

The organization of producers in la frailesca, chiapas; a historical perspective before the new rurality

A organização dos produtores em la frailesca, chiapas; uma perspectiva histórica antes da nova ruralidade

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ABSTRACT

A study was carried out in three municipalities in the Frailesca region, Chiapas, considered one of the most important agricultural areas in the state, after the government began a transition of opening markets, reducing resources to the countryside and closing many related agencies. to the agricultural sector from the 90's. It was possible to identify three types of actors that offer services and products and a varied network of organizations, the genesis of which is at least two types of groups and that due to internal problems separated themselves to form a large group of organizations. The results indicate that there are internal and external factors that make organizations dynamic without this being an impediment to production. Groups were found that offer and promote services, at least three organizational frameworks were found which build relationships that allow feedback on their own information subsystem, however, there is no real interrelation with other actors, in such a way that all those who intervene they can modify their own strategies, since it is the promoting actors who order the operation of the Information System, from the perspective of their interests.

Keywords: organization, Chiapas, New rurality

RESUMO

Um estudo foi realizado em três municípios da região de Frailesca, Chiapas, considerada uma das áreas agrícolas mais importantes do estado, após o governo iniciar uma transição para abrir mercados, reduzir recursos para o campo e fechar diversos órgãos relacionados. ao setor agrícola desde os anos 90. Foi possível identificar três tipos de atores que oferecem serviços e produtos e uma rede variada de organizações, cuja gênese são pelo menos dois tipos de grupos e que por problemas internos se separaram para formar um grande grupo das organizações. Os resultados indicam que existem fatores internos e externos que dinamizam as organizações sem que isso seja um impedimento à produção. Foram encontrados grupos que oferecem e promovem serviços, foram encontrados pelo menos três estruturas organizacionais que constroem relações que permitem retroalimentar o seu próprio subsistema de informação, porém, não existe uma real inter-relação com os demais atores, de forma que todos aqueles que intervêm possam modificar suas próprias estratégias, uma vez que são os atores promotores que ordenam o funcionamento do Sistema de Informação, na perspectiva de seus interesses.

Palavras-chave: organização, Chiapas, nova ruralidade.

1 INTRODUCTION

A social organization based on the view of Lozano, *et al.*, (2009) is considered as the association of people who integrate their resources, knowledge and capacities to act together and solve problems of their interest or achieve commonly defined and consciously accepted goals, on the other hand, it differs from a rural economic organization, which is defined as the process of partial or total association of rural producers in order to carry out, jointly, one or more activities related to the production, marketing and transformation systems of agricultural products. Mazariegos *et al.*, (2013), mentions at least three elements in the 21st century that directly affect producer organizations, which are: a) the era of knowledge and the billed mind; b) the era of rapid change, and c) the era of globalization of markets in the fields of production. This means that organizations not prepared for these scenarios will be out of the game, one for government support

and for the Mexican State's fiscal policies, which now any activity and bank and economic transfer requires the issuance of fiscal invoices or receipts, and Organizations unprepared for these types of scenarios are simply not eligible. Commerce, finance and information. These three drivers, in addition to reorienting the world of the economy and business, make them work in global markets as it has not been done in the past. This implies new challenges for organizations. Organizations have had to enter a process of continuous internal improvement in order not to be left out of negotiations regarding sales, corporate and access to government support, however, what was found in this study indicates that the theory is very different from practice.

Since 2000, Garcia, (2000), indicated that the organization of small and medium agricultural producers constitutes an alternative to promote substantial improvements in agricultural activity, at the same time that they constitute one of the fundamental instruments for achieving the structural changes required in the process of social transformation of the field. Although it does not discriminate the fact that in addition to facilitating access to government policies, they are also used as a corporate bulwark for political purposes, to consummate the agrarian reform.

In Mexico, the organizational processes were promoted after the Mexican revolution, also protected by the creation of third-level organizations that confederated the organized groups at the state level, this type of corporate organization worked for more than 70 years, until In Mexico, the neoliberal economic model was implemented, where institutions that previously provided credit, technical assistance, protection to crops and livestock species disappeared, institutions that provided technical and marketing assistance, and companies with a business vision that occupied the social fabric towards the Chiapas countryside, widely documented in Cadena, (2004). As an effect of structural adjustment in public institutions in the agricultural sector, transformations occurred within those that still exist. Furthermore, the changes led to a consequent redefinition of the actors, territorial strategies and actions carried out in the agricultural sector in La Frailesca; consequently, the goal results and the achievements obtained.

