

## **2.7 Case Study on Spain – Argentina**

The case of the city of Rosario, Argentina

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## Summary

Rosario has always strived to be a city of distinction. It is recognized internationally for its good practices in the field of urban management, which would have been impossible without putting a spotlight on the city and making it known internationally as well as a model of excellence at the regional level.

Behind this success, there is a trajectory of many years of work invested by the local actors, participants that became the architects of international management of the city. During more than two decades they were committed to working with other cities and regions, among them European sites, to deal with common problems.

Without a doubt, the local government was the most important actor in promoting international territorial cooperation (hereafter, TC) and for this purpose a General Direction for International Relations was created within the municipal institutional framework. Therefore, political willingness was a key factor in facilitating the processes of territorial cooperation of Rosario.

It is convenient make a distinction between the formal city and the real city. According to the present municipal regulation in the Province of Santa Fe, Rosario is a city, which has precise limits and has its own government; it is part of a metropolitan area where the physical continuity and functional relations with other cities and towns predominate, despite the fact that joint policies are very scarce.

Decentralized cooperation, for example, is the more relevant type of cooperation in the city at the present time. Twinning cities, bilateral cooperation agreements and networks have helped Rosario to participate in projects with different degrees of impact on the economic, social, urban and environmental conditions. But the initiatives have always been local, not regional or joint. Rosario's regional leadership role has not been reflected by its collaboration with the smaller cities and municipalities of the Greater Rosario Metropolitan Area (hereafter, AGR), so that they can begin their own international cooperation experiences. This is not entirely Rosario's fault, but yet another example of weak regional integration.

Territorial Cooperation facilitates the exchange of experiences and "know-how" and this led to the learning of new approaches and tools for management in such areas as strategic planning, participative budgeting and institutional strengthening.

Spain and Italy have been Rosario's main European partners in cooperation. Historical and cultural ties arising from immigration are factors that have driven the establishing of relations on both sides of the Atlantic Ocean. Local organizations of representatives from these countries, such as the Basque Center of Rosario, have had a significant role in these relations.

Incorporation into the European Commission's URB-AL Program has led to a greater number of contacts with new European partners, thus opening an array of

possibilities to work in priority areas in the near future: education, economy, environment and social infrastructure, to mention only a few.

Some strengths surge from this territorial cooperation experience, as well as weaknesses and aspects that require greater attention in the future.

### Physical areas of territorial co-operation

- **Strengths:** Rosario has ties with numerous territories through different cooperation programs, among which stand out the cases of cities and regions in Spain (such as Bilbao, Barcelona, Extremadura, Basque Country) and Italy (Alessandria). Furthermore, Rosario participates in numerous international networks linked to urban problems (URB-AL; CIDEU) stressing its difference as a city with international ties and projection. Decentralized cooperation is the most relevant type of cooperation in the city and its greatest impact is on institutional strengthening and professional and vocational training.
- **Weaknesses:** The existence of various types of cooperation and actors participating in the territory is, without a doubt, an advantage. But in order to promote contact networks, experiences and working methodologies, it is necessary for information to be more accessible and systematic; which will lead to a more effective coordination and result in greater efficiency in the management of Territorial Cooperation. Cooperation has proved weak in terms of the creation of productive networking and interaction between economic actors, and did not help toward an integrated territorial approach for action.
- **Future:** The availability and diffusion of information should improve, so as to allow for more complementary actions by public and private organizations and agents towards new areas of cooperation. Cooperation should increase so as to include metropolitan and regional areas, where the economic, social and cultural dynamics of the Region of Rosario is best appreciated.

### Driving forces and domains of cooperation

- **Strengths.** A wide range of subjects exist, as well as counterparts, in Rosario's international cooperation policy. Of these, education,

participative budget, strategic planning and institutional strengthening are more highly valued by the actors involved. Nevertheless, the priorities in areas of cooperation vary according to the context. During the country's economic-social crisis, which greatly affected Rosario (1998-2002) much work was done in the area of technical formation, vocational training and job creation. After the economic recovery from 2003, the priority changed towards culture, urban planning and environment, and more recently economic development.

- **Weaknesses:** International cooperation is weaker in economic matters. This fact, which is particularly striking in Rosario, is also linked to the predominant profiles in local management in Argentina, generally associated with physical planning, urban design, transportation, waste management and environment, and culture. Local economic development, technological innovation or international trade are less important. These subjects are usually approached through public-private coordination organizations, such as development agencies. Rosario has its own agency, although the results are still modest.
- **Future:** As a result of the changes in the social and economic patterns and the evolution of public institutions, the cooperation agenda is paying more attention to education, scientific exchange, networking, environment and habitat, and social infrastructures.

### **Territorial structures and co-operation**

- **Strengths:** Conditions that facilitate International Territorial Co-operation exist within the region: the historical-cultural profile of Rosario as an immigrant city; the opportunity given by the new constitutional framework since 1994, availing new space to the sub-national territories; the intermediate scale of the city, that allows for the capacity to manage complex projects; the interest on behalf of the local governments to use TC as a differentiating and positioning factor; the direct ties on behalf of the city dwellers with other territories, that have facilitated contacts and given rise to new opportunities. Certain basic conditions facilitated Territorial Cooperation: historic-cultural identities, legal aspects, geographic-productive characteristics (such as the profile of portuary cities of Rosario, Barcelona and Bilbao).

- **Weaknesses:** the obstacles have been associated with the limited funds available, and basically to the lack of information and knowledge of the possibilities and opportunities on behalf of a large number of local actors. Another limitation is the narrow diffusion of information about some of the cooperation programs. In this sense, there has always been a danger of discrimination towards small cities and the municipalities of the Greater Rosario Metropolitan Area.
- **Future:** If the approach of mutual benefit between members is to be enforced, it will be necessary for the cities and municipalities of the Greater Rosario Metropolitan Area to be more involved in the issues at hand and in the processes of implementation, respecting at all times the spatial and temporal context. For this reason, it is necessary to abandon the traditional approach still in force in both latitudes, in which international cooperation is unilateral. With the understanding that learning is bidirectional, the capabilities of communities in both continents will be strengthened.

#### **Governance structures and implementation of co-operation**

- **Strengths:** An outstanding feature of the governance structures is the diversity of the actors involved. Of these, the role played by the municipality of Rosario and more recently that of the province of Santa Fe stand out. Also noteworthy is the role of UE organisms, the National University of Rosario, some local NGOs, as well as persons with special interest in some of the subjects in the cooperation agenda. The management of TC is always improving thanks to the skill of well trained civil servants working in the municipality of Rosario and in the government of Santa Fé. Likewise, Rosario has numerous public-private institutions, such as the Development Agency, the Technological Pole, and the Tourism Authority, which strengthen the governance of the development process.
- **Weaknesses:** Despite the institutional density, international territorial cooperation continues to be a political and management discourse only felt by the municipal and provincial civil servants, representatives of migrant communities (such as the Basque Center), and social organizations linked to specific problems that were the subject of cooperation programs (such as the participants in the Urban Agriculture Program). In other words, it is not a

priority in the agenda for a large number of local and regional actors and institutions.

- **Future:** To stimulate TC programs on the regional level and not only subscribed to the city of Rosario is very necessary. Above all, despite existence of a strategic planning office for the Greater Rosario Metropolitan Area, it has not shown significant advances in regional planning and territorial cooperation since its creation some time ago. It will also be necessary to enlarge the management capabilities in other AGR localities, in order to make viable their participation in TC projects adapted to the local needs. Finally, to widen the range of regional actors that are associated with the TC at present, and to achieve the recognition on behalf of the citizens for this type of experiences.

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**ABBREVIATIONS**

|        |  |
|--------|--|
| AGR    | Greater Rosario Metropolitan Area                              |
| BID    | Inter-American Development Bank                                |
| BM     | World Bank   |
| ITC    | International Territorial Cooperation                          |
| EPH    | Permanent Home Survey  |
| INDEC  | National Institute of Statistics and the Census                |
| IPEC   | Provincial Institute of Statistics and the Census              |
| GDP    | Gross Domestic Product   |
| EU     | European Union   |
| UNR    | National University of Rosario                                 |
| URB-AL | European Union Regional Cooperation Program with Latin America |
| VAB    | Gross Value Added  |



## Introduction

Located in the south of the province of Santa Fe, on the shores of the Paraná River, Rosario constitutes one of the neuralgic points in the Central Region of the national territory and one of the main external means of communication in Argentina. Located 300km from the Federal Capital, Rosario has historically had national relevance, not only in terms of population, but also in terms of economic activity, artistic production and innovation.

**Map 1: Rosario**



Source: Municipality of Rosario: Strategic Plan of Rosario Metropolitan Area.

With a total area of **178.69 km<sup>2</sup>**, the city is the nucleus of the Great Rosario Metropolitan Area (AGR), made up of 11 municipalities and “comunas” that define a rural-urban setting.<sup>87</sup> The present formation of this territory has its origin in two

<sup>87</sup> The “municipios” (cities of more than 10,000 inhabitants) are: Villa Gobernador Gálvez, Arroyo Seco, Pérez, Funes, Roldán, Granadero Baigorria, Capitán Bermúdez, Fray Luis Beltrán, San Lorenzo, Puerto San Martín and several smaller localities called “comunas” (cities of less than 10,000 inhabitants). This definition is used for the elaboration of census and statistical information and is called “Aglomerado Gran Rosario” (AGR). Another possible definition according to geographical continuity is that of the Metropolitan Extension which is defined as the recognition of the maximum continuity between the present urbanization

elements that have influenced the development of metropolitan processes: the port-city and the railroad network.

The estimated population of the city of Rosario in 2008 was 909,755 inhabitants and that of the AGR, 1,248,536. 47.9% were male and 52.10% women. The distribution by age-bracket is shown in the following table:

**Table 1: The population of the city of Rosario by age**

| Total population by age | 2008         |              |              |              |
|-------------------------|--------------|--------------|--------------|--------------|
|                         | 1st quarter  | 2nd quarter  | 3rd quarter  | 4th quarter  |
|                         | %            | %            | %            | %            |
| <b>Total</b>            | <b>100.0</b> | <b>100.0</b> | <b>100.0</b> | <b>100.0</b> |
| Below 9 years           | 15.4         | 14.2         | 13.5         | 14.2         |
| 10 to 19 years          | 16.9         | 15.9         | 17.9         | 17.0         |
| 20 to 29 years          | 18.8         | 19.6         | 18.0         | 18.0         |
| 30 to 39 years          | 14.3         | 13.5         | 12.9         | 13.7         |
| 40 to 49 years          | 10.5         | 10.9         | 12.5         | 11.8         |
| 50 to 59 years          | 9.5          | 9.0          | 8.6          | 9.9          |
| 60 to 69 years          | 6.7          | 7.8          | 8.1          | 7.2          |
| 70 years or more        | 7.9          | 9.1          | 8.5          | 8.2          |

Source: EPH- INDEC

Rosario has received and still receives large contingents of population expelled from their homelands by the worsening of regional socio-economic conditions. These immigrants, along with impoverished sectors in the city itself, make up what are called “irregular settlements. According to data from 2008, the answers about the place where a person was born and where was living five years ago were the following:

Question: Where were you born?

process and the potential for development, and it incorporates these localities. If the criterion of functional interdependence is applied, a third territorial extension, the Region of Rosario, is defined which incorporates the localities that interact in varying dimensions (economic, social, cultural, urbanistic, political, etc.) with the central city. Although this last definition complicates the demarcation of the participants due to the large number of variable in play, it can be said that the conglomerate in fact shows a greater territorial extension which involves about 62 “municipios” and “comunas”. This criterion was adopted for the demarcation defining the territorial reach of the Rosario Development Region Agency (ADERR).

| <b>Places</b>                 | <b>Number</b> | <b>Percentage</b> |
|-------------------------------|---------------|-------------------|
| In this locality              | 44,810        | 72.14             |
| In another locality           | 6,335         | 10.20             |
| In another province (specify) | 8,805         | 14.17             |
| In a bordering country        | 1,523         | 2.45              |
| In another country            | 618           | 0.99              |
| Doesn't know/Didn't answer.   | 16            | 0.02              |
| Total                         | 62,107        | 100               |

Question: Where did you live 5 years ago?

| <b>Place</b>                         | <b>Number</b> | <b>Percentage</b> |
|--------------------------------------|---------------|-------------------|
| In this locality                     | 55,017        | 88.58             |
| In another locality in this province | 620           | 0.99              |
| In another province (specify)        | 1,259         | 2.02              |
| In a bordering country               | 117           | 0.18              |
| In another country                   | 96            | 0.15              |
| I wasn't born yet                    | 4,987         | 8.02              |
| Doesn't know/Didn't answer           | 11            | 0.1               |
| Total                                | 62,107        | 100               |

### **Welfare (economic, social and environmental indicators)**

According to data from 2005, the per capita Gross Domestic Product of Rosario (GDP) was 2,566.56 EUR, slightly above the national average (2,044.04 EUR).

