Paradiplomacy in Ribeirão Preto (SP-Brazil): opportunities and limitations

Ana Beatriz C. Sangaletti
Arthur Luiz V. B. Bagatini
Tatiana de Souza Leite Garcia

ABSTRACT

The aim of this paper is to present the importance of paradiplomacy, which in general is diplomacy, carried out by sub-national actors. Therefore, we chose as a case study the city of Ribeirão Preto, to check what are the motivations and identify the actors involved. At the end, we intend to justify the structuring of a department of international relations in the public service. Claiming to understand and analyze Paradiplomacy together the city of Ribeirão Preto, in regard to your participation at the international level, this research uses deductive means of qualitative characteristic, as source books, articles, statistics, news and interviews with key people. In this research can understand that with globalization and evolving connections between state and nonstate actors, also allowed the inclusion of subnational actors in international politics in an attempt to seek new public-private partnerships, as well as other activities that provide the sociocultural and economic development of the municipalities.

Keywords: paradiplomacy, international relations, counties, sub-national actors, Ribeirao Preto.

Introduction

1 Bachelor of International Relations by University of Ribeirao Preto. Email: sangaletti.bia@gmail.com
2 Bachelor of International Relations by University of Ribeirao Preto. Email: bagatini.arthur@gmail.com
3 Professor at the University of Ribeirao Preto – Department of International Relations. Email: tatianaslgarcia@yahoo.com.br
For international relations, according to Mariano (1995), the Cold War and consequently the disappearance of the bipolar system resulted in a reorganization of power system. Therefore, other factors taken forward as strategic elements for the state, leaving aside the military and national security power as main focus, and it was in the old system. Thus, there are different themes and agendas in the international system, as well as new theories aimed at explaining this new focus of the relationship of the power system on the international scene.

The end of bipolarity hit in the 80 largest possible actions of other nations in the international arena that began to act with the greatest expansion in economic, political and social areas. International communication networks begin to have massive flow across the globe and in a few years the world is entangled in various networks of interest, economically administered by trained States to lead in this new globalized multilateral world.

This new world order showed that every state is open to external effects of other agents. According Chacon (2002, p.11) “is essential the vertical integration of classes and ethnicities, also horizontal integration across regions and sub regions, cities and fields of various types, near or far.”

A plurality of vectors boosted demand for and market interest crossed borders, reaching inside the countries, regions and municipalities of whom develop the perception of multiplicity to allow greater interaction at the international level, achieving greater gains glimpse with access to new markets.

This article will address the key term Paradiplomacy as the international integration of supranational actors, which now have an unprecedented role in international relations, as the sets with multilateral organizations, transnational corporations and institutions began to gain a high degree of influence with the national states.

One of the definitions of Paradiplomacy was given by Prieto (2004, p. 86)

The Paradiplomacy can be defined as the involvement of subnational government in international relations through the establishment of contacts, formal and informal, permanent or temporary (“ad hoc”), with public or private foreign entities, in order to promote socio-economic or political outcomes as well as any other external dimension of its own constitutional authority. Although quite disputed, the concept of Paradiplomacy does not preclude the existence of other forms of subnational participation in the foreign policy process more directly connected to the external relations department of the central government, as the so-called federative diplomacy, nor prevent the increasing role subnational governments in multilayer structures for regional or global governance.
Increasing the capacity of municipalities to operate on the international level with the involvement of foreign trade and cooperation social bond in the public sphere allowed the interest of autonomy in foreign affairs, demanding greater freedom to negotiate the central government, which leads to conflicts of interest between both parties.

The interests that lead these local actors to international relations are historically diverse, but can also be identified, before the contemporary, certain provisions own identity as advocacy for greater autonomy in political, economic and cultural issues, participation in international processes as in processes of regional integration, strengthening of local identities, creating networks and organizations that enable cooperation and dialogue with other actors in the international arena in specialized areas, and the quest for the development of their territories and populations for which they are responsible. The interests also vary according to the nature of the actors, such as cities, regions and federal states. (Mercher, 2013, p.21)

Excess conflicts plus the historical facts of rivalry between regions and the state with the spirit of independence can be classified as protodiplomacia, which according to Lessa (2007, p.16) is a practice that no central government begins to act in a manner that build their independence, seeking support in public opinion and friendship of other countries to support this secessionist movement. Such dynamics could not be consolidated by its illegality.

