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## **C5 – STRATEGIC PLANNING IN MED RURAL AREAS**

Phase 3- Identification of Key Interventions

**Final report on Key Interventions**  
**Provincial Government of Teruel**



**Diputación de Teruel**



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## Identification of “key interventions”

During the V Forum of the participation process held in the territory of Teruel (15th November 2011), the results of the evaluations made by participants during previous sessions were synthesized, identifying among the target interventions those rated as “prior” (key actions).

### V Forum meeting

Date	15 <sup>th</sup> November 2011
Meeting place	IFPE Training Centre “San Blas”, San Blas (Teruel)
Aim	Identification of the key interventions of the Local Pilot Operative Plan
Work mode	Plenary Session
Results	Definition of the interventions rated as “prior” in the Local Pilot Operative Plan



The considerations derived from the discussion among the participants at the Forum, highlighted the need to consider the 4 following ones as **key interventions with the highest priority over the others**, being considered “key” for achieving all the other actions identified as priorities:

1. **Individual tutorials** between staff of the *Local Development Office* in *Provincial Government of Teruel* and local development staff of *Comarca Comunidad de Teruel* and the entrepreneurs interested on ranching activities in the territory.

2. **Formal demand to *Department of Employment in Regional Government of Aragón* of an “employment workshop on ranching activities”** for the training of entrepreneurs interested on the ranching activities in the province.
3. **Elaboration of an updated map of available resources** in the territory for ranching uses: municipalities aiming at cooperation for new ranchers arriving to the villages, existing pastures available, empty houses, vessels for livestock, etc.
4. **Elaboration of a basic Guide-Handbook for every entrepreneur aiming at being a rancher in Teruel today;** contents being: 1) feasibility analysis for the setting up of an average ranching exploitation in Teruel today. 2) indispensable information in the field in the province.

First draft of the Local Pilot Operative Plan and the technical descriptions of the key interventions were submitted to the Forum and approved.

In the following pages the key interventions determined as “prior” are illustrated in detail through a sheet that determines, for each of them, objectives, description, actors involved, times and human and financial resources to be used.

**Key Intervention n.1:** *“Individual tutorials between staff of the Local Development Office in Provincial Government of Teruel and local development staff of Comarca Comunidad de Teruel and the entrepreneurs interested on ranching activities in the territory”*

<b><i>“Individual tutorials between staff of the Local Development Office in Provincial Government of Teruel and local development staff of Comarca Comunidad de Teruel and the entrepreneurs interested on ranching activities in the territory”</i></b>	
OBJECTIVES	<ul style="list-style-type: none"> <li>- To facilitate as much as possible the setting up of new ranching activities in the province by means of interviews between authorities promoting this line of development and potential entrepreneurs.</li> <li>- To foster a new development line for the province – ranching- to begin to be formally explored through daily work by staff operating in the local development field in the province: these people would act as intermediaries between local administrations and new ranching entrepreneurs.</li> </ul>
DESCRIPTION	<p><u>State of the art</u></p> <p>Immediately after the beginning of the participation process (October 2011) the impact the process was going to have on the region began to be felt very quickly.</p> <p>The role of local and regional mass media in the dissemination of the participation process had probably much to do with this notable impact. There was an obvious necessity of new development lines in a territory where job opportunities go on disappearing as well as inhabitants and villages. Apart of the local own weaknesses of the territory of the province, the generalized situation of crisis has even worsened an already complicated scenario. In such a context, the re-launching of ranching activities through Medstrategy, has acted as a truly strong revulsive able to draw attention of citizens and administrators.</p> <p>In such a context happened that, unexpectedly, immediately after the members of the forum (67 representatives of Teruel’s s politicians, private owners, experts and representatives of the civil society) began to formally meet week after week to exchange and debate on the ranching opportunities in the frame of the Medstrategy project, individuals of very different profile began to contact – by phone or in person- the Provincial Government of Teruel in order to know more about how participating actively into these new ranching opportunities.</p>



