adjust criteria according to regional site-specific characteristics.

(e) And last but not least, coinciding with the concepts addressed by O'Connor and Meister (2008), Giessen and Böcher (2009) and Archel et al. (2011), the opportunity to participate in the integrated development project extended along the value chain, reaching the final user through social responsibility campaigns in market niches.

Conclusions

Integrated rural development projects provide a mean to encourage endogenous development through an active participation from local representatives. Involved actors take part in a process where shared responsibility is distributed among the members to foster their own socio-economic development. As analyzed, endogenous development demands a series of significant changes from its members, who are expected to migrate from a traditional style into a more inclusive and pro-active role, investing in knowledge and technology transfer as well as development of technical and entrepreneurial skills. The intended objective is to foster rural development through win-win situations in which policymakers, local representatives, private capital and rural citizens are integrated in productive ventures that fulfill everyone's expectations and interest.

Based on the evaluated concepts, the key element for the success of integrated rural development projects relies on the proper identification of the motivating factor(s), which in turn, would encourage each actor to get actively involved in such initiatives. In the present research we identified in the applied literature the most common motivating factors and challenges that could be encountered by each member, according to their own set of interests. The identified concepts were tested for a selected empirical case, resulting interesting findings in which the involved actors found sufficient motivating factors to solve their own challenges and succeed in the project's implementation process.

The observed benefits obtained in different cases from the applied literature, as well as in our evaluated case-study lead us to considerate that Integrated Rural Development strategies represent a functional opportunity for improvement, once the differences

are managed at the point that a general trade-off and agreement is accomplished by the involved actors.

Acknowledgments

Thanks to all the participants and interviewees for their kind support during the field work period.

References

- [1] Arato, M., Speelman, S. and Van Huylenbroeck, G. (2014), The contribution of non-timber forest products towards sustainable rural development: The case of Candelilla wax from the Chihuahuan Desert in Mexico. *Natural Resources Forum*. doi: 10.1111/1477-8947.12043
- [2] Archel, P., Husillos, J., & Spence, C. (2011). The institutionalization of unaccountability: Loading the dice of Corporate Social Responsibility discourse. *Accounting, Organizations and Society*, 36(6), 327-343.
- [3] Boulstridge, Emma and Carrigan, Marylyn (2000). Do consumers really care about corporate responsibility? Highlighting the attitude-behaviour gap. *Journal of Communication Management*, 4(4), pp. 355–368.
- [4] Candelilla Institute (2013). Information available online: <http://www.candelilla.org/aplicaciones.htm>. Last accessed: December 12th, 2013.
- [5] Carroll, A. B. (1991). The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders. *Business horizons*, 34(4), 39-48.
- [6] CONABIO (2009). Evaluación del estatus de euforbia antisiphilitica en México dentro de los apéndices de la CITES. Decimoctava reunión del Comité de Flora. Buenos Aires (Argentina), 17-21 de marzo del 2009. PC18 Inf.10 CITES.
- [7] CONAFOR (2008). Catálogo de Recursos Maderables y No Maderables. *Clima Árido, Tropical y Templado*.
- [8] Durand G. and Van Huylenbroeck G. (2002). Multifunctionality and rural development: a general framework (Chapter 1). In: Van Huylenbroeck, G., & Durand, G. *Multifunctional Agriculture: A New Paradigm for European Agriculture and Rural Development*. Ashgate Pub Limited.
- [9] Dutrénit, G., Rocha-Lackiz, A., & Vera-Cruz, A. O. (2012). Functions of the Intermediary Organizations for Agricultural Innovation in Mexico: The Chiapas Produce Foundation. *Review of Policy Research*, 29(6), 693-712.