Although the changes are generalized and, where appropriate, similar in various states of central and southern Mexico, due to the orientation of the policy and its programs, we suppose that in particular they have involved, through particular transformations of the organizational structure and its daily activities, the functional dissociation of the prevailing institutional organization and the consequent limitations of its operational functionality. Under this scenario of resizing the activities of public actors and various emerging actors in La Frailesca, the lack of knowledge of the type and degree of organization to promote and operationalize the services programmed in public programs, as well as the specific ones of the private actors.

Due to its implications for rural development in general, for rural development in Mexico and in particular in La Frailesca, attempts have been made to privilege as structuring the problem: rural financing, technical assistance and institutional capacity - in its general sense of Public or private organizations - that have a favorable impact on agricultural development, the increase in production and productivity, the income of producers and rural territorial development. Consequently, certain changes are problematized. The intensification of the relationship dynamics between producers and the actors that offer advisory services increased significantly at the time that the credits offered by the Official Bank were drastically reduced, which is why the so-called law firms or service firms represented a alternative intermediation between producers and commercial banks and the consequent appearance of duly requisitioned parafinancial agents observed by the Banking and Securities Commission. Without forgetting that the main function of the offices established in La Frailesca was -and is- to provide technical advice and sale of supplies. Therefore, and as a result of the reduction of the institutional apparatus to promote the agricultural development of producers, the appearance of emerging actors, as well as the adjustments and conventions made between the actors to promote the transfer of technology and services to producers. of corn, the main objective was the study of the relationships between the actors who promote the transfer of technology and services to the producers-receivers-, under an unknown scenario, in which the redefinition of public work and the increasing importance of Wider participation of the private sector as an intermediary between producers and institutions. Given these changes in the agricultural sector and the complexity of the transformations in agriculture, in addition to a greater participation of private sector actors, which offer an opportunity to learn about the transformation processes of institutions, the agreements between the different actors to associate looking for a common purpose, as well as the dynamics and the links that they establish between them, with the purpose of knowing and explaining public work and its new organizational agreements as part of a structural adjustment process insufficiently analyzed and evaluated for its redesign and improvement.

2 MATERIALS AND METHODS

The study was carried out in the municipalities of Villaflores, Villacorzo and La Concordia, Chiapas, which are part of the seven municipalities of La Frailesca, in the central region of Chiapas, these municipalities were considered in the study as being economically the most economically active in the agricultural subsector. They were analyzed from the producer standards that exist in the Ministry of Agriculture and Rural Development, of the DDR04 of Villaflores, and a stratified sampling design was made, with the formula suggested by (Snedecor and Cochran, 1967 and Rojas, 1979). In it is indicated that the elements must be selected by means of a random draw with

replacement in the case of the producers that intervene in any program, due to the numerical characteristics of the universe of producers. To achieve the above, the lists or patterns of producers were used, subsequently the producers were chosen according to the following formula:

$$n = \frac{\frac{Z^2 p_n q}{d^2}}{1 + \frac{Z^2 p_n q}{N d^2}}$$

The mathematical equation is detailed as follows:

Where:

Z= Confidence level

d= Level precision

pn= Proportion of the population belonging to the interest group

q = (1 - pn)

N = Population size

n= Sample size

substituting the values:

Z= 95 % (1.96)

d= 10 % (0.10)

p= 0.8 Proportion of the population belonging to the interest group

q= 0.2 (1 - pn)

N= 12,176 farmers

n= 62 Interview

For the determination of the sample size of the producers who participated in the parafinancial programs, the following calculations were performed:

Z= 95 % (1.96)

d= 10 % (0.10)

p= 0.7 Proportion of the population belonging to the interest group

q= 0.3 (1 - pn)

N= 1,375 producers working with parafinancial companies

n= 76 interviews

The values for p and q were calculated taking into account that in at least two years the producers had participated in the program, substituting the values in the formula the sample size was:

$$\begin{aligned}
 & \frac{(1.96)^2(0.7)(0.3)}{(0.10)^2} & \frac{3.8416(0.21)}{0.01} & \frac{0.806736}{0.01} \\
 n = & \frac{(1.96)^2(0.7)(0.3)}{1 + \frac{(0.10)^2}{1,375}} & \frac{3.8416(0.21)}{1 + \frac{(0.01)}{1,375}} & \frac{0.806736}{1 + \frac{13.75}{80.6736}} \\
 & = \frac{3.8416(0.21)}{1.06} & = 76.10 & = 76 \text{ Interviews}
 \end{aligned}$$

For the determination of the sample size of the producers who participated in the program with mixed resources, the calculations made for this purpose are shown below:

Z= 95 % (1.96)

d= 10 % (0.10)

p= 0.9 Proportion of the population belonging to the interest group

q= 0.1 (1 - p_n)