Based on participation in the provincial and national Gross Domestic Product for 2007, expressed in 1993 "pesos", GDP was estimated as follows:

**Table 2: Gross Domestic Product in the region of Rosario**

| Territory                       | Total GDP in pesos | Total GDP in Euros | % National GDP |
|---------------------------------|--------------------|--------------------|----------------|
| City of Rosario                 | 8,814,491          | 1,518,165 EUR      | 2.45%          |
| Great Rosario Metropolitan Area | 10,404,446         | 1,792,011 EUR      | 2.89 %         |
| Argentina                       | 359,189,000        | 61,864,961 EUR     | 100%           |

Source: INDEC and SID (Rosario)

The Permanent Home Survey, published by INDEC, shows that unemployment (7,4% in the third quarter of 2011) in the Greater Rosario Metropolitan Area (AGR) is similar to the national average of the urban agglomerations. When the annual changes are analyzed, it appears that the situation has improved slightly during the last year, with a reduction of the annual rate of unemployment (8,0% in 2010). The positive interannual evolution of the employment indicators for the AGR is confirmed when compared to other regions, as shown by the annual unemployment growth rate: Greater Mendoza (+11.7%), Greater Córdoba (+9.2%), Greater La Plata (+37.9%) and Greater Santa Fe (+45.4%). Of the cities under study, only Rosario and Buenos Aires show a fall in the unemployment levels during 2011.

In the third quarter of 2011, the rate of the economically active population in the AGR was 58,4%, slightly less than the national average of the urban agglomerations in Argentina (59%). Informal jobs reached diminished strongly over the first decade of the present century; and in 2011 9,0% of the population was living below the poverty line and 4,5% were considered indigent.

**Table 3: Qualifications of the Economically Active Population in the Great Metropolitan Area of Rosario (as a % of the population over 10 years)**

| Population       | Total population from 10 years or more | Education Level (%)             |                  |                      |                    |                             |                           | Don't know |
|------------------|--|---------------------------------|------------------|----------------------|--------------------|-----------------------------|---------------------------|------------|
|                  |  | Without education or incomplete | Primary complete | Secondary incomplete | Secondary complete | Higher education incomplete | Higher education complete |            |
| Total Population | 100%                                   | 14.60%                          | 22.10%           | 19.20%               | 19.70%             | 11.90%                      | 12.40%                    | -          |
| Labor force      | 100%                                   | 4.80%                           | 23.30%           | 15.50%               | 25.50%             | 11.80%                      | 19.20%                    | -          |
| Working          | 100%                                   | 4.80%                           | 22.20%           | 15.30%               | 26%                | 11.90%                      | 19.80%                    | -          |

|             |      |        |        |        |        |        |        |   |
|-------------|------|--------|--------|--------|--------|--------|--------|---|
| Not Working | 100% | 4.30%  | 36.20% | 17.80% | 19.20% | 10.80% | 11.80% | - |
| Non-working | 100% | 25.90% | 20.80% | 23.60% | 13.10% | 12%    | 4.60%  | - |

Note: Preliminary information

Source: INDEC. Encuesta Permanente de Hogares

## Education and Services

There are 1,419 educational centers, including both headquarters and annexes, in the private and public sectors. Scientific and technological personnel are concentrated in the region at a rate of 50% higher than the Argentine average. There are 6 universities, 18 scientific research institutes and two institutes of technological transfer in various fields of knowledge.

As for innovation, Rosario has a set of resources and institutions that favors the development of techno-productive and scientific activities, business potential and educational formation and cultural development, on par with international standards. The city has scientific and technical personnel, that with respect to its population is 50% above the average in Argentina; the university students are close to 8% of the total population of Rosario, and one out of eight students studies a technical career. Rosario has six universities, 18 scientific research institutes and two transfer of technology institutes linked to various disciplines.

As recognized by the UN Economic Commission for Latin America, the Rosario's technological Pole is a good example of cooperation between firms, universities and public administration; where Technological innovation, mainly in software and biotechnology, were developed.

The city boasts valuable native artists and creators in the field of art, literature and music as well as seven municipal museums, two provincial museums, 5 private collections, 27 theatres, 9 cinemas, cultural centers and historical monuments.

Moreover, Rosario offers internationally recognized gastronomic and hotel services which complement the natural and architectural beauty of the city currently attracting an increasing number of national and international tourists. According to data from 2008, registered overnight stays in the city were higher than in the rest, approximately 64.9% of the provincial total. An inter-annual growth of 1.3% was observed.

As for environmental issues, the Paraná River is one of the largest rivers in the world and its wetlands are a valuable natural resource with unique and emblematic scenery as well as a great variety and abundance of flora and fauna. The city has other

important water resources such as the Ludueña and Saladillo streams. In recent years, several important infrastructural construction works have been undertaken to optimize public use and enjoyment of the river resources, creating accessible and pleasant urban landscapes which are complemented by the large amount of parks and other green spaces. Since 2009, a large number of metallic containers have been incorporated for the selected collection of waste through the Integral Plan for Urban Hygiene. The Program includes awareness and educational campaigns.

In the area of health, there are 11 municipal health centers and 35 provincial and national centers. Although the city has a high rate of service providing, there are still barrios and irregular settlements that do not have basic infrastructure, which has a negative impact on the standard of living of the population.

**Table 4: Connections of homes to city utilities network in the city of Rosario (%)**

| Connections%   | 2003 | 2004 | 2005 | 2006 | 2007 |
|----------------|------|------|------|------|------|
| Drinking water | 78.1 | 78.9 | ---- | 78.9 | 80.3 |
| Sewers         | 53.4 | 54.1 | ---- | 54.9 | 55.4 |
| Electricity    | 97.2 | 98.8 | 99   | 99   | 99.9 |
| Natural gas    | 80.5 | 83.3 | 85.4 | 87.7 | 90.3 |

**Source:** Elaborated by the General Direction of Statistics based on data made available by the respective service companies.

Note: There is no data for drinking water and sewers for 2005 due to having transferred management of the system from Aguas Provinciales to Aguas Santafesinas, S.A.

### **Productive activities**

At present, the Metropolitan Area of Rosario contributes with over half of the gross domestic product of Santa Fé and with a little less than 5% of the gross domestic product of Argentina. It is an industrial, commercial and financial center at the heart of the most important agricultural- livestock productive region (Santa Fé) of Argentina. Its industrial activity is important: a 42% of the industrial establishments of Santa Fé, 53% of employment, and 62% of the industrial production.

Its productive fabric is made up of multiple profiles: agro-industrial activities, one of the world's most competitive food industries, a cluster of IT industries (information, communication and biotechnology), design-based firms (furniture, industrial

equipment and fashion) and a consolidated services sector with the second banking and financial network in Argentina can be found.

The food industry represents 21% of all industrial activity. Rosario and its area have the largest food oil complex in Argentina: 50% of grinding activity, 68% of exportation of vegetable oils, 85% of shipping of sub-products and 47% of grain shipping.

The second industrial activity is the metal mechanics sector (18% of industrial production), and particularly the agricultural machinery industry with 11% of all firms in the province of Santa Fé. Machinery and equipment industries, on the other hand, represent 10% of all activity. Also located in the city and its area of influence are petrochemical, paper, lumber, textile and plastic industries.

According to data available from the economic census for 2004, participation in the various branches of activity in the Gross Geographic Product<sup>88</sup>, (2004) was as follows:

**Table 5: Distribution of Gross Geographic Product by economic activity**

| <b>Territory</b>       | <b>Year</b> | <b>Participation in the Secondary Sector</b> | <b>Participation in the Tertiary Sector</b> |
|------------------------|-------------|--|---|
| <b>AGR</b>             | <b>2004</b> | <b>19.44%</b>                                | <b>80.56%</b>                               |
| <b>City of Rosario</b> | <b>2004</b> | <b>17.69%</b>                                | <b>82.31%</b>                               |

Source: Institute of Economic Research, National University of Rosario

According to the estimates made by Rosario Data of the Municipal Bank of Rosario Foundation, in the 4th trimester of 2010 a 56% of the private product of the city came from the commercial sector, 24% from services, 18% from industry and 2% from construction.

### **Transport and communications**

Rosario's geographic position projects the city as the strategic center and node for bi-oceanic communications of MERCOSUR because it is a required stop on commercial routes and service centers. To the north it is connected through the Paraná-

<sup>88</sup> Gross Geographic Product is the product of a jurisdiction estimated according to the sum of the Aggregate Value (depending on the sector producing it) within the geographic unit of the specific observation. In this case, the area is the AGR.

Paraguay waterway, making it an essential center for communication and transit with Brazil; to the south, with the humid Argentine Pampa. The East-West axis is articulated through the Central Bi-oceanic Corridor, connecting it to the province of Córdoba, Chile and the Pacific Ocean; and, by way of the Rosario Victoria Bridge, a direct link is formed toward the province of Entre Ríos, the Oriental Republic of Uruguay and Brazil on the Atlantic Ocean.

**Map 2: Rosario's national and international connections**



Source: Municipality of Rosario: Strategic Plan of Rosario Metropolitan Area.

The city is connected with the rest of the province and country by means of a vast network of terrestrial communications (Routes 9, 11, 13 and 34, the motorway to Córdoba, to the Federal Capital and the provincial city capital, Santa Fe). Moreover, there is a Bus Terminal which services short, medium and long-distance trips. The Rosario-Victoria Bridge, mentioned above, is vital to the economy and the transport of merchandise as well as the development of regional tourism.

The Rosario International Airport “Islas Malvinas” is located to the northeast of the city at about 15 kilometers from the center and mainly transports passengers. There is also a cargo storage and export facility that manages a significant amount of freight – with an exclusive weekly flight – and the entire infrastructure for agro-food export. The next table shows that the total passengers on national flights in 2008 increased 2.4% over the year before, while the number of international passengers increased 39.9%.



**Table 6: Passengers in domestic and international flights. 2007/2008. International Airport of Rosario**

| <b>PASSENGERS</b>    | <b>2007</b>    | <b>2008</b>     | <b>Interannual variation %</b> |
|----------------------|----------------|-----------------|--------------------------------|
| <b>TOTAL</b>         | <b>136,523</b> | <b>1259,733</b> | <b>17.0</b>                    |
| <b>CABOTAGE</b>      | <b>83,515</b>  | <b>85,555</b>   | <b>2.4</b>                     |
| Arrivals             | 34,826         | 37,934          | 8.9                            |
| Departures           | 36,349         | 41,428          | 14.0                           |
| In transit           | 12,340         | 6,193           | -49.8                          |
| <b>INTERNATIONAL</b> | <b>53,008</b>  | <b>74,178</b>   | <b>39.9</b>                    |
| Arrivals             | 26,115         | 33,692          | 29.0                           |
| Departures           | 25,279         | 33,953          | 34.3                           |
| In transit           | 1,614          | 6,530           | 304.6                          |

| <b>FREIGHT Kg</b>    | <b>2007</b>    | <b>2008</b>    | <b>Interannual variation %</b> |
|----------------------|----------------|----------------|--------------------------------|
| <b>TOTAL</b>         | <b>214,057</b> | <b>285,044</b> | <b>33.2</b>                    |
| <b>CABOTAGE</b>      | <b>128,233</b> | <b>74,481</b>  | <b>-41.9</b>                   |
| Ascend               | 57,543         | 29,924         | -48.0                          |
| Descend              | 70,690         | 44,557         | -37.0                          |
| <b>INTERNATIONAL</b> | <b>85,824</b>  | <b>210,563</b> | <b>145.3</b>                   |
| Ascend               | 40,751         | 77,416         | 90.0                           |
| Descend              | 45,073         | 133,147        | 195.4                          |

Source: Aeropuerto Internacional de Rosario

The Port of Rosario is located on the right shore of the Paraná River at kilometer 420, near the river-maritime stop that connects high seas navigation with cabotage at the northern-most point within the Plata River which allows the passage of ocean ships of significant draft.

The city's trains mainly service the transport of freight. However, there are two firms that provide passenger service.

