

Proximity Theoretical Methodological Governance and Networks of Public Policy in the Mariposa Corridor Monarch Chincua-Campanario-Chivati-Huacal

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Abstract: *The purpose of this research is to construct a methodological bridge between theoretical assumptions of public policies and governance, for the analysis of an empirical case: Tourism and environmental management in the Chincua-Campanario-Chivati-Huacal Corridor, Michoacán State. The State assumed the obligation to ensure environmental public goods, recognizing its limitations to manage alone that's way citizen is not an actor who accepts everything, giving way to a new framework of State-Citizen relations, on which a governance scheme is built. In this corridor public, private and social actors interact around tourism, conceived as an instrument of environmental management for the conservation. This document is the methodological proposal to analyze these relations through the approach of public policy networks, linking theoretical elements of governance and public policies, explaining the elements that impede the operation of the environmental policy in the Sanctuary and the nonexistent conditions.*

Keywords: Environmental management, public policy networks, tourism governance.

1. Introduction

At the international level, there are various phenomena that indicate the deterioration of the environment related to human activity and that vary according to the context of each country, although in general terms they stand out: Agrarian conflicts, demographic and industrial pressures, agricultural projects, exploitation and deterioration of vast areas of forest; Conflicts over water or territory, demand for wood for various uses and in some cases, the practice of mass tourism.

Such facts were made available to experts, academics, governments and different social organizations to position the protection and conservation of natural resources at the center of discussions and decision-making. From the 1970s to the present time, the adoption of different international agreements and the adoption of different measures (regulation, economic incentives, control and sanction) have influenced the daily life of society, activity And especially encouraged the discussion of the issue more and more frequently, to the extent that the consequences of environmental degradation (man-nature) are reflected more dramatically.

As part of these efforts, the Mexican government had created in its territory until 2012, 161 Protected Natural Areas (ANP) of federal character (Adger and Jordan, 2009); And by 2013 a more named ANP Nevado de Toluca; They are an instrument of environmental management for the conservation of biodiversity and ecological goods and services. They represent the possibility of reconciling the

integrity of ecosystems, which do not recognize political-administrative boundaries with institutions and management mechanisms solidly grounded in our legislation. The declaration, management and administration of protected natural areas have revealed dimensions and potential that reinforces its capacity as an instrument of environmental management (Aguilar, 1996: 370).

Within these spaces, the Monarca Mariposa Biosphere Reserve (RBMM) stands out and within it 27 Sanctuaries distributed 70% in the State of Michoacán and the rest in the State of Mexico. They harbor from November to February this lepidopteron, having made a long journey from Canada; This phenomenon of migration was declared by UNESCO as a World Heritage Site. The relevance of these sanctuaries is also that the Reserve to which they belong is an area of rainwater harvesting that feeds numerous bodies of water that supply urban centers and localities of the region, in addition to housing a vast diversity of species (Aguilar, 1996: 370).

In order to adequately implement environmental management mechanisms and instruments, the RBMM territory was segmented into three core areas: 1) Cerro Altamirano; 2) Chincua-Campanario-Chivati-Huacal corridor and 3) Cerro Pelón (Adger, Benjaminsen, Brown and Svarstad, 2001: 681-715), these include only sanctuaries that ensure the long-term protection of the landscape, ecosystems and of the monarch butterfly. The only activities allowed in the core areas are research and monitoring, as well as local extractive uses and recreation. Because of its ecological importance, the Chincua-Campanario-Chivati-

Huacal corridor, which houses the sanctuaries: Chincua, Aganguero, La Mesa, Chivatí and El Rosario stands out among these areas in the state of Michoacán.

As part of this research, we propose a theoretical-methodological approach based on the public policy networks (RPP) approach, which is focused on analyzing relations and the exchange of resources between actors (Aguilar, 2008). For the case of this study, some postulates of the Inter-organizational and Political Science Theories will be resumed, from which this approach takes up theoretical supplies. From these postulates, the compatibility of objectives and interests among the actors, the resources put into play by them to achieve their purposes, the dependency between them, as well as their compatibility, were defined as analysis variables.