N= 700 mixed actor producers

n= 33 interviews

The values for p and q were calculated as a result of the number of years that the interviewees had participated in the mixed funds program, substituting the values in the formula the sample size was:

$$\begin{aligned}
 & \frac{(1.96)^2(0.9)(0.1)}{(0.10)^2} \quad \frac{3.8416(0.09)}{0.01} \quad \frac{0.345744}{0.01} \\
 n = & \frac{\frac{(1.96)^2(0.9)(0.1)}{(0.10)^2} + \frac{3.8416(0.09)}{0.01} + \frac{0.345744}{0.01}}{1 + \frac{(1.96)^2(0.9)(0.1)}{700(0.10)^2} + 1 + \frac{3.8416(0.09)}{700(0.01)} + 1 + \frac{0.345744}{7}} \\
 & = \frac{34.5744}{32.95} = 33 \text{ Interviews}
 \end{aligned}$$

3 RESULTS

In La Frailesca, Chiapas, a functional organization was found among the producers, which are constituted in groups, of the sample studied, 96% said they were organized, in legally established groups or in those in the process of being, these results confirm what It occurs in most regions of Mexico where the main legal figures are similar to those that appear in La Frailesca. In this regard, the Colegio de Postgraduados lists a series of legal figures recognized by government institutions, including those found in Chiapas (Colegio de Postgraduados, 1997). The forms of organization and the links between the actors in La Frailesca were not created from scratch, since there were some that were created after the agrarian distribution. However, it was during the six-year term of Lic. Luis Echeverría Álvarez (1970-1976), when the organizations gained strength, as corporatism became very popular (Montes, 1999). In the case of the producers who said they were organized in the ejidos (38%), they understand this fact as the action of belonging to the ejido, since it is through this figure that various individual procedures are carried out.

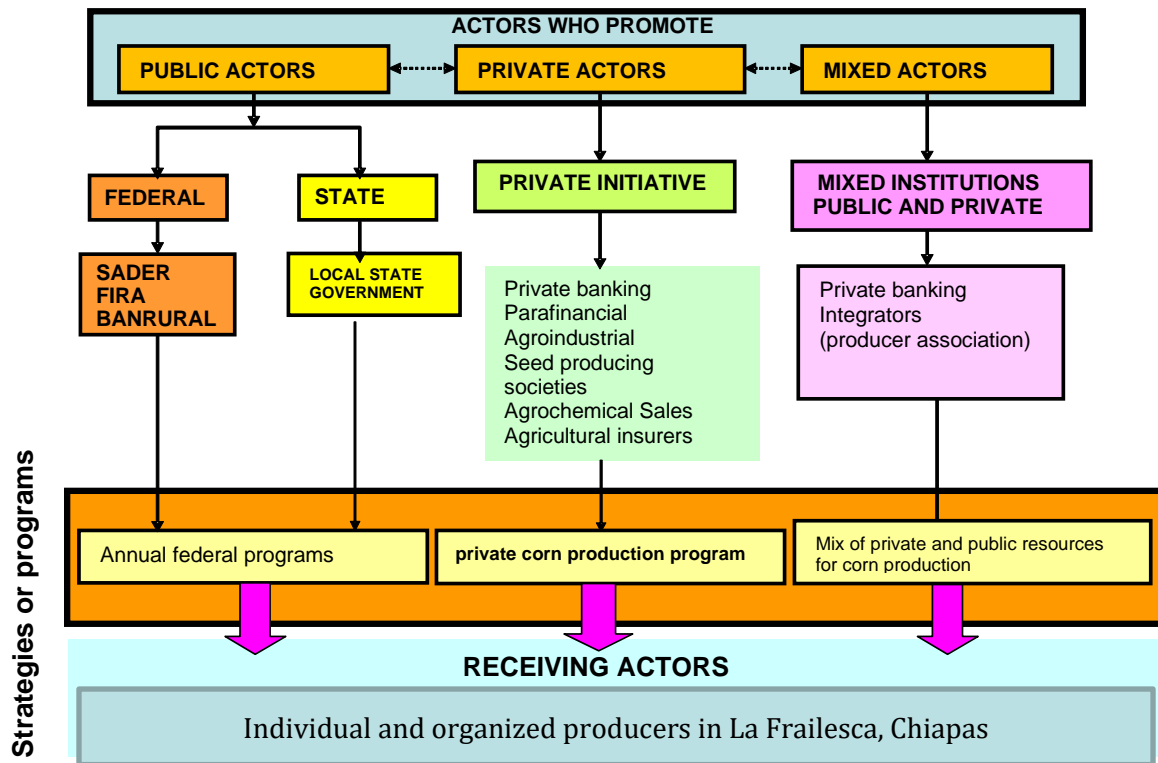


Figure 1. Definition of groups that promote, intervention programs and recipient producer groups. Based and modified in (Cadena 2004).

