



EU-CELAC Cooperation on Territorial Cohesion - EU-ARGENTINA Regional Policy Cooperation on Multi-Level Governance Systems

A project of the Directorate General for Regional and Urban Policy (DG REGIO)
of the European Commission

Final Report EN

December 2017

This report has been elaborated by Ismeri Europa Srl (contract N° 2016CE160AT081).

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1. INTRODUCTION¹

This paper analyzes the decisions of the Ministry of the Interior of Argentina related to the decentralization of the development policies, and compares it to the model of EU cohesion policies.

The documentation received from the functionary responsible for the regional policies of the Ministry of the Interior and the basis for the drafting of the report includes the following texts:

- A note from the Ministry of the Interior (*Secretaria de Políticas Regionales*) in September 2016 that describes the integral and medium-term vision of the decentralization process.
- An article justifying decentralization which, unlike the note above, contains context data that illustrate the strategic reasons that led the Ministry to opt for the decentralization of development policies.
- The texts of two draft regulations (a draft decree and a draft ministerial resolution) that discipline the use of federal Solidarity Fund and encourage the Provinces to devote greater financial resources to investment directly related to territorial development.
- 3 texts analysing the context and ideas or hypotheses of sectoral development of the two pilot Provinces: Córdoba and Misiones.
- A draft text of the law detailing the changes in the management of the FOFESO Fund.
- A text of the OECD that analyzes the structure, the potential and the problems of the Province of Córdoba.

The paper takes into account the results of the field-work carried out with the national Ministries in Buenos Aires and in the Provinces of Córdoba and Misiones (from 21 May to 10 June 2017).

At the request of the National Directorate for Regional Policy, meetings were organized with the relevant national Ministries of economic development: Production, Labour, Tourism, Science and Technology, Agro-industry, with 2 of its agencies (INTI and INTA) and with the Provinces. In the Provinces of Córdoba and Misiones we met the ministers responsible for development policies, some municipalities and some agencies and representatives of companies and clusters.

We were asked to introduce and chair a workshop on the subject of the training needs of the Provinces to design and manage economic development policies and to define a training plan.

The 2 pilot Provinces visited Italian regions to learn how the European policies of regional development are organized and managed, and participated in a final workshop to discuss the findings and the future program.

¹ This report was commissioned by DGREGIO, upon request by the Argentine Government

2. REVIEW OF THE IMPLEMENTING DECISIONS

2.1. THE CONTEXT OF DEVELOPMENT POLICY BEFORE THE REFORM

Argentina is a federal republic in which the Provinces (which are similar to the European NUTS 2 regions) benefit from broad institutional autonomy; they are responsible for education, health, public safety, and have concurrent powers with the central government in all areas of economic development.

In fiscal matters, they have the freedom to establish the rates of local taxation. This freedom does not represent true fiscal federalism as the majority of tax revenues are collected by the central Government, who then returns a part of the resources to the Provinces on an annual basis.

On the one hand, this situation makes it difficult for the Provinces to programme expenditure on a multiannual basis, on the other hand, the local tax rates differ from one Province to another, altering the conditions of competition between producers in different Provinces (as for instance in Misiones relative to Entre-Rios on production lines in the timber industry).

The municipalities benefit from political and institutional autonomy in their territory, regulated by the Constitutions of the Provinces. In fact, the provincial constitutions determine their degree of autonomy, competence, and the extension of the territory in which they exercise their prerogatives. The competence of the municipalities in the area of economic development, therefore, differs according to the Provinces in which they are located. According to the FOFESO rules, municipalities receive 30% of the resources allocated to the Provinces which they could spend on development projects; they undertake activities of animation of local development and collected the demands and needs of local economic actors, on the organization, the infrastructure of the territory and local services, and the support of the private sector. In fact, they act as intermediaries between the provincial governments and the national government.

2.2. HOW MULTI-LEVEL GOVERNANCE WORKS

The responsibilities on economic development are not regulated in detail, as there is no normative or systematic operational praxis subdividing each shared competence in economic development into fields of action. In addition, in the interviews with Ministries and Provinces, no mandatory standard procedures of institutional coordination for all Ministries and provincial and municipal authorities emerged.

According to each Ministry, coordination occurs on specific activities at the initiative of the Ministries or of the Provinces in different modalities and intensity. Each of the Ministries interviewed and some national agencies operating in territorial development have an Advisory Committee that includes representatives from the Provinces and other interested parties (Federal Council of Science and Technology -COFECYT-, the Federal Council of Tourism, CFT, etc.). The task of these bodies is to give technical advice and information, however, in most cases, they have limited resources for projects. The operating agreements with Provinces on individual initiatives or projects are defined on a case-by-case basis.

Some Ministries also operate through a network of agencies (with technical assistance, dissemination of ministerial programs and, sometimes, with their own programs funded by international agencies, provinces or municipalities) distributed throughout the country and therefore with more frequent and systematic, local links. The operational agenda of Ministries and agencies is defined at central level. As a result, even when Provinces are informed and consulted on activities and institutional collaboration ensues, it does so in an informal way and not through administrative and/or formal procedures and can, therefore, not be considered as a compulsory institutional participation. On the other hand, these consultations do not generate legal obligations in relation to the operational decisions; that is to say, in

case of consultations, Provinces cannot oppose the ministerial initiative, or even impose their projects.

In addition, Ministries have the final say on where to locate interventions in the Provinces and are sometimes influenced by political factors. The weak coordination on decision-making procedures related to economic development leaves institutions too much freedom to decide how to use their resources. This creates a situation of uncertainty and overall opacity of the institutional context of multilevel governance and, consequently, generates a negative economic environment- unappealing for private investment.

2.3. MAIN DIFFERENCES WITH THE EU MODEL

We identified three main differences.

The first relates to the principle of subsidiarity. In European regional policy, the level of decentralization and competence of each institution is regulated by national law, but the governance of the development funds are specified and negotiated with the Commission and must comply with European standards and the principle of subsidiarity which assign to the lowest tiers (nearest to the citizens) of government the competence to carry out the intervention unless the higher tiers can carry them out more efficiently.

This principle, which does not define the level of decentralization of the member countries (which can vary), continues to be the guiding principle of the division of responsibilities in the field of regional cohesion policies.

The second difference lies in the degree of formalisation of the interventions of the central government and the regions. In the EU this is done through a national strategic document (Association Agreement) and seven-year-long regional and central government operational programmes (Ops) . In each region the Operational Programs provide a shared and stable multiannual framework of reference, for administrations as well as beneficiaries.

The third difference is that, in the European model, strategic and programming documents provide common procedures for the operational management of these programs, and the predefined types of intervention have to be approved by the Commission before proceeding with the expenditure. The management of the OPS is regulated in all its phases, from the definition and selection of the activities, through open tender procedures and non-negotiable legal and financial rules that regulate expenditure and ensure open access to resources by the private firms, to the monitoring and accountability of expenditure.

2.4. THE INTERVENTION OF THE FOFESO BEFORE THE REFORM

According to the management rules of the FOFESO, which are being reviewed, these funds were not allocated by the Provinces or the municipalities to projects of territorial development and were mainly used to create services or social infrastructure. The projects carried out by the Provinces were approved through formalized procedures that focused on their compliance to the law, and not on what was financed and the potential impact on provincial development. In the case of FOFESO (probably also extended to other funds), projects submitted by the beneficiaries are approved only if they formally comply with the objectives established by law or by the regulations of the fund. These regulations have the tendency to finance projects that are simple and rapid in their implementation, with occupational and electoral impact, but a limited economic impact and an insufficient capacity to create a favourable environment for production and to organize and equip the productive space in the medium or long-term.

Sometimes these investments were not sustainable due to their future operation- and maintenance costs and their impact on public expenditure.

3. THE POLICY FOR DEVELOPMENT: FIELD ANALYSIS

3.1. THE PROJECT FOR TERRITORIAL DEVELOPMENT OF THE CENTRAL GOVERNMENT

It is not possible to reconstruct the complete picture of central government interventions carried out by the Ministries in their specific policy areas, their location and the resources spent.²

A multiplicity of policy tools emerge from the interviews conducted in the Ministries, which belong mainly to the Ministries of Production, Agro-Industry, Science and Technology, Tourism and Labour: territorial development programs, investment support funds, individual projects financed by various Ministries, in all the provincial territories; all these tools operate with insufficient financial resources.

This multiplicity of instruments creates problems since firms and investors in the provinces find it difficult to access the right information concerning the eligibility criteria of each instrument and also find it difficult to select the most suitable instrument among all those operating in order to receive support. An additional problem is created by the unclear selection mechanisms and criteria which determine the territorial location of the investments and on how projects of different provinces compete amongst themselves for funding.

The impact of public investment on territorial cohesion of the Argentine Republic is not known, nor is it easy to quantify. Cohesion, defined as the regional disparities in per capita income, is not an explicit principle for the Ministries to allocate financial resources for development. The lack of provincial income and production data makes it even more difficult to measure provincial policy impacts and makes a systematic redistribution oriented regional development policy impossible.

As a result of meetings with national and provincial agencies, it appears that the national funds for economic development prioritized the 'best' projects, those with a higher expected return, rather than those aiming at enhancing the production structures of the weakest provinces. This responds to a national strategy that gives priority to strengthening the productive structure of the country and its growth, and, therefore, focuses on the Provinces and areas of greatest potential and competitive strength, instead of redistributing production across the territory, supporting investments of lower performance but with a rebalancing impact in the medium- and long-term. Territorial reequilibrium between Provinces is indirectly established through the allocation of the shares of the national taxes that discriminate in favour of the least developed Provinces.

The present institutional setting that regulates the territorial development policy and multilevel governance can be summarized as follows.

With regard to multi-level governance:

- Poor regulation of the shared responsibilities between Ministries and Provinces, lack of institutional weight of the municipalities, with the exception of the Autonomous City of Buenos Aires and a couple of other large municipalities.
- Institutional coordination, segmented by Ministries and by type of intervention and carried out through the Federal Councils, and other structures providing sectoral expertise on particular issues of development. There is no reference to an agreed strategy and to a common understanding of the needs and opportunities of territorial development.

² For this purpose we have suggested drawing up some tables that reconstruct the funds spent by each ministry for each financial instrument available for development.

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- Misalignment between the large federal powers of the Provinces and the limited direct or automatic tax revenues or does not allow local autonomies to exercise these powers.
 - Redistribution in favour of social and public services of the less developed Provinces.
 - The lack of a strategic and operational framework on development agreed at the different institutional levels.
 - The absence of provincial development strategies formalized in governmental decisions resulting from horizontal cooperation between Ministries and between the Ministries, Provinces and municipalities.
 - Programming on development on an annual basis with possible interference between the electoral cycle and the investments decisions for territorial development.
 - Short-term "management" of development policies and focus mainly on individual projects.
 - As for development projects carried out by national, provincial or municipal institutions, there are no impact and result parameters to monitor and evaluate them.
 - Limited administrative regulation at all institutional levels of the decision-making process of expenditure, and unclear responsibility for the effectiveness-efficiency of investments and their impact on the local economy that adversely affects the "ownership" of a specific administration with respect to productive growth and employment at a provincial or national level.
 - In this context, it is difficult to establish a partnership between national- provincial institutions and economic actors, in particular enterprises, and negotiate investment based on a context of reliable and long-lasting public policy perspective. This produces low rate of productive investment, both private and public, with negative consequences on growth of output and employment.
 - Strong tendency of provincial expenditure in the creation of public employment, unsustainable in the current situation of growth and of the balance of the public budget.
 - The absence of provincial statistical economic accounts of income and production makes it difficult to elaborate and evaluate policies.

On the management of development projects

- Individual investment decisions are not made as part of a territorial strategy shared by the central government and provincial levels; lack of a multiannual operational plan of development by Province, linked to the national plan.
- Tendency to work on projects that are part of individual programs and funds on which the Provinces (except in some individual cases) have limited institutional and management capacity.
- Insufficient use of ex ante evaluation analysis and of monitoring and systematic evaluation of the results and the impact of each project.
- Insufficient use of feasibility studies, ex ante environmental and economic assessment in the expenditure decisions for development.
- Need to strengthen the technical capacity and operational experience of the staff of the Provinces and of the Ministries on shared procedures of multilevel governance on development; insufficient capacity of technical and political staff of the Provinces in the management of development and especially the project cycle of infrastructures and investments.

4. MAIN ELEMENTS OF THE REFORM

The Argentine government has initiated a progressive change in the governance of territorial development policies to encourage gradual but substantial increase of provincial investment, which should lead to a systematic decentralization of the territorial development policies, in accordance with the principle of subsidiarity and with an increase of the responsibilities of the Provinces.

The Argentine government has, therefore, decided to allocate specific financial resources for economic development which will be administered by the Provinces. The resources devoted to development initially amounted to 30 per cent of the earnings on the export of soya and its derivatives. These resources correspond to the Federal Fund of Solidarity (FOFESO), object of Decree N243/09. This fund was set up in 2009 and was devoted exclusively to investment in social infrastructure. In addition to its original objective, since 2017 it can be used for investments in development at the provincial and municipal levels. In this way it gives Provinces the opportunity to gather strategies of integrated economic and social development in a single strategic vision. The regulation to implement the new law governing the use of the FOFESO is in process of being approved.