2. Networks as a New Public Management Model: Governance

At the outset, the concept of policy networks also emerged in the European literature with the concept of governance as a specific form of public management opposed to the hierarchical and market model. From this perspective, the introduction of networks is a way of recognizing that public policies emerge from the interaction between public and private actors, accepting that the State is not a dominant player in the process.

The concept of governance and its articulation with the notion of networks was centered in the contemporary debate on the transformations of the State in the management and the provision of public services. The interest was to characterize the fragmentation of the functional responsibility of the policies due to the privatization process, which led to the increase of organizations in the strategic areas of public policy. The authority and power of the central government was reduced by fragmenting and dispersing upwards, at the supranational level; Outward, through privatization and commodification; Or downwards, through the creation of agencies and decentralization, contracting, among others (Aguilar, 2008).

Today, politics, rather than emanating from a central authority, government or legislature, is elaborated in a process involving a plurality of both public and private organizations. In this way, the State was the center of political power and had the predominance of articulation and representation of collective interest, to a scenario where new modalities of public-private interaction are required. The new model represents a transformation of the exercise of government, from a markedly centralized and hierarchical role to a polycentric one. Expressions such as the passage from government to governance, from hierarchy to networks, from concentrated power to diffuse power, from the unitary or centralized to the fragmented state, from monolithic states to empty states

The literature on governance has been developed mainly in Germany, with representatives Renate (Renate, 1994), Fritz Schapf (Scharpf, 1993) who presented the new way of managing public affairs in a new context associated with the crisis of the State of Welfare embedded in a process of

globalization, regional integration and democratic deficit; According to Sorensen and Torfing, (Sorensen and Torfing, 1998) there are four concepts of governance that have dominated in European literature within this conception.

For Jessop (1998), governance seeks to account for the recent transformations of the role of government in a complex context of globalization / relocation, social complexity, decentralization of politics and loss of the "self-sufficient" character of the state. Governance is defined as heterarchy, that is, interdependence and negotiated coordination between systems and organizations. There are, therefore, three modes of regulation in a society: hierarchical (by authority), economic (by market) and heterarchical (by self-organized networks and associations). These three mechanisms coexist always, but in variable configurations.

Sorensen and Torfing (Sorensen and Torfing, 1998) argue that governance is associated with civil society and has led to an unjustified regulatory framework, as governance is often assumed to be more consensual, egalitarian, trust-based and deliberative than hierarchical or market logic, since it reproduces the intrinsic values of civil society.

Similarly, Scharpf, (1993) Mayntz (1994), Kooiman (1993), and Kickert, Klijn and Koppenjan (1994) adopt a very narrow definition of governance that excludes all forms of political interaction that are not organized in terms of Horizontal network; Which is characterized by reciprocity between actors (same resources and deficiencies at different times); That is to say, they are composed of informal social exchanges without permanent or clearly defined borders that extend and contract according to the flow of exchange among their members (Koppenjan, 1994). From this perspective, a fundamental feature of contemporary politics is the empowerment of organizations of the private sector and the resulting decline in the potential of the State. Thus, to quote Mayntz (1994), "instead of emanating from a central, executive or legislative authority, policies are being built today in a process involving a plurality of both public and private organizations."

Governance better describes the current form of government, since in practice there are various centers and links between governing bodies at the local, regional, national and supranational level. Likewise, the State has given rise to the participation of the private and voluntary sectors in the provision of services, and to the adoption of strategic decisions. Formerly almost exclusively government responsibilities have been shared. Outsourcing and partnership between the public and private sectors are now part of the reality of public services and decision-making in many countries. The state no longer has a hegemony of command and depends rather on mechanisms of leadership, diplomacy and negotiation.

Another attribute of governance is that it is characterized by a network of institutions and individuals collaborating together and united by a pact of mutual trust: they are organizations of power that form semiautonomous and sometimes self-governed networks. The expression of Rhodes (1994), "Governance without government" sums up well its conception; The central government no longer plays

the hegemonic role and, instead, a polycentric state was created as a consequence of decentralized policies and new organizational structures. To govern is always, from this perspective, an interactive process because no agent, whether public or private, has enough knowledge and ability to use resources to solve problems unilaterally (Rhodes, 1994: 138-151).

