

ORIGINAL

Internationalization as a tool within the framework of a local development strategy. A proposal for the city of Santa Rosa-La Pampa

La Internacionalización como herramienta en el marco de una estrategia de desarrollo local. Una propuesta para la ciudad de Santa Rosa-La Pampa

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ABSTRACT

The following paper proposes the basic guidelines for an internationalization policy of Santa Rosa city, located in the province of La Pampa. This is thought as an essential aspect of a local sustainable development strategy. This is how this Internationalization Plan emerges as a strategic element to think the development of the city and set the basis on which to build a long term professional strategy to accomplish goals inherent to the international relationships of Santa Rosa. In this action plan it is put under discussion within the diagnosis some central previous issues which refer to both, the decision making process and the state policy determination. In the first place it highlights the need to recreate a multi-actor dialogue space which allows reaching a synthesis of the different particular interests within a shared project. In the second place, the following requirements are established: to improve articulation between the different levels of the government spheres; to achieve a higher grade of local government autonomy and to set definitions for the development profile which the city aims at. Finally, the plan proposes to provide the local government structure with an International Relationships Area; the promotion of collaborative partnerships; the incorporation of the city into international municipal networks and a sensitization communicational strategy on the importance of internationalization.

Keywords: Internationalization; Sustainable Local Development; Strategic Planning; Networks And International Associations.

RESUMEN

En el presente trabajo se proponen los lineamientos básicos para una política de internacionalización de la ciudad Santa Rosa, ubicada en la provincia de La Pampa. Esto pensado como aspecto esencial de una estrategia de desarrollo local sustentable. De este modo surge un Plan de Internacionalización como elemento estratégico para pensar el desarrollo de la ciudad y la base sobre la cual construir una estrategia duradera y profesional de las relaciones internacionales de Santa Rosa. En este plan de acción se ponen en discusión en el diagnóstico algunas cuestiones previas, consideradas centrales y que refieren tanto al proceso de toma de decisiones como a la determinación de las políticas de estado. En primer lugar, se destaca la necesidad de recrear un espacio de diálogo multifactorial, que permita lograr una síntesis de los diferentes intereses particulares en un proyecto común. Y en segundo lugar, se establecen los siguientes requerimientos: mejorar la articulación entre los diferentes niveles de las esferas de gobierno; lograr un mayor grado de autonomía del gobierno local y de definir el perfil de desarrollo al cual la ciudad apunta. Finalmente, el Plan propone dotar a la estructura orgánica municipal con: un Área de Relaciones Internacionales; la promoción de alianzas colaborativas; la incorporación de la ciudad a redes municipales internacionales y una estrategia comunicacional de sensibilización sobre la importancia de la internacionalización.

Palabras clave: Internacionalización; Desarrollo Local Sustentable; Planificación Estratégica; Redes Y Asociaciones Internacionales.

INTRODUCTION

In recent decades, the presence of subnational governments -provinces and municipalities- on the international scene has intensified. This phenomenon, known as paradiplomacy, responds to both external and internal factors: on the one hand, globalization and interdependence processes; on the other, decentralization and state reform policies that have transferred competencies from the national level to local governments.⁽¹⁾

In Argentina, this trend has generated unequal internationalization initiatives by municipalities. The decentralization of functions, coupled with budgetary and administrative limitations, has meant that many of these actions lack strategic planning or institutional continuity.^(2,3,4)

Santa Rosa, capital of the province of La Pampa, has so far not developed a systematic international policy. The absence of strategic guidelines in this area limits its possibilities of inserting itself into cooperation networks, attracting financing and consolidating links with global actors to strengthen its local development.^(5,6,7)

How can the city of Santa Rosa (La Pampa) develop an effective internationalization strategy that contributes to local development and the insertion of the municipality in the international scenario?

Objective

To propose a comprehensive internationalization strategy for the city of Santa Rosa, understood as a transversal public policy that contributes to the sustainable development of the territory. To this end, it is based on the analysis of the institutional, political and economic context of the city, reviews comparable antecedents -such as the cases of Córdoba and Junín- and presents a concrete proposal that contemplates the incorporation of the city into international networks and the articulation with strategic local actors.

The central hypothesis is that a planned and sustained municipal international policy can become a key tool for local development, provided that it has institutional support, multisectoral participation and coherence with existing strategic plans.

