The dynamics in the generation of subnational international politics

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Abstract
This study seeks to contribute to progress in international relations theory of subnational actors. It proposes the concept of sub-national foreign policy, which realizes a complex theme that leads to question and investigate how to carry forward the generation and implementation of subnational international politics. In that sense, the concept of management of the subnational international policy is defined as the mechanisms and skills through which this policy is managed resumes. This concept includes the use of land resources, coordination of local actors and the leadership of subnational governments (Calvento, 2014). Therefore, to deepen the management of subnational international politics, this paper focuses on the relational elements, i.e. the dynamics of interaction generated between territorial actors for their development through experience municipal governments in Argentina.

Introduction
To visualize the international activities of subnational actors different conceptualizations developed the importance given to paradiplomacy term stands. This concept has been used interchangeably for a heterogeneous set of actors and equally dissimilar contextual realities; and since its inception believes that the subnational international action can develop without intervention, and even, as opposed to national politics (Duchacek, 1986; Michelmann and Soldatos, 1990; Keating, 2001; Gallo Yahn Filho and Fernandes de Oliveira, 2006; Solomon, 2007; Schiavon, 2010).

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2 This work is part of PICT-2013-0448 (ANPCyT-Res. No. 214/14), and the research plan approved by the National Council of Scientific and Technical Research (CONICET) in the research career (CIC), the author takes. These activities are conducted at the Center for Interdisciplinary Studies in International and Local Issues (CEIPIL-UNICEN-CIC).
Therefore, while recognizing the progress experienced in the subject is considered that it is maladjusted the socio-economic and political reality of Argentina, where particularly the constitutional framework enables subnational international participation, however, subject to the priorities and State objectives. In that sense, the definition of the contents and actions of the national foreign policy is its attribution, while the power of subnational actors is to set international guidelines to meet local needs, as part of that national strategy.

It should also be understood that the external participation of subnational entities is a local public policy, which embodies and applies the strategy of a government of this level in the field of international relations. Local governments have experienced an increase in their functions process by which have deployed innovative policy of participation in the international arena. In that sense, it is understood that in the context of a local development strategy, this external actions "should be an essential component if this strategy is intended to be comprehensive and address the multiple challenges of a complex international system, interdependent and changing" (Costamagna and Foglia, 2011: 8).

Based on the preceding arguments and as a result of theoretical and empirical research conducted in the field (Calvento, 2009; 2011; 2012; Araya, Calvento and Herrero, 2012; Calvento and Di Meglio, 2014, among others), in the present work argues that international actions of these actors is materialized through subnational international politics, understood as a political decision and public tool of local governments that deals with promoting international insertion through a strategy and aimed objectives seize, articulately, the opportunities of the external environment with the needs of the territory. A priori it must be understood that this policy is meaningless if applied as an end in itself because its usefulness comes from structured as a transversal policy of local governance. Programs and projects that generate collaborate in areas as varied as public health, environmental protection, local development, cultural promotion, as well as local administrative modernization, among many others. Also they are become relevant when "allow learning and simultaneously bring the best of the world to our territory and bring the best of our city to the world" (Mancera Espinosa, 2014: 10).

This policy includes at least two dimensions, strategies for international institutional relations and international positioning, containing a comprehensive set of unilateral, bilateral and multilateral tools to demonstrate the complex web of connections that can get
to establish subnational actors. Thus, the concept of sub-national foreign policy can address the issue complexly covering a wide range of tools, understanding that overall implementation is necessary to achieve a diversified and comprehensive international integration (Calvento, 2012).

Now, to analyze how it is carried out the generation and implementation of subnational international policy, recourse to the concept of management of subnational international policy and international management which refers to mechanisms and capabilities through which manages and materialization of this policy, including use of land resources, coordination of local actors and leadership of subnational governments. In that sense, to carry forward the subnational international policy is necessary that local governments have institutional, human and financial resources and the actual decision to participate and take advantage of the international environment in favor of cities from a strategic perspective (Rodríguez and Zapata Garesché, 2014).

Thus, in the following sections a multidimensional approach involving sub-national actors will be held developing, firstly, strategies and tools that give content to the subnational international politics and then advance, secondly, mechanisms and capabilities through which international management is established.