The, different governance models have historically been developed in Western Europe. From the 1950s to the 1970s, hierarchy prevailed, a style based on authority, a clear division of tasks, norms, rationality, and objectivity. In the 1980s, market governance became dominant, focusing on a focus on price, efficiency and decentralization. It is based on the principles of the New Public Management (NGP). In the 1990s, networks of governance emerged, based on interdependence, trust, and empathy. They are considered a hybrid form between the hierarchy and the market, distinguishing it as a third style of governing public affairs (Rhodes, 1994: 138-151).

This broad definition of governance provides an analytical framework sufficient to explain the different possible combinations of coordination that vary according to particular sets of shared norms, values and beliefs; also of certain patterns of interpersonal relationships in each society (Rhodes, 1994: 138-151). Therefore, to understand the governance of a country requires a prior knowledge of its political-institutional context and how it has developed in its historical process.

It is important to mention that this growing literature on governance takes place within the framework of the European Union that uses the approach of the analysis of public policy networks for its conceptual and/or explanatory value in the different spheres of government. Governance networks for different reasons have become a common and increasingly important management mechanism at local, regional and transnational level in the European Union. At the local level is a large amount of jurisdictional overlap, a high degree of institutional fragmentation and a large number of competent organizations and user groups; In this context it is very difficult to formulate and carry out the policy without facilitating network-based interaction between actors. As soon as local authorities begin to think in terms of policy problems rather than policy programs, it is clear that they must interact with other public and private actors in order to achieve results. At the regional level, there is a growing emphasis on developing the structural competitiveness of the regional economy in the face of global challenges (Koppenjan, 1994)

In summary, the notion of governance provides a new perspective for analyzing the complexity of the decision-making process brought about by the plurality of interacting actors in order to formulate, promote and achieve common objectives through mutual exchange of knowledge, resources, Rules and ideas. What is new is the multiplicity of state, market and civil society actors involved with divergent interests in the decision-making process. However, in this context, government should gain a stronger role in the governance goal, in order to strengthen its strategic capacities to achieve collective goals through the

mobilization of resources and power of influential non-governmental partners (Peters, press).

3. A Conceptual and Methodological Approach

Public policy networks consist of a wide variety of members who have their own goals and strategies. A policy is the result of the interaction between a great variety of these; that is, it is defined as a set of decisions or actions, intentionally coherent, taken by different participants, public or sometimes non-public - whose resources, nexuses, institutions and interests vary - in order to solve in a timely manner a politically defined problem collective. This set of actions and decisions gives rise to formal acts with a degree of variable obligatoriness, tending to modify the behavior of social groups that are supposed to have originated the collective problem to be solved (target groups), in the interest of social groups Which suffer from the negative effects of the problem in question (final beneficiaries) (Subirats, 2008). In this way, a network constitutes a great number of relations among its members, since it consists of a set of direct and indirect links defined by mutual dependence relations (Scharpf, 1993) or, it is conceived as the totality of all Units that are connected by a certain type of relationship ', and was constructed by identifying the links between all organizations in the population under study (Aldrich and Whetten, 1981: 385-408).

The public policy networks approach according to Klijn (1998); Finds its theoretical roots in the science of politics, political science and organizational science, it also takes up various elements of interorganizational theory, such as a non-central authority structure, power based on the need for resources, values in conflict, exchange and flow of resources for survival of the actors that make up the network, among others, which makes it defined as a structure shaped by the more or less stable links, which maintain a certain number of public and private members, who Exchange material and immaterial resources, due to their mutual dependence (Porrás, 2001). That is, they can not obtain resources satisfactorily without the cooperation of other network actors in the process of formulating, deciding and implementing public policies (Porrás, 2001). These elements are useful for addressing environmental policy, as well as Sustainable tourism within the El Rosario Sanctuary within the framework of the Monarca Butterfly Biosphere Reserve (RBMM), because it allows not only to focus on the relationship patterns between the participants that comprise it, but also on their interdependencies and the way In which they influence within the network.