METHOD

Situation Analysis

City of Santa Rosa: general characteristics

Santa Rosa is the capital city of the province of La Pampa and head of the Capital Department. From a Local Development perspective, the city's strengths include its strategic geographic location which, complemented by the intersection of two national routes (No. 35 and 5), is an important variable in its favor, in addition to its status as provincial capital (administrative, commercial and service center), seat of the judiciary and federal bodies, among others. In addition, having the most important headquarters of the National University of La Pampa in its territory enhances the other strengths, both for the economic and social movement it implies, as well as for the quality of the academic offer and the professionals it generates.

In relation to its economy, the presence of important companies such as "People of La Pampa", and organizations such as UNILPA (acronym for "Industrial Union of La Pampa"), which brings together most of the companies of the province and the city, stand out. Among the industries that are installed in the city are: Lumber, Sawmills, Carpentries, Artisan Ice Cream Shops, Aguadas, Rectifiers, transformer factories, mosaic and juice factories, among others. Since 2007, the construction industry has undergone a great development and around 81 high-rise buildings have been built in Santa Rosa, something uncommon in the city.

Organizational Analysis: PESTEL Analysis, SWOT

First of all, in order to advance in the planning of the different actions that will make our proposal concrete, we will start from the elaboration of a PESTEL analysis that will allow us to define the environment and analyze the external political, economic, social, technological, environmental and legal factors that may influence it. This is relevant for decision making, since it allows us to know the context, with its obstacles, conditioning factors and potentialities, from which we can anticipate and adapt to the changing conditions of the environment in which we seek to develop. The figure 1 lists the main variables of this context.

To close our organizational analysis, we will complement the previous considerations with a SWOT analysis of the Municipality of Santa Rosa itself, based on its Strategic Plan. This is presented as a tool for transforming reality and from the outset highlights how essential planning and the generation of spaces for agreement are for the construction of common development projects; at the same time it makes explicit its absence in the development and growth of the city, at least in the last 30 years.

The need to have a Strategic Plan that is the seed and guiding thread of State policies, that transcends particular interests and continues through changes of government, is a reality that is lived and felt. An example of this is the city of Santa Rosa, where, for various reasons, it was evolving towards a situation of uncontrolled degrowth.⁽²⁾

In this sense, it is possible to appreciate in the city a saturation of programs or actions that are not planned and not articulated with social actors and institutions; which negatively impact both the quality of life and the image of the city.

Factores Políticos	Falta de articulación con Provincia a partir de la definición de políticas de Estado. Concentración de los recursos en los niveles centrales, sobre todo nacional. El contexto económico se caracteriza por un gran desbalance macroeconómico nacional, con una inflación muy alta y sostenida, cuyo índice de variación interanual se ubicó en agosto de 2022 en el 78,5%.
Factores Económicos	La tasa de desocupación de aglomerado Santa Rosa-Toay fue del 7,4% en el segundo trimestre de 2022 y es uno de los más altos del país. Por su parte, la tasa de actividad, que mide la población económicamente activa sobre el total de la población llegó el 47,9%. El nivel de pobreza en La Pampa se ubicó en el 35,9 % en el primer semestre de 2022, según el último informe que publicó el Instituto Nacional de Estadísticas y Censos (Indec). Con respecto a la indigencia, el organismo detalló que es del 13,2 % en el período analizado. Hay que destacar para nuestro informe, que los datos obtenidos por el INDEC corresponden en nuestra provincia al conglomerado Santa Rosa – Toay.
Factores Sociales	Según datos extraídos de la EPH (Encuesta Permanente de Hogares), el 81% de los hogares del conglomerado Santa Rosa-Toay cuenta con acceso a internet. De todos modos la conectividad es deficiente.
Factores Tecnológicos	La problemática del agua marca profundamente a nuestra provincia, que presenta una carencia muy grande de acuíferos superficiales y lagunas permanentes. Cuestión Hídrica: conflicto con Mendoza.
Factores Ambientales	La ciudad de Santa Rosa se abastece de agua potable gracias al Acueducto del Río Colorado. Ley 2915, prorrogada por la Ley 3034: declaró a Santa Rosa en emergencia sanitaria hasta diciembre de 2021. Ausencia de una gestión integral del agua y los recursos naturales
Factores Jurídicos	Ley Provincial N°1597 “De Municipalidades y Comisiones de Fomento”. Respecto de la misma y por su pertinencia para el presente trabajo queremos referirnos la artículo N°151, que establece como disposición general que los convenios o contratos en general, que los Municipio o Comisiones de Fomento quieran firmar con organismos de otras provincias, nacionales o internacionales; necesitarán autorización previa del Poder Ejecutivo Provincial. Para ver el uso y aplicación de este artículo de la Ley 1597 puede citarse que el 27 de febrero de 2018, la jueza de control correspondiente formalizó una causa penal contra la ex Intendente de la localidad de Realicó (límitrofe con Córdoba), Roxana Lercari, quién había sido acusada por el gobierno provincial de suscribir 5 convenios con el Gobierno

