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HARVARD-
EGAP

“FROM WOMAN TO WOMAN”: PROGRAM FOR
REDUCING URBAN POVERTY IN THE MUNICIPALITY
OF PUEBLA

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EXECUTIVE SUMMARY

De Mujer a Mujer (DMM) is a self-sustainable complementary pilot program of *Oportunidades Urbano* that covers opportunity areas for women in the Municipality of Puebla de Zaragoza like the lack of labor demand, through a social civil organization's involvement participating as a government contractor; taking advantage favorable political environment within the locality.

Its objective is to increase poor urban women's income by training them in basic business administration skills therefore motivating entrepreneurship for self employment through a microcredit. Furthermore they will receive a set of skills in highly demanded jobs fostering the entrance to formal labor and finance markets.

DMM complements the cash transfers from *Oportunidades Urbano* investing in her human capital and by giving her one credit scholarship to attend her training course. This scholarship will have to be paid back after she enters into the formal labor sector, creating her own business or being employed by an external agent.

The Asociacion de Mujeres por Puebla (AMA) will be the civil contractor for the municipal government to deliver the training, assistance and management of the micro credits.

The evaluation criteria ensure the impact of DMM, throughout its outputs and outcomes, does not undermine the *Oportunidades's* evaluation protocol.

BACKGROUND

Gender issues

The importance of considering gender issues in public policy making for Puebla comes directly from data concerning demographics within the municipality. Women inhabitants overcome men by 4 percent establishing a 52.2 percent from the entire population in the municipality (Table 1).

Table 1. Population comparison between state of Puebla and municipality of Puebla

2005	Total	Male	%	Female	%
State	5,383,133	2,578,664	47.9	2,804,469	52.1
Municipality	1,485,941	710,356	47.8	775,585	52.2

Source: (1)

Besides being a majority in Puebla, women have an important position as heads of the family where 1 out of 4 households has female management. This means that women play an important role influencing the raising and development of children contributing to social development. In addition they have the responsibility of sustaining the household for which they need a stable source of income.

As a paradox, women in MPZ lack basic educational tools for development diminishing their possibilities of receiving sufficient income. A 44.8 percent of the women in MPZ between 5 and 29 years old do not attend school. (1)

In this context the municipal government of the city of Puebla has set diverse objectives in its social development project for the current administration. One of the objectives, states that the government seeks the incorporation and institutionalization of the gender issue and the transversal perspective in programs, projects and municipal actions. In project creation for this objective they intend to empower women, attend working mother's necessities, improve family income and promote labor competence certification. (2, 29)

Poverty, social backwardness and marginalization levels

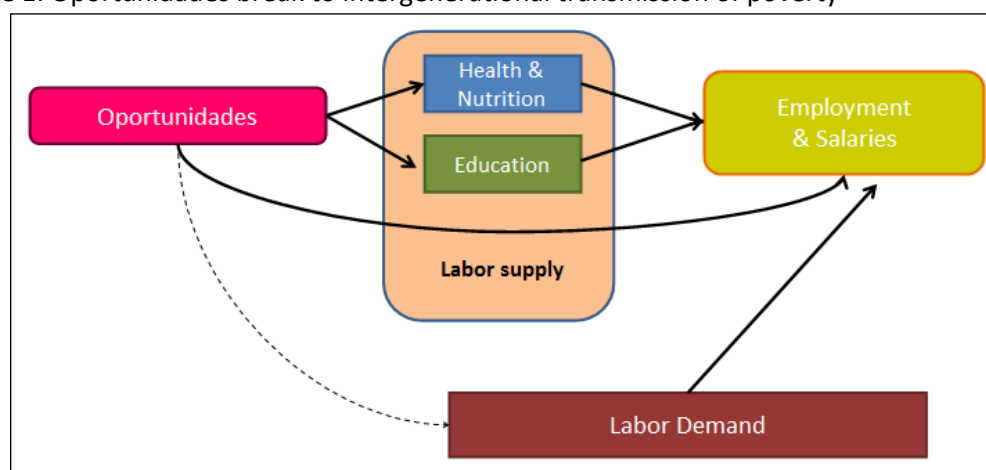
Even though the municipality of Puebla is in the last position of marginalization measurements with the lowest level from the state of Puebla, breaking down information into Areas Geoestadísticas Básicas (AGEB) results in the finding of 235,980 people living in **111 out of 433 AGEBs have high or very high levels of marginalization.** (Annex 1)

MPZ has **36 percent** of its population under the classification of **"asset" poverty**; that means that **543,675 people** are not able to make expenditures in health, dress, housing, transportation, education or food necessities even if their total income is used to that extent (2).

Oportunidades Urbano in MPZ

Oportunidades Urbano is the spin-off program of awarded social policy *Progresar Oportunidades*, created in 1997 by the Mexican Social Development Secretary (SEDESOL) providing cash transfers to households while rising human capital through education, health and nutrition. While the original *Oportunidades* focused its resources in rural areas only – 24.4 billion MXP in 2009 distributed into 5,049,206 households – (3 and 4), *Oportunidades Urbano* has been designed to address urban poverty and give access to health services, with new scholarship schemes, electronic cash transfers and personalized service for beneficiaries of the program. All this under the original framework of *Oportunidades* of conditioning grants to enrollment and attendance of children to school, and periodical clinic visits.

Figure 1. Oportunidades break to intergenerational transmission of poverty



Source: (5, 71)

The main goal of *Oportunidades Urbano* is to break the intergenerational transmission of poverty (ITP) where the abilities, behaviors and outcomes from poor communities are passed on by parents to children in a vicious cycle. Figure 1 shows how health, nutrition and education are meant to increase human capital creating labor supply that allows poor people to enter into the formal labor market thus breaking ITP.