The network approach is not only presented as a conceptual framework that seeks to describe the complexity of decision processes but has also developed as a useful analytical tool for the study of policy making and theoretical power. From this perspective, we suggest the need to use an integrative analytical perspective that considers the different factors involved in the process of public policy formulation. This implies considering the performance and strategies of the characters of the network in the structural context that it provides, as well as the broader political, economic and social environment in which the networks are inserted. The

analysis of policy networks from governance shows that each sector of public activity is made up of a network of public and private actors interested in these areas, whose relationships are within an institutional framework and influence both the behavior of actors as well as in policy outcomes. Public and private actors are not inherently free; they face a series of possibilities and restrictions from the more or less permanent political-institutional framework in space and time. However, institutional creation is a continuous process, sustained on the basis of rules built socially in certain historical and political contexts. Nevertheless, no matter how solid and permanent an institution may appear, agents can choose certain options and break certain rules. These, then, are not permanent and may change, in part, depending on the strategic decisions of agents within the structure, and these strategic decisions represent responses both to endogenous and exogenous factors (Colin, 1998).

In order to analyze a network it is important to identify the actors, clarify what the agents' goals are and how their political influence is used. Second, it is important to determine how the processes of resource and information exchange between the participants located within the network occur. The mechanisms that guide these exchanges—rules, informal routines, organizational links, and so on. Some researchers have developed the concept "policy institution" to capture the idea that a certain political arena, which can be defined as the space in which actors networks interact effectively (Lowi, 1996), that is, it is not a Physical space but symbolic where participants struggle to dominate the network. More than ever, this argument remains valid as Aguilar (1996) refers to, stating that each arena tends to develop its own political structure, its political process, its elites and group relations. It should be noted that in each political arena the strength and power of individual and collective actors is at stake.

For this paper, it is assumed that the Chincua-Campanario-Chivati-Huacal Corridor does not in itself represent an arena, but inside and outside it there are several arenas where political games have been fought, (Aguilar, 1996:370) as the interdependence relations originated around governmental authority and other actors—groups of interests, institutions; Which influence the orientation of tourism within the framework of environmental policy, which affects the development of this activity.

The challenge is to disaggregate a complex reality and examine how the public and private actors that are related in a political arena are constrained by the rules of the game and by certain distinctive features in the configuration of a political system and the more general context in which they are inserted. Atkinson (1989), not only the characteristics of the sector (patterns of interaction between actors) should be taken into account, but also the national political and administrative arrangements should be incorporated. In this sense, the importance of the public policy networks approach for this research is its analytical contribution that allows us to approach the multiple and complex ways in which the actors involved in the formulation, decision and execution of environmental management instruments and their relationship with tourism to establish governance

conditions in the Chincua-Campanario-Chivati-Huacal Monarch Butterfly Corridor. The most common method based on the approach of public policy networks to address the relationships between participants in environmental policy and tourism activity is the nominalist, which establishes the boundaries of the network depending on the theoretical framework and therefore the researcher can impose limits on its structure (Klijn, 1998), since it allows establishing a conceptual framework to meet the analytical objectives. In this nominalist approach the boundaries of the network depend on the theoretical framework and therefore, the researcher can impose the limits of the network (Porras, 2001).

There are different levels of research analysis through the public policy networks approach; however, this research will be based on positional analysis, whose objective is to establish the relational properties of the different actors with respect to the network as a whole (Klijn, 1998). This is why the starting point of this analysis is to identify the public, social and private actors involved in the Corridor. In general, federal and state agencies such as the Ministry of the Environment and Environmental Protection (SEMARNAT), through its decentralized body, the National Commission for Natural Protected Areas (CONANP), the National Institute of Ecology (INA), the Ministry of Tourism (SECTUR), the Mexican National Institute of Technology and Water, the National Forestry Commission, and the Ministry of Social Development (SEDESOL), among social actors are the World Bank of Mexico, World Wide Foundation - Telcel, Tv Azteca Foundation, The Coca-Cola Foundation, non-governmental organizations and the landowning ejidatarios themselves; of the private, the providers of tourist services.

As part of this analysis, it is important to establish the role played by each of the members of the network, in order to know their degree of participation and interference on other actors. The principles it establishes (Porras, 2001), to guide the investigations of networks of public policy through the positional analysis are: Of prominence, Of structural equivalence and Of Centrality. The latter is the one that contributes the most elements to support the fulfillment of the objective of this research, since it refers to the point of the network in which the greatest number of resources, functions and competences are concentrated.