<p style="text-align: center;">DESCRIPTION</p>	<p>Conscious of the social awareness the topic was revealing and conscious of the necessity to guide these people showing their interest in becoming ranchers or extending their ranching activities, the staff of the Local Development Office in Provincial Government of Teruel ascribed to Medstrategy project as well as Local Development Agents of County Comunidad de Teruel (pilot territory for Medstrategy project) assumed the task of attending these people as part of their daily tasks.</p> <p>Both Aragonese Medstrategy partners – Provincial Government of Teruel (PP5) and Foundation for Social Development (PP7)- had the conviction that the re-launching of ranching activities related to sheep and goat could act as a dynamic element for Teruel economic activity; but the huge positive reaction on the part of society towards the initiative was unexpected.</p> <p>A good number of personal interviews have been held since November 2011 until now (November 2012) by representatives of these two local administrations.</p> <p>People holding these interviews with potential entrepreneurs were the same people leading the Medstrategy Participation Process for the re-launching of ranching activities in the territory: they were consequently the best informed people about conclusions emerging out of the process and agreements and possibilities arising out of it.</p> <p>During the participation process, specific aspects to ensure the success of the re-launching of ranching activities were jointly identified (<i>see Report on Participation Process Teruel C4</i>): these concerned basic human, technical and financial resources needed, training needs, coexistence needs in villages and average feasibility conditions for the activity.</p>
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<p style="text-align: center;">DESCRIPTION</p>	<p>Simultaneously, the existing underused resources in the province were also identified; thanks to the participation of many stakeholders in the forum, important agreements took also part, taking financial entities, training centers, experienced cooperatives already working and mayors of different villages, among others, as protagonists.</p> <p>The aim was the staff of local administrations in the territory to act in the interviews as intermediaries able to link existing opportunities in the province with potential entrepreneurs observing basic requirements.</p> <p>This implied following a protocol for discarding initiatives or profiles clearly oriented to failure: this was possible as much work was being done simultaneously in the participation process to identify basic but crucial elements for success.</p> <p>Unfortunately the initiative provided the opportunity of bringing all these territorial stakeholders together but not the chance of counting with financing attached.</p> <p>However, important agreements were being achieved, specific training forums for ranching in the province were being explored, important technical support to new ranchers on the part of experienced ranchers was being specified; in conclusion, a positive background was growing for new ranching jobs in the province. This information, as well as the detailed revisions of each particular case, was dealt with in the interviews held.</p> <p>It is considered this “Key Intervention” is remarkable as implies the mainstreaming of the activity into the normalised daily activities of the territorial administrations. The intervention has been carried out from one year now and it is regularized and expected to be carried out from now onwards in the same terms it is being done.</p>
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ACTORS INVOLVED	<ol style="list-style-type: none"> <li>1. Provincial Government of Teruel (DPT, PP5 in Medstrategy project)</li> <li>2. Foundation for Social Development (FDS, PP7).</li> <li>3. Comarca Comunidad de Teruel (pilot territory for Medstrategy project in Teruel through a collaborative agreement signed).</li> </ol>
TIMES	<ul style="list-style-type: none"> <li>- Participation process was held during the months of October and November 2011.</li> <li>- Interviews with potential entrepreneurs began in November 2011, after news on the initiative began to appear in press and other mass media; first interested people began to contact.</li> <li>- Attention and guidance will continue to be paid from now onwards by staff of DPT and Comarca Comunidad de Teruel to potential interested people demanding it.</li> </ul>
LOGISTIC/EQUIPMENT	<ul style="list-style-type: none"> <li>- Office of the Local Development Office in Provincial Government of Teruel (DPT). <b><u>Diputación Provincial de Teruel</u></b> Plaza de San Juan 7, 44001, Teruel, España 978 647409</li> <li>- Office of the Local Development team in the entity Comarca Comunidad de Teruel. <b><u>Sede de la Comarca Comunidad de Teruel</u></b> Calle Temprado 4- Edificio Casa de Doña Blanca, 44001, Teruel 978 617280</li> </ul>
HUMAN RESOURCES	<ul style="list-style-type: none"> <li>- Staff of the Local Development Office of Provincial Government of Teruel.</li> <li>- Staff in charge of Local Development issues in the Comarca.</li> </ul>
FUNDING	Local administrations funds plus EU funds
PRODUCT (S)/ RESULTS	<ul style="list-style-type: none"> <li>- 3 new ranching activities have already been started during last months thanks to the participation process results and interviews held with people interested in exploring this line as a job option in Teruel.</li> <li>- Thanks to Medstrategy project this new line for local development has been explored, tested and mainstreamed.</li> </ul>

**Key Intervention n.2:** *“Formal demand to Department of Employment in Regional Government of Aragón of an “employment workshop on ranching activities” for the training of entrepreneurs interested on the ranching activities in the province”.*