Except for the collective decisions that are made within the ordinary or extraordinary assembly, the procedures that have been carried out to obtain subsidies from Kilo by Kilo are strictly individual, however, the endorsement from the presidency of the ejido commissioner is vital importance for obtaining support. The motivation of being grouped in an organization has a subjective connotation of hope, since access to the formal money market is restricted for the vast majority of producers. For this reason, a large percentage of producers mention in their motivations the need and desire for progress. Although what really motivates producers is to obtain a source of financing. Three types of service promoters towards producers were identified, which are either natural persons or legal entities according to the type of legal figure they possess. Although 44.1% of producers mentioned that the organization is a requirement to obtain credits and 41.4% mention that it is organized to obtain these, both responses can be complementary, since to obtain credits from any credit institution or institution of the state is an essential requirement to be organized so it can be inferred that the main reasons for producers to be immersed in an organization is to obtain credits and / or supports. Therefore, 85.5% is organized to access the forms of financing. The permanence of producers in organizations is manifested in this study by the years of being an active or passive actor, but with full awareness of their belonging to a group. In this regard, Niño (1993) indicates that the individual is not fully aware of his relationship to the group and that the latter is formed to achieve a collective purpose but each one decides what to do with what they receive. The

length of time that the producers expressed being active or passive members, or simply belonging to an organization was variable, the most recent groups in their organization are those that worked in the programs emanating from a parafinancial, since some of which were formed to starting from the promotion of technological packages and the proposed work scheme which includes insurance, technical assistance, supplies and credit, regardless of whether the producers were previously organized or not. The sense of belonging of the ejidatarios and beneficiaries of the supports of the annual programs of the Federal Government, is marked and even in an erroneous way, since they mention the ejido as a form of organization, without it being an eligible figure to receive credits . However, the seniority that they showed of 15.22 years on average may refer to the date of verification of plots for the field support program that started in 1994 (PROCAMPO). To be and remain organized, the type of support that producers in all groups receive from their organization was of paramount importance. 45% of organized producers indicated that the main advantage of belonging to an organization was the supports that were managed through it, even if the payment was made individually. 37.1% referred that through the management of their organization they buy inputs or sell their crops, 17% indicated that the best support received by their organization was the management of credits. Although about 63% of producers acknowledge that it is the agency where they receive the most support from their organization.

This may lead us to believe that the producers who participated in the programs observe an "use" behavior by the organization for the purposes that they pursue. If we take into account that currently agricultural policy has as an essential requirement the organization of producers and that through this figure, they are granted support from the State, then the agency that previously carried out individually, now carries it out through your organization.

Classical researchers and scholars such as Hayami and Ruttan, (1991) indicated that to reach a decision among producers about adopting an innovation, it required that the technology per se be economically viable and technically adaptable to the conditions of the production system. However, these same authors indicated that in addition to complying with the above, there should be external conditions to the production system which would contribute to decision-making, among the most important of which were: access to credit, agricultural insurance, technical assistance and equipment and infrastructure necessary to transport and market the crops. Currently these ideas are completely outweighed by academics and researchers such as Ayala, et al., 2014, who indicate that adoption is more than the technology itself, it is more risk and adventure than technology per se, however, if the conditions that a technology or technological process requires should be taken into account.

Of the population interviewed in the La Frailesca area, 77% of producers have access to formal credit from firms, from development programs that involve public and private funds, mixed actors, and development and commercial banks. Of the previous percentage figure, law firms account for 48%, 33% between Development Banking and Commercial Banking have in their credit portfolio 14% of those interviewed. 84% of the sample studied agreed that the interest paid with this type of credit is less than what was paid five years ago. Although there are credit alternatives established by the financial system, there is also access to informal credit in each locality. The interest on formal loans does not exceed 1% per month. On the other hand, loans from the informal money market are more ruthless and less benevolent for those who need to use them, since the interest charged fluctuates between 10 and 15% per month. However, producers who have the need to resort to this local and informal money market mention as the main advantage that the applicant's credit history does not matter and in most cases only the pledged word is enough. Another modality of the informal credit market was loans for fertilizers at harvest, which must be paid with harvested grain. In this case, the interests are agreed between the parties, for each ton of fertilizer on credit, a ton of shelled corn must be paid. This type of agreement or arrangement is very common in the municipalities of La Frailesca, perhaps due to the decapitalization conditions in which most of the producers are, in addition to the possible past-due portfolio in which they may be. In the Frailesca region, formal financing alternatives are very limited, even though there are currently more and more financial actors and alternative forms of financing such as law firms or para-financial institutions, as well as contract farming carried out by Grupo Buenaventura S.A. de C.V. therefore, producers are in need of resorting to the options that local lenders offer them.