For the purposes of this research, an analysis is proposed that evidences the relations between the actors in terms of resources and power or ability to influence the nature of the network of established relations, rules and procedures; that is to say, "The type of resources controlled by each actor and their ability to mobilize them according to their own interests enhance their power to determine or change the rules of the game" Lowi (1996) What is proposed with this methodology is a situational analysis of the relative power of the actors, according to the following variables: diversity of actors, resources (economic, social, cultural, symbolic); The will and capacity to mobilize its resources; the effective mobilization in the process of governance analyzed and the strategic interaction with the other actors.

Lowi (1996) proposes a classification of the actors into three categories according to the following variables: "strategic,"

"relevant", and "secondary" actors, being that according to him "the analysis effort will logically concentrate on the strategic actors. The conceptual development of Lowi (1996) allows defining them as "any individual, organization or group with sufficient resources of power to prevent or disturb the functioning of the rules or procedures of decision making and solutions of collective conflicts". On the other hand, the relevant actors are those that are part of the institutional network, with the necessary resources to be considered strategic, but that do not mobilize their resources or are dominated in the process. Secondary actors do not have sufficient power to determine the change of the rules of the game "(see matrix 1).

MATRIX 1.- IMPORTANCE OF THE ACTORS					
	Diversity	Means	Will	Mobilization	Impact
Strategic	2	2	2	2	2
Relevant	1	1	-1	-1	-1
Secondaries	-1	-1	-1	-1	-1

High Unit = +2

Medium Dependency = +1

No Dependency = -1

The importance of identifying stakeholders is to determine their level and strength of participation in tourism and environmental management in the Corridor; It will also help to conceive the degree of dependency between them as part of a network where they exchange resources through agreements resulting from previous negotiations aimed at supporting the adequate flow of resources for their permanence in the network. In accordance with the above, a value of +2 will be awarded to those actors who have the greatest exchange of resources within the Corridor or those who have the most important resource to influence decision making related to tourism and environmental management. Likewise, they will be assigned + 1 to the characters of the network that although they are not the main decision-makers, their organization or coupling with other actors will allow them to position themselves in decision-making. Finally, -1 for those whose participation is not essential to guide the course of the network. Based on the above, its power structure is not central; that is, each of the participants controls their own resources, so that they interact not only to reach their objectives, but also to remain within the network, since no organization can generate all its resources by itself. On the other hand, the interdependencies within a network are generated by the interactions between its members, who create and sustain the patterns of relationships. The term 'interdependence' also implies that there is some gain for the participating actors, which may be the result of more or less articulated interests in a specific policy sector (Klijn, 1998).

Public policy networks emphasize strategic interaction between actors. They need others by virtue of the interdependencies that exist, but at the same time they try to turn to their own preferences. This leads to complex interaction and negotiation processes.

Phases of Research

The research process is divided into three phases, the first one focuses on choosing the case study, as well as the bibliographic and electronic review (public environmental policy in Mexico, public policy networks, RBMM, among

others). This stage of the research includes the documentary consultation on the process of governance and tourism as an instrument of environmental management in the Corridor, for which it considers the consultation of sources of information, among which stand out: official documents, government gazettes, programs Management, etc. from formal institutions that can show the intentions of public policies at the International, Federal, State and Municipal levels.

In the second phase, stakeholders will be identified with a relevant participation in tourism as an instrument of environmental management in the Monarca Chinchilla-Campanario-Chivati- Huacal Butterfly Corridor. This, through a mapping that will not only identify the resources that each organization has and contribute to the network, but also their degree of participation. For this, official bibliographical and electronic sources such as the Monarch Fund Reports, Management Plans, Government Reports, Municipal, State and Federal Development Plans will be reviewed, among others. This information will be contrasted, complemented and deepened through in-depth interviews with key stakeholders (municipal authorities, providers of tourism services and ejidatarios), whose testimonies will allow the mapping results to be expanded and contrasted. The research techniques will be: semi-structure interview scripts; depth interviews.