<b><i>“Formal demand to Department of Employment in Regional Government of Aragón of an “employment workshop on ranching activities” for the training of entrepreneurs interested on the ranching activities in the province”</i></b>	
OBJECTIVES	<ul style="list-style-type: none"> <li>- To provide high quality training resources in the territory for qualification of entrepreneurs in the ranching field.</li> <li>- To support the establishment of the ranching development line in the province through the provision/recovery of training resources in the field.</li> </ul>
DESCRIPTION	<p><u>State of the art</u></p> <p>There are several centres in the province of Teruel providing different training resources related to agricultural issues; formal training on agricultural issues is being imparted in San Blas training centre, but specific training related to ranching disappeared years ago due to the low demand, being imparted today training mostly related to agricultural issues rather; farms owned by Provincial Government of Teruel can also be considered as a scenario for tests and experimentation and learning, however no formal training towards ranching activities was being carried out; moreover, the informal training structure known as “School of Shepherds” was founded some five years ago in the province aiming at covering this gap, however the lack of technical and financial support makes difficult to offer permanent courses and training. In addition, there are successful cooperative initiatives in our territory where training options could be provided; to this we add training provided by unions.</p> <p>One conclusion out of the participation process is that these resources (numerous but uncoordinated) have to be assembled in order to make the best out of them; it is also determined the necessity of an immediate practical training on ranching to qualify as much as possible people with the chance to become a rancher today making the best out of the positive advantages some municipalities of Comarca Comunidad de Teruel are offering for it today.</p>



DESCRIPTION	<p>However resources described existed, there was a lack of truly direct and practical training to be faced in the short run.</p> <p>In this context, it was agreed to take measures in the short run and measures in the long term.</p> <p>In the long term it was decided to demand formally to the Education Department in Regional Government the recovery of training devoted to ranching issues into formal education plans in the region. This type of training disappeared due to low demand. Due to strategic importance of it today to consolidate population and jobs in the territory, it is agreed to send a joint agreed demand on this to the Education Department in Government.</p> <p>In the short run, and due to the high demand detected, it was agreed by stakeholders participating in the forum to send a demand to the Department of Employment in Regional Government of Aragón for an “employment workshop on ranching activities”, specifically aimed at qualifying in the short run to an important group of entrepreneurs through an intensive mixture of theoretical and practical training.</p> <p>Application was submitted in April 2012 and positive resolution was received in September 2012. Annually there is a call for proposals on the part of Region of Aragón for demand of highly specific “employment workshops” oriented to promote employment.</p> <p>For the last call there was a very high number of demands and fewer funds than previous years; but resolution for the employment workshop on ranching was positive.</p> <p>Institution formally promoting the training is being Provincial Government of Teruel.</p> <p>Duration: 900 hours.</p> <p>Modality: Employment Workshop supported by Regional Government.</p> <p>Beneficiaries: 13 beneficiaries selected. The selection of beneficiaries has been carried out during October 2012.</p> <p>Requirements: Unemployed beneficiaries</p> <p>Starting date: 8th November 2012.</p>
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DESCRIPTION	Aim and objectives of the workshop: <i>To foster the development of self-employment business projects in the sectors of ovine, goat and porcine in the province of Teruel. The aim is training 13 entrepreneurs in indispensable skills to become small ranching entrepreneurs, supported by municipalities and sectorial cooperatives.</i>
ACTORS INVOLVED	<ol style="list-style-type: none"> <li>1. Provincial Government of Teruel (DPT, PP5 in Medstrategy project)</li> <li>2. Foundation for Social Development (FDS, PP7).</li> <li>3. Comarca Comunidad de Teruel (pilot territory for Medstrategy project in Teruel through a collaborative agreement signed).</li> <li>4. Department of Employment in Regional Government of Aragón.</li> <li>5. Beneficiaries of the workshop</li> </ol>
TIMES	<ul style="list-style-type: none"> <li>- Formal application for the demand of an employment workshop on ranching to be held in the province was sent to Department of Employment in the Regional Government in April 2012; it was considered a key intervention in the field explored and there was agreement of all the stakeholders in the forum on the suitability of this measure.</li> <li>- Positive resolution out of public competition: September 2012.</li> <li>- Selection of the 13 beneficiaries carried out during October 2012.</li> <li>- The workshop has started the 8<sup>th</sup> November 2012, one year after the beginning of the participation process initiative.</li> </ul>
LOGISTIC/EQUIPMENT	<ul style="list-style-type: none"> <li>- <b><u>Provincial Palace installations of Provincial Government of Teruel</u></b> Plaza de San Juan 7, 44001, Teruel, España, 978 647409</li> <li>- <b><u>Farm “El Chantre”, owned by Provincial Government of Teruel</u></b></li> </ul> <p>These 2 centers are used as headquarters for the training of beneficiaries; first one for theoretical training and the second for practical training.</p>
HUMAN RESOURCES	<ul style="list-style-type: none"> <li>- Staff from Provincial Government of Teruel and staff from Comarca Comunidad de Teruel have prepared the formal request to Regional Government for the demand of the “employment workshop”.</li> <li>- Staff from Regional Government and staff from Provincial Government of Teruel jointly did the selection of beneficiaries once the workshop was officially approved.</li> <li>- Experts provided by Regional Government coordinate the workshop and conduct the training.</li> </ul>