**Dimensions Subnational International Policy**

To understand subnational international policy as a public policy presupposes the existence of a political decision and willingness of local government to serve as a global player (Rodríguez and Zapata Garesché, 2014). Currently, this action becomes relevant as it has experienced a clear increase in the number of actors involved, which in turn has become more complex by the wide range of activities that these actors develop: town twinning, bilateral, international networks of cities, projects of technical / financial cooperation direct / indirect, visits from local authorities abroad and receiving foreign authorities and other international actors, conducting cultural exchanges, sports, tourism and best practices in governance, participation and organization of fairs and international conferences, trade missions, participation and implementation of territorial marketing strategies, among others (Duchacek, 1986; Romero, 2004; Ponce Adame, 2011).
This action can be framed in different objectives, such as economic, which includes the commercial and financial; infrastructure, associated with the physical link; cultural, educational and social that it relates to links with foreign communities, coordination of educational programs; and others, such as environmental, health, judicial cooperation (De Marsilio, 2006).

The diversity of international activities running subnational actors led to contemplate different sizes and types that allow reflect its complexity finished way: Fronzaglia (2005) developed a classification based on the different forms of action; Schiavon (2010) formed a typology to distinguish levels of international participation; Garcia Segura (1996) relieved classifications to describe the behavior of external activities by level of involvement in the international system, the level of institutionalization, the relationship with the external activity of the State and geopolitical criteria; to name some of the investigations that have sought to systematize the subnational international action. These studies taken as reference a theoretical and conceptual baggage associated with paradiplomatic issues, as noted in the introduction, away from the subject matter of this research.

In this work the international activities of subnational actors conceptualized under the notion of sub-national international politics and, based on the background generated in the subject (Calvento, 2009; 2011; 2012; Araya, Calvento and Herrero, 2012; Calvento and Di Meglio, 2014, among others), two dimensions in order to operationalize defined and systematize said public policy: international institutional relations and international positioning.

These include the many experiences outlined by different authors (Borja and Castells, 1997; Romero, 2004; Zubelzu and Iglesias, 2005; Vigevani, 2006; Natalizio, 2007; Solomon, 2007; Batista, Jakobsen, and Evangelista, 2008; Ramos, 2008) and contemplate the set of strategies of direct and indirect presence, mainly formal, developing subnational actors in the regional and global levels. Thus, they systematize the tools in two major dimensions that distinguish, on the one hand, institutional linkages where bilateral and multilateral relations are included, and on the other hand, positioning the strategies of unilateral character cover. Both embody the complexity and integrity of subnational international politics, contextualized in the cities of Argentina, proceeding for it to develop different tools containing each of these domains and subdomains.
International institutional relations strategies

This dimension groups those formal links established with other sub-national actors and international institutions seeking to build relationships in order to generate mainly avenues of political and technical cooperation in the regional and global cooperation, operationalize through two sub-dimensions: character relationships bilateral and multilateral.

Bilateral Relations include strategies that are made through bilateral agreements between cities or regions and between cities and international institutions. According to Batista, Jakobsen and Evangelista, these agreements "represent concrete, tangible and achievable cooperation instruments, seated in a common base of wills and interests in the short, medium and long term" (2008: 59), involving two local / regional governments. The most commonly used in this type of relationship strategy is the twinning of cities, although they can also register other bilateral agreements such acts, bilateral agreements and international cooperation agreements.

The City Twinning is considered the most traditional and recognized practice in international activities of subnational actors emerging in Europe shortly after World War II. The aim of this strategy is the establishment of relations between towns or cities in different geographical and political areas and occurs for some reason of similarity or proximity to objects, features of the city, population or economic activities, political or socio common-cultural or "be cities that welcomed immigrants from other, port cities or cities with the same name" (Batista, Jakobsen and Evangelista, 2008: 58).