However, Figure 1 also states the **key opportunity area of *Oportunidades*: the lack of labor demand** for the program beneficiaries. With this into account, any policy that wants to be complementary of *Oportunidades* and *Oportunidades Urbano* must address this key issue.

Political considerations

The municipality of Puebla de Zaragoza (MPZ) is a city with a very strong female presence evidenced by the election of Blanca Alcala as mayor in 2008. With a degree in public policy, she came into power and became the first *Presidenta Municipal* in a city with a tradition of 467 years of men in political administration.

After one out of a three-year term of being in office, Mayor Alcala has an **evaluation rating of 7.28 out of 10.**

Being the first elected woman in the history of the city, Mayor Blanca Alcala has generated high expectations among the people of MPZ, especially women. Her rating evaluation is much higher than President Felipe Calderon's (6.64) and Puebla's Governor Mario Marin's (6.86) by getting an approval rate of 80 percent (Annex 2).

Her flagships programs (Puebla Limpio, Retiro de Ambulantes and Renovacion del Centro Historico) have also high approval rates, ranging from 92.4 percent (Puebla Limpio) to 77.8 percent (Renovacion del Centro Historico) (Annex 2). With these ratings, Mayor Alcala has acquired a high political asset within her community and among other mayors of the state of Puebla. This can be used as an advantage in the implementation of new programs. Furthermore, she has publicly stated her interest into generating a gender and work oriented public policy that complements *Oportunidades Urbano*. Considering the high political capital and legitimacy of the municipal government there should not be any problem with the interest groups identified as important within the city (Annex 3).

De Mujer a Mujer- From Woman to Woman (DMM) is a complementary and **self-sustainable program** that has being designed considering the information of MPZ related to women, the *Oportunidades Urbano* program's area of opportunity, social civil organizations participation and the favorable political environment.

The objective of this pilot program is to increase poor urban women's income by training them in basic business **administration skills** and motivating **entrepreneurship for self employment** with the assistance of a **microcredit**, therefore incorporating them to the **formal labor and finance markets**.

PRESCRIPTION

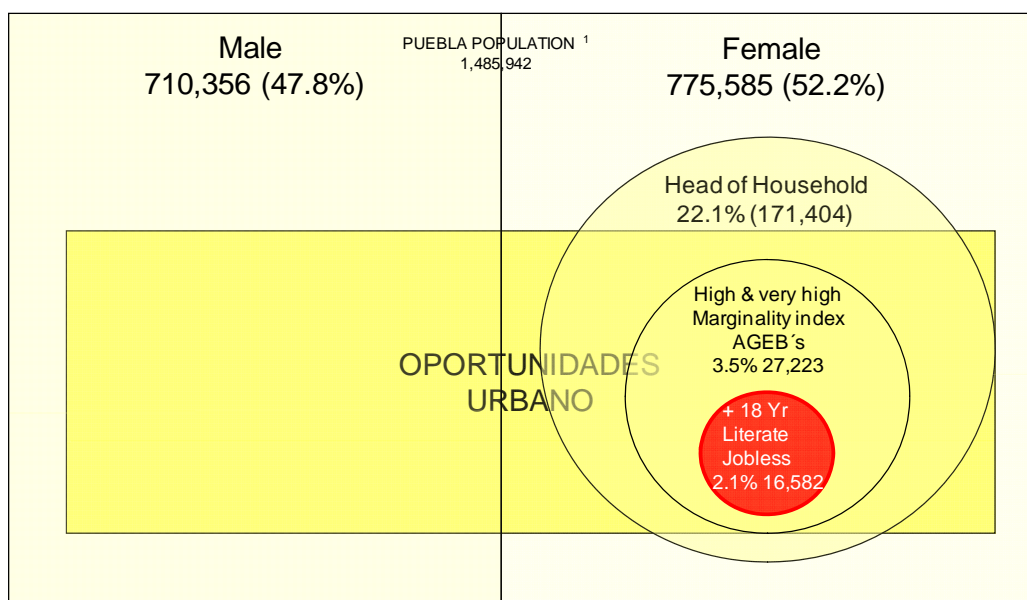
Targeting criteria

The target of DMM will be head of family women living in poor urban areas of MPZ, specifically in the 111 AGEBs (Annex 4) with high or very high level of marginalization that are already part of *Oportunidades Urbano* and comply with the following mandatory requirements (Figure 2):

- Over 18 years old -----Legal Age for entering IRS
- Ability to read and write----- Indispensable to take training course
- Lack of formal employment----- Priority to target the poorest

Translating to an estimate of **16,582 women**.

Figure 2 Targeting Criteria for DMM



Logistics

Program promotion will be held by a campaign and women will apply by filling a submission. After being accepted to DMM, the woman will take an assessment and preference tests in order to determine her skills and getting recommendation for the right training choice. The program will include subjects such as: entrepreneurship, basic accountancy, finance education, basic supply management and basic administration and service skills (Annex 5) that are intended to train women in basic knowledge for self employment.

Additional to the core base course, the job training options that are yet to be determined after a market research might include baking, catering, public desk, sewing and tailoring, crafts and artisan work, daycare and beauty will become available.

The course will be imparted in a **mobile training facility** that settles into the place of intervention, prioritizing its location in public places in the chosen AGEBs. (Annex 6)

The training process will have a duration of three months with an estimated frequency of 4 hours per week during which they will be receiving a credit scholarship of one minimum wage per day having the incentives to ensure that she will be attending the course. This financial support will be deposited directly to the BANSEFI account created for the *Oportunidades* program. To graduate from the course, the beneficiary must comply with the following requirements:

- 1) 80 percent attendance to the training.
- 2) Skills certification after finish the program.