### **Governance**

Provincial Organic Law Number 2756/39 of Municipalities (Chapter 1, Article 1) establishes that "All urban centers with a population of more than 10,000 inhabitants, will have a municipality" which refers to city governments established to respond to

the material and cultural needs of the population, promote growth and improve the standard of living of the inhabitants.

Municipalities are independent of all other powers in the exercise of their assigned functions: they define their income, they can establish taxes, fees and contributions in those aspects that are so determined, and they can freely administer their patrimony and wealth as well as enter into contracts and dispose of their assets in public auction.

The Executive Department is directed by a Major (“Intendente”) who is elected to a term of office for four years. The Municipal council (legislative power) is made up of councilors who are also elected directly by the citizens.

In recent years, Rosario has been recognized both nationally and internationally as a successful case of local management. Strategic planning, functional decentralization of administration, policies of citizen participation and participative budgeting, transparency in government, the recuperation of public spaces, health, culture, child-care, social contention and solidarity policies have been the principle tools in the development policies launched by the local government.<sup>89</sup>

Due to the role and functions played in the surrounding territory, and the flows and relations established with cities and territories of Argentina and Latin America, Rosario could be characterized as an “intermediate” city<sup>90</sup>, head of a metropolitan area. The dynamics of this type of cities in the framework of a larger urban space depend on the possibility of connecting with the networks and flows that go beyond the administrative limits, such as passenger transport services, collection and disposal of urban wastes, land use regulation and integrated health services. These aspects represent concrete social and urban problems, that didn’t receive sufficient attention within the local program and policies.

### **The development of Rosario, a challenge for Territorial Cooperation.**

In sum, economic development as a local phenomenon is shaped by the economic, technical, social and cultural characteristics of the locality, and thus, depends on its history and trajectory. The local development experiences in Argentina are

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<sup>89</sup> Due to these policies, Rosario was chosen by UNDP as a model of local governance (United Nations Prize for Governability and Development), UNDP, 2004.

<sup>90</sup> The approach of intermediate cities arises in France within a joint project between the GRAL/CREDAL (Groupement de Recherche sur l’Amérique Latine/Centre de Recherche et Documentation sur L’Amérique Latine). These cities at the local/regional level are characterized for: being centers of social, economic and cultural interaction; servers of goods and services more or less specialized for the inhabitants of the city and other municipalities over which it holds regional, national and, in some cases, global influence (*hinterland*), they have levels of local regional government through which the demands of society are channeled.

characterized by using and building endogenous resources and capabilities, as well as by endogenizing the existing opportunities, favor the linkages and coordinate investments; stimulate cooperation between firms, government, universities and civil society; and find consensus between the actors involved in the local development process.

In this framework, the productive transformation and the achievement of collective learning processes requires keeping its territorial dimension in mind, given that it is there where the production process takes place, goods are exchanged, specialized services developed and relationship networks are shaped.

Rosario has a social capital built during a prolonged evolutionary process, characterized by its diversified productive structure, abundant natural resources, outstanding entrepreneurial dynamic, various examples of public, private and social articulation, a strategic geographical location, infrastructure, ports, universities and a vast cultural tradition.

In recent years Rosario has become one of the most important productive centers in Argentina. It has a diversified industrial structure, where the mechanical, auto parts, and textiles activities focus, important agro-industry and other sectors that in the last decade have recuperated notably. It also has modern technology firms, a wide variety of services activities, as well as specialized tourist areas.

The city is an international logistic center, a transportation center and crossroads with easy access and well articulated within the territory. It is becoming the waterway for the Mercosur, as well as the connecting space between Buenos Aires and its neighbor Chile. Its waterways channel a high percentage of the agricultural exports of the country.

Rosario has public and private universities, besides a wide range of research and development institutes that allow respond to the productive system's demand; a 90% of the technologically based firms were created by university professionals from Rosario. Furthermore, it also has scientific and technical public institutions such as the Cerider (Conicet), the National Institute of Agriculture Technology and the National Institute of Industrial Technology as well as strong association between the public and private sectors. An example of this is the Technological Pole, developments in vegetable biotechnology and genetics, a forerunner in the Latin-American context as well as the Scientific and Technological Park.

This institutional density however, needs to change for the future, so as to function with a clear regional outlook and not only local. Only with a formal institutional perspective can Rosario be left out of the metropolitan area of which it is a part. This productive and functional articulation of Rosario with the cities and municipalities that make up the AGR must also be seen in institutional, social and cultural issues, where the regional integration is still very weak.

Territorial Cooperation may collaborate in the solution of the economic and productive challenges, underlined by Rosario Strategic Plan:

- Territorial imbalance between consolidated urban spaces and peripheral zones showing infrastructural insufficiencies and a lack of basic services.
- Insufficient legislative framework and a lack of permanent institutional and political mechanisms to develop sustainable urban policies in the metropolitan area.
- Inadequate distribution of freight transport with little use of railway and fluvial systems.
- Saturation of existing infrastructure for freight transported to agro-export terminals.
- Expanding urban vehicular traffic which has increased the levels of congestion in the center of the city.
- Increased quantity of solid urban and industrial waste in cities of the area.
- Precarious basic infrastructures on the shores of streams and deterioration of the rivers themselves due to the type of run-off liquids.
- The persistent burning of grazing lands in the Delta of the Paraná which is putting the sustainability of the ecosystem at risk.

### **The city's international connections / management<sup>91</sup>**

Due to globalization<sup>92</sup> and the process of regionalization<sup>93</sup> which have acted as external driving forces, and the process of decentralization<sup>94</sup> within the States, cities,

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<sup>91</sup> This section is an up-dated and slightly modified version of the chapter titled "International management in the city of Rosario", part of the paper "Decentralized cooperation in the elaboration of the Local Agenda 21. Relevance and reaches in the city of Rosario" cited in the Bibliography.

<sup>92</sup> Although this is one of the most frequently used terms by the social sciences in recent years to refer to the diverse changes that have taken place in the world, globalization lacks a precise fixed definition. The phenomenon is complex and multidimensional due to the great number of elements, interactions and dialectics which have contributed to the acceleration of economic, social and cultural rhythms and communicational change world-wide, with repercussions at all levels (regional, national and local).

<sup>93</sup> The tendency toward the formation of regional blocks with commercial, economic and/or political objectives is the definition used in this paper of "regionalization". Most processes of regional integration have primarily aimed to form wider markets or unified economic spaces and in some cases have involved the delegation of part of their sovereignty to the supranational units.

<sup>94</sup> Decentralization is defined here as the delegation of competencies and resources on the part of the central State to sub-estate entities – provinces/states, departments, and municipalities.

provinces and regions, among other sub-national actors<sup>95</sup>, have joined the list of new international actors.<sup>96</sup>

Although each one of the processes mentioned has influenced, with more or less intensity and at varying times, the sub-national entities of Latin America and Europe, they have all had a significant impact on the internationalization of these actors.

This new activity in cities has been referred to in various ways: para-diplomacy, post-diplomacy and international management, among others. In this paper, the authors have opted for using the term “international management” which comprises external actions displayed both by sub-national governmental entities and by the private sector, non-governmental organizations, universities and other actors.<sup>97</sup>

Rosario began to register intense international activity toward the end of the 90s. As can be concluded from the Rosario Strategic Plan (PER<sup>98</sup>), the international projection of the city was presented at that time as a novel topic to be taken into account in strategic planning.<sup>99</sup>

The priority area of intervention established was Rosario’s surrounding regional context, followed by MERCOSUR and its associated countries, Latin America, Europe (with emphasis on Spain and Italy) and finally, the rest of the world. The reason for focusing on Spain and Italy lies in the influence of migratory flows in the formation of the city’s identity<sup>100</sup> and in the numerous international cooperation programs developed in Rosario by these countries.<sup>101</sup>

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<sup>95</sup> Subnational actors are all those judicial-political units differentiated within a Nation-State.

<sup>96</sup> According to Esther Barbé, an international actor is “... a unit within the international system (entity, group, individual) that has the ability to mobilize resources leading to the achievement of its objectives, as well as the capability to exert influence over other actors in the system and exert a certain degree of autonomy.”

<sup>97</sup> The decision to deal with this concept in the case of Rosario is even more pertinent/fortunate if one understands that the Municipality of Rosario maintains that “... one of the most important transformations in the international scenario (...) the irruption into the international system of a group of actors with their own visions and strategies (...). Among these actors – universities, labor unions, NGOs and regions among others – cities acquire an international projection in the framework of a reconfiguration of management in local governments, (...) from both the quantitative and qualitative point of view, Rosario is conceived within the world concert of cities as a metropolitan city whose strategy of economic, technological and social internationalization of the actors in its urban territory will depend on public and private associationism...”.

<sup>98</sup> Since 1995 when Rosario was incorporated into the Ibero-American Center for Strategic Urban Development (CIDEU) as a full member, the first studies aimed at drawing up a Strategic Plan in Rosario were initiated according to successful experiences carried out in other European and Latin American cities. In the first month of 1996, the studies were continued with the participation of researchers, university specialists, municipal technicians and experts from some representative institutions in the city. There were often various opportunities to receive the advice of experts from Spain. The process terminated in 1998.

<sup>99</sup> For this reason, it was decided that, besides the classical aspects – economic, social, environmental -, a new axis aimed at identifying, designing, applying and diffusing strategies to promote a positive image of Rosario abroad.

<sup>100</sup> The presence of Spanish immigration is reflected, among other things, in the presence of Spanish associations existing in Rosario such as the Spanish Association of Mutual Aid, the Spanish Home, the

The Direction of International Relations, now denominated the General Direction of International Relations, was created in 1992 within the municipal administrative structure. At present, this entity sponsors various programs including the **Programa Ciudad- Ciudad** (City to City Program); el **Programa Contribución a la Promoción Económica Internacional** (Program of Contribution to International Economic Promotion); the project of **Posicionamiento de Rosario y la región** (Positioning Rosario and the Region) at the international level.

The **City to City Program** coordinates a group of bilateral relations which the city of Rosario has maintained with other cities and regions, formalized through two types of agreements, **Twinning Agreements** and **Bilateral Cooperation Agreements**.

**Twinning Agreements** are those that establish solidarity collaboration between cities and/or regions that share characteristics, historical ties or common problems and aim to promote actions and projects in areas of urban management such as culture, local economic development, public services and social policies.

Rosario has signed 18 agreements of this type, of which 11 are with countries or regions of Latin America, 4 with Europe, 2 with Asia and 1 with Africa.<sup>102</sup>

**Bilateral Cooperation Agreements** create a direct relationship between sub-national governments whose objective is to carry out a common project. They can emerge within the framework of Twinning, multilateral processes or networking processes. Of a total of 10 agreements of this type signed by Rosario, 5 are with countries or regions of Latin America and 5 with Europe.

The **Contribution to International Economic Promotion Program** is in charge of coordinating activities that contribute to position the city within the regional and international context, with emphasis on economic and commercial aspects. The general objective is to contribute to local productive development through the integration of technical teams developing projects of an international nature such as the Secretariat of Production, Job Promotion and International Trade of the municipality and mixed cases linked to this type of program such as the Region of Rosario Agency for Development (ADERR), the Rosario Tourism Entity (ETUR), the

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Spanish School, the Spanish Club of Rosario, the “Parque de España” Cultural Center in Rosario, one of three existing in Argentina, and the General Consulate of Spain in Rosario (one of 5 in Argentina).

<sup>101</sup> Within the plan to support research, development and innovation initiatives (I+D+i), the Municipality of Rosario committed to the accesses for the Argentine- Spanish Bi-national Center for Vegetal Genomic Research (CEBIGEVE), whose headquarters are in the city of Rosario. The project originated in an agreement from 2006 between the Ministry of Education and Science of Spain and the Secretariat of Science and Technology and Productive Innovation of Argentina.

<sup>102</sup> In alphabetical order: Alessandria, Asuncion, Bilbao, Caracas, Dakar, Haifa, Imperia, Manizales, Montevideo, Monterrey, Pireo, Pisco, Porto Alegre, Shanghai, Santa Cruz de la Sierra, Santiago de Cuba, Santo Domingo, Valparaíso.