Hernández and Lloveras (2002), demonstrated that artificially cheap and abundant credits with low interest rates and indiscriminate granting, tend to destroy credit programs. As mentioned by Navarro and Zebrowsky, (1993), producers, despite working for the market, also need to open the range of activities that have an impact on economic profits and improve their family economy. This situation is largely explained in what has been determined as the new rurality, (IICA, 1999; IICA, 2000; Llambí, 2000; Guzmán, 2000; De Souza and Cheaz, 2001; Grammont, 1999; Baños, 1999; Linck, 2000; Valtierra, 1999; Echeverri, 2002; Echeverri and Moscardi 2005).

However, in the phenomenon of study, despite the fact that there are sketches that the activities lead to a New Rurality, either due to the presence of more actors who carry out the same activities that the State previously carried out, but with a business mentality (at least two of the three promoting actors), also because development actions are allowed to be for other groups besides male farmers, in none of the cases it is appreciated that the development of the potentialities of the receiving actors is being promoted, In addition, gender equality is required, as well as access to

markets where producers get more for their work and that the state plans development programs where recipient actors are involved. In the following table, we can see some differences between the producers who participated in three accompaniment or technology transfer strategies or who simply accessed financing to support their production processes.

Table 1. Main characteristics of the producers who participated in each work strategy, in three municipalities of La Frailesca, Chiapas. 2003.

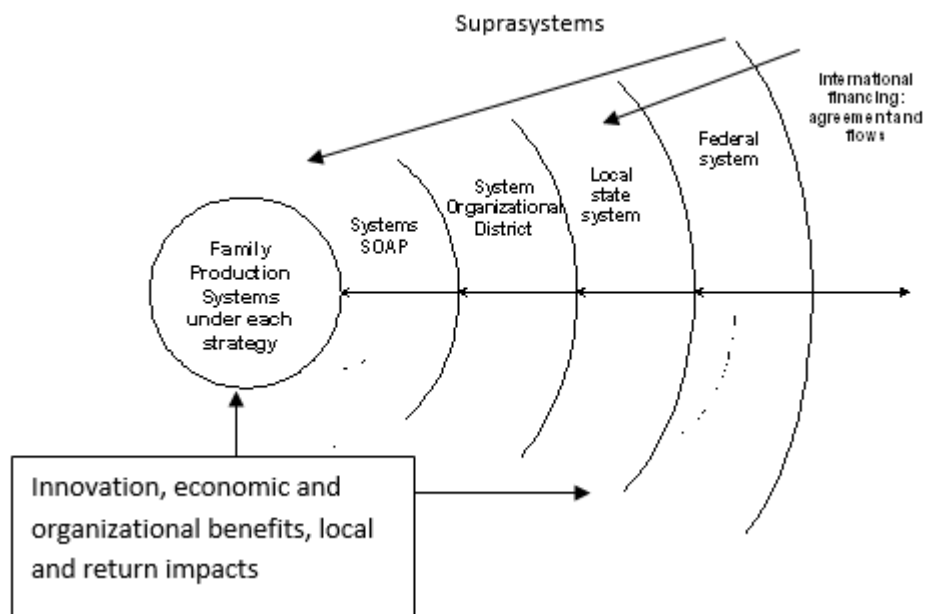
CONCEPT STRATEGY	GOVERNMENT PROGRAMS	SERVICES OFFICES OR BUFFETS	MIXED FUNDS PUBLIC AND PRIVATE RESOURCES
Social Characteristics			
Sample size (n)	62	76	33
Producers age	50.7	46.7	53.7
Experience as producers	36.1	29.9	31.8
No. of children	3.94	3.96	4.22
Other trade (%)	33	39	33
Supports from wives with microcredits (%)	17	7.5	8.2
Support from other family members (%)	2	3	2
Labor market and migration (%)	40	20	8.2
Productive Characteristics			
Total area (ha)	10.71	10.5	16.5
Agricultural surface (ha)	7.24	8.33	7.61
Livestock area (ha)	2.85	1.73	5.61
Forest area (ha)	0.62	0.44	3.28
Corn area (ha)	5.68	7.51	6.92
Bean area (ha)	0.83	0.53	0.93
Sorghum area (ha)	0.23	0.33	0.16
Peanut surface (ha)	0.02	0.17	0.16
Other crops area (ha)	0.48	0.025	0.48
Relationship with the agricultural products market			
Corn Yields (t ha ⁻¹)	4.41 ^b	4.51 ^{a,b}	4.99 ^a
Total percentage of corn sales	88.6 ^b	94.7 ^a	94.6 ^a
Livestock products sales percentage	99	99	99

Different letters indicate statistical differences between groups of means (Duncan 0.05) P <0.000

On the other hand, those who promote only use their resources to multiply money, since the producers were not involved in planning what they wanted. The promoters also did not carry out actions in the form and substance that lead to the conservation of natural resources, which would allow sustainable corn production in the short and medium term. We should not deny in light of the results presented that: if there are actions, although isolated, that lead to an agroecological supply for the production of corn, however, most of the proposed components have an input burden in order to increase productivity.