The Directorate of Federal Affairs of the Ministry of Foreign Affairs and Worship argues that this strategy "is a process that promotes mutual understanding and strengthening of ties between cities and their foreign counterparts, in order to exchange experiences and knowledge that contribute to the solution of common problems and progress of the community through the implementation of joint projects in the various areas of municipal work "(Department of Federal Affairs, 2006). It also involves establishing a formal strategy because it requires the approval of the local executive and legislative, as well as the knowledge of the Argentina Chancellery.

As noted, bilateral ties also include acts, agreements and international cooperation agreements with other sub-national actors and, in many cases, include the participation of international organizations and international cooperation agencies. In that sense, the role of
the Spanish Agency for International Cooperation for Development (AECID), the Japan International Cooperation Agency (JICA) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) highlighted among other agencies that establish agreements with local governments. The topics cover different aspects related to the institutional strengthening of subnational governments and the training of human resources, institutional modernization, improving public infrastructure, innovation in the productive sectors through the promotion of SMEs, boosting protection environment and the promotion of culture. The form of agreements allowing subnational governments achieve access to technical assistance, financial assistance, exchange and training of public officials, among other modalities.

As for Multilateral Relations arise mainly in the 80s, increasing its share in number and presence in the '90s, standing out in this period the creation of the Network Eurocities and Mercociudades. A cross characteristic of these networks is established from horizontal relationships, because they are made between similar institutions without hierarchy, and have greater flexibility and dynamism to bilateral strategies (Zapata Garesché, 2007).

According to Jordi Borja and Manuel Castells, city networks allow both insertion into a system of higher relations, strengthening mechanisms for policy development promotion and image of the city, such as access to large volumes of information serving stimulus " for the internal development of quality of life and competitiveness " (1997: 322).

In multilateral regional relations are distinguished global, both by its members and by the objectives proposed. In general, regional networks are composed of sub-units of the same region and aims to impact on the processes taking place therein; while global, have members from different regions of the world and its objectives have that scope. Thus, within the regional meet, for example, Network Mercociudades, the Consultative Forum of Municipalities, Federated States, Provinces and Departments of Mercosur (FCCR), the Latin American Federation of Cities, Municipalities and Local Government Associations (FLACMA); whereas, in global, organization and Cities (UCLG) Local Governments, the International Association of Educating Cities (AICE), International Network of Decentralized Cooperation URBAL include, among others.

Within the regional Mercociudades Network is the largest network of municipalities. Although it was generated within the process of integration of the Southern Common
Market (MERCOSUR) in the nineties, it does not depend on it and establishes goals to "promote the participation of municipalities in the process of regional integration, promote the creation of an institutional environment for cities within MERCOSUR and develop exchange and horizontal cooperation among municipalities in the region" (www.mercociudades.org). In short, their goal is "to create an effective institutional space for participation of local governments in decisions Block" (Vigevani and Prado, 2010: 193).

This network covers 290 cities, which account for over 60% of GDP of the regional bloc and its partners (Chile, Bolivia, Peru, and Venezuela), region where it is estimated, home to more than 114 million people (Mercociudades, 2010). Its institutional framework includes the General Assembly of Members, the Board of Governors, mayors and prefects Mercociudades, the Board of Directors, an Executive Secretariat and Thematic Units. Currently, fifteen are in operation Thematic Units, aimed at the formulation of municipal policies to be suggested in the Mercosur, which disseminate, analyze and systematize information on specific topics within its competence.

In summary, it appears that the Mercociudades Network is the space regional strategies greater participation in international institutional relations, multilateral type, and has strengthened the international role of municipal governments. Its constitution, construction and sustainability over time allowed to strengthen his character of political association and evolve into "a horizontal network of cities with a clear sense of cooperation and exchange between partners from the work of their Thematic Units" (Chasquetti, 2006: 14).

In 2000, the Specialized Meeting of Municipalities and City Councils (REMI), on the proposal of the Chancellery Argentina, formalized through Resolution 90/00 of the Common Market Group (Brasilia, 12.7.2000) and created the decision 59/00 of the Common Market Council (Florianopolis, 14/12/2000). In 2004, in Belo Horizonte, the Common Market Council, by Decision No. 41/04, replaces the REMI by the Consultative Forum of Municipalities, Federated States, Provinces and Departments of Mercosur (FCCR). Both institutions are considered, from the Mercociudades Network, as an achievement of his action and response to their demands for visibility and participation in the regional bloc (Godoy, 2006; Granato and Oddone, 2007). However, in contrast to the Network, FCCR members are appointed by national governments of each State Party; while
in each city Mercociudades State party can run without limitation (Item No. 6 of the Statute of the Network).