Figure 1. PESTEL analysis: most relevant factors of the framework in which the City develops

This marks the challenge of getting out of the current situation and beginning to anticipate development problems, planning the future with the participation of the majority of the people of San Andrés.

As an additional -but no less important- challenge, the Strategic Plan refers to the resources and the degree of autonomy: “There is an important dependence on the provincial government, with whom it shares location and overlaps functions and responsibilities. The articulation between the three levels of the State... should contemplate the local needs for growth and development, respecting the particularities of each locality”.⁽²⁾

Finally, the Plan also provides us with a SWOT analysis based on the factors and variables that were considered most relevant, which we can present as follows:

Fortalezas	Escala de la ciudad, Ciudad Capital, Ubicación Geográfica y Universidad Nacional de La Pampa
Debilidades	Falta de articulación con Provincia, Bajos recursos propios, Falta de accesibilidad, Conectividad y Comunicación
Amenazas	Falta de Políticas de Estado, Crecimiento exponencial y desorganizado, Gestión integral del agua y los recursos naturales
Oportunidades	Conglomerado Santa Rosa-Toay, ubicación estratégica para turismo, logística, servicios, orientar la educación de acuerdo al modelo de ciudad deseado

Figure 2. SWOT analysis of the Municipality of Santa Rosa

At this point in the work we will refer only to two issues from which to think about development, which in turn are related to each other because they have to do with the resources and autonomy of the municipalities of Santa Rosa.

with the resources and autonomy that the municipalities have at the moment of planning their public policies:

- First, in order to be able to define where a territory is going, it is necessary to know in what conditions it is, what budget it has, what macro and microeconomic conditions it works with. Today most of the municipalities in Argentina have between 60 and 70 % of their resources devoted to the payment of salaries, so in addition to the need to define a productive profile, there is a clear problem of resources.
- Secondly, the current scheme of resources in Argentina, the Nation administers 70 %, the provinces as a whole 23 % and the municipalities only 7 % of the resources. This very strong concentration of resources in the central government conditions planning based on local development, actions and resources to address it.

It is common to observe in the province of La Pampa many actions and public works on the part of the National State, but in which the municipalities have very little capacity to define or influence them. An example of this is the proliferation in different localities of the province of Multipurpose Halls (SUM), most of which already have halls both of the municipality itself and of the local institutions and associations, which soon fall into disuse and quickly deteriorate due to lack of maintenance. This is just one example of “canned” programs to which the municipalities adhere because they are the existing offer, but which do not respond to their needs and much less to participatory planning based on local development.

RESULTS AND DISCUSSION

The starting point of our diagnosis is that the local government cannot be considered as the only actor in the process of internationalization of the territory, since the city is much more than the municipal government as an actor or political unit. Therefore, the strategic planning of the city's internationalization process must arise from objectives agreed upon by and for territorial governance.

It is essential to carry out a dialogue between the multiple actors present in this area, through a scenario of democratic meetings where the future of the city can be debated and built, where interaction, trust, consensus and legitimacy can be generated, in an integrated and coordinated manner, between the different institutions present.

In this sense, the first element that emerges in relation to the city of Santa Rosa is the absence of a space that integrates the public and private spheres, which allows the debate to be articulated in terms of the combination or synthesis of the different interests and particular needs of each strategic actor in a common project.

Secondly, the diagnosis takes into account the serious situation of the city as evidenced in the PESTEL analysis carried out, with economic and social indexes that show a city of Santa Rosa with an unemployment rate of 7,4 %, poverty reaching 35,9 % of the population and indigence at a painful 13,2 %. These data seem inappropriate for a city that in the not too distant past, on the basis of an infrastructure and a network of services of wide coverage, thought of a promising future and today is declared a sanitary emergency due to a chronic situation of collapse of the sewage system and the drinking water network.