Previously the FOFESO generated an unsustainable budgetary impact, as it increased current public expenditures on wages and salaries for the provision of public services.

The new Fund regulation is inspired by the European funds for regional development and economic cohesion, which operate in the European Union and are financed by a significant portion of the Community budget.

The previously mentioned 2017 changes in the rules of the Soy Fund, allowed the "Direction of Regional Policies" of the Ministry of the Interior, which is also responsible for the reform, to develop a medium-term global and coherent vision which has tried to incorporate some of the principles of the European regional cohesion policy into Argentina's economic development policy. This reform should take place in progressive stages, in accordance with the limited resources available, the relevance of political changes needed, and the lack of institutional capacity related to the complexity of the reform that a multilevel governance requires.

The reform of FOFESO, which is the first step towards a European type of multilevel governance of development policies, cannot cancel the differences outlined above rapidly, but is an important step in this direction.

4.1. POTENTIAL OF THE FOFESO REFORM

4.1.1. A positive impact on governance and efficiency

- The reform of the FOFESO transfers important financial resources for interventions in territorial development to the Provinces and municipalities for the first time, though these institutions remain free to decide how to allocate them.
- The distribution of the financial resources of the FOFESO promotes an effect of territorial cohesion between the Provinces because of the allocation criteria used.
- The reform provides that decisions related to spending and project selection are of direct and exclusive provincial jurisdiction, except for the controls of an Executing Unit, made up of functionaries from the Ministries of Science and Technology, Production, agro-industry, tourism and Labour, to review the technical consistency of the provincial projects. That same Executing

Unit will monitor that the Provinces transfer 30 per cent of the resources of the fund to the municipalities.

- According to the new regulation, If the functions of the Executing Unit were to include a judgment on the quality and the strategic coherence of projects for development, on their consistency with national and provincial interventions, it could accelerate the implementation of multi-level governance and also increase the quality of the interventions of provincial development. However, the law assumes that the funds of the FOFESO belong to the Provinces, the Executing Unit and the aforementioned Ministries may make recommendations, but the final decision rests with the Provinces.
- The reform facilitates the financial sustainability of the investments in terms of their future profitability, and therefore creates a virtuous cumulative circle, and rewards the more dynamic, effective and efficient administrations.
- The reform can generate greater coordination and synergies between the activities of the Ministries and the Provinces in the field of development to the extent that in addition to their advisory role in co-financing investments the above-mentioned Ministries could obtain a greater influence on the coordination of the provincial development policies with their own policies. This process is already under way.
- The reform could stimulate direct foreign investment and private investment to supplement public action; the imminent approval of the reform could create a clearer strategic framework than before and provide investors with a clearer picture of the ongoing public strategy on development.

4.1.2. A positive impact on the institutional capacity of the Provinces and Ministries

- The reform requires the strengthening of the technical and institutional capacities of the Argentine Provinces that are currently insufficient, to conceive and manage a long-term development strategy agreed with the territory, to identify, evaluate, develop, manage, and measure the impact of the projects which should emanate from this strategy.
- The reform can generate a positive effect on the Provinces by forcing them to invest in human resources and in the aforementioned capabilities.
- The Provinces, through a direct intervention on territorial development, will be accountable for the results and will be induced to expand their own institutional and political responsibility.
- The reform should lead to a transformation in the medium term of the methods of administrative management of the Provinces and municipalities making them less bureaucratic and more oriented toward problem solving and results.
- If accompanied by a formalization of the strategies, operational plans and common forms of management, the reform would establish methods to ensure "accountability", "transparency", "openness" and "association" of the political and administrative decisions. Principles that permeate the European funds and which the reform could initiate, even on a voluntary basis, in the institutions responsible.
- The reform should lead the Provinces to think and act strategically in relation to economic development in the medium- and long-term instead of working on occasional, brief interventions, not dictated by the logic of future results.
- The central government could guide and control national economic strategies, sectoral, energy, environmental, infrastructure and social and territorial cohesion, leaving implementation and the decisions of institutional intervention to lower levels closer to the territory and its citizens, according to the principle of subsidiarity.
- A strengthened administrative capacity in the management of development may give rise to an institutional transformation making it more agile in size and focused on problem solving.

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- The reform contains a relevant aspect of the logic of the intervention of Community cohesion since it allows the adoption of common tools and multi-annual programming.
 - The reform paves the way for a regional and cohesion policy within the Provinces to strengthen the productive fabric and employment in the weaker towns through productive investment, the creation of synergies between cross-border territories, the strengthening of its productive fabric and global competitiveness.
 - The reform makes it possible to align the intervention of the local public agencies that are part of the Ministries of the central government to the development strategies of the Provinces and, therefore, to create a system that integrates the actions of all actors.

4.1.3. The Limits of the FOFESO reform in comparison with the use of European regional funds

- The main limitation is that the reform starts by changing the use of the FOFESO resources and not by modifying the criteria governing the intervention on national and provincial development and on the use of the resources available. The central government does not adopt the "subsidiarity principle" and the coordinated planning of the development between central and local institutions, which characterizes the community cohesion intervention. The principle of subsidiarity, in fact, affects the national organization of the member countries of the European Union, which, although not obliged to regionalize the institutions, were forced to seek 'national' solutions at the very beginning and confer powers of decision-making and spending to regions and municipalities.
- The Argentine law regulating Federal Competences does not define the power of the Provinces and their responsibilities in terms of economic development very clearly; the impact of the reform will emerge from the way it will be able to streamline and define the procedures of "vertical" multilevel governance institutions, regulating their powers and the allocation of funds.
- Coordination and synergy with the interventions of the municipalities is an important aspect of the local development policy to strengthen the territorial tissue, but cannot be specified in the current phase of the reform. This aspect of multi-level governance is a future priority and is, in fact, part of the European Urban and Regional Policy, which considers urban areas a central institution which is beneficiary of a relevant part of the interventions of each Region, in accordance with the principle of subsidiarity. In the institutional organization of Argentina and, particularly, in the current framework of the FOFESO, provincial governments should be responsible for coordinating their development policies with the municipal levels, without the intervention of the National State.
- The reform has an indirect redistributive purpose of development, but is not comparable with the regional cohesion policy of the EU, which implies a concentration of resources in the weaker regions (identified on the basis of the income per capita in purchasing power parity, less than 75% of the European average). The FOFESO funds are simply distributed according to a law defining coefficients of participation of each Province in the national tax receipts, (% share of the yearly national tax receipts devolved to the Provinces) which favour the least developed Provinces which receive a higher per capita amount.
- This reform does not impose a thorough reorganization of the Provinces to fulfil the new tasks adequately and therefore does not impose an institutional and capacity building process. This is the priority defined by the Dirección de Políticas Regionales del Ministerio del Interior for the coming years.
- The intervention of the Ministries of the Central Government is not obliged or encouraged to generate shared, systematic and regulated strategies, nor to select investments through explicit and coordinated operational programming. – There are no formal multilevel governance changes, any move in this direction, though implicit if the Fofeso is used for enhancing provincial development strategies, remains voluntary.

5. RECOMMENDATIONS ON MULTILEVEL GOVERNANCE

The improvements to the reform outlined in the recommendations of the current "Review of the implementation decisions" go in the direction of the European model, while taking into account the limits of the ongoing reform and the development needs expressed by the Provinces.

The recommendations are mostly related to the use of the FOFESO but would also be relevant to the decentralization of development policies supported by "similar" funds if the FOFESO were to be replaced or supplemented by the Government. In addition, productive projects, and "indirectly" productive projects implemented by the Provinces or the Central government, could also certainly benefit from this multi-level coordination.

The recommendations below are based on methods and procedures of the EU, which have been adapted to the Argentine context and should be followed on a voluntary basis. They are to be coordinated by the FOFESO Executing Unit and implemented in those Provinces and municipalities that wish to coordinate their decisions with national Ministries for the purpose of setting up synergic sectoral and territorial strategies and, where possible, coordinate the expenditure on Provincial development with the central government (Projects co-financing).

- The first recommendation refers to the adoption by the Provinces and the municipalities of multi-annual strategies and operational plans in order to rationalize and implement development interventions. This is a necessary requirement for any intervention in territorial development, in which medium- and long term objectives should be established and agreed among the institutions and the civil society.
- A second recommendation relates to the content and format of the strategic documents and operational plans, which could be simplified with respect to those used by the regional and cohesion funds of the EU but should respond to a preestablished format that clarifies objectives and identifies projects, and provides a time projection, defines the priorities of the private sector, of the scientific community, and of the other social actors and fixes criteria of transparency and publicity in the use of resources.³
- A third recommendation is that these programming documents should be open to participation to the local actors and the municipalities that should be able to contribute to its definition and implementation, also through forms of public-private co-financing of the private sector.
- A fourth recommendation relates to multilevel governance, that is, to establish some form of collaboration and coordination between, the Provinces and municipalities and economic Ministries of the central government, in the investment strategies and in the allocation of resources in specific geographic areas and objectives.
- A fifth recommendation is to exploit in this pilot exercise all the opportunities to find solutions for the central government and the Provinces to co-financing the interventions, with regard to the FOFESO and other possible funds.
- A sixth recommendation is to create, as soon as possible, an information system for development of national statistical data, detailed at the provincial and municipal levels (income and product sectors; current spending and investment, labour market etc.), as its absence is an obstacle to carrying out the interventions and programming activity.
- A seventh recommendation is to create a common monitoring system of the interventions and to identify some strategic indicators of outcome and impact to collect in a systematic way. In addition, it is necessary to provide an independent assessment of the interventions both ongoing and ex

³ The strategy and the plan of the Provinces should follow a common structure and common procedures to ensure comparable results and common standards in their management (Adaptation of EU). This structure and operating method should be experimented and adapted in a pilot project and with the support of technical assistance from EU regional funds experts.

post, in order to monitor the results and impacts. Each intervention strategy must implement an independent evaluation (a non-random sample) of its most important projects.

- An eighth recommendation is to define a training program for the Provinces and municipalities aimed at the management of programs and projects of economic development.
- A ninth recommendation is to define a technical assistance to the Inter-Ministerial Table FOFESO for the preparation of the documents and data necessary for the development of the common instruments for a multi-level governance. (Strategic documents and operational plans).
- A tenth recommendation is to carry out a pilot program as an experiment of multi-level cooperation following the EU model, with 5/6 Provinces, some municipalities and economic and labour Ministries, on a voluntary base. The pilot programme will establish a method of capacity building and a working agenda of “learning by doing” in a written protocol.

Some of the activities recommended in this document may be transferred through a project of cooperation with the European Commission. The objective and the content of this transfer should aim at a progressive and realistic adaptation of the European model to the Argentinean context described above.

6. THE TRAINING NEEDS OF THE INSTITUTIONS

The management of provincial policies of development and the future prospects of enforcing effective decentralization require not only the acquisition of new knowledge, but also new skills and competences, in particular, with reference to the models and techniques of intervention of the European regional policy. In addition, it is essential to promote and, when possible, to adapt to the Provinces the most successful European interventions of sectoral and territorial policies and the European best practices. A workshop was held, on 7 June 2017, in Buenos Aires to address this issue and focus on the capacity building activities needed in the Provinces and the national Ministries to adapt the European model.

To move closer to the European model of multi-level governance, the analysis of how development policies at the national, provincial and municipal level operate suggests intervention at two different levels: an action of **institution building** aimed at improving regulations and administrative organization: the procedures and internal processes of the institutions and inter-institutional relations. In this case a legislative or regulatory framework is essential to establish clear, obligatory and systematic stages that will make it possible to define the expenditure for development (to draw up medium- to long-term strategies and operational plans) and the role that each institution has in the new operating model.

In this case we suggest adopting the European model for some specific cases and check their adaptability, the advantages and critical issues that may arise in its implementation. Institution building is a necessary condition and must precede the next phase of capacity building.

The second level corresponds to an activity of **capacity building** to strengthen the skills needed within the administrations to use the management tools, plans and projects of the European regional development fund. This activity of Capacity Building is necessary both for the national government and the Provinces.

Currently the Provinces do not have an articulated body of officials and technicians with the knowledge and resources to manage this process of development and the management of plans and projects, a complex process based on a strategic definition of objectives and instruments of intervention, coordinated with those of the national state and other provincial Ministries and, subsequently, with a project selection that is technically sound and linked to a strategy, objectives and results that can be quantified, similar to the European one. In the same way, results of the interventions are not monitored and evaluated as there is no budget for these activities which are mandatory under the European model.

This does not mean that Provinces totally lack the skills necessary to manage these processes, but due to the fact that these functions are not exercised in a systematic manner and that there has been no training on required skills, their competences focus on different tasks and activities and have, therefore, not acquired the experience of development management, performed in a context of a clear strategic framework and of well defined and transparent procedures. In many cases, they have skills and abilities which could meet the needs if they were used in an organized ad hoc procedural context. However the current governance does not require them.

The workshop in Buenos Aires and field work in the Provinces allowed us to draw the following conclusions in relation to the training needs related to the European regional development funds (EIE) adapted to the Argentinean context:⁴

- Training on activities of strategic and operational coordination between central institutions and provincial and municipal authorities.
- Training on activities of horizontal coordination between Ministries of the same institution. (Guide to the procedures and the results.)