This scholarship given during the training process will have to be paid back after she enters into the formal labor sector (Figure 2) either by:

Option 1.

Creating her own business using a microcredit from DMM. If the beneficiary chooses the first option, the MMD's microcredit will be used to provide assistance in governmental procedures for opening and operating as well as the equipment for her business launch. The amount of the microcredit has been calculated between \$16,500 and \$34,000 MXP to be payable in weekly payments for an estimated period of 11-15 months, depending on the job training options chosen (Annex 8). This calculation includes the credit scholarship and the evaluation process for the whole program.

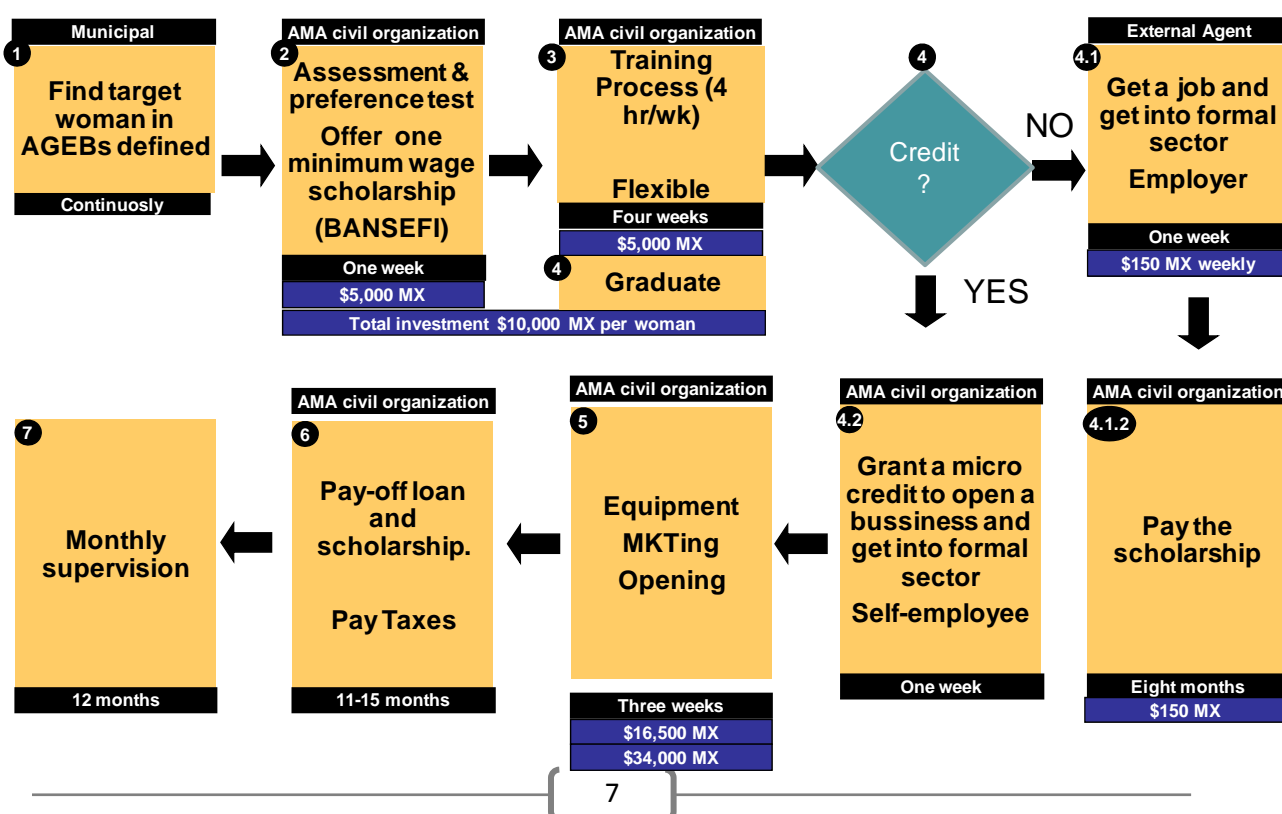
Option 2.

Being employed by an external agent. If the beneficiary chooses the second option, she will only have to pay the credit scholarship in weekly payments of \$150 MXP for an estimated period of 8 months (community service might be considered as a form of repayment of the credit scholarship in case she can't pay or if she is still without a job).

The payment of this scholarship and credit by the beneficiary after the graduation of the training program will be used to **sponsor another woman whom the beneficiary will meet** and that will become the new beneficiary of the program. Creating this way a self sustainable cycle where women that were helped can now help a second generation of women in need with the payments that she gets from her new business.

The whole training process, program activities, graduation and sponsorship are also intended to create and fortify social networking between women. Creating social capital within their communities especially with entrepreneurs like the beneficiaries is also a value added to their participation.

Figure 3. De Mujer a Mujer program's cycle



Financing and budget

DMM requires an initial investment of 15,000,000 MXP and 5,000,000 MXP for each one of the next three years to reach 1,500 beneficiaries (Annex 7). The budget includes: facilities, training, scholarships, equipment, marketing and evaluation of the program.

Participation of social organizations

Social organizations are a crucial part for the correct implementation of DMM. The Asociacion de Mujeres por Puebla (AMA) is a civil society organization established in 2004 with the mission of “helping women to grow, to achieve their goals and transform generating real personal and economic growth” (Annex 8). AMA focuses its expertise in microfinance, training and human development of poor woman in Puebla, therefore AMA will be a civil contractor for the municipal government of MPZ. This co participation is authorized by internal regulation of the Social Development Secretary of the municipality, and allows providing not only the training on site but also managing the micro credits of the program with the provided budget (Annex 9).