FUNDING	This intervention does not has cost attached as it is has been mainstreamed to the frame of opportunities the Regional Government of Aragón yearly offers within the territory. Available resources used for a new opportunity detected: optimum.
PRODUCT (S) /RESULTS	<ul style="list-style-type: none"> <li>- 13 men and women qualified in the indispensable skills to become small ranching entrepreneurs with the support of municipalities and sectorial cooperatives.</li> <li>- At least potential 13 new ranching activities foreseen.</li> <li>- Start of real initiatives in the field: it is expected they to act as revulsive for others to arise.</li> </ul>

**Key Intervention n.3:** “Elaboration of an updated map of available resources for ranching uses in the territory of Teruel”.

<i>“Elaboration of a map of available resources for ranching uses in the territory of Teruel”</i>	
OBJECTIVES	<ul style="list-style-type: none"> <li>- To make the most out of the available underutilized resources in the territory related to potential ranching activities.</li> <li>- To make the starting of a new ranching activity on the part of entrepreneurs easier, by providing them with resources.</li> <li>- To keep all ranching resources available registered and updated.</li> </ul>
DESCRIPTION	<p>The elaboration of a thorough map of available resources in the territory suitable for ranching uses was considered a priority.</p> <p>It was made clear during the participation process that there was a collaborative attitude on the part of the different stakeholders groups in the province for the success of the initiative. But moreover, it was stated on the part of several majors that the municipalities they represented had resources they were able to offer to potential new ranchers establishing in their villages.</p> <p>Taking these considerations as point of departure, the staff of Comarca Comunidad de Teruel decided immediately after the conclusion of the participation process to do an exhaustive fieldwork oriented to determine which resources in which village and under which conditions.</p> <p>The result has been a data base of villages and resources to be used for making potential entrepreneurs and potential villages for the entrepreneurship to meet.</p> <p>Resources detected are of two types:</p> <ul style="list-style-type: none"> <li>- Technical resources: pastures available in the area of the municipality, empty houses in good state of preservation where new inhabitants could live in, available vessels for livestock and the state of preservation, the existence/inexistence of more ranchers in the village (to avoid social confrontation), the existence/inexistence of other ranchers aiming at sharing formulas oriented to economies of scale etc.</li> </ul>

DESCRIPTION	<ul style="list-style-type: none"> <li>- Attitudinal resources: attitudes of village's inhabitants towards potential newcomers, towards the coming back of cattle to the village, etc.</li> </ul> <p>This key intervention that has been mainstreamed to tasks carried out on the part of the staff of institutions involved as part of their daily activities. The fieldwork and the data base were carried out between the months of January and June 2012.</p> <p>Due to the importance given in the territory to the ranching line as development line, this map of resources will be periodically revised by the staff in order to have it updated.</p> <p>Resources detected were used for the setting up of the 3 new ranching activities already started in last year.</p>
ACTORS INVOLVED	Staff in charge of Local Development issues of the Comarca Comunidad de Teruel assumed the realization of the "map of resources for ranching activities".
TIMES	<p>The fieldwork and the data base were carried out between the months of January and June 2012.</p> <p>Due to the importance given in the territory to the ranching line as development line, this map of resources will be periodically revised by the staff in order to have it updated.</p>
LOGISTIC/EQUIPMENT	<ul style="list-style-type: none"> <li>- Office of the Local Development team in the entity Comarca Comunidad de Teruel.</li> </ul> <p><b><u>Sede de la Comarca Comunidad de Teruel</u></b>  Calle Temprado 4- Edificio Casa de Doña Blanca, 44001, Teruel  978 617280</p> <ul style="list-style-type: none"> <li>- Fieldwork trips throughout the territory on the part of the staff of the Comarca for the elaboration of the inventory.</li> </ul>
HUMAN RESOURCES	<ul style="list-style-type: none"> <li>- Staff of Comarca Comunidad de Teruel</li> <li>- Mayors of municipalities cooperating to elaborate the inventory</li> </ul>
FUNDING	This intervention does not has cost attached as it is mainstreamed to tasks carried out by staff in local administration mentioned.
PRODUCT (S)/ RESULTS	- Inventory/map of available resources to contribute to an easier start for new ranching activities in municipalities of Teruel.