⁴ The Structural Funds and the European Investment

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- Training on contents of the rules and arrangements to accompany the process of public policy programming of regional development, in the medium- and long term. (A guide to define content and actors and modalities of coordination.)
 - Training on contents of a provincial strategy of development in the medium-long term. (Sectors, actors, sectoral policies, actions, outputs, outcomes, impacts.)
 - Training on statistics and the information necessary to define macroeconomic, sectoral, project-level evaluation of objectives and results.
 - Training on the most successful types of territorial and sectoral interventions that can be adapted to the Argentine Provinces (Innovation in micro-enterprises and Smes, applied research and development, renewable energy, SMES, credit, clusters, agro-food, Green Economy, circular economy, mechatronics, transport and accessibility, tourism, environment, employment, social inclusion, etc.)
 - Training on the content and methods of management, of multi-annual development plans. (According to the outline of the regional operational plans)
 - Training on the methods of project selection to support the credit to SMES, applied research, infrastructure for industries, monitoring, and impact analysis of the projects.
 - Training on the different methods of assessing operational strategies, plans, and projects.
 - Training on the integration of interventions for economic and social development; new models of social and labour policies for sustainable social and economic development. (Training, social inclusion, etc.)
 - Training on models of local development and of groups of municipalities. Models of territorial participation and micro-programming, transborder cooperation etc.

7. STUDY VISITS

This chapter contains a description of the study visits, their objectives and the main lessons learned. The objectives of the study visits were to train the visitors from the Argentine Provinces on how the regional fund is managed by the Regions and illustrate the most successful experiences that have been developed in the context of multilevel governance.

7.1. THE STUDY VISITS

The Provinces of Córdoba and Misiones each sent 4 staff to 2 European Regions: Piedmont and the Regional Province of Trento for 4 working days.

The goal was to exchange experiences and analyze the modalities of management of decentralized multilevel regional policies, financed by funds and in particular by the European Regional Development Fund. During the visits, the participating officials acquired knowledge on the functioning of some regional policies in sectors relevant to development (incubators, technological parks, development agencies, agencies for the environment and for the internationalisation of companies, universities linked with productive activities in the agrifood sector, etc.).

The visits were organized by Ismeri Europa with the contribution of 2 Argentine experts, who helped to define the program which aimed to provide the knowledge required by the project: Multilevel mode of management and operational tools in sectors of interest to the Argentine Provinces.

The programs of the visits are presented in the annex, together with brief reports by the participating officials upon request by Ismeri Europe.

Each program developed for the Provinces involved 3 half days of training based on the structure and contents of the regional operational plan of development, which is at the core of the multilevel intervention of the ERDF. In addition to this training on the key operational tools of the regions, the participants met with the directors of the main operational structures in some sectors of particular interest to them for the purposes of observing and discussing the practical application of what they were taught in their activity.

7.1.1. Summary of the Study Visit Province of Cordoba (AR)⁵

PARTICIPANTS	FUNCTION
Roberto Eduardo Santamaría	Secretariat of Regional Integration and International Relations
Jorge Alberto Sfragulla	Mining Ministry, Ministry of Industry, Trade and Mining
Romina Andrea Cabrera	Ministry of Science and Technology
Martin Alejandro Gutiérrez	Ministry of Agriculture and Livestock

This summary was drawn up by officials of Cordoba under the guidance of Ismeri to enhance and contextualize the results and lessons learned at the end of the visit. At the end of the abstract, visiting officials discussed opportunities and obstacles in their Province to apply what they learned during their visit.

2 October

H. 9.30 Headquarters Regione Piemonte

Greeting of the Comisión Jurídica Asesora alle attività produttive **Giuseppina de Santis**.

H. 10:00 Meeting with the official responsible for AdG ERDF and introduction to territorial Programming and Development 2014-2020.

Giuliana Fenu Regional Director Competitività

Vincenzo Zezza Leader University System, the right to study, research and Innovazione.

The visitors were given an overview of the economic structure of Piemonte, which is characterized by a strong state support for local smes in the areas of R&D in order to improve their competitiveness and increase exports from the region. The Region has a well-developed structure of research centers and laboratories, incubators, poles of innovation, technological districts and Science parks, in addition to regional clusters that assist smes in obtaining credit, training, etc.

There is a strong commitment to regional development and improvement of competitiveness through investments in critical sectors (energy, digitization, R&D), the development intervention depends heavily on EU funds.

The development agenda is financed with ERDF funding through specific programs (e.g. a significant percentage of the funds go to R&D in enterprises which employ young people with higher education, which has produced satisfactory results for the business sector).

H. 15:00 Visit to the Environment Park - scientific and technological pole for the environment and energy, meeting with the director and presentation of regional policies in the field of green economy and energy.

Davide Damosso, Director of the Environment Park.

The director describes the history of the Environment Park (private company with public shareholders) since its foundation 20 years ago and the tasks that are performed there as an agent of innovation and the services provided by the institution in the area of energy, environment, software, biotechnology and consultancy services for the development of innovation projects. The Park is based on two business units: Innovation and Development and Real Estate Services. The Innovation sector provides technical advice and market solutions in Green Building (Sustainable Construction), Nano-Tech (nanotechnology), Green Chemistry (treatment of biomass), Advanced Energy (energy production and storage) and Clean Tech (technology transfer). Real Estate Services, on the other hand, work in the management and recovery of an area of more than 30,000 square meters where around 70 companies dedicated to technological innovation are located.

We get the impression that the Park is very dynamic and is performing a multiplicity of tasks in favour of

⁵ Author: Dr. Jorge A. Sfragulla Mining Ministry, Ministry of Industry, Trade and Mining.

the local economy. It is self-financing, but the consulting services provide only 35% of the entries. It is noted that the real estate services have generated expertise in the area of green building and are among the leaders in this subject at national and European level.

3 October

H. 10:00 Headquarters Regione Piemonte
I greet the Hunting and Fishing Agriculture Consultant **Giorgio Ferrero**

Meeting with the person responsible for AdG PSR and introduction to Programming 2014-2020 in relation to rural development.

Franco Consogno - Regional Bureau of Agriculture and animal husbandry sector technicians, agribusiness and agricultural products of quality.

The executives and technical experts describe the structure of the agricultural sector and the characteristics of the regional agricultural sector and related agro-industries. They also explain the system of subsidies and policies of agrarian development 2014-2020 and its financing.

What transpires from the interviews with the officials is that the agricultural and agro-industrial sector is very dynamic with a strong impact on the regional and national economy. One has the impression that the structure of financial support through subsidies and credit support for innovation and improvement of competitiveness supports many small production units. In this respect, the context of Piemonte differs from the Argentinean agricultural context.

Town of Rivoli.
Visit to the agricultural firm Scaglia.

Visit to a small-scale family company that breeds cattle, pigs, poultry and rabbits for human consumption. It also supplies a chain of restaurants (fast food), while another part produces sausages and sells fresh meat to the public.

This is an interesting example of integration into the production chain - from the field to the consumer - adding value both to the chain of restaurants and to the production of typical cold cuts.

H. 16:00 Visit to ALTEC - Aerospace Logistics Technology Engineering Company.
Fabio Massimo Grimaldi President ALTEC

This company located in the city of Torino, belongs to the Italian Space Agency in partnership with the private sector.

In the course of the visit we learn about the activities of the Italian Space Agency and the contribution of the company Altec to various international space missions, in particular the International Space Station, providing the living modules and logistical assistance to the crews in orbit. There is a control center where they follow the activities of the International Space Station and work on various projects, especially in some missions linked to the planet Mars.

This company belongs to the high technology sector, with highly qualified staff and has a strong impact on the R&D sector. The services provided are of high monetary value due to the highly specialized niche market which it supplies.

4 October

10:00 h Visit to Polo Agrifood in Pollenzo (CN), meeting with the director and presentation of the policies in the food industry in Piemonte; visits to companies in the food sector and institutes of higher education in the field of agri-food innovation.

Agrifood is a group of companies and educational institutions linked to the food and agro-industry sector. It is located in facilities that belonged to the Savoy Royal family in the 18th century, and consists

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of a 5-star hotel, the Wine Bank (cooperative entity where samples of wine produced throughout the Italian territory are stored and educational tasks, diffusion and commercialization are carried out), the University of Gastronomic Sciences (private entity dedicated to the teaching and dissemination of the "slow food" concept, with the attendance of students from all over the world who are taught by great international chefs) and a training institute in gastronomy a part of the STI Foundation, which provides training courses in various gastronomic specialties for young people from all over the Region. We also visited the Ascheri winery (Bra, CN), where the winemaker of the Ascheri family company, dedicated to the production of high-value wines such as Barolo, explained the process of manufacture and characteristics of the wine business in the area.

The above are training institutions and provide qualifications for labour at the local and national level, and also produce a major economic impact. Moreover, specific training is complemented by tourism and productive activities linked to the rural world. It is an example to follow in the safeguarding and rehabilitating traditions with a modern approach, with the creation of companies of high economic and social value.

H. 15:00 Visit to the castle of Grinzane Cavour, Unesco site.
Sen. Tommaso Zanoletti, President Enoteca Regionale

Senator Zanoletti presents the history of the Castle and the regional activities related to harvesting white truffles, a very valuable product at the international level. There are also rooms dedicated to the culture of wine and a museum of peasant life. The functionary who was responsible for obtaining the UNESCO recognition, told us the whole story behind the nomination and how it has benefited the local economy. This became a protected area because it is a remarkable testimony to the historical tradition of wine making, which is an outstanding example of interaction between man and his natural environment.

The status of protected land has had a beneficial effect, which has raised the property value of the protected area and has generated an important tourist flow to the area.

5 October

H. 10:00 Visit to the school of crafts, Piazza dei Mestieri, Torino.

It is a self-sustaining school, where training in various crafts (bakery, artisan brewery, chocolate making, hairdressing, printing, computer science) is provided. About 800 young school drop-outs aged 14-20 receive training here. The school is located on the premises of a former tannery, renovated with funds from the city of Torino and various sponsors, and is currently owned by a foundation.

This school was one of the most interesting training experiences we visited, due to the social and educational role of the institution and the commitment of its managers and teaching staff to their students. It could be replicated and adapted to the local reality of Cordoba, generating employment and training for young people with social situations similar to those in Torino.

H. 15:00 Meeting with the director of the CEIP - Estero per l'Internazionalizzazione Piemonte - and Presentation of policies of internationalization of the Piedmont Region.
Giulia Marcon International Relations Sector Leader

During the visit, the authorities at the Center presented the policy of internationalization of the Piedmont Region, which aims to ensure that local firms, in majority SME, can access the international markets, through policies of tutoring, consulting and financing.

CEIP is a regional agency dedicated to the internationalization of the territory, providing services to local companies that work or intend to work in foreign markets and to foreign companies interested in the economic system of Piedmont. It operates in several economic sectors to promote growth of innovation, competitiveness and to enhance the attractiveness of the region. Ceipiemonte was founded in 2006 on the initiative of the Piedmont Region with the agreement of the Chambers of Commerce,

representatives of sectors of the economy, Universities, the Politecnico di Torino and other local authorities.

In conclusion, the activities carried out for the economic development of Piemonte are greatly diversified; they can be divided into three groups: at the State level (Regione Piemonte, Ministry of Agriculture, CEIP), Mixed public and private (ALTEC, Environment Park), and private level, SMES, cooperatives, or NGOS (Finca Scaglia, Polo Agrifood, Piazza dei Mestieri).

The 2014-2020 EAFRD (European Agricultural Fund for Rural Development) program finances the following activities related to agriculture: transfer of knowledge and dissemination; consultancy and assistance to agricultural enterprises; quality of agricultural and food products; support the development of agricultural enterprises; improvement of basic services and infrastructure, renewal of villages in rural areas; forest development and improvement of the performance of the forests; incentive to organic farming; support for local development with participatory mechanisms; measures for prevention of natural disasters and rehabilitation of agricultural areas damaged by natural disasters; care and enhancement of the environment in rural areas. All these activities must be collocated within specific projects in the Rural Development Program (PSR) of the Region of Piedmont, which sets priorities for the use of approximately 1000 million euros of public funding for the period 2014-2020. The PSR is based on priorities and areas of interest which they are trying to achieve through specific measures.

The objectives respond to the needs of each territory, and aim to develop not only agriculture, but also other economic sectors in rural areas.

The CEIP (International Center for the internationalisation of the Piemonte) aims to promote the excellence of Piemonte in the world and the internationalisation of the territory through multiple actions such as:

- Training initiatives, on the main topics of foreign trade, to people seeking employment, graduates, employers, employees, public and private entities and to foreign trade and internationalisation departments of the Chambers of Commerce and the Piedmont Region.
- CEIP support the local economic system in external markets, helping firms through consulting, technical assistance, tutoring through the first steps of internationalisation, in the consolidation and diversification of markets, through advocacy initiatives to extend the value chain and the updated knowledge of the demands of the international market.
- Through marketing and territorial promotion, CEIP promote the quality of the products, the local competences and the regional assets during major events that take place in Italy or abroad.
- Specialized assistance to foreign companies interested in settling in the region, and existing companies who intend to develop their business in the definition of the business plan and in providing information (fiscal and legal support in the corporate field; incentives and facilities; economic and industrial trends; skills, know-how, key areas; opportunities of localization) and during the start-up give specialized assistance (rules and procedures for the opening of a new operating unit in Italy; help with finding a production site, services, R&D activities; identification of incentives for investment and R&D; training; establishment of relations with local and regional institutions, research centers, science and technology parks, poles of Innovation, universities and centers of excellence; feasibility studies).