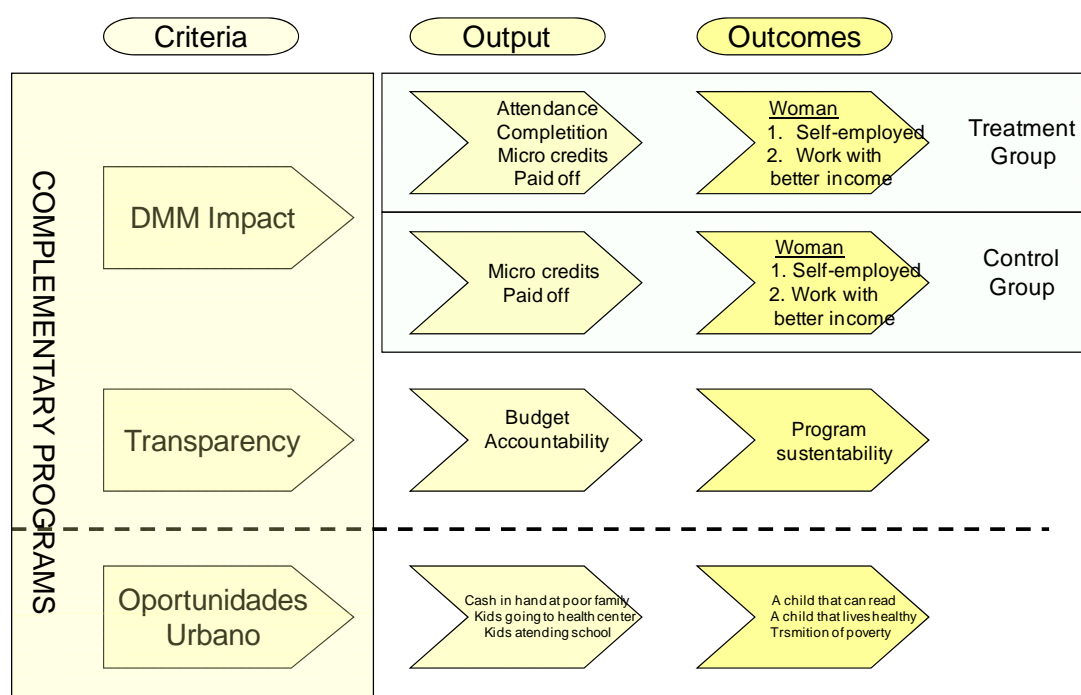
The participation of AMA also ensures that the program will remain even after the end of this municipal administration, allowing the continuity of social development policies that transcend political changes.

Evaluation of DMM

The evaluation criteria shown in Figure 4 ensures first the impact of DMM throughout its outputs and outcomes that are measured by surveys and indicators that will be collected at the beginning and end of each cycle. A control group will be selected so we can measure the direct impact of the DMM control group vs. the treatment group.

Second, the city’s intervention, through DMM program, does not undermine the *Oportunidades*’s evaluation protocol. The only evaluation problem that could be identified is the minimum wage given by DMM during the three-month training which overlaps with *Oportunidades*’s cash transfer. However this will not affect *Oportunidades*’s evaluation, which is held every 6 years, because the DMM cash intervention is only extended for 3 months.

Figure 4 Evaluation Criteria



Corruption prevention is also crucial to the development of the project because of the possibilities of its arousal with mismanagement and participant action. Periodical revisions by SEDESOL officers are recommended in periods of 6 months were SEDESOL will random choose mobile training facilities and new small businesses to make sure reports are being generated accurately.

Legal Framework

The Municipality has the faculty given by Political Constitution of the Free and Sovereign State of Puebla, Fiscal Coordination Law, Federal Law of Transparency and Public Access to Governmental Public, Law of Transparency for the State of Puebla, Internal Regulation of the Social Development Secretary of Puebla, Law of Planning for the Development of the State of Puebla and the Organic Law of the State of Puebla for formulate, approve, implement and evaluate the Social Programs. (Annex 9)