When municipalities and regions now operate additional form his government by the sum of interest, amounts to foreign policy of the State in question making a beneficial relationship for both and this process is called paradiplomacy described. The performance of these new international actors should be structured and supported by the municipal government to develop and empower the economic policy environment of the municipality.

The recent theme Paradiplomacy encourages many students to understand its complexity, controversy and conflict. His current coming in consequence of globalization shows the evolution of international relations and the ability of activities of new actors such as regions and municipalities.

The relevance of the cities that emerged in the international system is due to extensive urbanization and developments of these, causing the formation centers of communication and decision- world decisions, making them increasingly independent, but not unrelated, to the State. The prominence of each type of urban formation is explained in the following figure:
Chances generated before it leads to develop strategies and structuring of municipalities, as this research will be addressed the situation of the city of Ribeirão Preto, analyzing their training overseas business and the level of cooperation with other states and active actors in the international arena.

Ribeirão Preto is nationally recognized for their participation in national and international markets by large agribusiness events and also by acting in a strategic region for international business. These factors attract foreign capital and interest for the development of sectors of the city and the existence of this structure, and should be developed in this research will be placed to compare what is relevant to economic growth and the evolution of the social bond of such cooperation. The competence of the secretaries who work in this field and the question of the feasibility of creating a department to meet these needs will be analyzed.

The focus on research is to show the importance of the development Paradiplomacy in Ribeirão Preto and then present the motivations for improving paradiplomacy the municipality in order to justify the organization of a department of international relations in the public service. Thus, the structure of the paper follows pre - established for the joint information guidelines and consequently reflection on the facts. To do so, identify the theoretical assumptions, actors, importance, feasibility and challenges for promoting Paradiplomacy; raise qualitative data justifying the action in Ribeirão Preto internationally; identify the actors involved in Ribeirão Preto working relations international, and finally recommend structuring an international relations department for the city of Ribeirão Preto, the points are found in this.
International Relations Vision to Paradiplomacy

Cooperation between states is a factor that appears in the new context as a means of achieving goals, taking into account the search for greater economic performance and development, according to the phenomenon of globalization.

The Paradiplomacy arises in this together and makes for an intriguing topic international relations, such as "diplomacy" can represent parallel new international actors that are within the state organization itself (federation). The traditional diplomacy is by representing the State through the figure of skilled diplomat and potentiated by the government to interact in the outer decisions, thus participating in negotiations, conferences and formulations treated. It is the executioner of foreign policy planned by the Ministry of Foreign Affairs. The way it conducts diplomatic acts to Mongiardim (2007, p.27):

Can be understood, therefore that associated with diplomacy, or framed by it, there is a whole process of intercommunication between the parties and bringing together divergent or antagonistic (conflicting interests) state positions, made on the basis of negotiations, culminating in an agreement, the dual substantive and formal sense. Diplomacy is thus the dynamic agent of this process, which is characterized by the exchange of private interests by universal interests by regulating the forms of consultation between the parties, or by the replacement of the order in a context of conflict of antagonism, and maintenance.

With concerns facing the high politics, central power ends up giving focus largely to respect the interests of the country as a whole, and subsequence, the interests of municipalities (low politics) is hidden to the central level.

So the emergence of divergent interests, due to the multiplicity of themes, generates the search for greater international participation by the municipality/region so that there are greater gains in regional and municipal development. This is due to the "failure" of the state, federal unit in such requirements integration, to be concerned with macro issues of the state and cannot look at the circumstances and needs of municipalities and regions.

In consequence, each municipality knows their problems and their needs, as well as what factors should be improved. It is no different for the city of Ribeirão Preto, with economic focus in agribusiness would be important to their greater ability to negotiations in this area, so empowering human capital to work. This is about something that can only be detected and remedied by the municipality itself and not by the Brazilian government (it is understood that there must be aid, state funding, but he cannot be referring to discover these problems).
About the emergence of relevant dates, Onuki and Oliveira (2007, p. 3) authors comment that the research agenda of these new sub-national actors (municipalities covered here) is first generation cares to examine the relationship between federalism and the competence of subnational units from the 1980s. Already in the mid-90s these players begin to enter the process of globalization and internationalization of the economy, developing greater interest in foreign affairs.