In the third phase of the research, the analysis variables - diversity of actors (public, private and social), intensity of participation, resources, will and strategies based on tourism as an instrument of environmental management in the Governance process in the Runner; At the same time, instruments will be designed for the analysis of public policy networks - network diagram To interpret the results corresponding to the research, the scheme corresponding to the public policy network (through the Ucinet Software Program) will be constructed. This network will be based on positional analysis of centrality, proposed by Klijn (1998), which refers to the point of the network where the largest number of resources, functions and competencies of the participating actors were concentrated. This will be the referent from which the characters of the network will be ordered: The strategic ones will be located in the center of decision in environmental and tourist matter in the Corridor, will participate daily in the discussions and through its symbolic relation and will influence in the definition of the results. The relevant ones, who in spite of not being in the center of the network, will influence in a discontinuous way through their alliances; Finally the secondary ones will be located in the most distant areas of the network and therefore, will rarely be able to influence the center, reason why such marginality will distance them from the consensus.

4. Conclusions

The theoretical arguments about public policy networks that will support this research will make it possible to approach the said Corridor from an approach based on the complex network of relations between public, social and private sector actors. Their influence during the different courses of action that will be formed throughout the evolution of this

case study will configure, to a large extent, its tourist orientation.

For the case of this research the public policy networks approach, will be generally a methodological challenge for several reasons. One of them for the restricted material on empirical cases referring to this perspective. Although American and English literature have used it, it has been used to address very general policy issues, but not through the governance approach, since the study of cases with these approaches is still very limited (Porras, 2001).

More restricted still is the material that refers to the context that governs research of this type. There is widespread recognition of the contribution of such networks to the analysis, as well as governance studies, but they have not been so widespread.

Based on the above, the approach will allow the identification of the actors that make up the network, their training, formation, relationship and interaction in the elaboration of handicrafts and the revaluation of the craftsman as the fundamental basis of cultural tourism in the Valley of Teotihuacan, because a network has the 'totality of all the units that are connected by a certain type of relationship', and is built by identifying the links between all the organizations in the population under study (Aldrich y Whetten, 1981:37). On the other hand, according to Klijn (1997), the public policy network approach establishes that the groups of actors that participate in the network are those that have direct links with a central organization, as is the case of decentralized agencies that depend in some way on the federal or state government.

The public policy network approach is based on dependence, it conceives actors as part of a network of organizations in which resources are exchanged, such as natural resources, knowledge, information, financial resources, among others, which are driven by agreements resulting from negotiations aimed at sustaining the adequate flow of resources for their survival. Their power structure is not central, each of the actors controls its own resources; so, they interact not only to achieve their objectives but also to survive within the network, since no single actor can generate all of its resources on its own. On the other hand, interdependencies within a network are generated through the interactions among the actors, which create and sustain the patterns of relationships. The term 'interdependencies' also implies that there is some gain for the actors involved. This may be the result of more or less articulated interests in a specific policy sector (Klijn, 1997).

In public policy networks, emphasis is placed on strategic interaction among actors. Actors need each other by virtue of the interdependencies that exist, but at the same time, they try to address their own preferences. This leads to complex interaction and negotiation processes (Benson, 1978). This approach will serve to know in its fair dimension the way in which public, social and private actors intervene, based on the Human Rights of the craftsmen for the social rescue of tourism through the use of ICT in the handicraft work of the Teotihuacan Valley. From this analysis it will also be possible to explain the relations that these actors establish

among themselves according to the different types of resources that they put into play within the referred policy, as well as the degree of dependency or cooperation among them.

In this sense, it was necessary to analyze the current conditions of the craftsmen of the Valley of Teotihuacan to determine the human rights that have been violated and to propose strategies that will reverse these conditions, based on the use of ICT for the promotion of social tourism, the valuation of handicraft production and the improvement in the quality of life from the perspective of public policy networks.

In this sense, the importance of the public policy networks approach for this research was based on its analytical contribution that allowed an approach to the multiple and complex ways in which the actors participate in the relationship with the human rights of the craftsmen for the social rescue of tourism through the use of new technologies in the handicraft work of the Teotihuacan Valley; but also for the follow-up and permanent evaluation of the priority programs and projects such as tourism, in the same way the importance of determining the use of technologies in their daily work; is due to the fact that the actors have the necessary theoretical-operational elements to know punctually the achievement of the objectives and the fulfillment of goals; the linkage and close coordination towards the interior of the areas, as well as with the different social actors, which makes it possible to optimize resources and build synergies; the internal communication as well as the diffusion of the actions carried out, to achieve a greater impact and a better social positioning; and finally the management of support and funding.