Rosario Ferial Consortium (COFER) and the Council for Vocational Training of Rosario and its Region (CCFP) among others.<sup>103</sup>

Some of the activities carried out are the institutional-entrepreneurial missions abroad which are organized in coordination with the Secretariat of Production, Job Promotion and International Trade with the main objective being that of internationally projecting the economic strengths and potential of Rosario and its region. Professional institutions and firms are the actors asked to participate in these activities. The internationalization of certain productive initiatives (such as the Rosario International Food Fair (FIAR) and the Program PRO ROSARIO) aim to promote public-private cooperation.<sup>104</sup>

Actions include diffusing the potential of the city as a sponsor of fairs, events and conferences as well as a source of information on investment opportunities in order to open business channels and form agreements for institutional cooperation, thus channeling cooperation between Rosario and actors of the cities/regions visited.

Since 2005, seven missions of this type have been held, 4 to cities and regions in Latin America, one in Europe, one to India and one to the United States.

The project **International Positioning of Rosario and its Region** is based on the coordination of views, strategies and activities of the various public and private actors who work to make Rosario and its region known in the world and thus contribute to identify coinciding projects and initiatives. This coordination has taken place in the framework of the Metropolitan Strategic Plan, PEM, a planning instrument to facilitate strategic management of territorial development on the regional level.

The positive economic situation of the city and the region is boosted in order to place Rosario nationally and internationally as a model city through actions of institutional communication coordinated by a legally constituted Foundation to centralize actions and receive contributions mainly from the private sector. The actions aim to reinforce the city's identity attributes and references from the cultural, productive, educational and touristic points of view, among others.

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<sup>103</sup> ADERR is a non-profit Civil Association with legal status whose objective is to establish an institutional space for public and private coordination to boost growth in the region by strengthening the productivity and competitiveness of firms in providing services and development policies with social equity and environmental sustainability. ETUR is a mixed organism with public and private cooperation aiming to improve the services offered by the city and to diffuse the city's features to visitors in the rest of the country and abroad.

<sup>104</sup> FIAR promotes the meeting of various actors in the food sector with the commitment to contribute research and diffusion of new tendencies in the industry, commerce and consumption. In 1998, the Municipality of Rosario organized the first FIAR thus fixing a new date on the calendar of international trade fairs. Since then five biannual fairs have been held (1998, 2000, 2003, 2005 and 2007), and the event has become unique in the exhibition of technology, processes and first level equipment. PROROSARIO is present as *"a tool for knowledge and expansion, a challenge to innovation and quality, a key center for information and business in a world marked by economic globalization and regional interdependence."* It is a joint initiative of the Municipality and business entities that includes the program Strengthening of Regional Productive Institutions (FIPRE), which contains the action lines necessary to drive the promotion and strengthening of SMEs.

Besides these programs of the General Direction of International Relations and besides hosting 22 consulates, 14 representing European countries, 7 Latin America and one Asian – Rosario participates in many **city networks**: Mercociudades (Mercocities), Foro Consultivo de Municipios (Municipality Consulting Forum), Federation of States, Provinces and Departments in Mercosur, the International Association of Educating Cities (AICE), Ibero-American Center for Strategic Urban Development (CIDEU), Cities and Local Governments United (CGLU), Cities United against Poverty, the Local Authorities Forum for Social Inclusion (FAL) and the URB-AL Program.

In the area of multilateral relations, the networks are structured in a way that facilitates the diffusion of decentralized cooperation proposed for the various associations that wish to participate. They are characterized by their flexibility and an absence of hierarchies in the relationships established. They promote their own unique style of cooperation by transmitting good practices.

This paper does not aim to go into depth on each of the networks mentioned. It will only briefly mention the objectives and the participation of Rosario in each, in order to emphasize that city networks are increasingly important in strategies aimed at internationalizing cities. They are the appropriate institutional framework to cooperate on topics of urban significance through the recruitment of both technical and financial resources internationally. Moreover they facilitate the expression of local perspectives in various scenarios, whether regional or global, and the coordination of efforts to confront world problems that have a local impact.<sup>105</sup>

Rosario is one of the founding cities of the **Mercocities Network**. Since 1995, it has participated along with other municipalities of member countries and associates of MERCOSUR with the objective of creating an institutional entity grouping the cities in order to achieve effective participation in the process of regional integration and favor horizontal exchange and cooperation in the 14 thematic areas of the Network.

Efforts on the part of Network members to fulfill one of their main objectives resulted in the creation of the Specialized Meeting of Municipalities and Intendencias of Mercosur (REMI) in 2000. This organism was displaced in December of 2004 during the meeting of the Council of the Common Market of Mercosur in the Brazilian city of Belo Horizonte by the Consultive Forum of Municipalities, Federal States, Provinces and Departments (FCCR), with the authority to “propose measures aimed at coordinating policies to promote welfare and improve the standard of living of the

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<sup>105</sup> “Although competition is one of the driving forces in the present-day world, the increasing interdependence and complementarities of organized territories requires parallel forms of cooperation among cities. This situation, in addition to the strengthening of strategies of regional integration, have led distant cities to organize themselves in interconnected network spaces (...) As a city open to processes of international change, Rosario, as a key actor in urban networks, will promote its participation in those networks that result in dynamization of regional tendencies...”. (Final document of the PER).



inhabitants of the Municipalities, Federal States, Provinces and Departments of the region as well as formulate recommendations to the Common Market Group” (article 4, Resolution 41/04).

Rosario is the headquarters for the Latin American Delegation of the **International Association of Educating Cities (AICE)**, a movement born in November of 1990 due to an initiative of the City Government of Barcelona.

**The Ibero-American Center for Urban Strategic Development (CIDEU)** was created in 1994 and integrates 58 cities around the issue of Urban Strategic Planning. This has been very significant for Rosario because with the technical aid of this association Rosario initiated a process of strategic planning (PERPEM).

**Cities and Local Governments United (CGLU)** is the largest organization of local governments in the world and, among other things, aims to channel funds from the various instances of United Nations aid destined to cities, such as the Program of the United Nations for Development (UNDP), UNESCO or UNICEF, among others. Rosario has participated since 2004, the year in which CGLU was founded.

That same year, Rosario also joined **the Association of Cities United against Poverty** (Ordinance number 7.765), founded in 2001, as was the **Forum of Local Authorities for Social Inclusion (FAL)** in the World Social Forum.

The URB-AL Program is a program of decentralized cooperation of the European Commission founded in 1995 and aimed at local communities of the European Union and Latin America. The program deals with the main urban policy areas. Activities are proposed and carried out by local actors. Participants freely divide into groups on various urban thematic units. It is based on the exchange of experiences that results in mutual benefit and generates multiple international contacts which then facilitate initiatives.

Topics being dealt with are Drugs and city; Conservation of urban historical contexts; Democracy in the city; the city as promoter of economic development; urban social policies; Local financing and participative budget; the struggle against urban poverty; Promotion of women in local decision-making; The city and the information society; Citizen Security in the city.

Each one of these 13 topics of the URB-AL program has a thematic network, coordinated by a single local collectivity, which groups all participants who wish to cooperate together on the topic in question in the search to identify and propose solutions to common problems through projects that simultaneously take into account the particularities of each community.

Rosario has participated, and still does, in 6 thematic networks, taking part in 15 projects, 13 as a member and 2 as coordinating city.

International prizes received by the Municipality of Rosario<sup>106</sup>, concentrated in the first five years of the 21<sup>st</sup> century and later, not only corroborate greater international activity during this period but also indicate the quality that international management has achieved in the city.

International acknowledgement of good local administration in health, social promotion, gender policies, governability, environment and strategic planning would not have been possible without the previous construction and projection of an image that would give visibility to the city at the international level, a goal that was one of the axes of the Rosario Strategic Plan as seen above.

It is precisely the incorporation of this axis in a strategic framework in local government planning that has led to effective and lasting internationalization of the city.

On the other hand, strategic planning has fomented public-private coordination, improvement of institutional capabilities and management and greater citizen participation, all of which are important resources in carrying out successful international management.

### **Methodological approach to the case study**

Various techniques were used in the collection and analysis of data in carrying out the case study. Primary sources were employed, such as questionnaires and structured interviews, as were secondary sources (documents, norms, statistical data, research papers and academic articles).

The on-line questionnaires were sent to a list of institutions considered to be significant local actors, as well as to their Spanish counterparts in projects in which Rosario participates and to twin cities and regions. Although the questionnaires were self-managed, in several cases it was necessary to provide help by email, telephone or in person to fill them out due to consultations or doubts on the part of those being polled.

Structured interviews were held with key civil servants in the Municipality of Rosario and the province of Santa Fe, some actors in the academic sphere and also with those who acted as intermediaries in cooperation projects with Spain.

In most of the interviews, significant information was obtained as to the perception that these actors have concerning international cooperation. Since the city of Rosario is not located in a border area, the section related to this point was not taken up in the interviews.

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<sup>106</sup> See Annex.

The information provided by the interviewees was complemented with the reading of documents such as international cooperation agreements, the Rosario Strategic Plan, the Provincial Strategic Plan, among others.

Research papers and articles from magazines and reviews specialized in the topic were also consulted.

## 1. Physical areas of international cooperation

As seen in the fieldwork and through available information, Rosario is the only city among the municipalities and “comunas” in the Great Rosario Metropolitan Area.

The most significant type of cooperation in the city is decentralized cooperation<sup>107</sup>, particularly in the form of networks, as specified above.

Cooperation with Europe is mainly through the European Commission, and on a bilateral level, with Spain and Italy. Rosario has particularly established ties with various cities and regions of Spain and has signed, in the framework of the City –City Program, a **twinning** agreement with the city of **Bilbao** as well as **agreements for bilateral cooperation** with the city of Barcelona and the autonomous communities of Basque Country and Extremadura.

The twinning agreement with Bilbao is one of the first. It was signed in 1988 with the objective of promoting bilateral relations between both cities and facilitating the exchange of experiences in local management in the following areas: economic promotion, aid to SMEs, job promotion, institutional strengthening and entrepreneurial development.

The bilateral cooperation agreement with the **Junta de Extremadura** was signed in 1998 and covered the following axes: facilitate the internationalization of SMEs in both territorial milieu giving them access to third markets; co-financing of active employment policies, literacy and training in the trades for excluded youths; promotion of public policies for social-educational inclusion and the creation of a local development center.

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<sup>107</sup> The term “decentralized cooperation” was incorporated based on agreements celebrated between the European Union and countries of Asia, the Pacific and the Caribbean – ACP – in the 4th Convention of Lomé in 1989. In 1992, the Report of the European Commission on “decentralized Cooperation. Objectives and Methods” defines the term as follows: “a new approach in cooperation relations that aims to establish direct relations with the organs of local representation and stimulate their own capabilities to project and carry out development initiatives with the direct participation of the interested population groups, taking into account their interests and their points of view on development”. Depending on those who promote the initiatives, strictly speaking, decentralized cooperation originates in local public bases. A broader reading extends the list of promoters of initiatives to include central states or international organisms that stimulate decentralized cooperation through budgeting and their own programs, such as the URB-AL Program of the European Commission.

A year later (1999) the agreement with **Barcelona** was signed for technical transfer and the exchange of experiences the following specific objectives: broaden institutional dialog at the level of local governments between municipalities integrated in Mercosur and the European Union, promote actions aimed at the building of integrated cities, with equal opportunities and full citizen participation; fight against poverty and discrimination, increase bilateral relations through the exchange of experiences; continue common tasks in the areas of CIDEU, the Network of Educating Cities, of the URB-AL Program and of Cities and Local Governments United (CGLU). The agreement also underlines the importance of innovative public policies aimed at transforming the internal space, as a framework for improving integration and co-existence within the concept of equal opportunities. On the other hand, both parts are committed to establishing mutual cooperation in the field of urban transit through the exchange of experiences, material and legislation concerning some basic issues: public and private parking systems; circulation of vehicles, which includes public transit management and the priority of public transport; revalorization of the pedestrian, generating an adequate environment for safe circulation on foot; traffic safety, which includes the development of various sub-programs to avoid accidents.

The agreement with the **Government of the Basque Country** was signed in 2002 and described a protocol for cooperation between the educational authority in the Basque Country (Consejería de Educación, Universidades e Investigación) and the Municipality of Rosario. The following lines of investigation were established: technology transfer in applications to the manufacture of mechanics, electricity, electronics, telecommunications, IT and construction; integral support to the management of Professional Information Centers: cooperation for development aimed at the renovation of Vocational Education Centers in Rosario and the exchange of cultural experiences. In the case of this agreement, the representative of the Consejería (Basque authority), Anjeles Iztueta Azkue, was declared an illustrious citizen of the city of Rosario by the then "Intendente", Hermes Binner.

In this framework, since 2003, various activities have been carried out for the promotion of vocational training through teacher exchanges in both directions and the donation of machinery to educational centers. To date, 49 lathes and milling cutters have been delivered to the region and a total of 80 machines to all the country as part of this agreement.