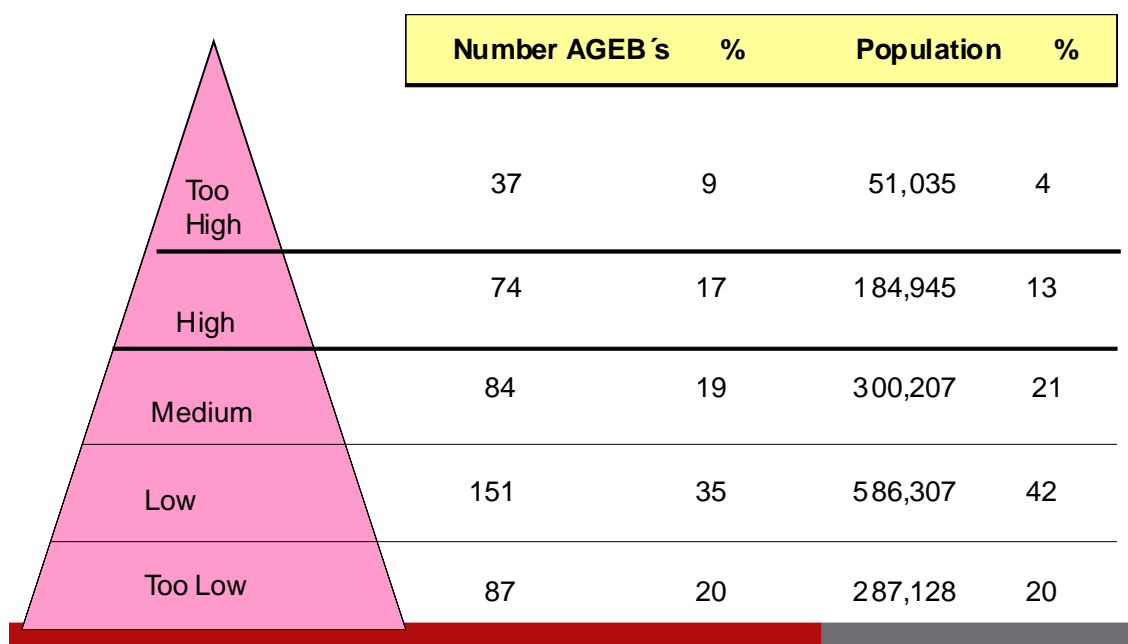
REFERENCES

1	INEGI, XII Censo General de Población y Vivienda, 2000; II Conteo de Población y Vivienda, 2005.
2	Plan Municipal de Desarrollo 2008-2011. Puebla.
3	Presupuesto de Egresos de la Federación para el ejercicio fiscal 2009. Diario Oficial de la federación. 28 de noviembre, 2008. Mexico.
4	Acuerdo por el que se da a conocer el monto asignado y la distribución de la población objetivo del programa de desarrollo humano Oportunidades. Diario Oficial de la Federación. 27 de febrero, 2009. Mexico.

Annex 1

a. Levels of Marginalization in MPZ's AGEBS and population and percentages.

AGEB Marginality Index and Population



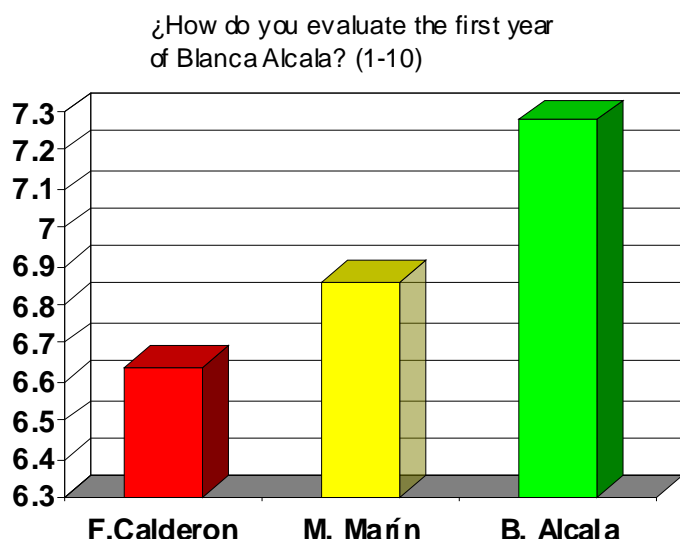
Source: INEGI 2005

Annex 2

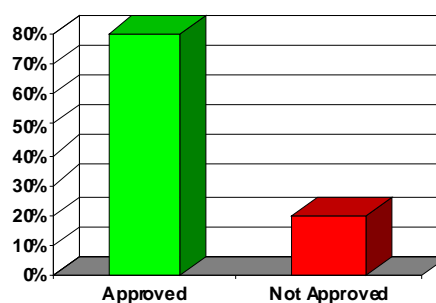
Mexican Authorities Evaluation Ratings

Mayor Alcalá has an important political acceptance before the citizens of MPZ as seen in the following graphs. While President Calderon has a 6.6 rate and Puebla's governor Marín has 6.8 rate Mayor Alcalá has reached a 7.2 which overlaps considerably the federal and state leadership. This translates into an 80 percent general acceptance. Within the principal programs implemented by the mayor *Puebla Limpia* has a 92.4 percent approval as the highest and the *Ice skating ring construction* as the lowest with 64 percent but still being a majority in acceptance. This gives the government legitimacy and trust for developing new projects like the one described in this briefing.

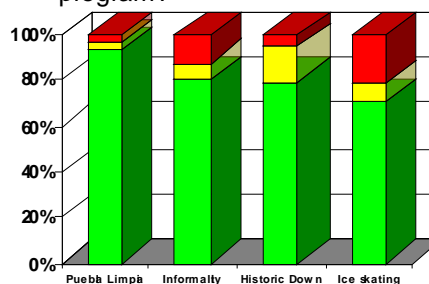
Blanca's Alcala Political Asset*



¿Do you approved Blanca's Alcala First year as a mayor of Puebla?



Do you approve the following program?



* BEAP, AC, Estadística y opinión pública. El tipo de muestreo es probabilístico aleatorio simple, polietápico.

Se aplicaron 600 cuestionarios en el municipio de Puebla, a través de entrevistas "cara a cara" 30 de enero de 2009

Dirección de Estudios de Opinión BEAP, Matriz Puebla, teléfono y fax: (222) 7.55.45.80