In addition to this, we cannot fail to mention a national context of great macroeconomic imbalance, whose only certainties in the immediate future make us foresee a worsening of the situation.

The presentation of alternatives to face this scenario from the Municipalities cannot ignore the fact that most of them have between 60 and 70 % of their resources devoted to the payment of salaries. In addition, the current distribution of these resources determines that while the Nation administers 70 % of them, the provinces only receive 23 % and the municipalities 7 %. This very strong concentration in the central government conditions planning based on local development, actions and resources to address it.

Faced with this reality, developing innovative tools and alternatives such as the external participation of the city within the framework of a local development strategy is an indispensable option. Santa Rosa must be thought of from an integral approach, where internationalization, considered in terms of local development, is one of the main axes to be considered.

However, as we mentioned before, the determination of the particular characteristics of this strategy - to avoid falling into a vicious circle of copying the experiences of others - will depend on the relationship between the local government, the private sector and civil society. Public policies have the potential to be cross-cutting and comprehensive, so there must be a joint responsibility between the citizenry, the government and other stakeholders.

Making a preliminary evaluation based on this analysis, the diagnosis developed in the Strategic Plan allows us to determine the following key aspects, which a strategy for the balanced development of the city of Sana

Rosa should not fail to contemplate:

- The governmental articulation between the different levels and areas of government that act and decide in the territory.
- The definition of long-term policies, which have the character of state policies, by the different administrations of the municipal government.
- The need to define the city's development profile, which enhances its strengths, based on spaces for citizen participation that give a relevant role to strategic allies or partners present in the community.
- Promote strategies aimed at achieving the necessary municipal autonomy, at least in central issues for its development strategy.

For the internationalization of local government to be coherent, effective and sustainable, it is essential that it takes place within a strategic framework. In our work, this has to do with considering it as a central tool in local development planning. Furthermore, considering that this would be the city's first experience in this sense, the scope of action is limited to participation in different cooperation networks, considering that this is the best context to generate the necessary consensus for any public policy that is proposed as a state policy.

Some central aspects in this sense will be the definition of the central objectives of the city in the medium and long term, making internationalization one of the basic axes of its guiding plan, the creation of public-private partnerships for the realization of specific internationalization projects, the definition of strategies and lines of action that promote the identity of civil society in the face of international insertion, and other aspects that will be developed in the next section, corresponding to the Implementation Plan of our proposal.

Implementation plan

At this point, considering what was exposed in the situation analysis and taking as a basis both the theoretical framework developed and the conclusions reached from the diagnosis outlined, in this section we will advance in the formulation of an Implementation Plan for the internationalization of the city of Santa Rosa, as a central element in a local development strategy for the city.

Like many local governments, the city of Santa Rosa has a strategy, albeit at the formal level, within which it proposes its different government programs. But this reality also reflects the fact that international affairs are not part of any strategic plan or informal government action.

This is why we must emphasize the need to promote and clarify its international horizon, based on a strategic planning process. Even if a local government has international relations in a reactive and intermittent manner, without a clear vision of what it wishes to achieve, it is almost certain that the effort will not produce the best results, resources will be wasted, opportunities will be missed and effectiveness, impact and credibility will be lost.

Our Plan thus implies a challenge that calls upon local authorities to be able to innovate through the construction and implementation of an internationalization strategy that takes into account the reality of their territory and population as well as the reality of the foreign environment.

Overall objective

To plan an internationalization policy for the city of Santa Rosa, based on a professional and long-term vision, as a central element of a local development policy that includes the international dimension and allows the city to face the challenges it faces, considering its own specificities and competencies.

Specific objectives

1. To endow the municipal organizational structure with an International Relations Area that will allow the development of the practical instruments necessary to access international cooperation and take advantage of its potential.
2. To promote the generation of the necessary consensus and collaborative alliances with those partners considered strategic, providing spaces for concerted and participatory planning.
3. To initiate the process of internationalization of the city of Santa Rosa through its effective incorporation into those international networks and associations that reserve a leading role for local governments and that have been defined as priorities based on the diagnosis of the city and its context.
4. To communicate and raise awareness among the population by integrating international insertion into the Municipality's communication strategy.