Within global networks, organization of Cities and States (UCLG) Local Government which was formed in 2004 from the merger of the two associations of cities (IULA and UTO) as a nonprofit stands with legal capacity and full capacity to act and the mission of "to be the united voice and world advocate of democratic local self-government, promoting its values, objectives and interests, through cooperation between local governments, and to the vast international community "(UCLG, 2004: Item No. 2).

In its time of existence, this association of cities and local governments managed to become the largest international organization of cities, whose members represent more than half of the world population, as well as being considered the "UN [United Nations] of cities "(Batista, Jakobsen and Evangelista, 2008: 68).

In this organization, members can be local governments and associations of cities and international organizations, who posit to the Executive Bureau; unlike the other organizations, because of its global reach, its institutional conformation is more developed. So, it is organized through the establishment of regional sections and a metropolitan section, as instances of decentralization in the organization.

In the case of Argentina, which participates in the regional section of Latin America, it is limited the number of members and member municipalities, unlike other regional or global networks as Mercociudades as the International Cooperation Network URBAL generated by the program. The latter, approved by the European Commission in 1995, is defined as a horizontal cooperation program between communities of the European Union and Latin America through the development of networks.

Thought to play an important role in strengthening relations between the Member States of the European Union and the countries of Latin America, this program promotes the direct exchange of experience among regional officials and technicians of both continents. Try to develop direct relations between European and Latin American local communities through the dissemination, acquisition and application of best practices in the field of urban policies.

The program is organized around 13 thematic networks coordinate more than 2500 local authorities, associations, non-governmental organizations (NGOs, trade unions, universities
or companies). The networks operate on specific projects, whose amount varies in each case, and exceeding the financing of several million euros have been implemented over 180 projects (http://ec.europa.eu).

Thus, each network is divided into common and consistent with the realities of living each local community projects, which receive differentiated financing both the duration and the amount. The type projects "A" seek to exchange successful management experiences and best practices and thereby generate publicity materials, while "B” have a greater economic contribution for a period longer time allowing the purchase of equipment and infrastructure. Among the results of URB-AL Program, Godoy (2006) notes the effective participation of Latin American local governments and European joint projects, acquisition of new management skills and equipment as well as increasing "the participation of local communities - and in particular, the participation of the smallest ones in the international arena "(2006: 18).

International positioning tools

As for international positioning tools are those unilateral developed by municipal governments in order to promote and position abroad to subnational actors. For the analysis of this kind of strategy it should be noted that the same involve greater commitment and sustainability by municipal governments because, unlike the policies of institutional relations, are tools that rely solely on the decision and unilateral work this actor (Calvento, 2012).

The tools of international positioning as well as international institutional relations, demonstrate the growing trend of involvement of municipal governments in the local productive and integral development oriented outward (Leva and Reynolds, 2011), and include on one hand the development of local tools that specifically boost competitiveness foreign trade, as the Business Rounds and trade Missions; and secondly, policies strategic positioning and marketing of cities that promote the establishment of a territorial image, such as visits from local authorities abroad and receiving foreign authorities, participation in international conferences, political Brand-City, between other.

Tools oriented to foreign trade are being employed by the local government in order to contribute to the creation of favorable conditions for those regional players interested in entering international trade, making it an articulated, balanced and sustainable process for
the territory. Mainly, these policies are aimed at encouraging exports and imports of small and medium enterprises (SMEs).

The functions performed by municipal governments through them are varied, and include activities (Dabat, 2003, Leva, 2004; Export.ar, 2012) advisory, providing information on international trade; brokerage, managing structuring of international networks; and implementation, aimed at encouraging systemic competitiveness of the territory and the direct or indirect marketing of exportable supply.

These tools meet the objective of giving the business sector the tools and supplies needed for their performance at an external level and also absorb costs in general, SMEs are unable to cope, with the ultimate aim to stimulate job creation and foster local development.