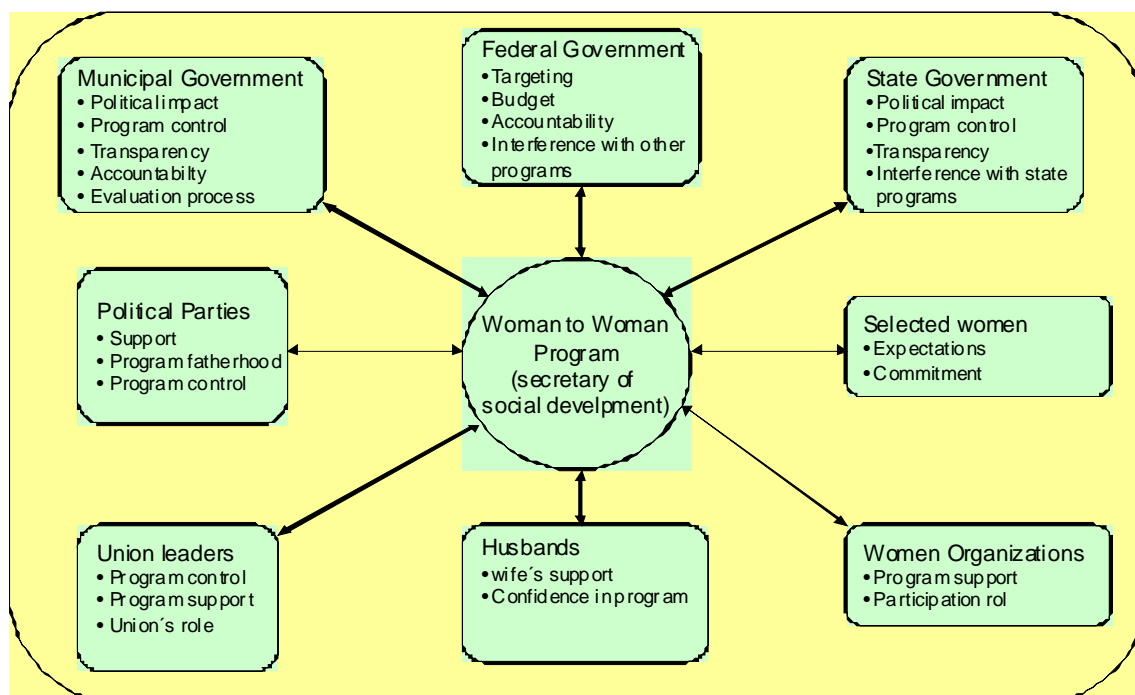
beapcontactos@beap.com.mx, página de internet: www.beap.com.mx

Annex 3

Interest Groups

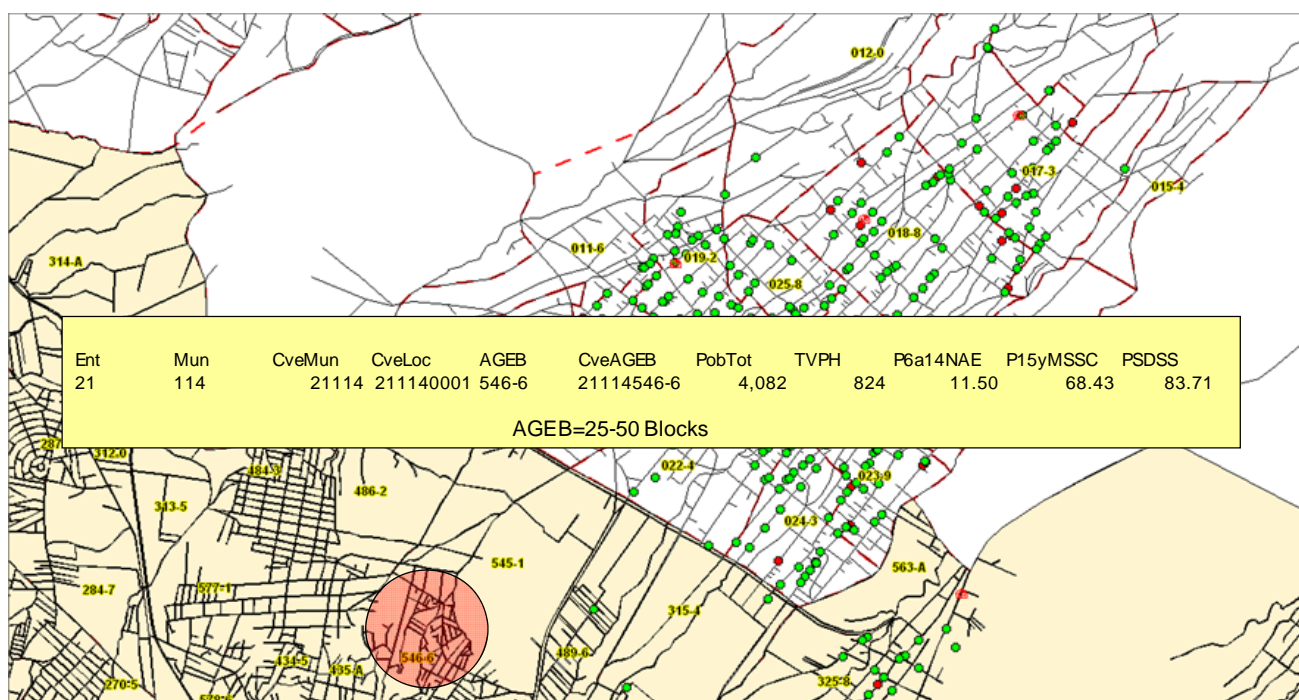
The following interest groups have influence in development of public policies.