Scope

Temporal: we plan the actions with a 2-year timeframe, estimating the beginning of these actions for the year 2024 and covering the whole of 2025. Based on the conception of this proposal as the definition of a state policy for the Municipality of Santa Rosa, which as such is an aspect that should be incorporated into the city's

Strategic Plan, the process should be initiated by the city's new administration, which will be defined in next year's elections.

We consider that the characteristics of an election year, added to the particularities of these elections in our country, with constantly redefined electoral systems at both national and provincial levels, paradoxically hinder the generation and definition of the consensus required by state policies or those that aspire to become such.⁽⁸⁾

Geographic: We will work with the municipality of Santa Rosa, La Pampa, but the relationship with potential partners can broaden the scope in two ways: firstly, regionally, by considering the Santa Rosa-Toay conglomerate as the scope of application of those projects in which this approach is relevant; and we must also bear in mind an international scope based on the link with different actors in this area.

Resources involved

Human resources: we consider that the definition and development of a transversal policy of internationalization, carrying out the objectives set out in this work (even limited to the purposes of this work), which requires the articulation with different local actors and the active participation in different international cooperation instances, needs to have its own space within the municipal organizational structure. In this regard, and considering the budgetary resources available to the Municipality, it is proposed to create a Department of International Relations within the Secretariat of Economic Development, which in turn has an Undersecretariat of Local Development and several Directorates in charge of it. This Directorate of International Relations would involve, in its first stage, the following Human Resources: a Director (professional linked to International Relations), a Legal Advisor (lawyer), a Secretary, a Head of Office in charge of the administrative area and a person in charge of the communication area (social communicator).⁽⁹⁾

Economic: the economic resources to advance with the operation of the Plan and to respond to the requirements in Human Resources and Materials, must necessarily be guaranteed in the annual budget of the municipality, since this plan will be carried out by governmental initiative. This does not mean that once the plan has been developed and the internationalization process has begun, financing or specific resources will not arise to address specific actions or projects, which will always be complementary and a consequence of the implementation of the basic structure defined above. In addition, the economic resources must cover the costs of the membership fees to join, from the moment it is considered pertinent, a:

a) Mercociudades: by joining the Network, the local government assumes the commitment to pay an annual fee to manage and carry out different activities of the Network, as well as to develop various tools that Mercociudades provides to member local governments. The contribution, which is made in U.S. dollars and is fixed according to the population of each locality, in the case of Santa Rosa (cities with 100 000 to 499 999 inhabitants) amounts today to US\$ 2000.

b) UCLG (United Cities and Local Governments): Articles 14 and 15 of the Organization's Bylaws establish membership dues: local government members and international organizations and associate members must pay an annual fee. The World Council, based on the proposal of the Executive Bureau, shall decide on the amount of the respective membership dues. The dues for the Local Government category shall take into account both the number of inhabitants represented by the member and the state of economic development of the country.

c) C) IAEC (International Association of Educating Cities): Among the requirements to formalize membership this association also establishes the payment of an annual fee. According to the criterion of city between 100 000 and

d) 250 000 inhabitants, belonging to a country with a GDP per capita of up to U\$A 10 000, the amount of Santa Rosa's membership fee would be 481 euros.

e) World Water Council: membership of the Council is subject to annual dues that contribute to the financial autonomy of the Council and, in addition to institutional donations, allow the effective functioning and development of the Council's activities and the preparation of the Forum. To enable low-income organizations to become members and ensure that their voices are also heard, membership dues are calculated according to the type of school, the organization's annual budget and the country's GDP for governments and government authorities. Based on these parameters the corresponding annual fee that the city of Santa Rosa would have to pay at this time is 1575 €.

Materials

In this section we refer both to the physical space to be provided by the Municipality, as well as to the provided by the Municipality, as well as the equipment and supplies necessary for the functioning of the International Relations Office: desks, chairs, telephones, computers, microphones, printers, internet service connection, etc.