Another strategy that municipal governments use, in terms of tools of international positioning, is the marketing of cities that, according to Gabriel Fernández, "to identify and promote the comparative advantages of each locality" (2004: 66), and adopted as objective the development of a public image of acceptance in reference to the city or region and the attractions it contains.

Understood in this way, a Brand-City must effectively communicate the essence and identity of the city, and become "a highly strategic asset to enhance the cultural, tourist and commercial businesses [of it]" (Agüero, Brea Mirabal and 2006: 1). In that sense, Cotorruelo Mint states that "the question of Identity and Territorial picture has become a fundamental aspect of competitive strategy of territorial organizations, starting from local, for the purposes of strategic planning and management competitive development of the territory" (2001: 123).

Thus, the Brand-City serves to identify the characteristics of the city and differentiate it from other cities; to encourage interest in visiting, attract investment, spread culture and identity and create a sense of belonging in the citizens.

Beyond these considerations, it is necessary to highlight some aspects that are essential to realize the successful generation of a territorial Brand (CEIPIL-UNCPBA 2005; Ochoteco 2007; Calvento, 2008). First, it is necessary to always promote the participation of residents, since the creation of any brand should be from what he perceives citizens and how we interpret based on their sense of belonging. Being involved in the process, the willingness to promote and improve the city is generated, consequently, achieving a
remarkable improvement in the quality of services offered. Second, you must create an enriching synergy between entrepreneurs and representatives of local government, essential to stimulate tourism and productive competitiveness. Finally, a mark should be considered a public policy, and the state should be to oversee the construction of an integral image that is backed by quality. Be ultimately responsible for giving a planned, sustained, coherent, differentiator and integrator of all activities and participants approach that define cities.

Differences Territorial Trademark experiences, it can be mentioned as a common feature that the tourism dimension prevails and establishes itself as the main letter campaigns by seeking a position as different destinations. From tourism countries and cities aim to generate externalities encouraging investment and foreign trade. It should also be noted that certain strategies emerged as industry brands, while others were born as umbrella brands. In the first case, it acts as an umbrella brand that tries to cover, coordinate and empower other sub-brands and the different areas of the city (tourist, business, cultural, sports, scientific); while in the second, it tends to promote a specific aspect generally tourism.

In sum, subnational actors deploy a diversified set of strategies grouped into the dimensions of institutional relations and positioning of subnational international policy allow visualize the complexity of their actions.

In this way, materializes a clear rising international profile of subnational actors to occur gradually increased its participation in both dimensions. In that sense, the tools are international institutional relations within bilateral, it highlights the leading role acquire Twinning cities, where more than 300 agreements are recorded in Argentina. Similarly, international participation of sub-national actors, has managed to expand in terms of regional multilateral relations, as currently over 100 cities in Argentina with the participation in the most important regional network character and scope as Mercociudades. As for the size of the strategies of international positioning, development they have acquired in recent years local foreign trade policies, by itself or external impulse, it stands out while using the tools of territorial marketing currently addresses development relative.

Therefore, the participation of subnational actors presents an interesting variety of strategies and tools that cover different topics, from economic to cultural, strengthening the integral character can acquire the subnational international policy; also they realize the
interest and involvement that subnational actors are developing internationally in the search for areas of cooperation, exchange and positioning.

**Subnational International Management**

To analyze the processes of formation and implementation of subnational international policy, it recourse to the notion of international management. In this regard, management of subnational international politics should be understood as a process of social construction that aims to use the context and land resources, implemented by local actors in coordination with extra-local actors, where the subnational government is set to the central actor, through capacity building, to satisfy the needs and problems of the city.

Based on this approach, they developed elements are retaken from the field of public policies that seek to explain the various capabilities that have or must build states capacities to implement its policies and actions (Sckopol, 1985) that, for the purposes of this investigation, they will be limited to those related to international management. Thus, it is argued that the analysis of international management leads to an approach of "the way the state" produces "[these] public policies and processes by which maintain and improve" (Rodríguez-like, 2004: 1), considering that takes into account both economic and social, political context as human resources available to carry out specific tasks.