On the other hand, in 2004, a Collaboration Agreement was signed between Fomento de San Sebastian, S.A. (Promotion of San Sebastian, Inc.) and the Municipality of Rosario. In this agreement Rosario is confirmed as a member of the project called "Information System for Urban Management", coordinated by the city of San Sebastian, Basque Country, and in which the cities of Marseille (France), Ate (Peru), Asunción (Paraguay), Cuenca (Ecuador), San Boi de Llobregat (Spain) also participate within the framework of URB-AL, Network number 7.

In 2008, the National University of Rosario and the University of the Basque Country, within the sphere of a Framework Agreement signed by both institutions in 1988, signed a specific agreement of collaboration to implement the program “Mechanical Spectroscopy and the annihilation of positrons in metals and polymers of high technological interest”.

Fifty-eight homes have been built for the toba community who are installed in peripheral/marginal zones of the city through active co-participation between the municipality, an NGO and the Amakume Abertzale Batza entity.

Actions taken by the Basque Center and the Council for Vocational Training (Consejo de Capacitación y Formación Profesional) of Rosario were strategic in the signing of the agreements. As several interviewees mentioned, the community of Basque ascendancy in Rosario was one of the institutions that acted as intermediary for the negotiation of the twinning agreement as well as in the agreement between the two universities.

This is an example of how cooperation often favors a **coming together of local actors**. In this respect, one of the interviewees mentioned that in various projects, in order to obtain funding, other local partners, such as NGOs, universities and firms are required to participate. Moreover, when questions of a metropolitan nature are involved, cooperation can contribute to dialog between municipalities governed by opposing political parties. One of the civil servants pointed out that if cooperation emerges from local demand within the municipality, collaboration and communication between the actors is fostered; however, the collaboration is often of a radial nature, due to the lack of horizontal cooperation networks.

Besides promoting dialog among local actors, International Territorial Cooperation improves the effectiveness of the interventions thus strengthening their impact, leads to capitalization of other international experience and creates strong supportive ties and mutual learning as well as sustainability in public policy.

Moreover, exchanges between the participants in specific initiatives often trigger a multiplying effect seen in the development of new exchanges, investments, knowledge and technology transfer, etc. Keohane states as he analyzes reciprocity in international relations, “...in the long run, reciprocity can generate trust based on mutual experience as the result of the reiterative and expansive nature of processes of social exchange. That is, by committing successfully to specific reciprocity over a long period of time governments can create adequate conditions for the functioning of diffuse reciprocity”<sup>108</sup>.

**Positive externalities** generated by TC could be identified as follows:

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<sup>108</sup> KEOHANE, Robert, *Instituciones internacionales y poder estatal. Ensayos sobre teoría de las relaciones internacionales*, GEL, Buenos Aires, 1993, Chapter 6, p. 210.

- It complements cooperation between central states.
- It may foster inter-regional rapprochement.
- It stimulates the participation of sub-national units in the international scenario, acting simultaneously as product and reinforcement in international management.
- It reaffirms local identities through internationalization, by consolidating local governments at the national level and strengthening negotiation capability.

As can be seen by reading the agreements between Rosario and Spain, it is not simply a matter of the transfer of financial resources, the tool *par excellence* of the traditional cooperation paradigm, but also the transfer of technology, of “know-how”, exchange of professional personnel and experiences in all spheres of technical cooperation.<sup>109</sup>

## 2. Driving forces and domains of cooperation

According to a well-known legislator, “... *in order to speak about cooperation, first one must believe in it...*” In the city of Rosario there are examples of how cooperation projects can contribute to modify urban, environmental and social reality. International Territorial Cooperation (TC) in Rosario has been oriented mainly toward solving important urban problems.

In the past, faced with the problem of achieving an atmosphere of dialog between the various actors at the national level, TC emerged as an opportune tool.

On the other hand, the search for quality management (capitalizing on the experience of other regions) and the search for technical and financial resources have driven cooperation.

The domains most emphasized by the interviewees were:

- Culture
- Education
- Natural environment
- Local development / production
- Public services (transportation)
- Decentralization
- Participative budgeting

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<sup>109</sup> According to the Sub-secretariat of International Coordination and Cooperation of the General Direction of International Cooperation of the Ministry of Foreign Relations, International Commerce and Cult of the Argentine Republic, international technical cooperation consists of the provision of human resources, information and training to facilitate the transfer of technical, administrative and technological capabilities to contribute to the development of institutions in a country (in this case, locality).

- Strategic planning
- Urban reconversion of degraded areas
- Training / job reinsertion
- Institutional strengthening
- Technical formation
- Public health

Among them, education, participative budget, strategic planning and institutional strengthening were the areas where cooperation was most appreciated.

The following table details the domains according to the source of cooperation:

**Table: 7**

| <b>Domains according to sources of cooperation</b>        |   |
|---|---|
| Municipal decentralization                                | AECI  |
| Urban Strategic Planning                                  | AECI  |
| Senior citizens   | AECI / Región de Asturias / Región Castilla La Mancha   |
| Micro entrepreneurial initiatives and job promotion       | AECI / Comunidad Autónoma de Extremadura / URB-AL / ALUE<br>ONG, España Accion against Hunger   |
| Zoning of the Metropolitan Area and Metropolitan Problems | AECI / IDB  |
| Training of Municipal Civil Servants                      | AECI / JICA / MASHAV / Autonomous region of Andalusia / Foral Community of Navarra / CIDEU / Cooperation<br>French / Zaragoza city hall-Ebrópolis |
| Social Inclusion of the disabled                          | Europe Aid  |
| Environment   | French Cooperation / Canadian Cooperation / German Cooperation / PNUMA / URB-AL-UE  |
| Public Services and Service Quality                       | French Cooperation, CNFPT   |
| Training engineering, Merco-security project in 2nd phase | French Cooperation, CNFPT   |

|   |  |
|---|--|
| Integral system for the promotion and support of SMEs                   | German Cooperation, Foundation Friedrich Ebert (FES)                                       |
| Housing construction by mutual helping                                  | UE / German cooperation / Foundation Deswos  |
| Infancy   | UNICEF / UNESCO / City Hall of Rome  |
| Drugs and Cities  | URB-AL / UE  |
| Youth   | URB-AL / EU / German cooperation, GTZ / EUSF   |
| Management and control of Urbanization Coordination of Network number 7 | URB-AL / EU  |
| Information system for urban management                                 | URB-AL / EU  |
| Inter-phase City/Port. Recuperation of degraded urban areas             | URB-AL / EU  |
| Tools for the redistribution of urban income                            | URB-AL / EU  |
| Land Access and Social Housing  | URB-AL / EU  |
| Inter-municipal Structures and Decentralized Cooperation                | French Cooperation / Cités Unies L'Observatoire des Changements en Amérique Latine (LOCAL) |
| Equal Opportunities between Men and Women                               | German Cooperation, GTZ / URB-AL-EU  |
| Training for the trades   | Government of Basque Country / ILO   |
| Vocational and Professional Training                                    | ILO  |
| Gender. Jobs and Active Citizenship                                     | URB-AL / EU  |
| Public Health, Project/Action "Health tours"                            | URB-AL / EU  |



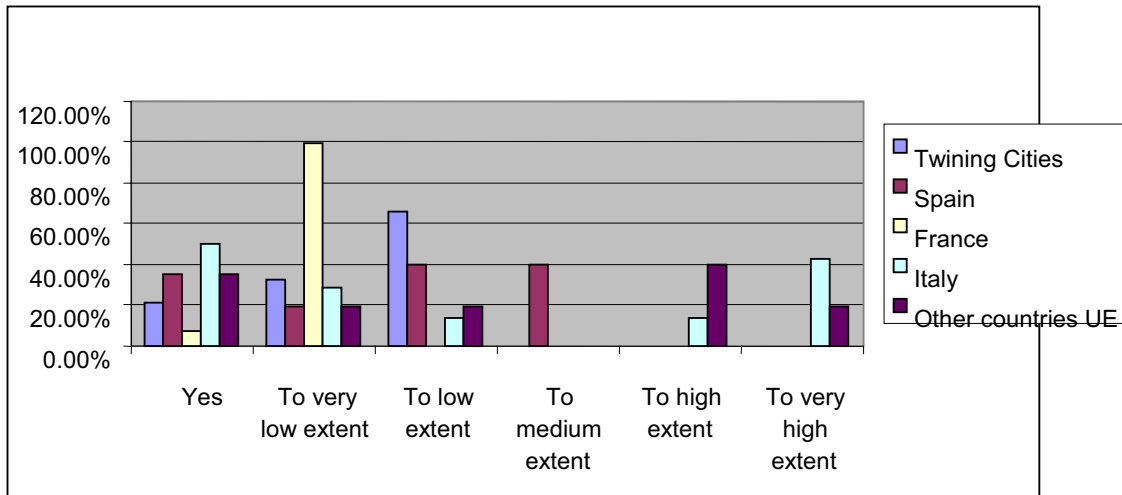
|   |  |
|---|--|
| Governability                               | UNDP   |
| Urban Agriculture                           | PGU / UU   |
| Hospital Infrastructure                     | Italian cooperation / City hall of Alessandria / Foral Community of Navarra / Autonomous Community of the Balear Islands |
| Integrate Women's Health                    | Ciudades Unidas Contra la Pobreza / OMS  |
| Healthy Cities                              | OPS  |
| Fight against Poverty                       | URB-AL – EU  |
| HIV   | Fondo Global UN  |
| Regional Development Agency                 | Italian cooperation  |
| Urban Social Policies                       | URB-AL - UE  |
| Citizen Security                            | Canadian cooperation / URB-AL – EU   |
| Information Society                         | URB-AL – EU / JICA   |
| Local Financing and Participative Budgeting | URB-AL – EU  |
| Control of Urban Mobility                   | URB-AL – EU  |

Source: Municipality of Rosario

The table shows very clearly the large variety of domains and counterparts of territorial co-operation.

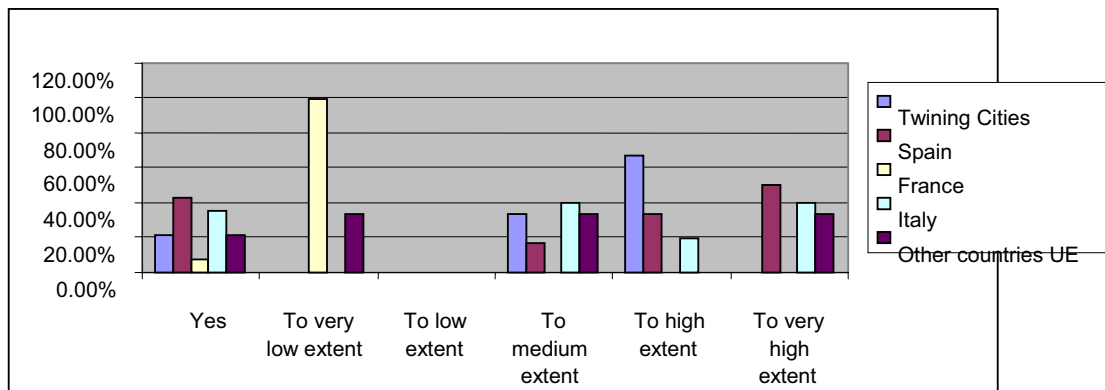
The contribution of some of these domains in relation to the type of Territorial Cooperation was evaluated by the interviewees as follows:

**Graph 1: Contribution of economic cooperation to development of Rosario**



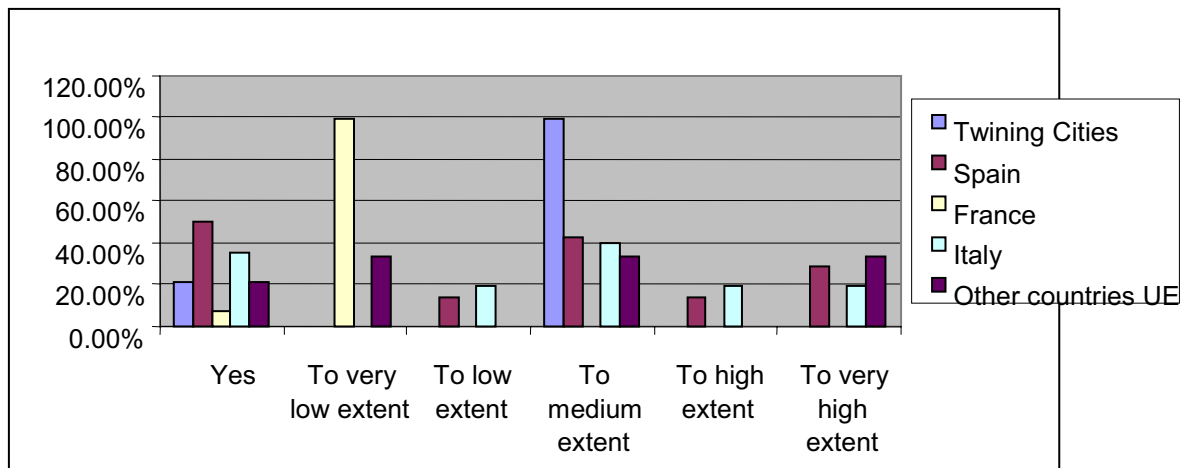
Source: CAWI

**Graph 2: Contribution of cultural cooperation to development of Rosario**



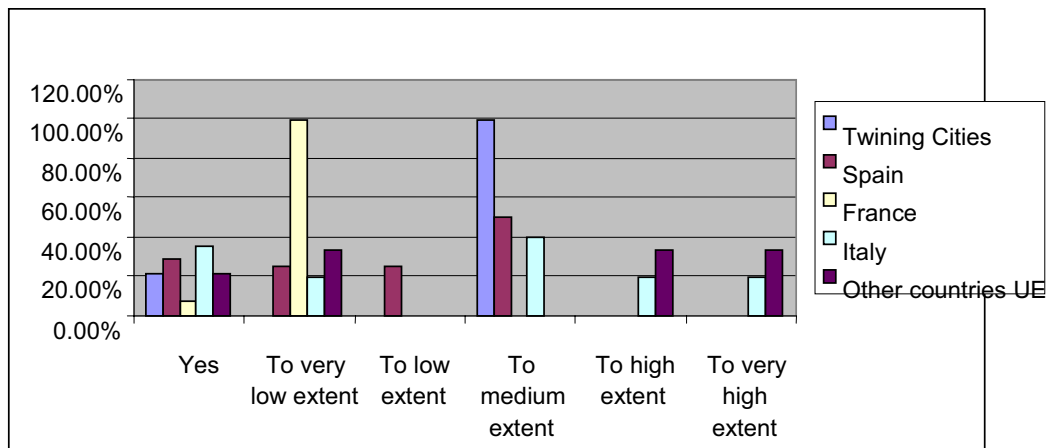
Source: CAWI

**Graph 3: Contribution of educational cooperation to development of Rosario**



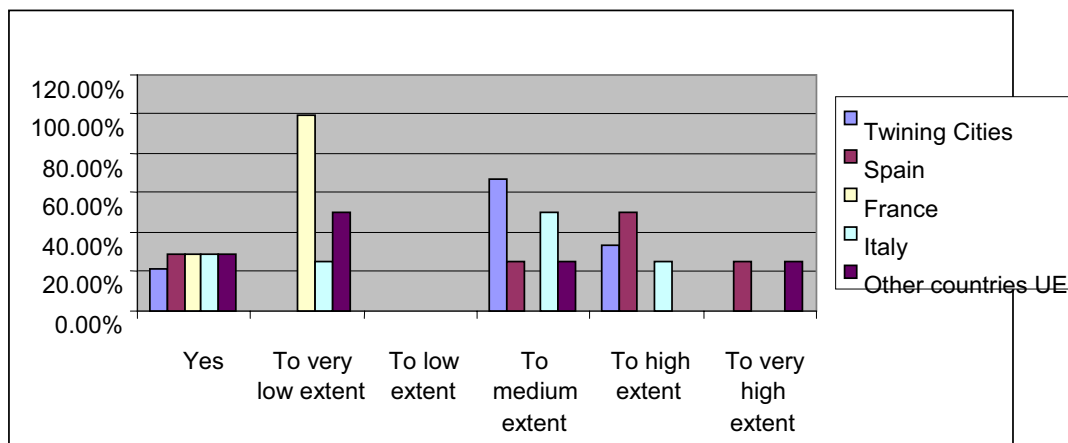
Source: CAWI

**Graph 4: Contribution of environmental cooperation to development of Rosario**



Source: CAWI

**Graph 5: Contribution of physical planning cooperation to development of Rosario**



Source: CAWI

Reading the interviews and the answers to the questionnaires gives rise to analysis. Those interviewed point out that the priorities in the area of cooperation vary according to context. Two of those interviewed point out that during the country's economic-social crisis (1998-2002) which affected Rosario strongly, much work was done with projects linked to technical formation and vocational training and reinsertion in the job market. Later on, during the economic recovery, from 2003 onwards, the priority became the areas of culture, urban planning, environment and more recently economic development.

The appreciation of international cooperation is greater in culture, training and education and urbanism, and less so in economic matters. This fact, outstanding in Rosario, is also linked to the prevailing profiles in local management in Argentina, mostly linked to physical planning, urban design, transportation, waste management and environment, and cultural promotion; local economic development, technological innovation and international trade are less important. These subjects are usually dealt with public-private coordination organizations, such as development agencies. Rosario has its own agency, though with weak results.

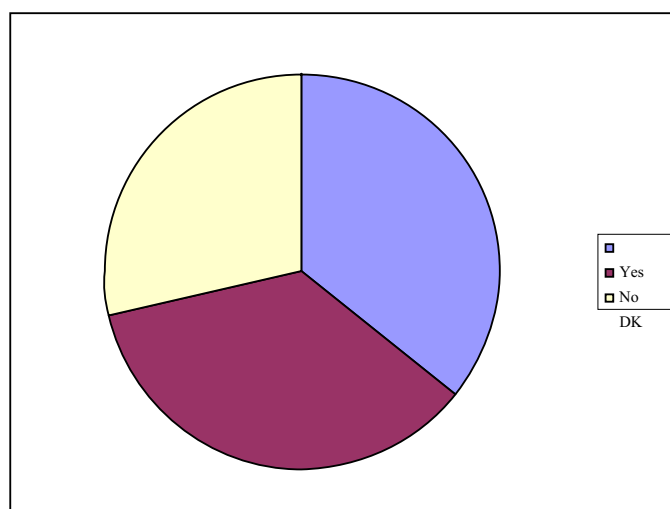
A greater appreciation of cooperation with Spain, Italy and twinning cities also stands out.

Another aspect to be considered is infrastructure, be it transportation, communications, sanitation, logistics or production that are key in the development processes and one of the pillars of cooperation strategies. TC can support infrastructure projects but should not substitute the State.

Finance for infrastructures provided by international organizations (IDB, WB, EU) is channelled through the nation's Ministry of Economy and other government areas and is later transferred to the provinces. In order for the cities to manage these types of funds individually, it is necessary to work jointly with the Nation and Province offices. Rosario is not outstanding in this and the TC could be an alternative to look into in the future.

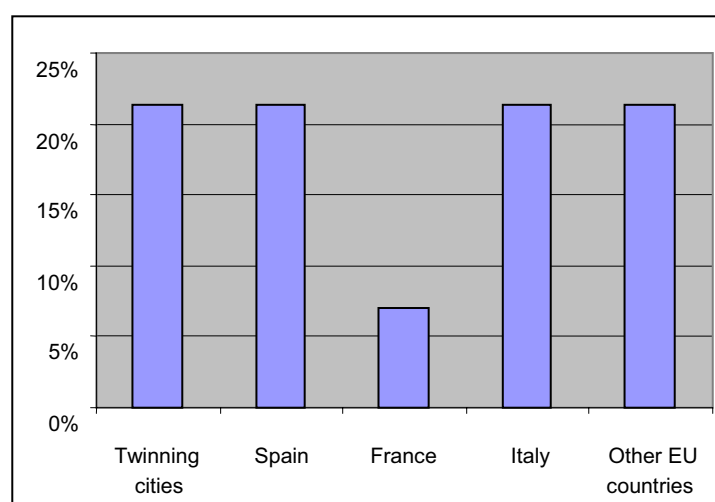
As for the information provided by the questionnaires, the same percentage of answers (36%) considered that investment in infrastructure should be the competence of TC.

**Graph 6: Importance of cooperation for building infrastructures**



Source: CAWI

**Graph 7: Infrastructures and type of TC**



Source: CAWI

To summarize, a wide range of subjects exist, as well as counterparts in Rosario's international cooperation policy. Of these, the priority and most valued is on education, participative budget, strategic planning and institutional strengthening. Yet the priorities in cooperation areas have varied according to the change in context. During the economic-social crisis period (1998-2002) most projects were linked to technical formation and vocational training, and job creation. Later on, during the economic recovery, the priority passed to culture, urbanism, environmental issues and more recently economic development.

International cooperation has always been weak in economic and productive issues. This is particularly the case in Rosario, and is associated to the prevailing profiles in

the local management in Argentina; associated with spatial planning, urban design, transportation, environment, and culture rather than with local economic development, technological innovation or foreign trade.

Therefore, with respect to the social reality of Rosario and its region, and some of the pillars of future public management, some subjects require greater attention in the cooperation agenda, such as education, economy and scientific exchange, habitat and environment and social infrastructure.

### 3. Territorial Structures and Co-operation

Since TC is strongly influenced by the local environment, it has developed in different ways in different spatial and temporal contexts. Certain **basic conditions** have been identified (cultural, historical, legal, financial, geographic, socio-economic and of self-government) that, in general, facilitate or hinder successful territorial cooperation.

Among those **conditions that facilitate TC** in the region, we find the following:

- **Historical-cultural:** the presence of strong cultural ties produced by immigration that link Rosario with Spain and Italy was emphasized as one of the factors that favored cooperation with these two countries. The fact that cooperation with these countries is more significant in relation to other European Union countries corroborates this point. On the other hand, 55% of interviewees who had no experience with ITC considered that cultural difficulties have not been significant impediments to participation in ITC projects.
- **Legal:** The constitutional reform of 1994 established in Article 124 that "Provinces will be able to create regions for economic and social development and establish organisms authorized to act to fulfill their objectives and they will also be able to enter into international agreements as long as they are not incompatible with the Nation's foreign policy and do not affect the powers delegated to the federal Government or the public credit of the Nation, with knowledge of the National Congress...". The incorporation of this Article into the Argentine Carta Magna is a legal tool promoting external administration. Not all of the provincial constitutions have made the corresponding reforms which will favor international cooperation. Municipalities also have the power to sign cooperation agreements.
- **Similar territorial scales:** among cooperating cities (mostly medium-size cities); and in some cases that in some cases they are central paces within the metropolitan region, such as the case of Barcelona and Rosario.
- **Trained personnel and experts:** having available personnel and experts trained in TC and with experience has greatly benefitted international administration in the city as well as in the Province since isolated and disperse actions are avoided. The location of the Office of Coordination and Orientation of the *Cono Sur* within the URB-AL III Program of the European Union in the governmental building of the province of Santa Fe reflects this situation.
- **Political conditions:** Fluid political and inter-ministerial dialog favors ITC since the projects and agreements must be signed by the governor and ministers. The presence in Rosario of organisms

that represent the three levels of government (municipal, provincial and national) is an advantage beyond the fact that the political insignia of the various levels is often different and thus can act as an obstacle. Coordination among the different levels of government has acted and continues to act as either an obstacle or as a driving force of cooperation. When executives accompany the projects ITC is favored. This fact is reinforced by data derived from the questionnaires. Those who had no experience with ITC considered that the lack of political will was not an insignificant factor that obstructed the participation in TC projects.

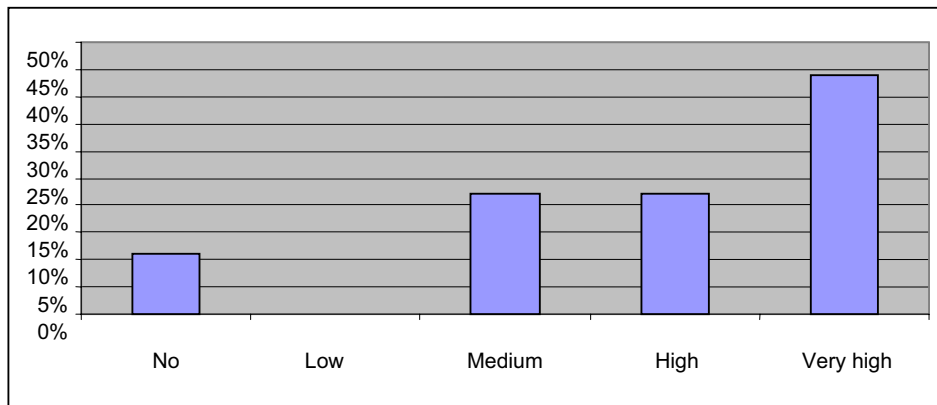
- Previous antecedents and the **experience** of the persons who establish contact to initiate ITC projects are essential. Specifically, in the Basque Country, the existence of previous joint cooperation experiences, whether through networks or bilateral agreements, is seen as an advantage.