Specific Actions

The activities or specific actions to be carried out in order to fulfill the objectives previously established are presented. For this reason, the following table is included with each specific objective, as it is considered to be the best and most practical format for the required purposes:⁽¹⁰⁾

<i>Objetivo Específico N°1: Dotar a la estructura orgánica municipal de un Área de Relaciones Internacionales.</i>	
<i>Acción</i>	<i>Observaciones</i>
Acción 1: Creación de la Dirección de Relaciones Internacionales	Si bien el criterio es dotar al área de la autonomía necesaria, consideramos que el ámbito apropiado dentro del organigrama municipal es la Secretaría de Desarrollo Económico, teniendo en cuenta que la internacionalización se propone con miras a procurar el desarrollo local de la ciudad. Esta Secretaría cuenta específicamente con una Subsecretaría de Desarrollo Local.
Acción 2: Designación de los Funcionario y Personal para el correcto desempeño de la Dirección, y su inclusión en las partidas presupuestarias correspondientes.	Consideramos como estructura básica la existencia de un Director de Relaciones Internacionales (profesional ligado a las Relaciones Internacionales), un Asesor Legal (abogado), un Secretario, un Jefe de Despacho y un responsable del área de comunicación (comunicador social).
<i>Objetivo Específico N°2: Promover los consensos y las alianzas colaborativas con nuestros socios estratégicos, propiciando la planificación concertada y participativa.</i>	
<i>Acción</i>	<i>Observaciones</i>
Acción 1: Creación mediante Resolución de la Secretaría de Desarrollo Económico del “Concejo de Internacionalización de la Ciudad de Santa Rosa”	El reto es que las autoridades locales sean capaces de construir y llevar a la práctica una estrategia de internacionalización que tome en cuenta tanto la realidad de su territorio y población. Para ello se convocará a los aliados estratégicos a un espacio de consulta y deliberación, donde se espera recepcionar información, percibir los puntos de vista y escuchar las opiniones acerca de las problemáticas y oportunidades relevantes para la internacionalización de la ciudad. Este concejo definirá internamente su Reglamento de funcionamiento.
Acción 2: Incorporar la perspectiva trabajada al Plan Estratégico de la ciudad	En el Plan de Desarrollo Local o Plan Estratégico se definen las políticas y prioridades de la administración de turno, por ello las relaciones internacionales no deben escapar a esta lógica y sus actividades deben ser priorizadas, de conformidad con lo que se establezca en dicho Plan.

Objetivo Específico N°3: Iniciar el proceso de internacionalización de la ciudad de Santa Rosa a partir de su efectiva incorporación a aquellas redes y asociaciones internacionales que reserven un rol protagónico a los gobiernos locales.