**Key Intervention n.4:** *“Elaboration of the Handbook for Ranching Entrepreneurs in Teruel: Part 1) Feasibility analysis for the setting up of an average ranching exploitation in Teruel today; Part 2) Indispensable information any ranching entrepreneur in the province today must know.*

<b><i>“Elaboration of the Handbook for Ranching Entrepreneurs in Teruel: Part 1) Feasibility analysis for the setting up of an average ranching exploitation in Teruel today; Part 2) Indispensable information any ranching entrepreneur in the province today must know;</i></b>	
OBJECTIVES	<p>Entrepreneurs in the ranching field in the territory – present and future- as well as already established ranchers to count on a basic handbook-guide where:</p> <ol style="list-style-type: none"> <li>1. feasibility analyses scenarios for the activity in the territory are traced and</li> <li>2. key information and multidisciplinary contacts related to the ranching field in the province are registered.</li> </ol>
DESCRIPTION	<p>Due to the consensus achieved during participation process regarding the fact that ranching activities can be a line of development for rural Teruel, it is considered absolutely crucial to provide entrepreneurs in the field in the province with a basic handbook containing indispensable information:</p> <p><u>First part of the Handbook</u></p> <p>Formal feasibility analyses on different possible scenarios for the setting up of average ranching exploitations of sheep and goats in Teruel today. Divulgative didactic easy-to-follow approach.</p> <p><u>Second part of the Handbook</u></p> <p>Exhaustive data concerning key references related to the ranching field in the province any entrepreneur needs to know. This implies collecting, organising and showing in an easy-to-find way a wide diversity of references concerning: financing entities, technical entities, training entities, existing grants, public entities and private companies collaborating in the promotion of the ranching line, etc.</p> <p>This will be a central document to be used by stakeholders in the sector. The aim is the handbook to be available in paper format for wide dissemination; the plan is main entities working with entrepreneurs to have it and disseminate it.</p>

DESCRIPTION	But simultaneously, it has been jointly agreed that webpages of main public and private entities in the territory will show as part of their contents the contents of the “Handbook-Guide”.
ACTORS INVOLVED	<ul style="list-style-type: none"> <li>- Local institutions: Provincial Government of Teruel and Comarca Comunidad de Teruel.</li> <li>- Experts in rural local development and in feasibility analysis elaborate the feasibility scenarios to be contained in the handbook.</li> <li>- All participants in the forum have committed themselves with support in elaboration of handbook, by providing their data and key information.</li> </ul>
TIMES	Short term
LOGISTIC/EQUIPMENT	<ul style="list-style-type: none"> <li>-Activities of research, analysis and systematization oriented to produce the “Handbook”.</li> <li>- Interviews held on the part of the producer team with stakeholders in the field for accurately updated data base of contacts and information.</li> </ul>
HUMAN RESOURCES	<ul style="list-style-type: none"> <li>- Local institutions: Provincial Government of Teruel and Comarca Comunidad de Teruel.</li> <li>- Experts in rural local development and in feasibility analysis elaborate the feasibility scenarios to be contained in the handbook.</li> <li>- All participants in the forum have committed themselves with support when elaboration of handbook, by providing their data and key information.</li> </ul>
FUNDING	Provincial Government of Teruel funds, Comarca Comunidad de Teruel funds and EU funds.
PRODUCT(S) / RESULTS	Guide for promotion of entrepreneurship in the ranching field in Teruel today: tool to support new entrepreneurs in the field.