#### **Some of the conditions that hinder TC:**

- In some cases, **language, time differences** (of course this is not the case for Spain), and, mainly, **insufficient funding** for cooperation in crisis contexts, are considered factors that hinder Territorial Cooperation.
- Another limitation can be found in the lack or absence of information and training for agents in charge of the financial and administrative management of cooperation projects. This deficit in human resources not only causes inconveniences when starting up the projects, but also means that municipalities and institutions that have scarce or no experience at all with decentralized cooperation will not be able to participate in projects. In fact, 44% of persons polled who had no experience with TC held the opinion that lack of knowledge as to TC possibilities and administrative procedures is a very important factor which has impeded them from having some sort of cooperation. The same percentage, considered that lack of knowledge on possible partners and the complicated and demanding regulations of the EU are also obstructing factors.

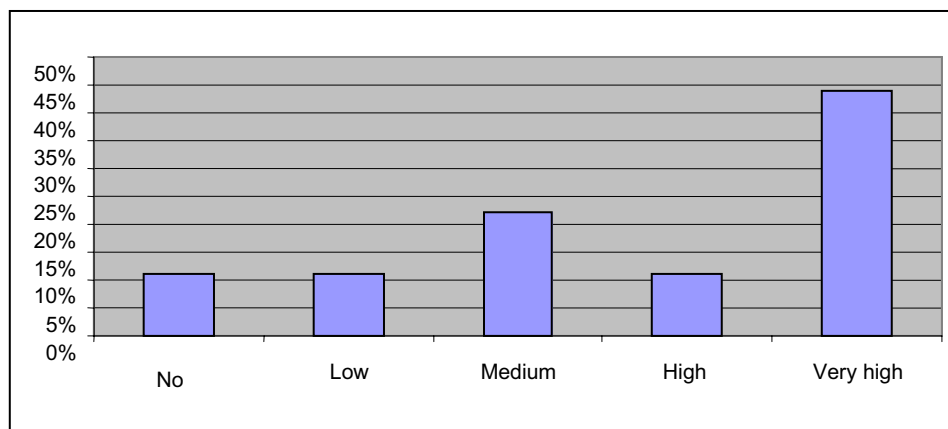


**Graph 8: Factors hindering TC: lack of knowledge on TC possibilities.  
Significance**



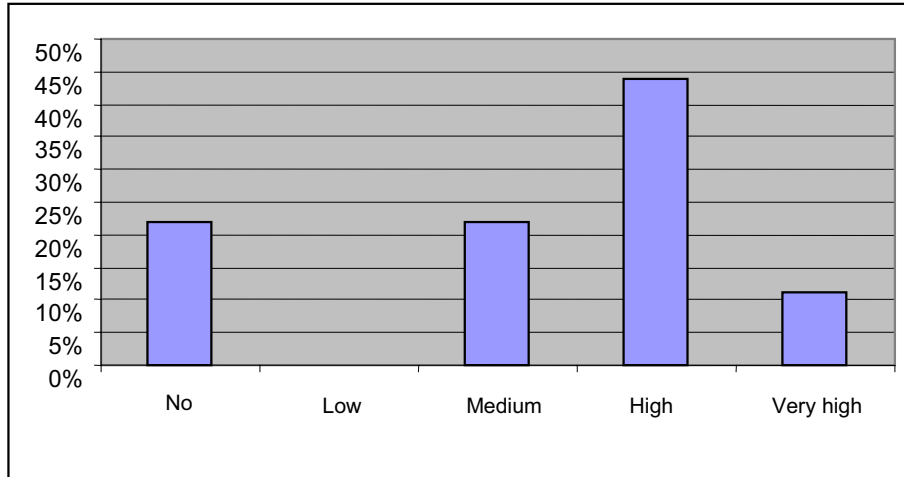
Source: CAWI

**Graph 9: Factors hindering TC: lack of knowledge on administrative procedures.  
Significance**



Source: CAWI

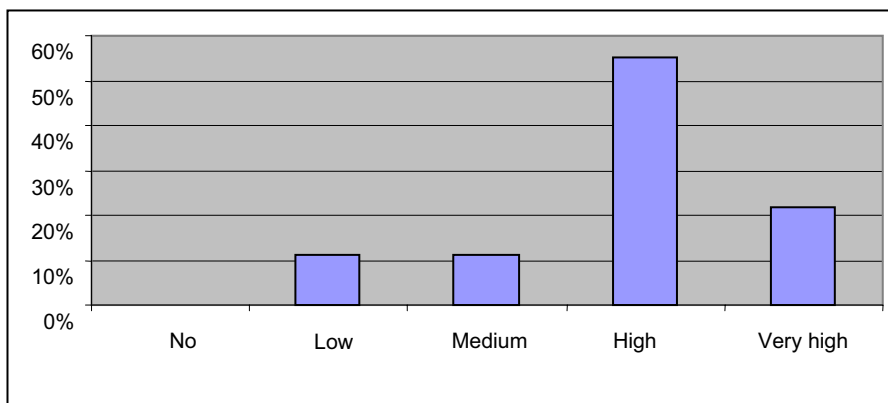
**Graph 10: Factors hindering TC: lack of knowledge on possible partners. Significance**



Source: CAWI

- Closely related to the above factors is the danger of discrimination caused by the principle of **co-financing** for the small localities in the Great Rosario Metropolitan Area which have less of a chance to aspire to be counterparts in the projects due to a lack of the necessary resources. 55% of persons polled held the opinion that the insufficient funding for co-financing is a quite important factor that has obstructed participation in ITC projects.

**Graph 11: Factors hindering TC: insufficient funding for cooperation. Significance**



Source: CAWI

So that the aims shared by partners and mutual benefit are met, it would be necessary for the future that the cities and communes of the Greater Rosario Metropolitan Area have more bearing on the projects under study and on how it should be implemented. In order to achieve this, the common one- side approach on international cooperation that continues to exist, must be forgotten. It must be understood that the learning process works both ways, and that the capacities of the communities in both continents should be potentiated.

## 4. Governance structures and implementation of cooperation

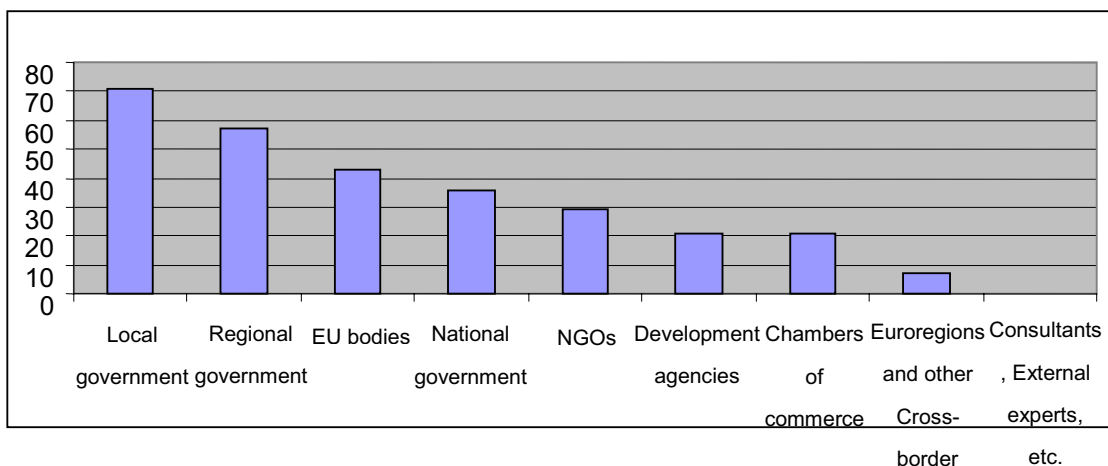
Decentralized cooperation is characterized, among other things, by the diversity of the participating actors. In this case, cooperation involves sub-national governments at all levels, NGOs, universities and other educational institutions, firms, professional associations, cooperatives, worker unions, etc. It should be mentioned that this diversity of actors can have varying results in different ways and stages of the process. Some will fulfill the role of **leaders**, others of **promoters** and others will simply be **participants**.

In the case of Rosario, the local government is the principle actor in promoting TC. As mentioned above, at the level of municipal structure, the General Direction of International Relations is in charge of technical cooperation, general administration as well as some monitoring of the projects. But those who manage the projects are specific offices of the Municipality, depending on the aspects in question.

Not only does Rosario have a team of well trained professional staff, but the figure of the **municipal management team** has also been strategic as mentioned by several of the interviewees. Likewise, Rosario has a number of public-private institutions, such as the Development Agency, the Technological Pole, and the Entity for Tourism, that strengthen the governance of the development process.

Information resulting from the questionnaires demonstrated that the local government is considered as one of the key actors in initiating and carrying out TC.

**Graph 12: Strategic actors in initiating International Territorial Cooperation**



Source: CAWI

In recent years, the provincial government has also made efforts to promote, accompany and reinforce cooperation processes and projects. In the institutional framework, the Agency for Cooperation and Development

was created in 2000. Initially this Agency began by recuperating and systematizing the projects that each secretariat in the province managed individually. During this period, cooperation was from Japan, Spain, Italy and Germany. Topics of micro-firms and SMEs were the objective of the cooperation with Italy, clean energy with Germany and governance and institutional strengthening with Spain.

At present, the Government of the Province of Santa Fe offers assistance for local development to local governments through the URB-AL Program, and also promotes methodologies and forms of participation. This is associated to a change in the view of public management which is expressed in the presence of decentralized cooperation in the Provincial Strategic Plan, thus providing a better defined institutional framework. In this sense, it should be mentioned that three civil servants who were polled held the opinion that TC should be a component of State policy and be transversal to the policies of the government.

Other actors that have promoted and participated in TC projects mentioned by those interviewed were:

- The European Commission
- The Spanish Agency for International Cooperation (AECI)
- The Argentine and Spanish national states
- Universities
- NGOs
- Political parties
- Professionals and other people interested in the issues involved
- Entrepreneurs/entrepreneurial chambers
- The civil society
- Centers representing European communities

As has been observed throughout this report, the importance of the URB-AL Program of the European Commission is significant as an axis for introducing projects in Latin America, particularly in MERCOSUR.

As for the NGOs, they should consider themselves supporters and not competitors of the local government since they have methodological capabilities that are not always present in management teams and therefore facilitate the possibility of contributing funding.

Although there are formal structures and channels at the municipal and provincial levels through which international cooperation is managed, during the crisis of 2001, the cooperation registered in the region was mainly of an **informal nature**, in the form of aid and support of migrants, through identities generated by the twinning programs. In this sense, the centers of Spanish and Italian immigrants residing in Rosario have played a leading role. Although some experiences were successful, the spontaneous nature in addressing Argentina's emergency situation at the time meant that they were, in all, effective.

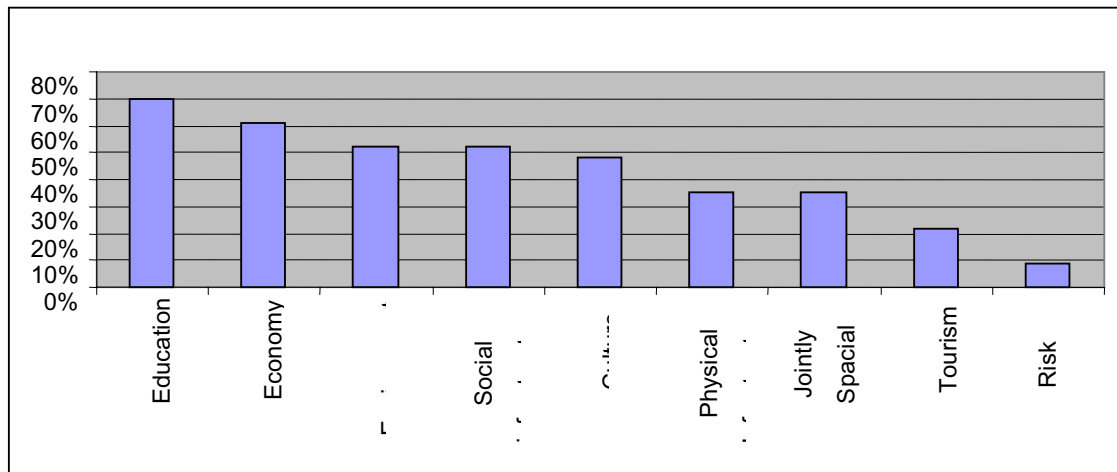
There are other instruments of an informal nature that have favored TC. Among them is a basic document, elaborated by the Argentine Chancellery to advice in the signing of twinning agreements that stands out.