Thus, the study of international management focuses on the main actor of research is the municipal government and its characteristics, among which are its capabilities "outward" and "inward" (Hilderbrand and Grindle, 1994; Evans, 1995) allowing to analyze how to "produce" its international policy through three dimensions: Context; Relational and Organizational Subnational Government.

First, you must take into account the contextual dimension that addresses the general and specific scenario in which these policies are developed including both economic, social, general policies that frame to local governments, as well as the specifics of the municipal sector, allowing to make an approach to the conditions and situations in which they operate. Therefore, in this dimension should distinguish two levels of analysis: a general, in which he realizes the policy-institutional level and, generally speaking, it is common for all municipalities; and another, particularly where specific resources each develop.
In that sense, in terms of the general context should incorporate the functions attributed normatively municipal governments in constitutions and charters, as well as the institutional and financial level by the provincial, national and international government support. In relation to particular resources of a territory establish economic, social and political organizations that carry out their activities and in turn facilitate environmental conditions or limit the scope of subnational international political context. Among the resources are taken into account include the economic and financial (level and growth of gross domestic product, labor market conditions); political (leadership and legitimacy of the government, mobilizing civil society); socio-cultural (level of human resource development, scope of social mobilization and needs), physical (basic transport infrastructure, health, education) and science and technology (universities, access to information and research, diffusion of new technologies).

Alburquerque (2002) warns that the existence of resources in a given area is not sufficient to cause a development process condition, since they must be used appropriately and in a coherent and sustainable strategy. Almost all local communities have a number of resources that are their potential, therefore, the key is placed in the definition and implementation of policies that favor its use, to a greater or lesser extent.

Therefore, the management of international policy depends not only on the availability of human, natural, economic, financial or technological resources but also of its institutions, its actors and linking them under joint local government.

Thus, second the relational dimension includes consideration of the interaction being conducted by the municipal government to international management, which includes the connection and coordination with other actors of different interests and power resources in the establishment of these policies and strategies, leading to name the relational synonymously capacity political capacity, ranging from the political profile of the municipalities, the governance, legislation and regulatory frameworks to inter-institutional relations, coordinated and conflict, development policy (Hilderbrand and Grindle, 1994; Alonso, 2007).

The management of these policies, through the resources and capacities, involves a complex process that depends heavily on the synergy generated or articulation between local actors. They are the social base of the territory and act individually or collectively,
subject to conditions and needs. Among these actors four main sectors are distinguished: the state or political and administrative; private or business; the socio-territorial or linked to civil society organizations; and educational and knowledge (Arocena, 1997; Rofman and Villar, 2007).

For the development of the coordinating bodies of actors, Cravacuore, Ilari and Villar (2004), considered to be used "a concept that recognizes the role of the state as an element director of the company but with modifications of their role currently focused on the social or essential resources control, to one based on the coordination of the definition of the objectives of the resulting public action of the interaction of political, public and private "actors (2004: 19), meaning therefore the central role local governments hold on the way to the link between local and between them and the extra-local actors.

However, the type of relationship established between the actors of the territory is so important for the implementation of subnational international politics, as the articulation and links with actors and institutions of provincial and national levels. Therefore, these policies should form part of a project or model of sustainable, regional and national development. Its viability depends, in part, its articulation with national development project, which constitutes a basic framework for local strategies.

Thus, the analysis draws on the socio-cultural fabric of the territory that encompasses a wide range of actors (Skocpol, 1985), as well as communication channels and linkage (Evans, 1995), with active participation in the processes of internationalization of municipalities. Thus, it is considered that the international management requires coordinated action by various organizations, which explicitly includes the interaction of public, private and social organizations.

as a representative body containing local actors: Third, organizational-administrative dimension that focuses on the key player in the implementation of these policies, which is the municipal government as geographical policy-unit, in its dual nature is diverse and multidimensional, and as linchpin and basic component of State (Mina, 2005). This policy administrative-territorial institution is characterized by establishing more direct contact with citizens, to receive the demands by different social groups within the community, to promote interaction channels between the public and private sectors, to articulate with higher authorities of the state, and as the clear catalyst for local initiatives.
Hence the importance of assuming a role of local leadership for promoting these processes to revalue endogenous resources and to encourage the participation of local and extra-local actors. Therefore, as a central actor in local development strategies, particularly subnational international politics, the municipal government is structured as an institution organized human resources, information and planning, infrastructure and financial, management styles and leadership that enable carry out these policies.