Regarding Brazil, according to Amorim and Silva Filho (2010, p.109), the Foreign Ministry first adopts the federative diplomacy to refer to and explain the international relations of states and municipalities federation. It is understood that such relationships are subordinated to the Ministry of Foreign Affairs, not the Ministry of Cities.

Have the executive, prefers to use the term in a decentralized international cooperation, so there may be concern that the lack of this movement for Vigevani (2006, p.131) "In other words, the growing importance of paradiplomacy eventually affect the Foreign Ministry since there is a phenomenon spill-over in relation to the capacity of the national state in managing the sub themes".

For the perspective of international relations, the classical theories fail to encompass explanations of the emergence of this phenomenon of subnational actors acting as new international players. Slightly more recent theories such as neo-liberalism (including neofunctionalism ¹) bring a more consistent development of paradiplomacy approach, as they are developed in the context of globalization and the New World Order.

The realist theory centralizes the state as the sole source of power and duty of acting in the international arena, not relevant considering the vision of participation of other actors. Thus, Nogueira and Messari (2005, p.48) also explain that:

The 1990s was extensive debate in international relations theory. Critical realism multiplied. Most of these criticisms highlighted the inability of realism to predict and explain the fall of the Soviet Union and its inadequacy to deal with the post-Cold War world. New issues (globalization), new actors (Huntington civilizations seconds) and possible / potential conflicts end (the end of the second story Fukuyama) seemed realism relegate to the margins of history.

One can understand the above quote, before the issue of realistic adapt to a new world of post-Cold War relations, where the multiplicity of actors interact quickly and informational way over the globe. The informational concept can be understood by following placement of Castells (1999, p.119) “is informational because the productivity and competitiveness of units
or agents in this economy (whether companies, regions or nations) depend largely on its ability to generate knowledge”.

The following figure illustrates the interactions seen under the realistic authors, giving the States the central focus as the main actors of international relations where there is no interaction between society and international intergovernmental organization, or dialogue with another company and without the dialogue of his own State. In other words, no limitation between society and other parts of the state in dialogue and seek remedy your need at the international level, since it is necessary to go through his representative and worries about the macro issues of his administration, such as security, economy and politics.

Figure: Traditional focus on International Relations
Source: Sarfati (2005, p. 159)

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1. It is within the experience of the European integration process which fits the base of neofunctionalism. Haas suggests that institutions have a key role in forming a sense of community among states seeking to integrate, i.e., for him, the institutionalization is what leads citizens to strengthen their loyalty to the supranational level. (SARFATI, 2005, p. 187)
Liberalism is one of the classical theories that are open to the understanding of globalization. The authors Jackson and Sorensen (2007) understand that the process of replacing the international relations conducted by governments interactions between societies, groups and private individuals, with important consequences for the course of events and many places in the world.

With greater ability to identify new actors, the theory is the same as transnational, international and non-governmental organizations, then failing to achieve this integration of new municipalities as agents of foreign policy.

With the phenomenon of globalization interactions beyond state were creating great importance and these relationships across national borders demanded by the new theoretical explanations. Globalization implies interactions as communication or information flow, movement and transport of objects, movement of people and mobility finance or money, all internationally (Mariano, 1995).

This new context of interactions is outlined in the figure below, which follows the thought of neoliberal theory:

![Figure 3: International Relations under Neoliberalism.](Fonte: Sarfati (2005, p. 161))

It is evident in the figure above that the interactions between all entities of the system obtained the freedom to interact and search for their desires also internationally. Compared with the previous picture you can see that the emergence of technologies, facilitating the transport of goods and persons, advance logistics was a facilitator of these interactions, since
the time of realist theory, the context was completely different and neoliberal theory live the New World Order, as described in the introduction to this chapter.