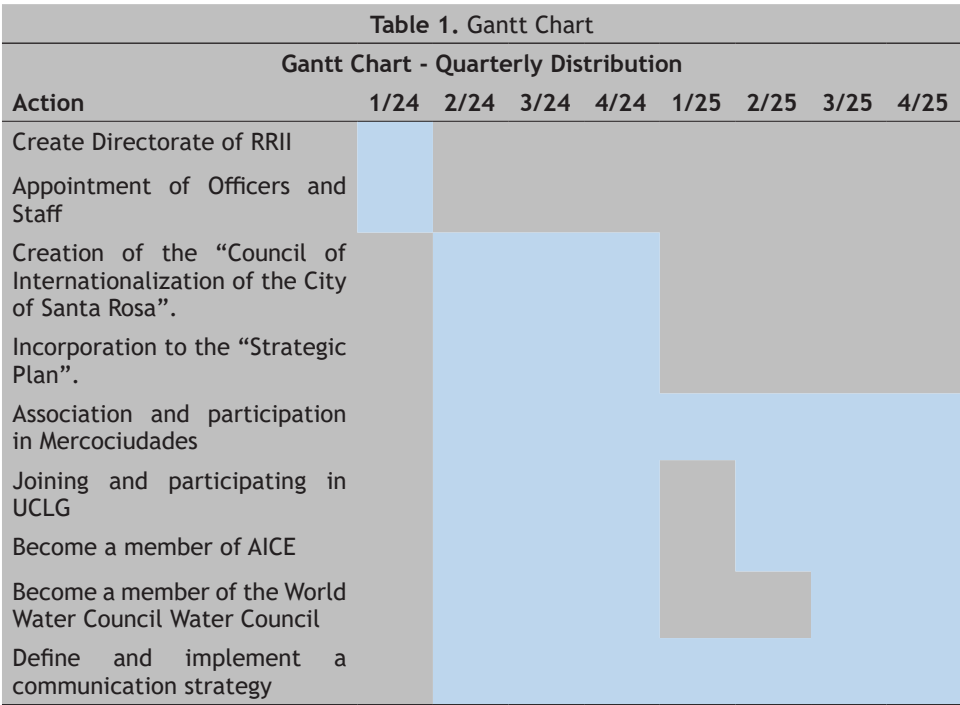
<i>Acción</i>	<i>Observaciones</i>
	Surge en 1995 inspirada por una integración regional diferente,
	hayan sido electos democráticamente y compartan la visión de contar con ciudades integradas, inclusivas y participativas.
Acción 2: Incorporar la ciudad de Santa Rosa a CGLU (Ciudades y Gobiernos Locales Unidos)	Asociación que tiene la misión de representar a los gobiernos locales autónomos y democráticos, promoviendo sus valores, objetivos e intereses a través de la cooperación entre los gobiernos locales. Se ha convertido en la mayor organización internacional de ciudades y entre sus tareas destacamos la cooperación y el desarrollo de proyectos de manera descentralizada entre gobiernos y asociaciones locales, la búsqueda de financiamiento y el desarrollo tanto de servicios como de productos globales, que respondan a su demanda y necesidades.
Acción 3: Convertirse en miembro de AICE (Asociación Internacional de Ciudades Educadoras)	Una estructura permanente de colaboración entre los gobiernos locales comprometidos con la Carta de Ciudades Educadoras, que es la hoja de ruta de las ciudades que la componen. Cualquier gobierno local que acepte este compromiso puede convertirse en miembro activo de la Asociación. A principios de 2020, el número de miembros asciende más de 500 ciudades de 36 países y todos los continentes.
Acción 4: Ser parte del Concejo Mundial del Agua	Organización internacional de múltiples partes interesadas, creada en 1996 y con sede en Marsella. Su misión declarada es "promover la conciencia, generar compromiso político y desencadenar acciones sobre problemas críticos del agua en todos los niveles, incluido el nivel más alto de toma de decisiones, para facilitar la conservación, protección, desarrollo, planificación, gestión y uso eficientes del agua en todas sus dimensiones sobre una base ambientalmente sostenible en beneficio de toda la vida en la tierra". Cada 3 años organiza el Foro Mundial del Agua, que se ha convertido en el mayor evento internacional sobre el agua.

<i>Acción</i>	<i>Observaciones</i>
Acción 1: Definir una estrategia de comunicación, tanto desde los canales tradicionales como de las nuevas herramientas existentes	Debe contemplar tanto los canales tradicionales (prensa escrita, radio, televisión, boletines electrónicos, páginas de Internet, sesiones de “puertas abiertas” en el gobierno local, conferencias públicas, publicación de folletos, carteles, etc.) como aquellas herramientas innovadoras que se ajustan a las realidades tecnológicas actuales (diferentes redes sociales) La comunicación promueve la transparencia y la participación a partir de las cuales lograr el apoyo ciudadano, el cual va más allá de la participación de los aliados estratégicos en el proceso de “planeación”. Es indispensable mantener el interés en los temas internacionales a partir de la información, comunicación y difusión de todo el proceso.

Figure 3. Actions linked to each Specific Objective

Time frame

As mentioned in the scope section, the proposal is presented as to be executed during two years from the beginning of the proposal, covering the years 2024 and 2025. The estimated start, duration and completion times for each action detailed in the previous section are stipulated below, using a Gantt Chart with a quarterly distribution of activities.⁽¹¹⁾



Evaluation proposals

Regarding the measurement of results, we consider it pertinent in this planning and considering that this is a public policy proposal for a local government that has no previous experience in the area, to establish a quantitative-based methodology that considers the effective implementation of the planned actions to achieve the proposed objectives. In this sense, we detail what is expected in each one of them:⁽¹²⁾