Based on the concepts and analytical discussion of Navarro (2003), The analysis of the three "organizational systems between promoter and producer actors" (SOAP), has tried to maintain

similar parameters that allow a comparative apprehension of the assumptions in a relative way. "Differentiated organizational systems. In particular, the environment has been schematically recognized as a context at various scales of a "hierarchical determination flow generating suprasystem". This suprasystem, however, is characterized by emergent linkages of a relative functional multidimensionality. In this regard, we identify as examples of hierarchical levels: a). the annual initiatives of the Federal programs with their operation determined by their operation and evaluation rules: b). The consequent programs in a "single development agreement" between Federal and state programs, which ensure territorial operational modalities through their respective "District Organizational Systems" (SOD today through DDRS); c). The territorial internal programs to the SOD.



Modified from Navarro, (2003).

Figure 2. Multidimensional hierarchical system for the promotion of supports and services in agriculture in La Frailesca, Chiapas.

The analysis of the three organizational systems between promoter and producer actors has been based on the evaluation of common elements between them, for a first stage to appreciate comparatively visualizing the variability between "the diagnostic variables", in a second stage to integrate the discussion of the differences and final reflection on the scope and limitations of the programs and the institutional organization of the organization systems, from the perspective of the contribution and achievements of "the organization of public and private promoters from the vision and goals of the new institutionality", Compared to the traditional rural development. A first comparative appreciation between the parafinancial companies and those who promote with mixed resources, denote among some similar components: 1). A receiving actor which can be organized

or individual; 2). An actor promoting a strategy; and 3). A source of credit that includes para-financial agents and Development Banking; 4 and 5). The link with the suppliers of supplies and services, 6). The tendency towards agreement and predominance with a Marketing actor.

A first appreciation of the analysis shows us that institutional transformations have enabled and favored the emergence of new "interface" actors, between the traditional system of actors and public policies and producers. In its general sense, the interface constituted by the emerging actors promoting the Assistance, credit and other services and related supports, as such in the sense of mediation interface determined by the norms and agreements determined by the suprasystems, has built its plot organizational and Linkage with producers and structure, at the cost of organization and linkage of the State that once promoted and financed as service and support activities. According to Ramírez and Regalado (1997), there are former actors who are those already present at all levels of government before carrying out the structural adjustment.