Interest Groups



Annex 4

AGEBs with high or very high level of marginalization



Source: INEGI

Annex 5

a. Mandatory Core Topics in Training

Entrepreneurship

Basic Accounting

Financial Education

Motivation

Basic Supply Management

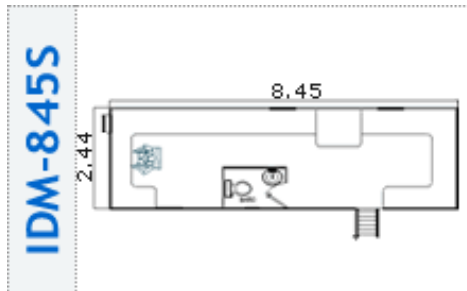
Basic Administration Skills

b. Pilot Training Program

- I. Personal development
 - a. Visual Image of the entrepreneur
 - i. Self personal image.
 - ii. Personal Hygiene.
 - iii. Personal presentation.
 - b. Attitude and conducts of a small entrepreneur.
 - i. Smile
 - ii. Vocabulary
 - iii. Responsibility
 - iv. Honestly
 - v. Discipline
 - vi. Service
- II. The Business
 - a. Establishing a Vision & Mission.
 - b. Operation manual.
- III. Inventory management
- IV. Customer service
- V. Sales.
- VI. Getting into formal sector.
- VII. How to enlist as a Tax Payer.

Annex 6

Moving Training Facilities



Standard half bathroom

Lighting

Vinyl flooring

Aluminum exteriors

Wood Interiors

Thermal insulator

Air conditioner

3 windows

Writing desk

Book Shelf

Towing device of 2 5/16"

Estimated Cost : 500,000 MXP

Source: Ideal Movil www.idealmovil.com

Annex 7

a. Finance

Option 1 Microfinance

Example: Beauty Salon

Beauty		Micro finance program		Beauty	
TDI Process	\$ 4,987.20	Hair styling & Shampo chair*	\$ 6,000.00		
Initial investment	\$ 11,600.00	Manicure Table*	\$ 2,500.00		
Total	\$ 16,587.20	Mirror*	\$ 500.00		
Annual Interest rate (4%)	\$ 663.49	Profesional dryer*	\$ 100.00		
Total Including Interest	\$ 17,250.69	Hair Kit*	\$ 2,500.00		
Payback Period (Months)	11	Total	\$ 11,600.00		
		* Source e-bay			
		operational cost			
		Hair Cut	manicure	Hair Stylish	
		\$ -	\$ -	\$ -	\$ -
		\$ 6.00	\$ 6.00	\$ 6.00	\$ -
		Operational Cost	\$ 6.00	\$ 6.00	\$ -
			\$ 6.00	\$ 6.00	\$ -

Selling price	
Hair cut	\$ 30.00
Manicure	\$ 30.00
Hair Stylish	\$ 30.00
	\$ -

Baking selling Forecast (Units)								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total	Montly
Hair cut	5	5	5	5	5	5	30	130
Manicure	1	1	1	1	1	1	6	26
Hair Stylish	1	1	1	1	1	1	6	26
	0	0	0	0	0	0	0	0

Cost (MX\$)								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total	Montly
Hair cut	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 180.00	\$ 780.00
Manicure	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	\$ 36.00	\$ 156.00
Hair Stylish	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	\$ 36.00	\$ 156.00
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 252.00	\$ 1,092.00

Income (MX\$)								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total	Montly
Hair cut	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 900.00	\$ 3,900.00
Manicure	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 180.00	\$ 780.00
Hair Stylish	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 180.00	\$ 780.00
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 1,260.00	\$ 5,460.00

Revenue (MX\$)								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total	Montly
Income	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 1,260.00	\$ 5,460.00
Cost	-\$ 42.00	-\$ 42.00	-\$ 42.00	-\$ 42.00	-\$ 42.00	-\$ 42.00	-\$ 252.00	-\$ 1,092.00
Income TAX (Repeco)	-\$ 4.20	-\$ 4.20	-\$ 4.20	-\$ 4.20	-\$ 4.20	-\$ 4.20	-\$ 25.20	-\$ 50.40
Mortgage	-\$ 60.00	-\$ 60.00	-\$ 60.00	-\$ 60.00	-\$ 60.00	-\$ 60.00	-\$ 360.00	-\$ 1,560.00
Revenue	\$ 103.80	\$ 103.80	\$ 103.80	\$ 103.80	\$ 103.80	\$ 103.80	\$ 622.80	\$ 2,757.60

b. Cash flow projections

	Y0	Y1	Y2	Y3	Y4	Y5	Y6
Yearly Budget (Federal transfer) (MX\$)	\$15,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$ -	\$ -	\$ -
Facilities Assets (MX\$)	-\$2,500,000	0	0	0	0	0	0
Training (MX\$)		\$1,500,000	\$1,000,000	\$1,000,000	\$1,000,000	-\$500,000	-\$500,000
Scholarships (MX\$)		-	-	-	-	-	-
MKTing & Communications (MX\$)		\$1,496,160	\$1,496,100	\$1,496,100	\$1,496,100	-\$748,050	-\$748,050
Equipment adquisition		-	-	-	-	-	-
Evaluation		\$1,000,000	-\$500,000	-\$500,000	-\$500,000	-\$250,000	-\$250,000
Cost		-	-	-	-	-	-
Payback from Beneficiaries (70%)		\$7,592,160	\$7,592,160	\$7,592,160	\$7,592,160	\$3,796,080	\$3,796,080
Cash Flow (MX\$)		-\$60,000	-\$120,000	-\$120,000	-\$120,000	-\$120,000	-\$120,000
			\$6,361,824	\$6,361,782	\$6,361,782	\$6,361,782	\$3,180,891
Cash Flow (MX\$)	\$12,500,000	\$5,851,680	\$6,505,244	\$7,158,766	\$2,812,288	\$3,759,940	\$1,526,701
Beneficiaries Up to date		300	300	300	300	150	150
Beneficiaries		300	600	900	1200	1350	1500

c. Budget management

Pilot Program

Program	Persons	Cost/person	Total Cost
Beauty	60	\$ 16,587	\$ 995,232
Baking	60	\$ 33,987	\$ 2,039,232
Catering	60	\$ 33,987	\$ 2,039,232
Sewing & Tailoring	60	\$ 21,987	\$ 1,319,232
Artesanal Work	60	\$ 19,987	\$ 1,199,232
Total	300		\$ 7,592,160