ALTEC is a center of excellence that provides engineering services and logistics to support the operations of the International Space Station and the development and implementation of planetary exploration missions. It is a public-private company owned by the largest space company union, Thales Alenia Space and the Italian Space Agency.

The Altec services range from engineering support and logistics, training of astronauts, support for biomedical experiments, data processing, the development and management of the ground segment of space programs to the promotion of space culture.

The Environment Park for its part offers specialized consulting services to those who request it, especially to public entities associated with it. It has its own laboratories and pilot plants in the field of renewable energies and organizes training courses in the sectors in which it specializes.

The Agrifood University of Pollenzo, made up of private entities and cooperatives gives a 3 years University degree in the gastronomic field. The University of Gastronomic Sciences offers a variety of careers and degrees. Together with the educational activity the foundation provides short training courses related to food and agribusiness. The Pole also has a Hotel and Wine Bank, and acts as an economic engine of the area.

The Piazza dei Mestieri finds a job for those young people who had problems in the course of standard education, their inclusion is sought through skills training on the job and special attention to each individual student. As a result, the contribution to the human development of the individual students involved tends to be greater than its impact on local economic development.

Which experiences could be applied in the Province of Córdoba: main challenges and opportunities

Let us summarize the main features of the EU experiences which could apply in our province:

- The definition of long term strategies and programs agreed between the various institutions - national and European, implemented at a local level, is a central element of the European regional policies. These programs address the local needs and requirements through a bottom-up process from the local and regional level to the supranational level.
- The policies should be long-term, but with clear stages that allow the evaluation of the outcomes of the actions undertaken. Another remarkable feature is the creation of an institutional framework that favours the association of institutions with different backgrounds with common objectives (e.g. the creation of poles such as the Agrifood of Pollenzo), with the European programs as a reference.
- The collaboration between enterprises, in particular SMES, and research bodies occurs through clusters and poles able to respond to the demand for innovation, identify the most promising technological trajectories and develop the internationalization of R&D activities. Another facet is the technology transfer of research to the productive system, supporting firms to overcome the “valley of death” which separates applied research from its commercial developments.
- On the basis of the European example, policies should aim to support the less developed areas of the Province to reduce the economic disparities between them. Examples of projects financed under these objectives should include the improvement of basic infrastructure (roads, energy, water, etc.), construction and modernization of plants of urban waste and wastewater treatment and improved access to high-speed Internet connections. There should be a major emphasis on education and training, with specific programs for the poor areas, with the participation of already existing educational and research institutions. Each program should be developed through a participatory process involving the authorities at the provincial, regional and local levels, in addition to the social partners and civil society organizations. This concept should be applied during all stages of the programming process, from the design, monitoring and evaluation stages through to the management and implementation stages. Such an approach would help to ensure that the measures are adapted to the local and regional needs and priorities. An important aspect in this context is to create instruments that foster the cooperation between different social actors that work in the area of development. These instruments are also essential at the different levels of government and the business sector, such as entities dedicated to education, R&D, innovation and

research. In this regard, European policies have demonstrated their effectiveness over time and should be used and adapted to the Argentine context. Training at all levels of the State should be reinforced to train personnel in development policies, which can generate work groups within the ministerial structure of the government able to use the participatory and multi level instruments and practices and also monitor, approve, and evaluate the results of the projects. These units could coordinate their activities under the auspices of a coordinating body with sufficient authority to work with the various Ministries and agencies of the Provincial Government.

I think that adapting the modes of action of the region visited to the territorial development of our Province, Cordoba, will not be a simple task.

- One basic aspect is that there are regions in the Province with poor road infrastructure, energy supply, sanitation, insufficient water, communications, etc. This translates into economic weakness and lack of competitiveness in the same geographical areas, and also on the outskirts of the main urban centers, there are populations with unsatisfied basic needs, with low education and training for employment, situations that are only partially resolved with state aid.
- There are no cooperation networks between various development actors (different levels of the State, universities, S&T, etc.), due to the lack of experience in the creation of clusters, networks and all kinds of associative entities at various levels.
- The Provincial government structure is made up of separated compartments, with a long history of isolation of the public agencies with regard to other national, provincial, municipal, institutions etc. Take as an example the 'SIG provincial', which the Province have been trying to set up for nearly ten years, but has been continuously hampered by the very entities that have to create it.
- In the educational sphere, there is a high dropout rate at the primary and secondary level; it is essential to modernize the school buildings.
- Lack of personnel with adequate training in the municipalities and communes to undertake diagnostics and tasks of development at the local level.
- Lack of continuity in State policies at all levels, disrupting actions that could be positive in the long term.
- There is no orientation toward regional development on the part of the S&T agencies, universities and institutes of higher education at the provincial level. R&D spending is low in the business sector, which translates into low innovative capacity in the Province.
- The number of innovative enterprises, especially smes, is not very high and the size of the industrial sectors of medium/high technology is limited.
- The small number of researchers working in the enterprises slows down the technological leadership and innovation capabilities of the productive fabric.

The benefits of implementing new territorial development programs and expand existing ones, could be:

- Economic growth in disadvantaged sectors, which would reduce the gap between more developed and less developed countries.
- Taking advantage of the existing strengths and capacities in the regions, revaluation of traditional activities or those in danger of disappearing, and generation of new productive capacities.

-
- Training of local labour, maintaining the populations in their place of origin.
 - Job creation through the promotion of competitiveness, which would make regions more attractive to firms and investors.
 - Generation of an associative based culture, to generate synergies between the various actors involved in collaborative networks.

The Province of Cordoba should prioritize initiatives that aim to develop:

- a. Value chains for local production, using the credit facilities and technical support that could be provided by the State and private entities (foundations, NGOs, etc.).
- b. Training in trades related to the various activities carried out in the territory of each region (tourism, forests, agriculture, livestock, dairy, mining, construction, etc.).
- c. Support for projects that give rise to added value to local raw materials, which are often sold in gross (e.g. stones for construction in the mountainous areas) generating products that in many cases are brought in from other areas of the country or abroad.
- d. In the case of towns and cities, generation of projects that focus on the value of the historic and architectural heritage, in order to enhance tourist activity.

The State should perform diagnostics at the provincial level on the actual and potential productive capacities in the different regions of the Province, in order to support, encourage, and also generate (in areas with poorly skilled workforce) projects that develop local products that are suited to local or regional markets, without discarding the possibility of producing high-value products.

The skills and existing projects should be centralized (using trained staff and training a larger interdisciplinary group). It also should allocate resources to capture projects that could be generated at the university level, in organisms that are not in the provincial orbit and within civil society as a whole.

In Cordoba, we could begin to implement a project in a pilot area of the Province (e.g. a department in a depressed sector), obtaining all relevant information from the various provincial government bodies, in order to generate short- and medium-term plans. All this with the participation of the inhabitants and social and political representatives of the area, in order to achieve effective anchorage in the communities.

These projects should be given technical support: to define the project and its main content and objective, as well as for the economic analysis and in the establishment and the management of the initiative. The social aspect is a very important factor on which the Province should work with qualified support, in order to ensure the involvement of actors and communities to give the project continuity and avoid its failure once the public action comes to an end.

7.1.2. Summary of the Study Visit Province of Misiones (AR) ⁶

PARTICIPANTS	FUNCTION
Claudio Ariel Aguilar	Ministry of Industry
Pablo Andrés Vera	National University of Misiones
Paula Nadim Saleh	Ministry of Industry
Gustavo Raul Stekler	Ministry of Industry

This summary was carried out by officials of Misiones under the guidance of the Ismeri team, to enhance and contextualize the results and lessons learned after the visit. At the end of the abstract, visiting officials discussed the possibilities and obstacles of applying what they learned on their visit in their Province.

During the visit the following activities were developed:

Sara Ferrari, in charge of the investigation and the University, Young Policy, Equal Opportunities and the Development Cooperation
The Provincial Council of Trento

The Minister, Sara Ferrari, introduced the Autonomous Province of Trento and its main economic activities. This presentation illustrated the general context in which the development interventions flourished.

To begin with it is important to remember that the region Trento has a history of high emigration. Today the population of the province is 530,000, and one of its objectives is to maintain a good standard for its people living in the mountains.

The Minister stressed that 13% of the GDP is made up of winter tourism, winter sports and trekking in addition to other activities in summer.

She stressed the importance of the University of Trento's financial autonomy. It should be noted that it is one of the first universities in the country in quality research in three areas: Agriculture, Environment and Food.

Raffaele Farella, for internationalization and manager of Foreign Affairs

A quick summary of the history of Trento gave us a general picture of the region since the establishment of the new autonomy in 1946.

He highlighted the 3 axes of development:

1. Social Cohesion
2. Creation and dissemination of knowledge and innovation as the priorities of territorial autonomy.
3. Institutional autonomy

⁶ Author: Lic. Paula Saleh, Director of Promotion and Investor Services, Secretariat for Development of Industrial Investment and Promotion, Ministry of Industry Missions.

The Trento region was one of the poorest in the country and experienced significant emigration. In 60 years the situation changed radically, as a result of provincial autonomy.

The development was founded on a strong cooperative system made up of 536 cooperative societies. Agriculture accounts for 90% of the local production.

Raffaele Farella stressed, moreover, that 227,000 inhabitants of the region are members of cooperatives, this means that half the population of Trento are members of a cooperative.

The cooperative guarantees the quality of the product of 5,000 producers and their marketing. Each producer has an average of 2 ha. land which qualifies as small productions but creating market niches of excellence.

Even so, this is not a full-time activity for farmers, because the produce of 2 hectares does not generate sufficient income. They also work in seasonal tourism.

On the other hand, the production of wine covers 2,600 workers. The vineyards are located above the altitude of 600 meters.

The Fondazione Edmund Mach is a research center in applied research, technology transfer and education in the agricultural sector, with special focus on the environment and territory of Trento. Among its activities, the Center for Research and Innovation, with 200 researchers working in the fields of agriculture, environment, food quality and nutrition) and health deserves a special mention.

OECD

Alessandra Proto and **Paolo Rosso**, Development Center of Trento (OECD):

- Presentation of the LEED of Local Development Center of the OECD Trento
- The vision of the OECD on current challenges and prospects for local development at the international level and Presentation
- Discussion of activities and direct experience of the OECD Center in Trento with Latin America

The mission of OECD Trento focuses on strengthening the capacities for local development in member and non-member countries of the OECD.

The relevant aspect is the methodology of applying these policies at regional levels.

Actions to implement the policies at the local level.

There are 35 member countries. It started to operate in Trento in 2003 and it was the only center apart from the one in Paris.

Objectives:

- Improve the quality of public policies that are implemented at the local level through continuous monitoring and evaluation of current practices, using the results of the research and comparative studies in the development of policy recommendations and action plans.
- Promote innovation in the local economy.
- Base the work methodology on the transfer of knowledge and the exchange of experiences between member and non-member countries of the OECD.

7 people are employed at the headquarters of OECD Trento and depending on the project they work in conjunction with the staff in Paris.

Its structure is made up of:

- Council: responsible for supervision and strategic direction, where decisions are taken by consensus, Composed of representatives of member countries and the European Commission, chaired by the

Secretary-General.

- Committees: activities, discussions, and collaboration with the implementation of the OECD Secretariat on specific issues. Composed of representatives of the member countries and the countries with observer status.
- Secretariat: conducts analyzes and proposals. It is made up of a Secretary General, Deputy Secretaries General and a Director.

Key findings:

The limited update of lagging regions is due in part to the mixed models of the countries, which indicates that very productive regions can stimulate, but not always, the updating of the economy as a whole.

2008: the Crisis had an impact on all the economies in Europe. The most affected were those that already had problems and it took them longer to recover. There are regions that recovered faster, such as those in the north.

Industrial drop of 20-25% affected the younger classes (50%).

In rural regions, the nearby cities have become more dynamic and capable of recovery from the recent crisis, in contrast to the more remote areas.

The commercial sectors (International Markets) seem to be important drivers of productivity.

The good government practices are important for the improvement of productivity. Good planning of governments to manage public investments.

Interregional disparities widen if multidimensional indicators of quality of life are considered, and not only the income.

Recommendations:

1. Structural reforms as well as reforms of the labour and production markets need to be integrated with other place specific policies.
2. Regional development policies should focus on boosting productivity and growth in all regions through strategic investments and not only through distributing subsidies. Sub-national Levels distributed public investment toward strategic investments.
3. Urban development policies should work on connecting the cities in a "system" within each country.
4. Rural development has to be updated by adopting "rural policy 3.0", based on the implementation of the new rural paradigm. Objective: economy, society and the environment.
5. Local policies, how to implement government decisions at local level are a decisive factor.

Public governance is increasingly recognized as a factor that increases the impact of the investment.

- Institutional Coordination: coordination of public investment.
- Capacity building: to strengthen and promote learning at all levels of government.
- Ensure the appropriate framework conditions at all levels of government.

Recommendations of the Council of the OECD on effective public investment at all levels of Government:

- Replicate and adapt successful cases from the context, not count on top down policies that take a long time and may not be suited to the region.
- The levels of government must be fluid and coordinated.