These new approaches in the world system gave rise to the neoliberal thought, where it gives relevant international institutions as actors in the system. In addition to existing non-core actors, the theory encompasses the municipalities, among other actors in global integration:

> Within this group are cities, provinces, federal states, regions and many other territorial authorities that are hierarchically under a policy of central governments. Conceptually these subnational actors have mixed nature, "halfway between what James Rosenau (1990, p 36 et seq.). Called 'actors constrained by sovereignty' - sovereignty-bound - and 'free actors of sovereignty' - sovereignty-free - and therefore constitute a specific group of international actors. (SALOMON; NUNES, 2007, p. 103)

These interstate relations arising from the interaction between states and other actors cause effects on transnational relations. According Mercher (2013), through this regular dialogue between entities, State or not, generate a sensitivity between societies, i.e., the non-presence of barriers exchanges bring to citizens about their reality and end up provoking opinions and influence national perceptions a population. In the words of the same (2013, p. 20) "Increased sensitivity therefore results of the broader transnational interaction of internal organizations, but mainly the state's incapacity to control these interactions.”

Along with explanations of the neoliberals have neofunctionalist theory, which has significant contribution, however limited. From this movement demands for international cooperation in technical and commercial aspects lead the search for new possibilities, which come to the political field, increasing transnational and non-governmental or non-central actors also. This concept reveals more information about the performance of these new global players that for Mariano (1995) the nearest cities or regions would facilitate understandings among themselves for trying to maximize gains and common points, causing a more positive and even more efficient schedule.

For greater understanding of Paradiplomacy should be the analysis of its terms and classifications, so you can treat your application in the internal system of the State under review, specific in Brazil.
Paradiplomacy in Brazil

To understand the Paradiplomacy in the Brazilian context is necessary first to show the existence of three strands paradiplomatic: classical, regional identity and integration.

<table>
<thead>
<tr>
<th>PARADIPLOMACY</th>
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| CLASSIC       | • Policies to attract investments and center of economical decision, this product are usually mixed or governmental agencies with technical emphasize marketing and behave generally four factors: the construction of an attractive image for the territory; deployment of services for investors and policy.  
• Development of marketing by countries, regions and cities to the attractiveness of the territory.  
• Actions aimed to sustain exports and find markets for the products of local companies.  
• Strive for innovation and efficiency across regions and cities.  
• Providing government subsidies and financial incentives to companies for their installation.  
• Implementation of information campaigns to win public and decision makers from foreign countries.  
• Development of applications for international loans to consoled economic development.  
• Policies border to extend communications infrastructure and roads. |
| REGIONAL INTEGRATION | • Participation of subnational entities in the representation of regional interest’s channels.  
• Development paradiplomatic network.  
• Establishment of associations of cooperative governance at the regional scale (two categories: the representation function and those with functionalist logic) on the regional level.  
• Development of transnational ties between sub- regionalist movements, asserting the defense of cultural identities.  
• Creation of policies promoting culture, associations of researchers, exchange students. |
| IDENTITY       | • Paradiplomacy as the "nation-building" process component, seeking international recognition and legitimacy.  
• Elaboration of foreign policy aimed at strengthening minority nation in the context of a federal state or decentralized structure.  
• Policies of cooperation “mothers countries “to strengthen the culture, language and nation.  
• Sub- nationalist movements seeking recognition of a collective identity. |

The classic Paradiplomacy specifically is that best fits the Brazilian case , as the leading international action of municipalities is to attract foreign investment capital for your
county, so consequently increase its financial capacity, lead to increased jobs, greater qualifications of local labor and the ambition to become the center of economic decisions by transnational. The historical factors lead to believe that with the economic collapse in the 1970s and 1980s (oil crises, welfare state, among others), governments began to look for different ways to attract foreign investment as well as the search for multinationals trying to make it is the center of decisions and promoting free trade as an engine of growth (RIBEIRO, 2009).

Increasing exports is one of the forms most frequently used by municipalities to act on the international scene and sustains them in attracting foreign capital, becoming a race to attract investment.

Therefore, the great classics paradiplomatics dossiers would be the economic and trade policy, the promotion of foreign investment, attracting decision-making centers, export promotion, but also science and technology, energy, environment, education, and immigration, mobility, multilateral relations and human rights (RIBEIRO, 2009, p.39).

Brazil also has the role of municipalities in regional paradiplomacy, which uses the regional economic bloc, MERCOSUR, who in 1994 founded the Mercocities, an integrated network of 272 cities in Argentina, Brazil, Paraguay, Uruguay, Venezuela, Chile, Bolivia, Colombia and Peru, with the aim of linking the communication of agents cooperation and assist in economic and social sense. Increasingly comes multiplying border policies between members to expand the space of representation of local governments Mercosur.