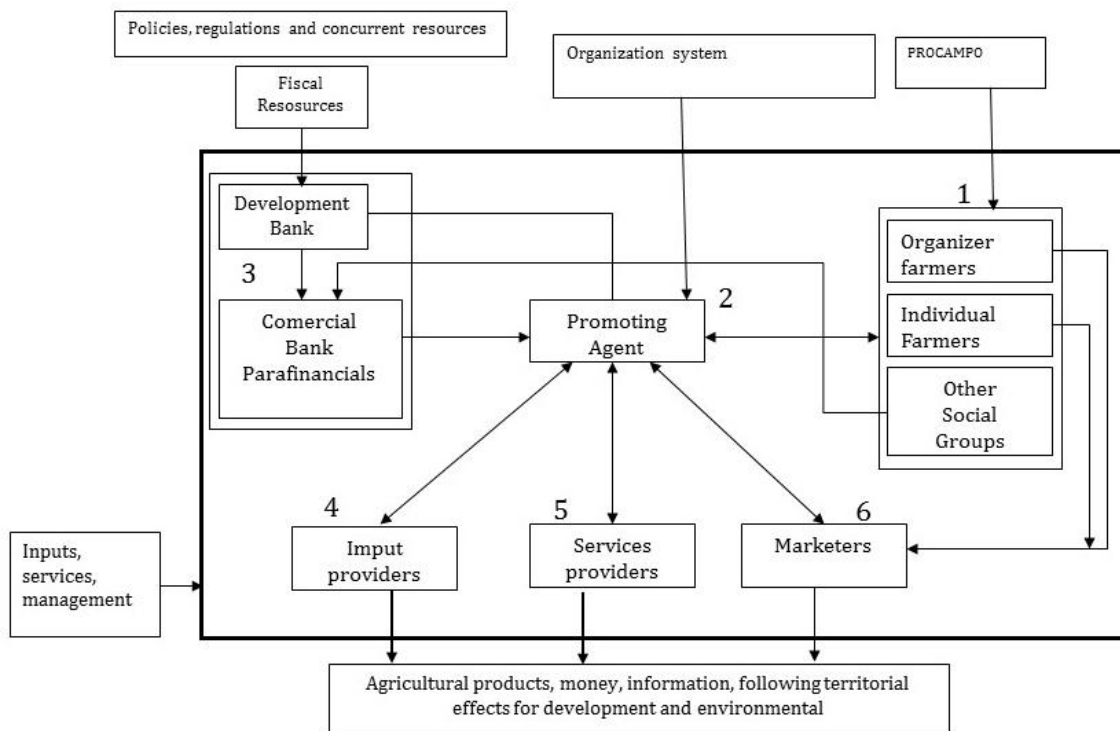


Figure 3. Indicative diagram of the similar components of the promoters' organizational systems, La Frailesca, Chiapas. Source: Modified from Cadena, (2004).

These may be institutions of the same government or organizations created for various purposes, in their corporate case. On the other hand, the new actors, for some occupy empty spaces as a product of the adjustment and the withdrawal of the State from important public functions; for others, this ideology of the new institutionality has allowed the creation and justification of the market organization with particular interest and benefit for the private support services, services,

that is, recognizing the actors of interface action for their connection to the group community, as "natural actors recognizable by their relevance to the functional organizational system" among the public policies of the suprasystems, their programs and the beneficiaries thereof, the organized groups of producers and, the families as beneficiary agents, who even took certain risks, when they participated in the agreements and bonding agreements with "the interface intermediaries".

De Souza and Cheaz (2001), Echeverri (2002) and Echeverri and Ribero (2002), indicated among some parameters that give idea of the creation of a new paradigm of rural development, of particular interest: the appearance of new subjects that promote the developing. In the Frailesca it is promoted by the parafinancial, the mixed funds and the strategic alliances that various actors carry out for this purpose, agree that they remain the same problems of the rural sector, however, they point out that changes in agricultural policy and legislation, they have allowed other actors to carry out the actions that were previously only carried out by state institutions, at their different levels of government. However, our comparative analysis shows that the rules and agreements between the actors also changed, particularly in relation to the issue of current credit and technical assistance, both promoted under the sole basis of their payment by the producer for services received. In other words, the reimbursement of credit and the payment of technical assistance, despite the fact that it is still substantially financed by public suprasystems. The resulting scenario originated the current and emerging "new organizational fabric among the actors", which includes all the productive and commercialization sectors.

On the other hand, like the producers, the promoter actors had the need to organize themselves from the perspective of the regulatory demands of the organizational suprasystems, and even through an approach of economies of scale, with which they would be able to lower the costs for the purchase and distribution of inputs. The organizational fabric that existed until before structural adjustment does therefore represent a change in the organizational structure to promote and receive technologies and services. In addition, the requirements that must be met to access credits and / or subsidies were increased. In summary form, the comparative elements between the organizational systems and their strategies are listed.

Table 2. Comparative of strategies to link development actors for supports, credits and services, in La Frailesca, Chiapas.

Strategy component	Program Government	Parafinancial	Mixed funds
Initial source to contribute and operate the resources of the strategy	Federal-local State Program Government	Government, Development Bank - Private actor	MIXED ACTOR
Vertical integration with other actors	WEAK Producers, Marketing actors	VERY STRONG Producer organization, input and service providers, Agroindustrial, Marketing actors	STRONG Producer organization Suppliers of supplies and services Marketing actors
Horizontal integration with other actors	WEAK Relationship with Public actors and Input providers	VERY STRONG Relationship with other private actors for services and public for credit guarantee with PROCAMPO	STRONG Relationship with other private and public actors for credit guarantee with PROCAMPO
Resources for financing the strategy	Regulated contributions Fiscal resources and complement of producer resources	TIMELY Private Resources and producers complement Fiscal Resources	TIMELY Private Resources and producers complement Fiscal Resources
	HIGH 40% in the purchase of improved seeds	LOW-HIGH 20 to 50% for payment of technical assistance	LOW 20% for payment of technical assistance
Percentage of subsidies in each strategy	Low transaction cost Just sign up and pay the proportional part	Higher transaction cost (average) Get organized Cover guarantees Have a clean credit file	Higher transaction cost (average) Get organized Get credit guarantee Cover guarantees
Requirements for access to the strategy	SIMPLE Only seed and reduced technical assistance	MEDIUMLY COMPLEX Modification of 2 technological components: Planting method and genetic material. Agreement for the support of Technical Assistance and Guarantee of PROCAMPO	COMPLEX Modifications to the technology package and various agreement requirements Soil analysis, Liming, Planting method, change of genetic material, Mycorrhizae and Biologic control. Agreements for Technical Assistance and Agricultural Insurance
Elements for the technology transfer process	SIMPLE Enroll Pay the proportional part	MEDIUMLY COMPLEX Get organized Cover guarantees Receive supplies	COMPLEX Get organized Get credit guarantee Cover guarantees Receive supplies
Complexity in the application process	HIGH They do it	MEDIUM TO LOW Technicians do it	MEDIUM TO LOW Technicians do it
Producers' participation in the procedures			
	FOUR PROCEDURES (promotion and listing, pay and collect seeds)	FIVE PROCEDURES (promotion, list, authorize, give guarantees and receive inputs)	SIX PROCEDURES (promotion, they are listed, they seek endorsement, they are authorized, guarantees are given and they receive inputs)
Average procedures	NULL	MEDIUM	MEDIUM