- [10] Drabenstott, M. (2003). A new era for rural policy. *ECONOMIC REVIEW-FEDERAL RESERVE BANK OF KANSAS CITY*, 88(4), 81-98.
- [11] Ellis, F. (2000). *Rural Livelihoods and Diversity in Developing Countries*. Oxford: Oxford University Press.
- [12] Ellis, F. and Biggs, S. (2001) Evolving Themes in rural Development 1950-2000s, *Development Policy Review*, 19(4), 437- 448.
- [13] EU Commission (2000): Commission Notice to the Member States of 14 April 2000 laying down guidelines for the Community initiative for rural development (LEADER+), 2000/C 139/05.
- [14] Freeman, O., Karen R. (1982). The farmer and the money economy: The role of the private sector in the agricultural development of LDCs. *Technological Forecasting and Social Change*. Vol 22, pp. 183-200.
- [15] Giessen, L., and Böcher, M. (2008). Integrated rural development policy in Germany and its potentials for new modes of forest governance. BOKU.
- [16] Giessen, L., and Böcher, M. (2009). Rural Governance, forestry, and the promotion of local knowledge: The case of the German rural development program 'Active Regions'. *Small-scale Forestry*, 8(2), 211-230.
- [17] Goldsmith, A. (1985). The Private Sector and Rural Development: Can Agribusiness Help the Small Farmer? *World Development*, Vol. 13, No. 10/11, pp. 1125-1138.
- [18] Gross, C. W., and Verma, H. L. (1977). Marketing and social responsibility. *Business Horizons*, 20(5), 75-82.
- [19] INEGI, 2010. Censo de Población y Vivienda México 2010. Instituto Nacional de Estadística y Geografía.
- [20] Land Use Policy Group (2005): European Agricultural Fund for Rural Development – Making the most of the Leader approach to deliver environmental priorities in European and UK rural development programmes.
- [21] Lowe, P. Ray, C. Ward, N. Wood, D. Woodward, R. (1998) Participation in Rural Development: A Review of European Experience CRE, University of Newcastle upon Tyne.
- [22] Martin, R. L. (2002). The virtue matrix: calculating the return on corporate responsibility. *Harvard Business Review*, 80(3), 68-75.
- [23] Midmore, P. (1998). Rural policy reform and local development programmes: appropriate evaluation procedures. *Journal of Agricultural Economics*, 49(3), 409-426.
- [24] Morgan, K. (1997). The regional animateur: taking stock of the Welsh. *Development Agency. Regional and Federal Studies* 17, 70-94.
- [25] Murdoch, J. (2000). Networks – a new paradigm of rural development?. *Journal of Rural Studies* 16, 407-419.
- [26] Nemes, G. (2005). Integrated rural development- The concept and its operation (No. 0506). Institute of Economics, Hungarian Academy of Sciences.
- [27] O'Connor, A., & Meister, M. (2008). Corporate social responsibility attribute rankings. *Public relations review*, 34(1), 49-50.
- [28] OECD (1996) Networks for Rural Development Group of the Council on Rural Development OECD Paris
- [29] Ray, C. (1997) Towards a theory of the dialectic of rural development. *Sociologia Ruralis* 27 (3) 345-362.
- [30] Ray, C. (2000). Further ideas about local rural development: Trade production and cultural capital, Working Paper 49, Centre for Rural Economy.
- [31] Saraceno, E. (1995). Recent trends in rural development and their conceptualization. *Journal of Rural Studies* 10 (4), 321-330.
- [32] Schneider, E., 2009. Trade survey study on succulent Euphorbia species protected by CITES and used as cosmetic, food and medicine, with special focus on Candelilla wax. 18th meeting of the Plants Committee. Commissioned by Bundesamt für Naturschutz, CITES Scientific Authority, Germany.
- [33] Shortfall, S., Shucksmith, M., 1998. Integrated rural development: issues arising from the Scottish experience. *European Planning Studies* 6, 73-88.
- [34] Shucksmith, M. (2010). Disintegrated Rural Development? Neo-endogenous Rural Development, Planning and Place-Shaping in Diffused Power Contexts. *Sociologia Ruralis*, 50(1), 1-14.
- [35] Slee, B. (1994) Theoretical aspects of the study of endogenous development. In: J.D. van der Ploeg and A. Long, eds., (1994) *Born from within: Practice and perspectives of endogenous rural development*. Assen: Van Gorcum, pp. 184-194.
- [36] Utting, P. (2005): Corporate responsibility and the movement of business, *Development in Practice*, 15:3-4, 375-388.

- [37] van der Ploeg, J. D and Marsden T. K. (eds), 2008. *Unfolding Webs: The Dynamics of Regional Rural Development*. Van Gorcum.
- [38] Yeomans, M. (2013) Multiceras develops 'groundbreaking' wax extraction process. *Cosmetics Design*. Available online: <http://www.cosmeticsdesign.com/Formulation-Science/Multiceras-develops-groundbreaking-wax-extraction-process>
- [39] Winters, P. and Davis, B., 2009. Designing a Programme to Support Smallholder Agriculture in Mexico: Lessons from PROCAMPO and Oportunidades. *Development Policy Review*. 27 (5), pp. 617-642.