Acción	Evaluación Propuesta
Crear Dirección de RRII	Observar en Boletín Oficial la designación de los funcionarios y la creación de las partidas presupuestarias correspondientes, por el Ejecutivo Municipal
Designación de Funcionarios y Personal	
Creación del “Concejo de Internacionalización de la Ciudad de Santa Rosa”	La efectiva creación del Concejo de Internacionalización se verificará a partir de la Resolución de la Secretaría de Desarrollo Económico, así como la incorporación al Plan Estratégico se verá
Incorporación al “Plan Estratégico”	en la reformulación de dicho Plan por parte de la Comisión Promotora del mismo.
Asociarse y participar de Mercociudades	Presentación de la documentación y requisitos económicos solicitados
Incorporarse y participar de CGLU	Presentación de la documentación y requisitos económicos solicitados
Asociarse a AICE	Presentación de la documentación y requisitos económicos solicitados
Asociarse al Concejo Mundial del Agua	Presentación de la documentación y requisitos económicos solicitados
Definir e implementar una estrategia de Comunicación	Designación del Profesional encargado de llevar adelante dicha estrategia comunicacional

Figure 4. Evaluation of Results and Progress of the Proposal

CONCLUSIONS

We began this work with the premise that since municipalities are the administration units closest to the population that inhabits and shapes the territories, it is the primary responsibility of their governments to promote and sustain sustainable local development, understood as that which harmonizes economic growth, environmental care and social equity.

For this reason, we have developed a public policy alternative for the city of Santa Rosa (LP), which proposes to initiate a process of internationalization of the city with a professional and long-term vision. This is proposed as a central element of a local development policy, which will make it possible to face the multiple challenges that Santa Rosa presents today.

The basic guidelines proposed are based on the analysis of an international context characterized by the new role that local governments are assuming, as well as the objective study of the city's reality, its internal situation and its environment, based on the criteria offered by the PESTEL and SWOT analyses.

And from there we move forward with the definition of objectives and concrete actions, within the framework of the defined local development strategy, promoting a perspective that has been absent in the strategies implemented by the different administrations that have been in charge of the government of the city of Santa Rosa, where internationalization has not been part of the agenda and public debate, not even at the discursive level or presented as a complement to other policies.

Therefore, we have sought to develop a contribution aimed at filling this gap, offering a concrete public policy proposal based on the reality of the city. A pertinent and possible alternative precisely because it is based on an objective analysis of the data to build the basis of what we call the “Internationalization Plan for the city of Santa Rosa”.

The work carried out has been aimed at presenting a lasting and professional strategy to carry out the city's international relations. Our proposal arises from these considerations and is then presented as a challenge, questioning the current authorities and also those who next year will present themselves to the citizens as alternatives to direct the destinies of the city; to innovate in processes of governance and strategic planning, attending to the situation of Santa Rosa with its needs, its deficits and potentialities; generating new tools and possibilities to put the city back on a path of growth and development, which is reflected in the quality of life of its inhabitants.

RECOMMENDATIONS

By way of final comments and recommendations, we would like to mention two issues that an integral and long-term policy for the internationalization of Santa Rosa should evaluate and consider: the twinning of cities and the "City Brand".

In principle we consider that the city should work on the construction of its identity, which will depend not only on the interests it wishes to adopt but also on its history, its cultural processes, the environment and its material characteristics (infrastructure, accessibility, architecture and urbanization). All this will allow the consolidation of the city's image at the local and national level, as well as projecting a new identity in the International System.

From this place and thinking of internationalization as a process that is far from ending with the proposed Plan, we mention, by way of recommendation, two other important aspects that should be evaluated as complementary.

On the one hand, the importance acquired by what is known as town twinning. Today, agreements between cities are truly innovative strategies of international local management and the expression of how the municipality has changed its scale of operations. And although when it comes to agreeing a twinning between cities, it is not relevant the geographical location, but rather the cultural, social, economic affinities, etc.; therefore we can think of generating this type of links with cities all over the world, we consider that Santa Rosa should study with particular attention the possibility of advancing with this tool especially with cities in the southern regions of Chile, such as Temuco in the Chilean region of La Araucanía.

On the other hand, we also believe it is important to analyze and reflect on the possibilities offered by the "City Brand" in a process of internationalization. It is necessary to think about this possibility from a different alternative to the traditional conception, i.e. from a approach that considers it not only as a means to achieve economic development through competition with other cities, since this conception limits its potential to contribute in a better way to the development of city diplomacy. Today there are developments from new perspectives and approaches to the "City Brand", which are based on the idea of collaboration as a complementary element for the competitiveness of the city as well as in the presentation of the same as a means for sustainable development.

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FINANCING

None.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

AUTHORSHIP CONTRIBUTION

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