Credit scholarships		\$ 4,987	\$ 1,496,160
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Training Process		\$ 5,000	\$ 1,500,000
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Mobile training facility	5	\$ 500,000	\$ 2,500,000
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MKTing & communication			\$ 1,000,000
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TOTAL			\$ 14,088,320
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Program	Investment	Payback (Months)
Beauty	\$ 16,587	11
Baking	\$ 33,987	14
Catering	\$ 33,987	11
Sewing & Tailoring	\$ 21,987	15
Artesanal Work	\$ 19,987	13

Year	BUDGET
1	\$ 15,000,000
2	\$ 5,000,000
3	\$ 5,000,000
4	\$ 5,000,000
Total	\$ 30,000,000

Annex 8

AMA Information

AMA is a civil society association that seeks to create viable options that support, form, train and orient the progress efforts of women from Puebla with the objective of supporting their personal development.

Their vision states that they want to be a leader group in Puebla that promotes integral growth and development of women by providing tools that help them manage their situation in a sustained and permanent way. All of this with the final objective of enhancing the living conditions in Puebla.

AMA has 3 main axis of operation:

1. Develop new ways to face major impact problems faced by women in Puebla.
2. Create links between financial, educational, social and governmental institutions to enhance their current situation.
3. Create innovative mechanisms, like solidarity micro credits, that support the productive labor of entrepreneurs.

For more information visit Asociación de Mujeres por Puebla at its website:
<http://www.amapuebla.com.mx/>

Annex 9

Key Legislation for Municipal Action

The pilot program of social development as a Municipal Policy is based on the Political Constitution of the Free and Sovereign State of Puebla, in its article 107 gives to the Municipality the faculty to promote the social and economical development.

The Business Incubator “De Mujer a Mujer” has its legal basis in the Law of Social Development (LSD). It outlines the competence of Municipalities in the social development area and regulates their actions. These actions point to promote the social sector of the economy, regulate and guarantee the provision of goods and services, promote the social and private participation. Also is the faculty of the municipality to establish the evaluation that will follow the government actions.

The social program obeys to the legal foundation that binds to follow the principles that all social developments have to observe according to article 3. These principles are:

- Freedom, That is the capacity of choose which kind of program or policy is better
- Distribution of justice, to guarantee the equity of benefits
- Solidarity that is the cooperation between social groups and government for their own benefit.
- Integrity has to be with a complementary programs and actions pointed to social benefits.
- Social Participation is the faculty given to the people to incorporate themselves in all the process of social policies.
- Sustainability, involves the satisfaction of needs
- Respect to diversity, pointed to exceed the discriminatory condition and proportion of equity, this principle is perfectly related to the program “De Mujer a Mujer” that promotes the equity of gender.
- Free decision and autonomy for the indigenous
- Transparency, The authority in this case the municipality have to guarantee the diffusion of govern information.

The program obeys to the commented law in the way that the municipality focuses to give the rights of social development in labour area with “De Mujer a Mujer”. The actuation of the city hall in the intention of establishes this pilot program does his duty from the national sphere to the local one, because the law establishes that the National Program of Social Development should include the local programs. The pilot program intend to focus its action in the generation of jobs, self work and training, supported in the article 14 first fraction of the mentioned law.

The Municipality is authorized by the same law, to formulate, approve, its own social programs that must have agreement with federal ones. In this particular case, the pilot program has its prime aim focused to complement the objectives of Oportunidades Urbano. The competence of Municipality is founded in the 45 article of the LSD by let it carry out the municipal program of social development, coordinate with the State Government in social development area, coordinate actions of the same kind with other municipalities, settle funds and federal resources destined to social subject, establish mechanism for promote social participation in social actions and also to make of public knowledge the existence of the programs. About the last point “De Mujer a Mujer” has an advertising program based to promote the women to be part of the project. In the same law the program obey the articles of the Chapter I of the Fifth Title in the way that the pilot follows the obligations about the evaluation process that must have the social programs.

The Municipality budget assigned to social programs has its legal foundation in the 33 art. Fiscal

Coordination Law that emphasized that the federal contribution for social actions and investments go directly to the population with social backwardness and poverty situation. According to this point the Municipal government must obey to the 7 article fraction IX of Federal Law of Transparency and Public Access to Governmental Public Information that establish the obligation to make public the information of the assigned budget. And in the Law of Transparency for the State of Puebla in their article 9 fraction V establishes the same obligation for the municipality to inform the budget for social programs and in the fractions VI and XI bind the municipality to make public the existence the programs that it set up.

The Pilot program is planned to apply with the participation of a social organization, this cooperation is legally based in the Internal Regulation of the Social Development Secretary of Puebla in which by the article 21 establish that the Fight Department of Poverty together with the public officers could coordinate the formulation and implementation of the programs jointly Municipality and Organizations of Civil Society.

In the same shape of local regulation, the Law of Planning for the Development of the State of Puebla in the article 4 exposes that the Municipality is responsible of the planning development, in the article 9 fraction II establish the role of the Municipal President to present the Municipal Social Development.

The Organic Law of the State of Puebla on its article 102 establishes that as an obligation to the Municipality to formulate the social development planning. In the article 104 establishes the minimum requirements that should have the Plan of Municipal Development. And in the article 105 establish that the Plan of Municipal Development must have all the programs that concerns to the social and economic activities.