Another example of inter-regional integration is the World Federation of United Cities (FMCU), which at 45 years is an organization of 1,400 members of local and regional governments to act in more than 80 countries, which have the goal of increasing awareness of the actors subnational, working on issues of peace, culture to urban development.

There are bilateral agreements that fall under the Paradiplomacy, as sister cities Sisters can promote knowledge exchange on public policy and projects in various areas such as health programs, cultural politics, and other topics of mutual interest to the cities.

The Paradiplomacy protodiplomacy or does not fit the Brazilian condition is non-existent at the time the formation of ethnic or nationalist character seeking international attention to the recognition of their people / culture, also other groups who aspire dismembered the Brazilian state.

The paradiplomatic trading takes place through the role of regions and cities inside the state in their bargaining and international interaction, which may deviate interests with the
central government. So there is the role of municipalities in the international arena need is greater individual liberty before their central government. However, this freedom requires legal devices to legitimize such action, act as informal generate problems with the central government in divergent activities of foreign policy. This placement is evident in the following sentence placed by Ribeiro (2009): “In the current Brazilian legal system demonstrates a lacuna, since there are no defined powers nor legal recognition for international actions federated states and municipalities.”

The ministry responsible for strategy and formal legal action of international relations is the Brazilian Ministry of Foreign Relations. So bring those responsible for these actions are the diplomats, envoys of the federal government in international representation (LErrra, 2007).

In Brazil there is the Constitution the freedom of action of a central federal entity not being able to work with formal treaties and agreements, since such representation occurs only by MRE, thinking the consequences of the response of actors trading. However, as is also shown by Ribeiro (2009, p.71) there is rather a movement for Brazilian paradiplomacy:

Begin to emerge proposed constitutional changes aimed paradiplomatic a cool performance space to national entities, such as the Proposed Amendment to the Constitution (PEC) 475/2005, submitted by former Congressman André Costa (PDT / RJ), which proposed that data constitutional support to acts, agreements and conventions signed by states, Federal District and municipalities with other entities of foreign state, which, however, still did not work.

To understand the importance of Ribeirão Preto city and its international context inclusion below shall illustrate aspects that make a city can internationalize and its actors are within the paradiplomacy.

**The City of Ribeirão Preto**

The focus of the study is Ribeirao Preto due to its development as a major international city, because it has infrastructure for this requirement and besides being the center of decisions for your region, is headquartered in one of the most important and competitive agribusiness centers of Brazil. Ribeirão Preto drives and sets the pace of growth that is reflected in all other sectors of the economy.
The table below identifies which aspects are boosters for municipal international action, which facilitate where there Paradiplomacy, which according to Ribeiro (2009) are:

<table>
<thead>
<tr>
<th>Being the capital of the Brazilian state;</th>
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<tbody>
<tr>
<td>Presents not less than 500 thousand population size;</td>
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<tr>
<td>Being headquarters or major city of the metropolitan area;</td>
</tr>
<tr>
<td>Owning University center of national importance;</td>
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<tr>
<td>Being a historical city with tourist vocation of international visibility;</td>
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<tr>
<td>Being a border city of regional importance and strategic;</td>
</tr>
<tr>
<td>Display makers with the presence of particular events facing RI;</td>
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</tbody>
</table>

Figure 5: Criteria adopted in the selection of municipalities for research
Source: Ribeiro (2009, p.33)

More information and data that will justify and facilitate the understanding of the table above will be presented. To start data composition of the city under study, the following table with information demonstrating the development of the municipality:

<table>
<thead>
<tr>
<th>RIBEIRÃO PRETO</th>
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<tbody>
<tr>
<td>Estimated Population in 2013</td>
<td>649.556</td>
</tr>
<tr>
<td>GDP</td>
<td>17.004,02 bi</td>
</tr>
<tr>
<td>Per capita GDP</td>
<td>R$ 28.162,89</td>
</tr>
</tbody>
</table>

Figure 6: Data on the city of Ribeirão Preto
Source: IBGE (2013). Table mounted by authors

The table, showing common features between cities exert Paradiplomacy, one can find five things that Ribeirão Preto own, namely; the population size not less than 500 thousand inhabitants; headquarters or major city of the metropolitan area; central university of national importance; city / historical tourism potential with international visibility; and decision makers with a presence in specific events geared for International Relations.