Nevertheless, despite the institutional change mentioned above, territorial cooperation continues to be a political and managerial affair only for the municipal and provincial civil servants, the representatives of some migrant communities (like the Basque Center), and local organizations that have participated in specific cooperation programs (such as the participants in the Urban Agriculture Program). In other words, it is not a priority in the agenda for a wide number of local and regional actors and institutions.

### Some ideas on the future of ITC

When asked to give their opinion on the domains to be developed in the future, the questionnaires showed the following results:

**Graph 13: The most desirable domains of TC for the future**



Source: CAWI

Note: The percentages have been processed as aggregate, no matter what type of TC is referred to. They were calculated over total local questionnaires.

Those interviewed specified the following domains:

- Local development
- Technical advice in productive processes/industrial promotion; clusters
- Public security and crime prevention
- Public-private collaboration (firms-government)
- Vocational training
- Biotechnology
- Cultural patrimony

Democratic quality and governability were also mentioned as important fields in all Latin America, and poverty and health as areas to be dealt with at the global level.

Some of the domains mentioned should be approached from the point of view of improving the insertion of cities into the international economy while taking into account the tendencies currently co-existing in the context of globalization, crisis and local strengthening.

The need for local governments to have greater influence in acting as leaders in TC projects has been stressed in this research. The idea of mutual benefit and learning, pertinent to the approach of decentralized cooperation, has also been emphasized. That is, working together should be at the level of partners, not as givers-receivers as occurred in the classic approach to cooperation.

On the other hand, the difficulty in optimizing the various types of cooperation and coordination of the various participating actors is acknowledged and indicates a need to find complementarities in the various cooperation projects. In this sense, there is a lack of systematic and accessible information at the local level on experiences of the various actors.

**Flexibility, working in networks and the exchange of experiences** are identified as good practices, the ones that tend to be the most useful and produce the best results.

It is of interest here to incorporate the most significant conclusions coming from the second meeting of URBsociAL, *Euro-Latin American Dialog on Social Cohesion and Local Public Policies*, held in Rosario during the month of September, 2011 within the framework of URB-AL III. Five hundred people participated in this meeting, most of them local government officials from 23 Latin American countries and the European Union.

An agreement was reached on the following principles

- Social cohesion should be a political priority; this requires that institutions guarantee the fulfillment of rights and favors inclusive development that will break down and decrease the inequality gap which is deeper and wider than ever in the context of the present economic crisis.
- Country agendas developing national strategies which will lead to an integral and inclusive view of the total situation from a multi-level perspective need to be encouraged and include the effective participation of all the actors present in the territory.
- In the sphere of sub-national governments in Latin America there is a solid basis of innovative experiences in matters of public

management, participative budgeting, urban planning, management councils, city conferences, among other initiatives that should be shared with other local realities.

URBsociAL 2011 emphasized three elements needed within local government in order to promote social cohesion: local development and competitiveness, territorial zoning and sustainability, and institutional innovation and cooperation among actors.

## Final Comments

From reading the primary and secondary information obtained, certain considerations come to mind about a development project strongly based on decentralized cooperation.

As during the last decade, the times for responding to the outstanding challenge of cooperation and management are favorable. This requires, among other things, greater organization for territorial change, strengthening of the local entrepreneurship and greater capacity for innovation, linking more closely knowledge to production.

A series of central issues must still be solved in order to consolidate this process in the long term. First, the limits posed by the lack of municipal autonomy in the Argentine legislation, which limits local development projects, the capacity to expand. A city like Rosario needs more margins for action in issues like environmental protection, vocational training, land availability, security, taxes and urban development.

Likewise, the realization of a metropolitan management scheme appears to be an insuperable subject for solving sensitive problems such as passenger transportation, waste management, industrial land creation, regulation and protection of coasts, and maintenance of rivers, and transportation infrastructures. Some other subjects that remain as a consequence of the country's structural crisis continue to strongly affect the region. Structural poverty, permanent migrations (though somewhat less in recent times) because of poverty in other regions, insecurity, lack of infrastructures and sanitation services, they are some of the obstacles in the endogenous development process and that cannot be solved by the local actors only.

For the institutional networking (as in the case of the Development Agency and to a lesser degree in the Technological Pole) policies must be shared and more actors integrated into the development strategy, particularly private organizations and entrepreneurs. The slight integration on behalf of the large firms within the territorial development process is also pending. The few ties with the milieu, particularly with



the public policy, are associated to the productive enclaves more than to firms integrated within the territory.

Some other problems have still to be dealt with, or have been insufficiently dealt with, such as the financing of structural change process. No new alternatives exist for the financing of new projects or for the creation of funds and guarantees to firms. Local entrepreneurship and increased innovation capacity, by linking more closely knowledge to production, must be enhanced.

Environmental protection continues to be an unsolved issue. Though emblematic programs exist, such as the inclusion of the city within the United Nations Program for the Environment Agenda 21, or the “Separe” Program for recycling, or the waste treatment programs, more vigorous policies are required, and more importantly, more must be achieved with respect to water treatment and sanitation.

Infrastructures and cargo and passenger transportation systems are deficient and require strong restructuring. This is one of the greatest challenges for the public-public and public-private articulation, because of the complexity of the subject and the large number of actors involved.

In future new TC programs should be designed and implemented that will account for this diagnosis and undertake the challenge on the regional level, and not only that subscribed by the city of Rosario. Though a strategic planning office exists for the Greater Rosario Metropolitan Area, no significant advances have been made. The range of regional actors that are not presently committed to TC, should be included; as well as achieve a generalized awareness on behalf of the citizens and recognition on their part for this type of experience.

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| Name                        | Position/Institution  | Date and place          |
|-----------------------------|---|-------------------------|
| Anabella Busso              | Ex. Director of the Agencia de Cooperación Internacional al Desarrollo, Government of the Province of Santa Fe. Professor in the Faculty of Political Science and International relations, National University of Rosario. Independent researcher CONICET.                                      | 14 Nov 2011<br>Rosario  |
| Fernando Esteban Felizpucoa | Member of the Directing Commission of the Basque Center in Rosario. He was one of the negotiator that brought about the twinning agreement between Rosario and the Basque Country as well as contacts between the University of the Basque Country and the National University of Rosario (UNR) | 12 Oct 2011<br>Rosario  |
| Hernán Cianciardo           | Regional Coordinator Cono Sur from the Office of Coordination and Orientation, URB-AL III Program, EU   | 07 Oct 2011<br>Rosario  |
| Juan Carlos Zabalza         | Provincial Senator, Santa Fe. Elected National member of Parliament, Ex Director of International Relations (1995-2001). Municipality of Rosario  | 11 Nov 2011<br>Rosario  |
| Lucio Geller                | Sub-secretary of Economic Policy, Provincial Government of Santa Fe. Ex Coordinator of the Council for Vocational Training in Rosario. Public employee in the Secretariat of  | 15 Nov 2011<br>Rosario  |
| María del Huerto Romero     | Secretary of the Sub-secretariat of International Cooperation, Government of the Province of Santa Fe. Professor in the Faculty of Political Science and International Relations, UNR   | 11 Oct 2011<br>Rosario  |
| Maria Eugenia Schmuck       | General Director of Economic Promotion, Secretariat of Production and Local Development, Municipality of Rosario. Elected Intendenta of the Deliberating Council of the city of Rosario. Professor in the Faculty of Political Science and International Relations, UNR.                        | 04 Oct 2011<br>Rosario  |
| Olga Saavedra               | Coordinator of the Secretariat of Cooperation for Development and professor in the Faculty of Political Science and International relations, UNR  | 19 Oct 2011<br>Rosario  |
| Sergio Barrios              | General Director of International Relations, Municipality of Rosario.   | 19 Sept 2011<br>Rosario |

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| Table 3. Qualifications of the Economically Active Population.....                  | ..... |
| Table 4. Connections of homes to city utilities network.....                        | ..... |
| Table 5. Distribution of Gross Geographic Product by economic activity.....         | ..... |
| Table 6. Passengers in domestic and international flights.....                      | ..... |
| Table 7. Domains according to sources of cooperation .....                          | ..... |
| Graph 1. Contribution of economic cooperation to development of Rosario.....        | ..... |
| Graph 2. Contribution of cultural cooperation to development of Rosario.....        | ..... |
| Graph 3. Contribution of educational cooperation to development of Rosario.....     | ..... |
| Graph 4. Contribution of environmental cooperation to development of Rosario....    | ..... |
| Graph 5. Contribution of physical planning cooperation to development of Rosario.   | ..... |
| Graph 6. Importance of cooperation for building infrastructures.....                | ..... |
| Graph 7. Infrastructures and type of cooperation .....                              | ..... |
| Graph 8. Factors hindering TC: lack of knowledge on TC possibilities.....           | ..... |
| Graph 9. Factors hindering TC: lack of knowledge on administrative procedures.....  | ..... |
| Graph10. Factors hindering TC: lack of knowledge on possible partners.....          | ..... |
| Graph 11. Factors hindering TC: insufficient funding for cooperation.....           | ..... |
| Graph 12. Strategic actors in initiating International Territorial Cooperation..... | ..... |
| Graph 13: The most desirable domains of TC for the future.....                      | ..... |

**ANNEX****International prizes awarded to the Municipality of Rosario**

| PRIZE  | ENTITY/JURY  | YEAR |
|--|--|------|
| “Ciudades por la Paz”  | UNESCO   | 1999 |
| “To the Municipality of Rosario for its health management”   | Panamerican Organization of Health/World Health Organization(OPS/OMS Argentina)  | 2002 |
| “Affirmative action promoting the participation of women in local power” – III National Contest                            | United Nations Program for Urban Management for Latin America and the Caribbean (PGU-ALC), UN Development Fund for Women (UNIFEM– Región Andina), Comisión de Hairou: Red Mujer y Hábitat Municipalidad de San Salvador, El Salvador | 2003 |
| “Exemplary experience in local governability in the región”  | Programa de Naciones Unidas para el Desarrollo (UNDP)  | 2003 |
| “Dubai International Award for Best Practices to Improve the Living Environment to the Urban Agriculture Program”          | Municipality of Dubai y UN-HABITAT   | 2004 |
| “Premio Medellín 2005 to the transfer of best practices” Program receiving the award: Urban Agriculture                    | Alcaldía de Medellín, Foundation Habitat-Colombia, Foro Iberoamericano Ibero-american and Caribbean Forum for Best Practices.  | 2005 |
| “Pensar lo Estratégico Urbano” Paper awarded: The strategic planning experience in Rosario: Strategic Plan and Urban Plan” | Centro Iberoamericano de Desarrollo Estratégico Urbano (CIDEU)   | 2005 |
| “First prize for the Municipal Plan for the Prevention of Smoking”   | Awarded by: The Argentine Committee of Education for Public Health; Special Mention of the   | 2005 |

|   | Organización<br>Panamericana de la Salud.   |      |
|---|---|------|
| Recognition and distinction for the promotion of 100% smoke-free atmospheres in the city of Rosario             | Unión Antitabáquica Argentina (UATA), Inter-American Heart Foundation and the Alliance for the Framework Agreement for the promotion of Smoke-free environments | 2006 |
| Leadership in the implementation of public policies 100% smoke-free (the only Municipality receiving an award). | Global smoke free partnership   | 2007 |
| “Policies for Gender Equality” <sup>110</sup>   | America Awards, CIFAL (International Center for the Formation of Local Authorities) Atlanta, EEUU, CAF y OEA  | 2008 |

Source: By author based on information supplied by the Municipality of Rosario.

<sup>110</sup> This award pays tribute to those civil servants who have contributed to the economic and social development of societies and have worked toward achieving the United Nations **Milenium Development Objectives**. The award to Rosario is expressed on the web page of the Documentation Center of the URB-AL Program (City Hall of Malaga, Spain) in which “... they congratulate themselves for the America Award 2008 received by the Municipality of Rosario that has always been among the principle cities developing cooperation between Europe and Latin America”.