Process of Change and multilevel governance:

Create synergy

Institutional: reorganization of competence, responsibilities.

Territorial: reorganization of the territorial structures.

Public Management: Reorganization of administrative processes.

The decentralization of spending to lower levels of government is a feature of development.

Factors that require time but which are necessary for decentralization to be effective.

Quality of Policies

Capacity of the government

Example of Promotion of the Development of Local Innovation Systems

Medellín, Colombia

Route N is a corporation created (2009) by the City of Medellin, UNE and EPM, in order to convert the city into a benchmark for innovation.

The goal is to build an ecosystem of innovation to promote new businesses that will bring more economic and social development to the city.

Strategic axes:

- Innovation Platform
- Business Knowledge
- Culture of innovation
- Plan of CTI
- District of Innovation

Nicoletta Clauser, Service Manager of Strategic Planning and Control of the Province of Trento: "Programming Tools for Territorial Development: The Approach and the practices of the Autonomous Province of Trento"

The law that regulates and defines planning was updated in 1980 and 1996 and is due for another update in 2019, in coordination with the National Government.

Levels of Programming

- ❖ "Strategic" programming of the legislature: Definition of general strategies, objectives and priority actions:
 - Legislative Program
 - Provincial Development Program (PSP)
- ❖ Economic manoeuvre: Annual Budget. Economic-financial programming along with the strategic planning:
 - – Provincial Document of finance and economy (DEFP)
 - - Update Note to the DEFP
- ❖ Define goals, structures and their leaders:
 - - Object Management Section (PDG)
 - - Definition of objectives executives

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- ❖ Sectoral Programming: specific identification of interventions and activities to be undertaken and the resources of the provincial budget to be used:
 - - Programming Document of the sector (DPS)
 - - Other tools:
 - multiannual investment plans
 - Projects
 - Program Agreements

6 axes of development were defined with the participation of all actors:

1. Human Capital
2. Economy
3. Society
4. Environmental and Territorial Identity
5. Institutional autonomy
6. Work

Daniele Bernardi, Coordinator of Corporate Policies for the Autonomous Province of Trento: "Strategies to support policies and services for companies"

The support strategies for Smes and start-ups are diversified in various types of services. The One Stop Shop is a point of concentration that meets all the needs of businesses looking to start a business in Trentino. Trentino Sviluppo accompanies the companies at all stages of the process, for example, helps them to find skilled labour, to interact with the public administration in order to obtain a license or a permit, to obtain access to credit or to apply for a grant, among other things.

They also offer Pre-incubation services for the sectors of Cleanedech ("Green") and Mechatronics ("Starter") in the support of start-up for 12 months, which include co-working spaces, internal training, external expert advice.

The Enterprise and Innovation D2T Start Cup Award is an annual competition aimed at young people and the winners receive funds and are admitted to the National Innovation Award, the National Business Competition.

The Seed Capital program publishes in a systematic way a call for innovative business projects, financed with funds from the ERDF. Grants (100% of funding) up to \$150k for innovative start-ups and technology to cover the location costs of the first 18-24 months of the starting phase.

In addition, the 6 B.I.C. provide housing, logistical support, training coaches (3) and mentoring through external experts.

Another service offered to businesses is the Academy of Innovation, with Seminars, Courses and Workshops, and events to promote an entrepreneurial culture and technical skills.

Michele Michelini, leader of the European Service: "Programming a multilevel territorial development: Trentino - Italy - Europe"

Sara Beatrice, Director of the European Regional Development Fund and European Programs: "The programming and monitoring of development interventions co-financed: the experience of Trentino"

The leaders of the European Service stressed that in multilevel development programming they aim for smart growth, inclusive and sustainable development. This means:

-
1. Strengthening research, technological development and innovation
 2. Improving access to information and communication technologies, as well as their use and quality
 3. Promoting the competitiveness of small and medium-sized enterprises, the agricultural sector (for the EAFRD) and the fisheries and aquaculture sector (for the EAFRD)
 4. Supporting the transition to a low-carbon economy in all sectors
 5. Promoting the adaptation to climate change, disaster prevention and risk management
 6. Protecting the environment and promoting the efficient use of resources
 7. Promoting sustainable transport systems and eliminating bottlenecks in the main network infrastructure
 8. Promoting employment and supporting the mobility of workers
 9. Promoting social inclusion and fighting poverty
 10. Investing in skills, education and lifelong learning
 11. Strengthening institutional capacity and promoting an efficient public administration

There are two types of funds:

- **The European Social Fund (ESF)** with a value of 109,979,894 euros.

Axes:

- Employment
- Social inclusion and the fight against poverty
- Education and training
- Institutional and administrative capacity.

The most important projects are:

- Conciliation Service Coupons (13 MLN)
- Young Warrant (10 MLN)
- Services and training activities for people with disabilities and disadvantaged (11 MLN)
- Language Project (35.8 MLN): involves actions aimed at teachers, students and adults to improve language skills

- **The European Regional Development Fund (ERDF)** with a value of 108,668,094 euros.

Axes:

- Strengthening of research, technological development and innovation
- Enhancing the competitiveness of SMES
- Transition to lower carbon emissions in all sectors

The most important projects

- Competitiveness of the SMI-related sectors Smart (15.2 MLN)
- public buildings energy efficiency (11.4 MLN)
- Research Infrastructures (32.6 MLN): it consists in the adherence to the intelligent strategy of SMART specialization. It also includes the collaboration between the world of higher education and research, and the world of the companies present in the territory.

Luca Capra, Deputy Director of the Area of incubators and new companies in Trentino Sviluppo

Visit to the Project Manufacturing

➤ **Green Innovation Factory**

The building is located in a factory in Rovereto, which closed in 2008 after operating for over 150 years and was transformed into a center of industrial innovation leader in Europe which specializes in:

- Eco-sustainable buildings
- Renewable Energy
- Circular Economy
- Technologies for environmental monitoring and management
- Technologies for the management of natural resources

The site spreads over 9 hectares and acts as an incubator for startups dedicated to the Green Economy and at the same time also as a business park for mature companies.

The start-up Incubator has 9 employees

The incentive to the start-ups is reflected in the minimum rent that they charge, 30 euros per month. Which includes other services such as free advice and participation in the Innovation Academy which is a School of Entrepreneurship and Innovation that accompanies the launch of new businesses and strengthens the design of already consolidated companies.

In the area of pre-incubation to support start-up projects up to 12 months there are co-working spaces, internal coaching, mentoring of external experts.

➤ **Pole of Mechatronics**

This is the project of the Autonomous Province of Trento, which consists in a technological reference center dedicated to Mechatronics, where enterprise systems, training and innovation can interact to develop innovative projects.

Mechatronics is the synergistic interaction between different disciplines such as mechanics, electronics, information technology, hydraulics, pneumatics and sensoristica.

The project's original aim was to bring companies that already worked in mechatronics together in one place.

Today, there are 48 companies of which 15 are start-ups, with a total of 205 employees.

In addition, it should be noted that the total profit generated is 260 million euros.

Companies that wish to become part of the pole can reap great benefits, such as not paying taxes for the first five years if the business is innovative and obtain a location contract at market price if the Business Plan is approved.

Daniela Pedrotti, Area of International Business Development: "Internationalization and subsidiary: The Experience Trentino Sviluppo"

In Trento there are 48,000 companies, of which 1,500 are exporters. 90% are small and the biggest export markets are Germany and the United States.

Trento exports goods for a value of 816 million euros to the European Union, which represents 67% of its exports.

Imports are mainly in the food sector.

Internationalization is based on supporting the growth of smes through actions of support, marketing of goods and services abroad, including the organization of training, individual and group actions, b2b meetings in Trentino and abroad.

The process of internationalization is based on classifying groups of firms by sector with the aim of increasing their presence on foreign markets with two main objectives:

- ❖ Improving the competitiveness of companies in foreign markets
- ❖ Promoting the understanding and collaboration between local companies

The IBD offer assistance on market intelligence, they identify if the companies can be inserted in a group program or if they need the individual assistance of an international coach. Companies are classified by cluster or production chain. After the end of these operations, the companies are monitored to receive assistance in the future.

Some of the actions of commercial and promotional support carried out for foreign firms are:

- Feasibility Study
- Search for partners
- Calendar of Meetings
- Knowledge of the market
- Networking in the country

Francesca Azzolini, Area Attraction and Promotion: "Attracting business and knowledge: the experience Trentina"

The Area of attraction and promotion is made up of 5 persons and has the following objectives:

- Attracting investment (IDE) as an engine for economic growth and well-being
- Creating new jobs
- Generating and sharing of knowledge, skills and experiences

The actions are:

- ❖ Intelligence IDF
- ❖ Multichannel promotion and trade fairs
- ❖ Reactive Attraction
- ❖ Proactive Attraction
- ❖ Aftercare

Intelligence FDI

Carry out scouting to identify target companies on the basis of the sectors of interest, dimensions of growth, trends, and type of activity through benchmarking activities, use of a specialized database, strategic agreements, among others.

Reactive Attraction

Manage contacts with companies spontaneously interested in Trentino. The process for a reactive attraction consists of: accompaniment, scouting technical support for R&D projects, support in the search for qualified staff, support for the access of financial instruments and incentives, etc.

Proactive Attraction

This is based on the contact with companies with the aim to stimulate their interest in our territory.

Some of the activities are: Drawing up a list of target companies in the areas of interest, promoting meetings and visits, programming the activities for attracting of new companies on the base of their interest on different clusters of the Province. etc.

Aftercare

This means investing in the existing potential in the area, an important reason for creating privileged channels of communication with the companies in Trentino, promoting development projects to assure the loyalty of the companies to the Province.

Ing. Miorin Thomas, Director of the Innovation Area of Habitech: "Strategies and practices to support sustainable development: the experience of Habitech and the Trentino"

Habitech is part of the District of energy and technological environment of Trentino, created as a support to innovation and the development of supply chains through the development of sustainable projects.

It offers services in the field of sustainable buildings, energy and mobility, the three fields on which its activities, its skills and knowledge are based. The objective is to provide a sustainable approach to provide added value to projects by reducing costs.

It is a consortium of companies focused on innovation and is made up of 17 private and 130 public partners with a volume of business that amounts to 1,500,000,000 euros.

Habitech was created to connect the local system with the international system and diffuse knowledge on local competences.

It uses the LEED certification (Leadership Energy and Environmental Design) and gave consultancies in this field.

Habitech created the ARK, Odatech, Greenmap, REbuild and REbuilding Network.

ARCA - Certification of quality and sustainability

ARCA is the first example of certification in Italy specifically designed for the wood industry. Habitech manages the process of certification, accreditation and trains companies and designers follow the ARCA system to promote the dissemination of woodwork in Italy. ARCA has changed the mentality of the people with respect to the quality of the product.

Odatech

Odatech is the Habitech certification body. It focuses its activity on three areas: the certification of certifiers of energy in the Province of Trento, the certification of skills of sustainable construction and the management of the ARCA- Certification of quality and sustainability for the construction in wood.

REbuild

Habitech is a spokesman for the needs of the ecological community and is a member of REbuild, the national market of services and technologies for the update, management, and sustainable management of existing buildings. Since 2012, REbuild has created community imports and developed new solutions for the Italian market.

REbuilding Network

Habitech believes that an integrated approach guarantees the outcome. That is why it works with selected partners to implement projects of intelligent design in individual buildings at the urban scale, from planning to implementation, performance management and performance analysis.

Valentina Piffer, General Secretary of the Office of the city of Trentino Euregio "The cross-border dimension of development: the experience of the Euroregion Trentino - Alto Adige - Tyrol"

The EGTC (European Grouping of Territorial Cooperation) allows public entities of different Member States to meet under a new entity with full juridical personality.

It is designed to facilitate and promote territorial cooperation (cross-border, transnational and interregional cooperation), in order to strengthen economic and social cohesion in the European Union. Euregio was set up in the EGTC2011, composed of Trentino Alto Adige and Tyrol (Austria).

This territorial cooperation has the following characteristics in common:

- Alpine Territory
- Small Population
- Shared History
- Economic Activities: agriculture and tourism
- Culture
- Quality of life
- Common Interests

Although they also differ in the following:

- The economy and the way it communicates
- Different Laws
- Languages

The Assembly has the task of defining policies and the budget. The Council is composed of the presidents of the 3 Provinces and is responsible for the preparation of the annual Work Plan.

The President of the Euregio changes every 24 months. The General Secretariat coordinates the Office and supports the president. The team is also made up of 3 Directors (one per Province), 3 project managers, 1 secretary and 1 accountant.

The annual budget for financing projects is divided into: Direct (26 projects) and Coordinated (the money comes from the Province and from other organizations).

Examples of projects:

- Youth: Camps, working together
- Health
- Mobility for teachers and students
- Research
- Social
- INTERREG: are funded by the European Union and the EGTC is a partner.

It is important to highlight that the 3 universities in the Provinces work on several common projects (38 groups).

Gianluca Cepollaro, Director of the School STEP: "The government of the territory: Urban Planning, Environment and Tourism Development"

The Trentino region has a great tradition of planning, following the objective *anticipate the future by preserving the past*.

A report on the landscape is a tool for documenting and monitoring the evolution of the landscape in Trentino, the effects of the territorial management and the collective perception of the landscape.