The ribeirão-pretana population exceeds the number indicated, with the presence of the large influx of people from neighboring counties who work, study and, for example, seek quality care in health. In a survey conducted by the Ministry of Tourism chose it as one of the 10 Brazilian cities named as reference destinations for tourism, giving focus to the 'business tourism (Ministry of Tourism, 2007).

Center of its middle region by being the focus of companies and their matrices, and due to the high level of infrastructure in their distribution logistics and cargo facility in union
negotiations agents to the highest levels, such as agribusiness, health, public policy, international trade, administration among others.

There is the presence of major universities in the city, such as USP (University of São Paulo), UNAERP (University of Ribeirão Preto) and UNIP (Paulista University), and several colleges. The quality of training is the high number of these universities, which also assist the population and development of the municipality through research conducted mainly in agribusiness issues because there are partnerships in the health sector and the sugar and alcohol.

Economic data may justify their importance in the external and internal scenario in the period 2000-2010 GDP per capita almost tripled from nine thousand dollars to twenty-eight thousand, this is higher than the GDP of the states of Paraná, Mato Grosso, Minas Gerais and countries like Russia, Chile, Mexico and China (IBGE and INEPAD).

International events occur in Ribeirão Preto, as AGRISHOW, the second largest international trade fair in the world, which in 2013 moved 2.6 billion reais, attracted investments from other regions as well as in other countries, its impact and infrastructure globally and according to the G1 (2013) paper, in their regional page, participating companies claim that event is responsible for 20% of sales in the year. There are other gatherings, meetings, congresses and fairs academic aspects, international trade, business and government to facilitate communication with foreign countries, attracting investment, jobs, technology and public experience.

The Commercial and Industrial Association of Ribeirão Preto (ACIRP) play a fundamental role in the internationalization of the city. Since 2000 the association created its first foreign trade department, assisting companies to integrate in the international market, promoting their brands and training your staff to external communication, such administration followed by the year 2008, with the advancement of international travel leading entrepreneurs to other states and bringing more foreign investors to know the capacity of Ribeirão Preto, also attracting the presence of the Mayor of Jinim, China, for further negotiations.

The administration of 2009, the same acting up today, expanded foreign trade department, bringing features of international relations and also increasing their social and business capacity to the city. The association identified the problems that hindered the advancement of international integration of the municipality, as problems; difficulty in communicating with the metropolitan areas, with the slowness of information for the city due to its location within the state of São Paulo, another difficulty is communication with
embassies, consulates and international chambers of which are restricted to the region that are located, do not expand demand opportunities beyond the major centers. To solve these problems and bring Ribeirão Preto international eyes two goals were created; become Information Center, investing in the image of the municipality, in marketing to attract investment, the feasibility of the approach of the international with the intention to make the city the place of decision making in their middle region and increase contact with international institutions in sending letters annually to embassies and consulates in order to know the city in its economic, political and social capacities. The other goal also become Business Center, through partnerships with the City, MDIC, CIESP, FIESP, APEX, Banco do Brazil and local companies, which organize; trainings, workshops, lectures and courses for the improvement of trained personnel will deal with the external market.

The participation of ACIRP is of great importance for the municipality paradiplomacy because with the advances of their activities brought 2000 to the first half of 2014 37 diplomatic authorities, including the Minister of Agriculture of Portugal, and also the inclusion of 5 Honorary Consuls (Italy, Germany, UK, Portugal and Spain) all recognizing the international capacity with the intention of social and economic investment for the city and region.

Regarding foreign trade, according to the Institute for Teaching and Research in Management (INEPAD) comments:

In 2012, according to the Ministry of Industry and Trade (MDIC), the trade balance of Ribeirão Preto was $ 14.4 billion, with $ 181.3 million in exports and $ 166.7 million in imports. The main destination of its exports went to Venezuela, exporting forage seed for sowing. Already in imports, which stood out was the natural rubber latex derived from China. The city has recently undergone a change in the profile of exported products. Due to the international crisis the sugar and alcohol sector has undergone some mergers, acquisition and transfer of its offices and operations to other cities who came to reduce their composition in the export of the municipality.