In that sense, their functions, beyond the powers set out in the policy level, have been modified and extended to demands such as health, education, housing, among others, leading to a process of redefining their roles and developing "new capabilities to simultaneously provide answers to quantitatively traditional demands multiplied, with original proposals meet new demands and transform structures, organizations, powers and uses of traditional resources" (Cravacuore, Ilari and Villar, 2004: 13).

In this way, they have redefined their strategies in relation to two complementary priorities: internal "construction" "capabilities and positioning and inserting" external "in the global scenario" (Bervejillo, 1995: 28). Both are essential in the new role of local government, understanding that must address the territorial planning, but it should not fall into localist logical but must achieve inserted into the inter-territorial networks and global systems.

In this field, therefore, should be considered the characteristics within the organization, in relation to the type of administration and physical resources, financial and human, particularly the ability to "implement official goals, highlighting for that organizational factors and procedural human resources "(Repetto, 2007: 51). Thus, in this dimension the internal organization of municipal government in relation to the sub-national foreign policy (organization, offices for the issues in question), human resources (recruitment, training), budget and infrastructure assigned to the area is included.

Thus, this multidimensional approach shaped by contextual, relational and organizational dimension of municipal government allows further analysis of the characteristics that drive the international participation of municipal governments and how they influence the development of the management of subnational international politics.
Conclusions

The multidimensionality of politics and international management sub is given by the complexity of the process that seeks to address. In that sense, through work have made visible two levels of analysis that delve on the one hand, the dimensions and features that acquires subnational international politics, emphasizing the diversity of tools available to the international activities of subnational actors; and on the other hand, in the dimensions that make up the international management, reflecting on the process by which these policies are generated.

Thus, the present work has advanced on the conceptualization of the international participation of sub-national actors, proposing the concept of subnational international politics, to describe public policy developed by local governments with the clear objective of intervening in current relations international. In that sense, legislative and institutional are encouraged from the Argentine national and provincial government, international participation of these actors, not without limiting since this action must not ignore the conditions and parameters set by the Constitution.

Based on this conceptualization it was problematized and systematized set of strategies developed by distinguishing two dimensions: the international institutional relations and international positioning. With the first, those formal links established with other sub-national actors and international institutions seeking to build bilateral relations and multilateral basis in order to generate mainly avenues of political and technical cooperation are grouped. With the second, tools used to position abroad to subnational actors are concentrated, its main purpose the promotion. International positioning tools involve greater commitment and sustainability by municipal governments, because they depend solely on unilateral decision and work of this actor. Both dimensions synthesize a set of unilateral, bilateral and multilateral international policy instruments that allow visibility to the diverse network of relationships that can get to establish municipal governments.

However, this approach allows a comprehensive and descriptive study of international participation. To extend to other explanatory type, work was proposed to incorporate elements for the analysis of the processes by which generates and implements subnational international policy, embodied in the concept of international management that allows a deepening of the dimensions generate such an action.
The analysis of international management incorporates the dimensions that favor and / or constrain the development of public policy, such as sub-international politics, as well as the processes by which these strategies remain and are perfected government. Among the dimensions they are taken into account contextual, relational and organizational municipal government.

With the first dimension, the context is addressed, i.e. socio-political and institutional general economic characteristics, and individuals framing municipal governments in carrying out their activities. With the second dimension, analysis organizations and stakeholders involved in the development of subnational international politics and the type of relationship and interaction established with the municipal government expands. With the third dimension, the study deepens around the municipal government and its capabilities in relation to the type of administration and the physical, financial, and particularly humans.

Therefore, this approach can address the issue of a differential to that made in studies of the field way, systematizing through international management characteristics of municipal governments that influence the establishment of a sub-national foreign policy opening up a wide range of experiences that can be analyzed across multiple dimensions developed.

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