Strategy component	Program Government	Parafinancial	Mixed funds
	Only pay the proportional part of the seed	PROCAMPO like the Credit guarantee	PROCAMPO like the Credit guarantee
Financial requirements to access the strategy (guarantees)	According to meta-objective: The genetic material is delivered, at the moment the proportional part by producers is paid	Medium-high according to goal-objective: Received: the credit, the components and the credit and the interests are paid by the producers	Low according to goal-target: Received: credit, components and producers do not pay the entire credit or interest
Indicative results	No hay o es esporádica	Presencia todo el ciclo	Presencia todo el ciclo
in the overall strategy process	MEDIUM TO HIGH (4.41 t. ha ⁻¹)	MEDIUM TO HIGH (4.51 t. ha ⁻¹)	MEDIUM TO HIGH (4.99 t. ha ⁻¹)
Presence of technical advisers	MEDIUM 8,881.00	MEDIUM 9,110.00	HIGH 9,997.50
Results in productivity	MEDIUM 3,439.60	MEDIUM 3,376.60	MEDIUM 3,285.90
Average production costs in each strategy, (\$)	TOTAL Only sedes	PARTIAL Planting method Seeds	PARTIAL Planting method Seeds
Net Benefits for each strategy (\$)	None	They take supplies to your town, Marketing assured and close to your Location	Marketing assured With marketers and integrators promoted by the mixed actor
Adoption of the components of the strategy	None	Planting Method and Demonstrations	Planting method and Demonstration Planting method and production processes, exchange tours to other States of the Mexican Republic

Under the focus of this new scenario that came to establish and improve it helps the analysis of the "territorial organizational systems among the actors. However, it has perfected the functional analysis between institutional promoter organizations in various hierarchies, and producer organizations, through the connectivities of relations between the actors. Even, from its adequate functional perspective, to suppliers of supplies and services, as well as industrial consumers and others. The benefits obtained by producers that can be interpreted as useful to promote agricultural development are more related to the opportunity of technical assistance services, since on average in two of the three strategies 69% of producers indicated that this Service was better now than it was five years ago. The elements considered referring to the strategies of the promoting actors question us about their effectiveness in favoring agricultural development, from a more comprehensive conception that considers: self-management of their development processes, their effective participation in design and evaluation, ecological viability, economic and social of the same, among several attributes, today classic in their statement.

On the other hand, the State continues to be present with the appearance, promotion, and consolidation of the actors that carry out an intermediation with fiscal resources; however, a different mechanism is established for activities that promote agricultural development, through the multiplication of money through the para-finance companies. It is evident with this, that "the weight loss of the State and its functions" to promote the development of rural producers, has been agreed as possible co-responsibility with other social actors, even from the conception of private actors. The new organizational framework indicates that the receiving actors or the users must benefit from all the actions of the actors that promote a service, ideas or technologies. There must be actions that allow producers to have an empowerment or a strengthening to achieve freedom of choice and action to form their own life project, which implies control over their resources and full participation in decision-making by the various actors, be they public or private.

4 LEARNED LESSONS

Although the state detached itself from the activities inherent to and supporting the agricultural sector in La Frailesca Chiapas, gradually, producers and emerging actors still continue to use public resources and mix with private resources to promote rural production, without denoting a effective rural development, those who promote credit services, technical assistance, sale of inputs and marketing of crops are only reproducing the value of money, without taking into account the ecological costs, and the social factors implied by what is going to happen when not there are more public resources to promote rural development.

The new scenarios in the labor market, money and products and services make producers dependent on being directors of their own development and an immediate solution, as long as they do not have a negative credit history, is to seek to be participants in the new organizational frameworks that happen every day.

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