Still in the productive sector, Ribeirão Preto is a national dental polo, with about 60 companies working in the sector, exporting to over 150 countries and earning an average annual turnover of £ 300 million. The dental instruments and appliances had the fourth largest share, 8.25%, the exported products of the municipality, in 2012.” (By laboring Research Center INEPAD - Core CEPEFIN 2013).

On banks operating in Ribeirão Preto linked to foreign trade, providing currency exchange services, issuance of documents, advice and consultancy. Can highlight the Bank of Brazil through Gecex (Agency for Regional Support to Foreign Trade) which carries out its work with companies assisting in the teaching and practice of foreign trade tools. It is strategically located and have 18 Regional Offices to Support Foreign Trade (Gecex) located in all regions of the country, with the aim of providing specialized services in foreign
exchange and foreign trade, but the choice to establish this level of agency is strategic. In São Paulo, only the cities of São Paulo, Campinas and Ribeirao Preto have these services, making it clear that cities are of utmost international importance and high turnover of foreign financial capital market.

Regarding logistics, Ribeirão Preto boasts a prime location within the state of São Paulo; a region contains an integrated road network to large production centers. The roads that lead to connect cities that also have international operations as São Paulo, Campinas, São Carlos, Franca and Uberaba. It also has rail lines (Ferroban) connecting to Brasilia and the port of Santos. Leite Lopes Airport is authorized by the National Civil Aviation Agency to make international air cargo transport and briefly goes through reforms such structure; it is one of the main airports in the state that currently holds the twelve daily flights.

The reform of airport Leite Lopes depend on reforms that will change the social structure of the urban area, thus hindering and delaying its international capacity such problems are the responsibility of government is carrying out projects that relocation of people living near the airport.

It comes from a region where it housed the Brazilian coffee-growing elite and currently houses large sugar cane mills, it is easy to justify the enrichment of the region and consider that cares for its people that ensure to cultural attractions, and also to still having historical attractions present in the city. Besides, of course, the demand for good professionals, particularly in the health area, to arrange this demanding population, which has made it a renowned medical center. Therefore, it is evident the capacity of the city of Ribeirão Preto in promoting events attractive to foreigners, they are good quality and competence.

However, the lack of a department of International Relations hinders the expansion of that capacity, it has no manpower prepared for this kind of work (even public managers are not prepared for this "modernization"). Thus, it would be necessary to train professionals in the field and then building a department, you can consciously harness the potential internationalization of the city emerge.

**Final Remarks**

The challenge of the cities in this internationalization in the preparation of human capital and public managers, and analyze the international situation, which are paramount for these municipalities seeking greater foreign investment and new public-administrative policies. If
you enter as a new international actor is entering a new stage as a new competitor, which requires a lot of preparation, study and dedication of the professionals involved in this medium.

The need for representation and promotion of the municipalities is increasingly real in the global market, communication networks raise more territories in the international community, this new geography of competitive power among actors need representatives coming to the interests of those regions, which often the state is not prepared because their foreign policy agendas of international responsibility that differs from the smaller municipalities have to make decisions on its international capabilities.

Within the public management of large cities that are entering the international arena, it becomes essential to create public institution for management of 'international', as departments and Secretariats, linking professionals able to field new geopolitical and economic challenges that appear with greater intensity in globalized, and also true for the preparation of the capital city to internationalize.

In the case of the city of Ribeirão Preto cooperation between the state and business is given by private institutions and unrelated to the municipal government initiative, because it operates inefficiently not keeping pace world of international integration, which has the capacity, from well managed. In this research we acquired information infrastructure events such as AGRISHOW; the public administration responsible for the city treated the international sector, clearly limiting its consolidation, is the Secretary of Tourism.

Even without the department or specialized department to work together with the city and its public interests, no training people to work in this area, whether for business or tourism caregiver. As shown above, it is evident the necessity of preparation of professionals working in the international area connected to the city, which may become even more attractive to foreigners.

First training professionals who will work in the specialized department of international relations of the municipality sector, having partnered with the state government of São Paulo through international consultancies provided to municipalities. Also try together with the state government, money for the structuring and later federal grant for the same.

Therefore, it is evident the suggestion of creating a Department of International Relations for the city of Ribeirão Preto. The city contains several of the factors presented for promote active in paradiplomacy, and for that the structuring of a public agency that administers and be able to pursue their goals in the international arena is needed.
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