The Landscape Observatory of STEP was created in 2010. This is a participatory body with the functions of documenting, studying, analyzing and monitoring the evolution of the landscape in Trentino and promoting the quality of the transformation. The Observatory delivers a report on the landscape every 5 years.

The Trentino School of Management (TSM) was established by the Autonomous Province of Trento and the University of Trento to contribute to the economic and social development through education projects and the enrichment of the necessary skills, creating an environment of growth, meeting and training.

Its planning work is based on the research on the dynamics of urbanization and land use in Trentino and analyzes and describes the phenomenon of urbanization in Trentino through the presentation of general data related to the entire Province and specific knowledge on areas of particular interest. In this plan all towns, and the communities of the valleys participate actively and must agree on its content.

In the history of planning Trentino, the documents were published every 20 years:

- 1967: First Planning document PUP. Industrial development, tourism and agriculture.
- 1987: Theme of the environment, to reduce the impact of Industrial Development.
- 2008: Pisaje.

The documents stress that "the landscape is a space of life", where policy decisions have an impact on the landscape and this is a political concept.

The Scientific Committee is composed of 5 people.

Learning and application in the Province of Misiones

Bearing in mind that 88% of the fiscal resources that are generated in Trento stay in Trento, it is important to note that Misiones receives the lowest share of tax receipts from the central government of all the other Provinces in the north of Argentina.

In addition, the energy produced in this area is managed by the national government and it is a paradox that Misiones is hampered by lack of energy.

It would be important to emulate the mode of energy production in the Trentino region which is based on small-scale productions. There is already a well established primary production in Misiones, for example the production of tea, for which it is essential to increase its value added. As in Trento the Foundation Edmund Mach does research for the sector of agriculture and the natural environment, in Misiones we can reinforce the operational functions in the agricultural field the "biofactory Misiones" which is not exploited to its full potential.

Another point to keep in mind is the creation of international alliances, taking as an example EGTC Euregio. Misiones is located and directly related to two regions in Brazil and Paraguay, with which it shares many common features: history, language, economic activities, culture, quality of life, common interests and resources, among others. The prevailing need is to strengthen economic and social cohesion as there are also problematic issues related to its economy and laws that accentuate the differences and diminish the potential of cooperation.

While the plan of the Trento Province is coordinated with the Italian National plan the local problems in Misiones arise from a lack of coordination between the National and provincial policies, a lack of communication and overlapping competences.

Finally, it is necessary to strengthen the collaboration with INFOGEP, the Training Institute for Public Management, to expand its training orbit to train the training staff in the provincial laws and the cultural changes necessary to apply reforms.

7.2. SYNTHESIS OF THE RESULTS OF THE STUDY VISITS

The program of the visits was very intensive and participants found it very interesting for the relevance and the potential application to their context of what they have learned. (This also emerges from the 2 previous chapters on the study visits). The institutes they visited were of excellent administrative quality and some experiences and specializations overlapped with their interests and requirements, generating many professional relationships and making it possible to apply what the participants had learned to the problems of their Provinces. The members of Ismeri who participated in each session had the task of contextualizing the most useful training contents for the Argentine officials.

In Piemonte, the most interesting visits were the ones to the University of Gastronomic Sciences and to companies of animal production linked to the Slow Food movement, to wine producers and training centers related to the agrifood sectors, which is a key sector for the development of Córdoba. The visit to the Aerospace Center Alenia provoked a lot of interest, in particular, the visit to the operating room that is in direct contact with the astronauts and scientists of the European mission currently in orbit and the interaction with the operating personnel of the center. At the consortium of municipalities at Grinzane Cavour castle, a UNESCO heritage site, the visitors analyzed how the intercommunal agreement of development made it possible to achieve Unesco recognition. It is a lesson on what intercommunal collaboration can achieve in terms of sustainable development. Finally, the visit to the environmental pole that brings together companies and research institutes operating in the environmental sector and also assists local institutions and natural parks with their urban and environmental policies, gave the officials of Cordoba insight into how to find solutions to their problems.

In Trentino, the officials from Misiones visited Trentino Sviluppo that manages the ERDF and other instruments to attract and support businesses. During the visit to the pole of the mechatronics and the business incubator of Rovereto they learned about the energy policies based on the production of hydroelectric energy and also interventions in the production of wood houses and buildings. These are two areas of particular interest of the Province of Misiones since it has a large timber sector currently in crisis and one of the largest watersheds on the continent. In addition to demonstrating the multilevel instruments and operational plans, visitors were shown a cross-border project between Trentino, Bolzano and the Austrian Tyrol. This was of particular interest to the Province of Misiones is at the borders with Paraguay and Brazil..

Finally, the tourism policy was the subject of a specific training session, based on the principles of sustainability and the quality of the landscape, in which culture, wellbeing and tourist development need to find a balance. The Province of Misiones has a great tourist potential in the region of the Iguazu Falls and the Sendero Jesuitico.

At the end of the 4 days a meeting was held to summarize and discuss the opinions of the visitors and to clarify any concerns that might have arisen during their visit in the region.

The reports of the visits demonstrate the usefulness of the activities that were developed and the program of the host regions (see annex).

8. THE FINAL WORKSHOP AND CONCLUSIONS

8.1. THE FINAL WORKSHOP

The study visits culminated in a workshop with an extensive discussion of the content of the work to learn how to manage the regional policies and sectoral and territorial interventions on the basis of what the visitors had observed in the three European regions.

The Workshop organised by the Directorate for Regional Policies of the Ministry of the Interior, aimed to bring together officials of the Ministries linked to the development of the Central Government with the representatives of the pilot Provinces and the provincial ministers who had followed the activities of the project in all its phases.

The Workshop, held at the headquarters of the Ministry of the Interior, attracted a wide participation of officials from various Ministries, the provincial and central government responsible for managing economic development.

4 officials, a provincial minister from each pilot Province and 20 representatives of national Ministries took part in the meeting.

The activity focused mainly on the decentralization of the development policies of the European model.

The European model had already been studied before the meetings with each of the Provinces and the national Ministries, in a first workshop on the existing training deficit in national and provincial administrations as well as in the study visits in Europe.

The final workshop, therefore, aimed to establish if the lessons were useful to set in motion a process of institutional reform and internal training and how the Provinces intended to use them in their own administration.

This final workshop prompted a discussion on the administrative and political interests to embark on a process of reform and how this could be supported by more extensive collaboration with the European Union, through a voluntary political-institutional commitment of the involved Argentinean institutions to a road map to make progress in the implementation of activities and procedures of multilevel governance possible. According to the vision of the Secretariat of Regional Policies of the Ministry of the Interior, the continuity of these policy initiatives should broaden geographical and political-administrative action, formally committing to the provincial institutions and whenever possible, to national Ministries, basing the intervention of support on a political commitment. The discussion of the workshop on the limits of the current system focused on two key themes: the objectives of institutional reorganization and the development of the capacities of the officials of the economic Ministries to address the institutional changes for decentralization and inter-institutional coordination.

Political and administrative interventions in the workshop, together with what they learned in the course of the project and the visits made it possible to draw operational conclusions on the process of decentralization and coordination, and the implementation of some of the techniques and tools of multi-level governance observed in operation during their stay in Europe.

In addition, the interest of the Argentine institutions in European regional policy is not limited to the tools and procedures that ensure multilevel governance in the management of development, but embraces also specific operational solutions in this or that field of action (from Smes to innovation), support to some productive sectors, the integration of environment-tourism and landscape quality, successful ways of local intercommunal development and solutions that combine innovation policy for companies with training and social policies. That is to say, a set of solutions that require concentrated efforts of various stakeholders, public and private, with different skills, which today are very difficult to implement

in Argentina, in a context of governance with resources scattered among different institutions and agencies, in a variety of poorly governed programs. To appeal and motivate decision makers to carry out changes, the procedural solutions have to be accompanied by efficient and promising models and instruments of intervention.

The main findings and recommendations emerging from the workshop are the following:

- There is no systematic interaction between stakeholders in the Provinces and communication is insufficient.
- The companies interact simultaneously with authorities of the national and provincial government, in an independent way.
- There are no procedures defined to work in a multi-level network, both vertical and horizontal.
- The Provinces must, even independently, define long-term development strategies shared with the territory; the example of the Trentino demonstrates how this tool allows the aggregation of institutional and economic actors in the definition of a common line of action.
- Strategic programming and operational use to consolidate a broader and more long-term vision.
- In some areas of specialization, the Provinces should define a sectoral strategy and create ad hoc policy tools to carry them out, such as those analyzed in Piemonte with the agrifood sectors, mechatronics and the environment, and in Trentino, with the construction sector in wood and the integration of tourism / Landscape / training with the management and use of the territory.
- Establish partnerships with European regional structures to function successfully in some sectors, such as Habitech and Trentino Development.
- In the case of cross-border Misiones, establish alliances to develop activities in areas of common interest, transfer of knowledge, etc. with Paraguay and the region of Rio Grande in Brazil. Interregional model (cross-border).
- Use the Provincial Development Council experiment a multilevel governance, defining integrated development strategies between Ministries in sectors such as Smes, support for exports, etc.
- Use the National Development Council to verify and coordinate strategies and activities in the Province with those of Ministries of the national Government.
- Develop training in techniques of local/municipal development in accordance with the European model.
- Review the mission and the operating tools of the existing development agencies to renew contents and practices with reference to the examples analyzed in Piemonte and Trento.
- Develop interventions of integration between universities and companies to increase the added value and the degree of innovation and competitiveness (See example University of Gastronomic Sciences in Pollenzo).
- Establish forms of coordination with the Ministries of the National Government on the co-financing of joint projects identified as a priority by the provincial plans.
- Continue and strengthen the current initiative of cooperation with the EU in terms of capacity building and transfer of European best practices to provide added value and innovative content to the construction of provincial development policies.

In summary, the administrative experience of the regional policies of the EU for Argentina would not only generate more coordinated and efficient policies but also new, more incisive interventions that would improve the performance of public policies

8.2. DIAGNOSIS AND ACTIVITIES TO BE CARRIED OUT

To work with the national government and with the Provinces of Córdoba and Misiones, in close collaboration with the Secretary for Regional Policies of the Ministry of the Interior, the following activities should be carried out:

- Current decentralization requires greater coordination of development interventions, both within the same institution and between different institutions (nation, provinces and municipalities). Coordination is not an option but a necessary condition for effective decentralization.
- Institutional co-ordination is a win-win strategy in the sense that no institutions lose power or resources. The resources of the Fofeso belong to the Provinces. Each institution would carry out its task in a more efficient way if systematic coordination were established.
- The diagnosis, based on the interviews and the analysis, confirms that Ministries of the nation maintain their own funds and their competence shared with the Provinces. However, to establish forms of multilevel coordination is an essential, but not yet acknowledged, element of decision-making of both institutions.
- The political and administrative governance of European regional policies have emerged as a fundamental point of reference for effective and participatory decentralization without overlaps and conflicts between interventions.
- The European model can be simplified and made more flexible in view of the fact that the pilot Provinces are not influenced by "conditionality", something that the EU has used to enforce and standardize the decision-making processes of regional development policies, linked to the use of the regional funds of the European budget. Another element that suggests a simplification is the difficulty of determining the multiannual financial allocations, in order to allow medium- and long-term planning.
- The adaptation of the European model also requires a prudent and realistic approach, depending on the initial administrative situation and on the and varying levels of skills in the provincial institutions.
- The process involves both the central government and the Provinces and municipalities; multilevel governance does not imply the supremacy of one institution over the other and aims to make the interventions of each institution consistent and compatible with medium- and long-term planning and coherent with their own competences. Where these competences are shared, the principle of subsidiarity applies.
- The principle of subsidiarity, inspired by the European model does not sanction the absolute prevalence of more decentralized territorial levels, but makes a distinction between the main strategic directions defined in the highest institutional level and the implementation of the intervention, giving prevalence to the more decentralized territorial level, and therefore, at the institutional level where the intervention is more effective, since it is more closely linked to the needs and potential of the territory.

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- In the case of Argentina, the national strategies on major infrastructure, on Smes, on technologies and innovations, on the sectoral priorities in industry, tourism and agriculture, which determined the system of public intervention, require coordinated implementation and must find support in the provincial strategies, depending on the potential and needs of the territory.
 - Multilevel decision-making also requires the involvement of the social and economic stakeholders in the decision-making process, starting from the strategies to the implementation of interventions.

8.3. HOW CAN THE COLLABORATION OF EU-CELAC PROGRAMMES CONTRIBUTE?

The activities described above are related to current EU-CELAC collaboration and are not intended to be exhaustive with respect to the complex political process required for the decentralization of development in the Federal Republic of Argentina. However, the above mentioned activities can contribute to the process of economic change in the country.

In synthesis, activities to achieve a decentralized multi-level governance require three basic tools and two conditions during the implementation phase.

The tools

1. An intervention of institutional reorganization is necessary to regulate the stages of decision-making, from the strategy to the implementation of the interventions, the timing, the institutional actors participating, the tasks to be undertaken, the objectives and how to carry out each phase. An intervention that regulates the whole process up to the end result, and still leaves room for manoeuvre with respect to the needs, limits and differences, the degree of political maturity and the availability of human resources of the provincial institutions. The process must be flexible but not at the expense of the clarity of the aims and the objectives to pursue.
2. A multi-annual national strategy with objectives, priorities and financial resources to create a common framework and shared strategies for regional and municipal development designed to improve the opportunities of each territory.
3. An operational plan for each institution, sectoral in nature or by type of policy (Energy, Environment, Tourism, Smes, Technological Innovation, transport...) for a minimum period of three years, which describes the planned interventions for the following year, or in the course of the programming in the medium term, specific objectives, expected quantified results, which define the policy context in which investors and beneficiaries may operate.