The most common method based on the RPP approach to address the relationships between actors involved in the elaboration of handicrafts and in the development of tourism activity, is the nominalist one, since it allows the implementation of a conceptual framework previously built to serve the analytical objectives, in this nominalist approach the boundaries of the network depend on the theoretical framework and therefore, the researcher can impose the limits of the structure (Porras, 2001).

There are different levels of research analysis through the public policy networks approach; however, in this case it will be carried out through positional analysis, since its objective is to establish the relational properties of the different actors in relation to the network as a whole (Klijn, 1997). That is why the starting point of this analysis is the delimitation of the public, social and private actors that participate in the handicraft production of the Teotihuacan Valley. Among the former, federal and state agencies stand out; among the social ones, Non-Governmental Organizations and the ejidatarios/ residents themselves who own the land, as well as the providers of tourist services. All of them are involved in the region's tourism policy.

5. Results and final considerations

However, today agriculture is no longer the most developed economic activity for the inhabitants of that region, since the

only source of water left is that of small springs. The inhabitants of these towns began to look for new options and the craft activity offered good expectations given the potential that the archaeological zone offered. Previously, only a few farmers were dedicated to the production of handicrafts. Now, on the contrary, the craftsmen who complement and reinforce their income with agricultural and livestock activities (Gamio, 1973).

Currently the economy of the region is based on three sectors: agriculture, eight chemical and processing industries, tourism and crafts. The agriculture that is developed in the municipality is oriented to the production of tuna and nopal in its different species. The industries, on the other hand, are mainly dedicated to the elaboration of paints and solvents, in addition to the companies in charge of the transformation of rubber. But, without a doubt, the most important companies, due to their continuity and the number of employed people, are the tourism and the artisan sector. In these two sectors, transport, trade, gastronomy, personal services and hotel industry.

Currently, the role of crafts in the Valley of Teotihuacán is supported by the little more than 387 craftsmen formally registered with the State of Mexico's Arts and Crafts Promotion, 46% of whom use obsidian as raw material for the production of their crafts. The production of handicrafts products is mainly divided into four neighborhoods, Mazapa with 51%, Coatlan with 23%, Xolalpa with 14% and finally, Purificación with 5% the total number of registered craftsmen only 20% are women, in terms of age 16% are between 16 and 26 years old, 29% are between 27 and 37 years old, 29% are between 38 and 48 years old, 16% are between 49 and 59 years old, 6% are between 60 and 70 years old and finally 1% are between 73 and 83 years old.

Based on the above, it is important to note that on average there are four workers in each workshop and at least two of them are family members of the owner, which helps us understand that these are micro-enterprises driven by the owner who prefers to hire family members.

Currently, the craftsmen have made inroads, with the purpose of improving their work, in the use of new technologies. Today they use electric cutters with diamond coated blades that make their cuts more precise and can waste less material. Previously, they used diesel as a lubricant and today they use a special mixture of solvents that are less harmful to the environment, and they have new ways of polishing; a process that used to be done with animal hides. In general, they have done a great job, although improvement and innovation are slow because it is a craft activity.

Currently, the craftsmen face difficulties represented by the devaluation of obsidian carving and face situations related to the demand and supply of handicrafts inside and outside the country and are even affected by Chinese products that have characteristics of low price and the craftsmen to group together, sharing, goals, visions and responsibilities within their work, so that today there are some associations that promote actions for the development of their economic activity. These have managed to establish "collective" stores

in which products are sold of different craftsmen. The actions of these collectives have been giving such good results that they have even established the Obsidian Fair. This fair is intended to attract tourism and revive the sale of handicrafts from the region, so that the craftsmen can continue with their work and the region doesn't lose the distinction that makes it particular.

In conclusion, this craft activity has the potential to function as a productive system that generates local development. The participation of businessmen and craftsmen promotes endogenous growth that takes advantage of the culture and identity of the inhabitants and the specialization of the region. However, businessmen must face challenges such as investment in innovation, lack of institutions, promotion of inter- business cooperation and abandoning the preference for individualism.

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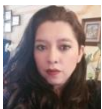


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