The conditions:

1. Establish a program to provide an adequate statistical base at the provincial and possibly communal level containing the necessary information on income and its components, products, sectors, labour market, etc. for more detailed programming and to carry out impact analysis and, eventually, make the appropriate corrections.
2. Define a program of institutional strengthening and training initially carried out on a voluntary basis for some Provinces and Ministries of the national Government, open to the experience of decentralized governance. Given that the reforms will also depend on the Provinces willingness to follow this process and the human resources available, this condition is of particular importance.

In accordance with the above diagnostic, a part of the training programme (part 1 of the tools) focus on "reorganization and institutional adaptation", that is to say, "Institutional building". This module should provide basic principles to reform the regulations and organizational measures at each level of government for the proper management of development policies, adapting these amendments to the particularities of Argentina and each of the Provinces.

A second part contains a set of training modules and advisory services (training of trainers) and focuses on a group of core staff with sufficient knowledge of the basis, dedicated to the management of development policies. Staff members who can then train personnel from other offices and are deliberately used for this purpose.

This part should focus on tools two and three, that is to say, it must provide the knowledge, create skills and show the techniques for defining strategic documents and operational plans.

Training techniques to be used in the modules must verify the conditions and limitations inherent in adapting to the European model and thus help to define a programme with prudence, pragmatism and with a sufficient capacity for adaptation, flexibility and experimentation. The training programme should create the conditions to set up a learning organization, learning from the exchange of information and knowledge, self-diagnosis and evaluation, to allow the organization itself to generate the necessary transformations internally in an organizational context in which the objective is defined and clear. In this sphere, coherence between the two modules is essential.

9. FOLLOW-UP PROJECT PROPOSAL FOR GENERATING ADMINISTRATIVE CAPACITIES IN ARGENTINA

PREMISE

This project provides us with four fundamental recommendations which constitute the road map for coordinated multi-level governance between the national Government, the Provinces and the municipalities, inspired by the European model.

- Strengthening and implementing system procedures of horizontal and vertical collaboration between Ministries and institutions linked to development.
- Coordinating strategies of each institutional decision-making center of development through a formalization of strategic and operational documents similar in structure to the European operational programs.
- Transfer the necessary knowledge and skills to provincial and national officials to start this process.
- Inform on the organizational and policy changes needed for an adequate management of development policies, according to the European model.

To start this medium-term process one should take into account - cautiously and pragmatically - the marked differences between the institutional organization of Europe and Argentina. At the same time, during the next phase it will be necessary to involve institutions at the three levels and achieve visible results that can be disseminated. The fundamental condition for success is to follow a road map that operates simultaneously in parallel directions. That is to say:

- An action of "institution building"
- An action of training of officials

Decentralization and multilevel governance need a legislative follow-up and formal rules that this project cannot deal with directly. The process however began with the new law of the Fofeso and the initiatives of the Secretariat of the Ministry of the Interior Provinces.

The present project therefore is based on a bottom-up logic that establishes the technical and operational bases to implement development policies in a more coordinated way between institutions.

The conditions for success of the project to ensure more advanced and efficient intervention is that the institutions involved have to accept some of the rules of the game and provide officials, whose functions are consistent with the purpose of the project, a minimum of financial resources, and use the knowledge and skills fostered by this activity in the management of development. At the same time, some secretaries of the national government and agencies have to collaborate in the strategic coordination in the sectors of intervention (on which the training focuses) that the Provinces have chosen.

To carry out the project successfully we will need to involve some officials of the European Regions and European Ministries that are familiar with the procedures and with the management of multi-level coordination in some of the priority sectors indicated by Argentine institutions.

9.1. MAIN CONTENTS OF THE PROJECT.

Technical Assistance: The project requires an initial phase of technical assistance to define and coordinate a work program and a management plan together with the Secretariat of Regional Policies of the Ministry of the Interior, the Provinces and those national institutions which are competent in the priority fields chosen by the Provinces. This work program will define methods, activities and timetable, the selection criteria of participating staff, the priority themes for each Province and the logistical organization of the training. During this phase European regional institutions specialized in the relevant fields covered by the plan will have to be contacted and asked to put some of their staff at the disposal of the project.

To strengthen the institutional framework of the project, the interministerial group for the management of the Fofeso should be involved in the management of the cooperation between Ministries and Provinces to establish a coherent programming schedule involving all institutional levels.

At the same time, the work should go ahead in a coordinated manner, with the supervision of the Secretaria of regional policies, with representatives of the National Congress interested in following the development of the project and its results.

9.1.1. Institution building.

Objectives and contents

One of the essential conditions to achieve good results is to support the staff in the implementation of some basic and fundamental procedures related to the vertical coordination between central and local institutions, and to the horizontal coordination between the Ministries of the same institutional level for the harmonious exercise of mutual responsibilities. This means training the officials on the normative and organizational principles adopted by the European Institutions of the regional cohesion policy; discussing the necessary reforms of the rules and institutions to manage Argentine provincial development. The first step in this phase of the project is to identify within the framework of the Group of inter-ministerial collaboration with the Provinces for the management of the Fofeso, the institutions that accept the objectives of the project and agree to participate and to fix the topics of common work.

This phase is intended to ensure the participation of each Province involved and of some Ministries and agencies of the national government, making available the information needed and encouraging information exchange to foster good coordination with the Provinces and creating synergies between the different initiatives of each institution. The results of this activity will be the subject of discussion with parliamentary representatives working on the development of the Provinces and on the convergence of demographic, economic and social development of the regions of Argentina.

This activity coordinated by a European expert should define a common strategic and operational framework, and programs of work, to reach common objectives within which each institution may operate in a coordinated way in function of its own skills and availability. This working group will meet according to an agenda agreed by the European expert and may require the consultation of the other actors involved (associations, chambers, entrepreneurs) in an advisory capacity.

The work will be an opportunity to identify the best ways to adapt to multi-level governance, the spaces for manoeuvre that central and provincial institutions have in order to go in this direction, and the skills needed at each stage of the process.

This action would initiate an activity of institution building and identify the potential problems, the possible solutions and results. With reference to the European experience, this part of the project could help to identify the needs of regulatory intervention for the key processes of multilevel governance.

This activity will be concluded with the formulation of a strategic document and a roadmap, illustrating a set of normative and organizational proposals and recommendations: The responsibility of drafting, approval and management of the documents lies with the officials of the institutions, with the guidance of a European expert. This phase will last 3/4 months.

9.1.2. Training in the management of regional economic development.

The second part of the training project aims to provide technical support for officials of the provinces and of Ministries and, therefore, obtain concrete and visible results that can be replicated, improved, and diffused.

That is why there is a need for applied and "on the job" training for policy analysis, discussing tools and instruments, reviewing procedures, harmonizing and integrating strategies and projects. This training will be based on the contents of the management model of the European regional policies and on the implementation of the most successful experiences of territorial or sectoral policy.

To generate these administrative capacities in decentralized strategies and multi-level provincial development in Argentina a project with the following characteristics has been proposed:

- A program for technical officers of the provincial governments, which are responsible for the management of development, who will then be responsible for carrying out the training on a third level, that of the micro-regions, municipalities or communes throughout the Province.
- A program of training and support on fundamental aspects of multilevel governance, focusing on some of the priority themes of provincial strategy to increase the motivation and the added value of the project.

9.2. OBJECTIVES

The project has two distinct features:

- On the one hand, the training covers the entire process of generation and management of decentralized and multilevel regional development policy.
- On the other hand, it covers the more advanced and successful models of sectoral and territorial intervention in Europe, selected according to the needs of the participant provinces, the experience of the visits and of the European experts.

They have to be adapted to each specific Argentinean Province. That is why the training project proposes to engage participants simultaneously in training on successful methods and procedures of decentralised management and on a process of analysis, research and discussion on some fundamental aspects of development policies and the design of development strategies adapted to their province. Policies of interest and relevance to the Provinces will be selected and may subsequently be implemented.

The training will focus on the implementation of the European method of programming and management applied to the priorities of the provincial strategies. The priority themes, will be agreed on with the Provinces. The scope of these topics will be related to the resources available for training and the number of Provinces involved.

The project tries to generate an organizational change from within the institution through:

- Reviewing and reforming rules, procedures and organizations of the institutions of development. This corresponds to the rules and regulations of the European model that could be adapted to the Argentine context and, therefore, implement a model of "learning organization" that goes in the direction of self-generating multilevel programming solutions and successful models of sectoral and territorial interventions.
- Selection and training of local experts in regional and local development policies, territorial cohesion, research and innovation, with the goal of incorporating such capacities in the provincial administrations.
- Selection and/or training for requalification and enhancement of internal staff to involve in the implementation of development policies.
- Ensure the participation of employers, of the technological scientific community and civil society in the programming phase.

9.3. TOPICS AND CONTENTS

The content of the training project is divided into two parts:

- General Part common to all institutions.
- Part applied to the strategic priorities of the Provinces.

9.3.1. General part

- Provides the necessary basic knowledge of the multilevel European institutional model independent from the sectoral or thematic priorities of the Argentine Provinces.
- General principles of decentralization, multilevel governance and roles of each institution. Regulatory Aspects. Organization and management of multi-level procedures and of horizontal coordination (policy, operational, coordination of the offices responsible, according to the European model. Expected results of the process).
- Procedures and Organization for multi-level strategic and operational programming.
- Procedures and Organization of the provincial/sectoral operational and territorial plans adapted from the operational structure of the European model.
- Publicity, participation and involvement of the private sector and joint partnerships; role of public agencies and universities.
- Essential statistical data for the purpose of quantifying needs and policy objectives, projects and dimensions of the interventions, etc.
- The selection and management of development projects; an administrative and logical process to go from strategy to the project.

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- Management of the project cycle. The objectives, functions, themes, tools and monitoring systems; (ex ante, ex post), methodological approaches (theory-based evaluation, impact assessment, etc.)
 - Monitoring and evaluation mode and use in the current administration.
 - Existing techniques of ex post evaluation; relationship between assessment methodologies and evaluation questions.

9.3.2. Sectoral specific part/territorial

This section is intended to apply the above model and procedures to the thematic, sectoral and institutional priorities identified by the Provinces and closely examine the content, both from the point of view of the multilevel procedures and of the policy tools and modalities of managing them, on the basis of the most successful experiences in Europe that can be adapted to the Province. Therefore, this part includes thematic consultancy that can be applied to provincial intervention and serves as a guideline for the staff for its implementation.

It is not possible to identify the policy areas and the specific topics to be chosen in great detail; by way of example and by virtue of the question posed in the present study, the following topics will be the subject of specific training.

- Provincial development model: objectives, priorities and instruments; environmental sustainability, accessibility, participation of the private sector and associations.
- Interventions concerning industrial innovation and the development of businesses, incubators, technology parks. Models of Collaboration (University/Business).
- Policy of supporting SMES and start-ups.
- Policy of internationalization, to favour export and attract foreign investment.
- Integrated interprovincial territorial programs, cross-border programs, and inter-provincial agreements for joint interventions.
- Objectives and modalities of implementation of environmental policies and of the provincial priorities: green economy, circular economy, policies of protection and saving of resources, etc., linked with the objectives of the international agreements in this field.
- Provincial energy policies, and generation of renewable energy.
- Tourism and tourism products, tourism marketing and promotion of the image of the territory, culture, environment and landscape.
- Local development interventions and the role of the municipal authorities in development management. (European models of local development and the methods of support).

9.4. THE PROJECT'S METHODOLOGICAL APPROACH

Based on the experience of the management of the European regional policies and the potential identified in some Provinces and regions of Argentina, a pragmatic methodological approach has been

adopted and applied to concrete situations that produce visible results and are useful for the institutions and beneficiaries. The project enhances some basic inputs:

- Inputs from experts and European and local officials on specific issues of territorial development, to be adapted to the specific context of the Provinces and to their management experience of the territorial development policies.
- Analysis of case studies that participants bring to illustrate their experience and which constitute the primary input for the joint work that takes place during the different thematic sessions and work groups.
- Other European experiences, in particular those carried out in more advanced regions can be used as living laboratories, to choose, to analyze and to visit, to help generate solutions.
- Training activities in sectors/territories and projects selected by the provinces, so that they will benefit from the analysis and the results of the exercise.

These inputs should provide useful elements for starting a learning process, where each participant can bring his knowledge, experience, and, through exchange and discussion, contribute to the development of new knowledge on some priority aspects of the provincial and national strategy, integrating the themes that have been selected as the core of the training project and consulting service.

The application of models and of the European experiences to specific cases, may help achieve a strategic plan and sectoral/territorial action coordinated with national sectoral policies and integrated with the intervention of the other provincial Ministries.

The centrality given to the implementation of training for specific aspects and policy and sectoral cases inside the development agenda of the institutions involved, requires careful work in order to obtain sufficient information to organize the training content.

There is a seminar of 6 modules, each of which includes classroom training, group exercises, webinars, tutoring, and technical consulting etc. A final exam gives the participants the opportunity to self-evaluate their learning and apply the acquired knowledge to their institutional tasks.

9.4.1. Description of the modules

The content of the modules, the specific objectives of the training in each Province and the priority themes on which to focus the training on the job, and the expected results will be defined together with the Provinces.

The modules listed below include:

- Basic Training on the fundamental aspects of the multilevel governance of development: principles, methods, models and techniques of management of the project cycle for each type of development policy, from the definition of the strategy and operational plan to the implementation and management of the projects, including the models and criteria for the selection of projects.
- Training on the job applied to some provincial or territorial sectoral development priorities.
- Consultancy to accompany the officials in the application of what they have learned in their institutional tasks, to the implementation of successful intervention models in Europe, to improve the strategy and the forms of coordination and participation, etc. _____

Module 0:

Institutional organization to ensure multilevel governance and strategic coordination of development.

Organizational and policy changes required for the European model of cohesion policies.

Principles of multilevel governance, skills, resources, subsidiarity, participation of civil society.

Coordination methods to implement multilevel governance in a federal institutional context.

Multilevel governance actors; participation and administrative transparency in decision-making and in the management of the project cycle, communication.

Module 1: General introduction to the Regional Policy: development strategy and multilevel management.

Introduction to the strategy (or strategies) that underlie the regional policy. Analysis of the socio-economic context, identification of the objectives of the policy, strategy to achieve it through action programs and a mix of instruments of intervention.

Methods of consultation and coordination between National and Provincial Government: examples of some European regions (Spain and Italy) that focus on some key areas: applied research and business policy, urban policies.

Statistical data on the socio-economic context to program and measure the results.

Financial mechanisms and funds (e.g., direct and indirect instruments available). Presentation of the main financial instruments available and the characteristics of each one. Example: the support schemes for investment (purchasing of machinery and equipment, research and innovation projects, etc.) or the purchasing of innovative services; financing at preferential rates; guarantees and other financial instruments (seed and venture capital).

Governance: regulations, major actors, operational programs. Reconstruction of the institutional context, of the main laws and regulations that govern the institutional competence of the territorial development policies; reconstruction of the major institutional actors, the role and the powers of the policies.

Articulation between provincial and municipal authorities in matters of development.

European models and practices for plans of sub-regional development.

Models of organization and development of large metropolitan areas in a multilevel context.

Application to concrete cases of provincial interest and accompaniment.

Module 2: Governance and implementation of operational programs (Ops).

PO GOVERNANCE

Structure of the programs - How to prepare, structure a multi-annual operational program for regional development.

Interested parties - Consultation methods. Who are the main actors? What is their role and responsibility related to multilevel governance and the European model? Involvement of the private sector and its financial participation.

Example of structure - Content and approach of the European Plans (2013-2020) and how they relate to the situation and the Argentine model of territorial development.

Monitoring and partnership - Which institutions need to manage and monitor the proper implementation of the programs (e.g.: Managing Authority, Audit Authority, Oversight Committee,

Steering Committee, the economic and social parties, independent evaluators)?

Information and communication - Objectives and instruments for communication and dissemination of information on the activities and results of the program.

PHASES AND INSTRUMENTS OF IMPLEMENTATION

Management, monitoring, control - The systems and the instruments of management, monitoring and control of policies and projects, with examples drawn from the EU experience or other international experiences.

Integrated Projects, internal areas, urban areas - The various typologies of the territorial projects, objectives and instruments available, with examples drawn from the EU experience or other international experiences.

Performance Framework - The "performance framework" instrument was introduced in the new cycle of programming to improve the efficiency in the implementation of the European programs. It is based on a system of indicators at the level of priorities, linked mainly to financial and physical implementation, for which intermediate target should be set (milestones).

APPROACHES TO IMPLEMENTATION

Selection criteria for public works, public services, aid schemes for companies. Definition of the intervention tools to achieve the objectives of the program. Approaches and methods to decide the selection criteria for public works, the provision of services, commercial support schemes; eligibility criteria for tenders. Some European examples of tools of territorial policies. How and why did you choose a tool of intervention in favour of the public sector and the private sector?

Conventions/agreements with the beneficiaries. Particular attention should be paid to the procedures for the signing of contracts and agreements, for the purpose of ensuring the transparency of expenditure.

Application of these procedures to specific provincial case studies and tutoring.

Module 3: The preparation of calls in the implementation of policies: stages and modalities

The preparation of calls (call to tender / Proposal) for the financing of local projects. Analysis of the steps involved in the process:

Planning - The Activity of planning requires: a definition of the needs that may already have been identified earlier in program documents or that may require specific analysis (for example: demand potential of enterprises); the definition of the budget available; the identification of responsibilities (responsible for care, support, etc.); preliminary exchange of drafts of calls with relevant stakeholders (business associations, civil organizations); agenda (date, time intervals for the selection of proposals).

Preparation of the call - This activity requires: definition of the type of competition (for example, Open, restricted or negotiated procedures); definition of the contents of the projects (for example, for investment projects of companies, clarify whether an innovative investment or expansion of their productive capacity are expected; in another example for investments in infrastructure, it should indicate whether the effects on the environment should be considered in the preparation of projects); the definition of financial elements (e.g. minimum and maximum allowable budget and eventual co-financing by the beneficiaries).

Definition of the criteria for the evaluation - For the definition of the selection criteria we need to take into account the trade-off between a rapid but superficial selection process ("the best price") and a longer but more accurate procedure ("timely selection and criteria of reward"). Therefore, it is

necessary to define the weights to be assigned to the different criteria or scope of the criteria (for example, degree of innovation of the proposal, potential impacts, reduction of environmental impacts, organizational model). Finally, it is necessary to establish a project selection committee that provides the necessary technical knowhow (for example, experts in certain technologies).

Publication - Tools to ensure maximum transparency and the widest possible dissemination of the call.

Recruitment and selection - Relevant issues: compliance with the requirements for participation, evaluation of proposals, preparation and publication of a ranking and, finally, contractualization of the beneficiaries.

Application to case studies of provincial interest and tutoring.

Module 4: Monitoring and Evaluation

MONITORING

Goals - What are the main purposes of monitoring (for example, to help the management of the program of local development initiatives; check the progress of the costs, outputs and outcomes, conduct any reprogramming, feed the evaluation)? What tools are available (for example, project schedules, information systems)?

Actors/stakeholders involved - What are the main categories of actors involved in the monitoring activities? It is usually the administration that manages the program of territorial development and projects that make up the systems and the objectives of data collection. The final beneficiaries supply the information relative to the objectives; the audit authority verifies the progress and administrative regularity.

Indicators - What are the main indicators of financial progress, the "physical" performance (expected results) and in terms of "results" (achievement of the objectives of intervention, deviations from the objectives)?

EVALUATION

Objectives - Differences between types of evaluation activities on the basis of the objectives of the evaluation: ongoing or ex-post: evaluation of the intermediate results of the project on the basis of monitoring data and physical outcome indicators; Ex-post: evaluation of the results of the program, the socio-economic impacts and added value of the intervention.

Techniques and methods - The main issues to be addressed include: Schematic illustration of the assessment based on the theory and the analysis of the counterfactual impact ; presentation of the main research methods qualitative-quantitative, descriptive and inferential statistical analysis, interviews, surveys, case studies, focus groups, etc.; discussion of data requirements, resources and times of realization.

Rules for the management of independent assessment services, steering groups, participation of the partners.

How to use the assessment results, and how to disseminate them.

Application to case studies of provincial interest and tutoring.

10. METHOD FOR THE IDENTIFICATION OF THE SECTORS/TERRITORIES, PROJECTS AND CASE STUDIES

Training is participatory and oriented toward the production of visible results.

The training project will obtain concrete and visible results to be disseminated and serve as an example to other Ministries and institutions. A participatory approach will be used and focus on the problems and challenges of the institutions involved. Both, the successful European examples and problems that have arisen in this process will be at the center of the training; simultaneously the same European examples will be adapted to the needs and specific cases of Argentine administrations, in such a way that the training is adapted to the local situation and may be directly implemented

The content of the training will take into account primarily the indications, suggestions and interests of the beneficiary institutions (Ministries of the Nation, the Provinces and the municipalities).

For this reason, in the initial phase together with the institutions involved the thematic content of the modules and the sectoral and territorial focus will be identified and agreed.

The initial phase of joint planning with the provincial institutions will be carried out to establish the contents and objectives of the work to be performed. In this phase, the coordinator will define a proposal of methods and contents, and a schedule of activities to be approved by the direction of the Regional Policies and the Secretariat of the Provinces. The proposal will identify the following: the provincial priorities, the professional profiles and the institutional tasks of the officials to be involved, a chronogram of the activities and the logistic organization that the Provinces need to provide for a satisfactory implementation of the project.

The training activity will use a variety of methods to obtain results. (Frontal Training; participatory sessions, working groups by topic, analysis of case studies).

10.1. DURATION OF THE TRAINING

For each seminar and the 5 modules we estimate a total of 100 hours, distributed over 5/8 weeks, in accordance to the needs of each administration.

The program will be replicated in 5 Provinces. In this way, the total time of training will amount to 500 hours.

In the Provinces the courses would include a minimum of 10 officials from different Ministries that operate in economic development and some municipal officials and external experts.

Courses will be carried out in the Provinces in such a way that it will be possible to replicate them at the municipal levels following the programme previously agreed with the national government and the Provinces.

The logistics for the implementation of the courses will be provided by the beneficiary institution of the training and the schedule will respond to the availability and proper use of the European experts and officials participating in the project.

These institutions should systematically provide the selected human resources, which are currently involved in the management process of development and must include a high-profile in the administrative hierarchy, a provincial coordinator and a secretariat for the organization of training activities and the logistics of European experts. The logic of this approach is to concentrate the work on activities that are not only training but can create added value to the institutions and officials on the issues that they are currently tackling with the support of the European experts. This means that the

Provinces need to put human resources, logistical and financial resources at the disposal of the project as proof of their commitment.

10.2. 4 PROJECT PHASES

This project is the operational conclusion that emerged from the work of pilot analysis conducted by Ismeri Europe in collaboration with the national government and the Provinces of Córdoba and Misiones. Some of the suggested themes and sectors emerge from the field work and from the visits of the regional officials to Europe. The project consists of 4 phases and has a duration of about 12 months.

Phase 1: Preparation phase (2 months)

- Contact and project definition of training, issues to be covered, case studies etc. for 5 Provinces and the Ministries of the national Government.
- Contact with the interministerial group in collaboration with the Provinces of the national government to define the participants, agenda items and the object and purpose of the multilevel coordination work.
- Contact with European regions to define the collaboration with expert staff.
- Contact and definition of the priority themes and the participating institutions in the meetings on a multi-territorial/sectoral theme proposed by the Provinces (support for smes, Research Policy, tourism, etc.); issues relevant to the use of the Federal FOFESO Solidarity fund or a fund similar to this dedicated exclusively to territorial development.
- Collection and analysis of available materials on the chosen priority themes, and drafting of a report with a detailed program of each module.
- Identification of participants and discussion of the calendar and agendas and of the content of a report at the end of the course.

Phase 2: Institution building (3 months)

- Organization and coordination of multi-level governance activity with the interministerial group in collaboration with the Provinces.
- Contact, study and preparation on the chosen topic (sector/territory) relevant to the proposed use of the FOFESO and other national funds.
- The participation in the meeting of the Interministerial Group Fofeso (social and economic partnership).
- Guidelines for organizing the work of the Interministerial Group Fofeso. (European Model).
- Organization of the agenda and work schedule (3/4 plenary meetings).
- Conclusions of the multi-level governance work and definition of a road map with the participating institutions.

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- Presentation and discussion of the results with groups of representatives of the National Congress involved in the issue of multilevel governance.(2/4)
 - Final Report of the Argentine officials responsible for the work.

Phase 3: Training and consultancy in the Provinces (6 months)

Training Program in part replicated in each Province

- 5 modules of 100 hours. Including all activities
- Discussion of the content of the modules, the territorial and sectoral themes, of the specific case studies for each Province.
- Report with the detailed program.
- Preparation of training materials, projections, etc.
- Final report on the findings of the case studies.
- Tutoring and consulting of the Provinces in the implementation of the contents of the training.
- Workshop for the dissemination of the results.

Phase 4 Conclusion (1 month)

- Final report summarizing the work of the preceding 3 phases and setting out the results and the program of activity.
- Discussion and presentation to the Provinces and representatives of the Congress.
- The final workshop.

The job requires: one European Coordinator, 2/3 European experts, 2/3 Argentine experts and officials of the European regions that work in the management of regional development policies and in the sectors of interest of the Provinces.

10.3. EXPECTED RESULTS

With the implementation of this pilot project of capacity building we are starting a process that aims to create in the different tiers of government of the Argentine State a critical mass of well-trained specialists in the formulation and implementation of development strategies, with harmonized criteria and systematic procedures that contribute to the revision and updating of policies, so as to make efficient use of the resources available at the national, provincial and municipal levels to achieve a significant impact on employment, competitiveness. Another objective, that is no less important, is to lay the foundation for a system of governance of regional development policies similar to the European system and lay the foundations for inter-institutional collaboration with European regions on this topic. The success of this experiment can induce other institutions to invest in the same direction and make use of the experience of this project.