

ISMERI EUROPA

**EU-ARGENTINA REGIONAL POLICY COOPERATION ON MULTI-LEVEL  
GOVERNANCE SYSTEMS**

**INSTITUTION AND CAPACITY BUILDING ON  
REGIONAL POLICY PROGRAMMING AND  
IMPLEMENTATION**

**FIRST INTERIM REPORT**

OCTOBER 2018

## TABLE OF CONTENTS

<b>1. Introduction .....</b>	<b>3</b>
<b>2. Coordination and preparation of a work programme .....</b>	<b>3</b>
2.1. The function of Task 1 in the Project.....	3
2.2. Implemented activities and outcomes .....	4
<b>3. Next step: institution building programme .....</b>	<b>14</b>
3.1. Main elements of the institution building programme .....	14
3.2. Timetable for Task 2.....	14
<b>4. Updated project timetable and deliverables .....</b>	<b>15</b>

## **1. Introduction**

The First Interim report, focuses on “institution and capacity building for regional policy programming and implementation” in Argentina; it consists of the work programme agreed on with the Argentinian authorities (task 1). The work programme includes the activities to be carried out alongside with the selection criteria of the 5 Provinces and the conditions for their participation: the logistical organization and the timetable of the training, the selection criteria for trainee, the method of transferring the EU experience in managing development policies.

The report builds upon the results of the negotiation and organization activities with the relevant Ministries, carried out under the coordination of the *Dirección Nacional de Políticas Regionales del Ministerio del Interior*.

Finally, the report also describes the program and the principal activities of institution building defined under the coordination of the *Dirección Nacional de Políticas Regionales* and the other central institutions (task 2). It highlights the main elements of the program in terms of governance and reform processes to be implemented, expected results and roadmap to follow. The results of institution building will be summarized in the Second Interim report.

## **2. Coordination and preparation of a work programme**

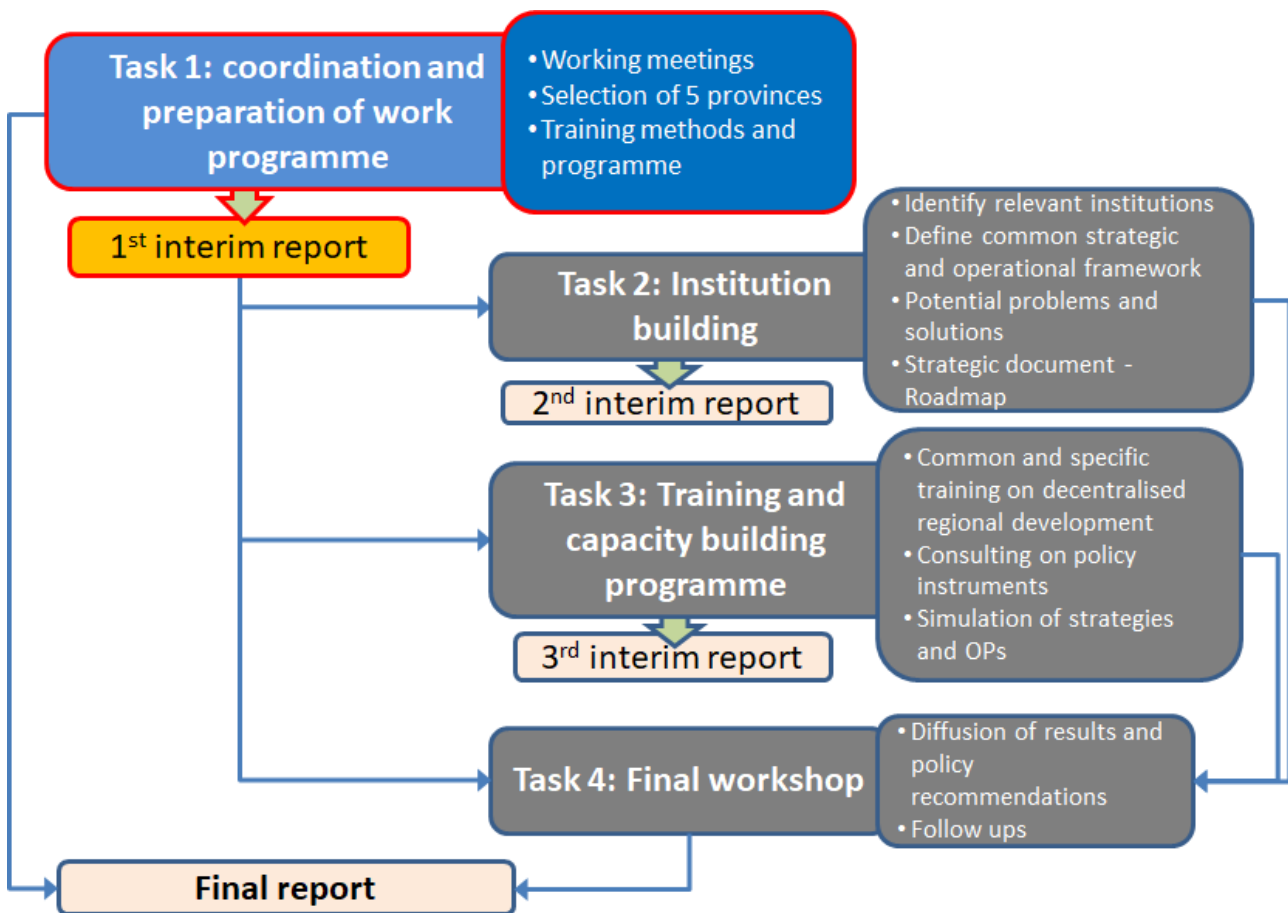
### **2.1. The function of Task 1 in the Project**

Institution and capacity building on regional policy programming and implementation is organized in four interconnected tasks: Task 1: Coordination and preparation of a work programme; Task 2: Institution building; Task 3: Training and capacity building programme; Task 4: Final workshop.

The outputs and results of each task will be taken into consideration for designing, planning and implementing the subsequent activities. The findings of all tasks will feed into the final report which will summarize the main outcomes and lessons learned, and will draw conclusions and recommendations for follow up.

As part of Task 1, meetings were carried out both at distance and on site, in Buenos Aires; they led to the selection of the 5 participating Provinces and to an agreed work programme. The following paragraphs summarise the activities carried out and their outcomes.

Figure 1–Task 1 and its linkages with the following tasks



## 2.2. Implemented activities and outcomes

### 2.2.1. Working meetings with Argentinian authorities

The project started at the end of August with the preparation of the first mission of the Ismeri team to Buenos Aires. During the last week of August and the first week of September the Ismeri coordinator worked with the *Dirección Nacional de Políticas Regionales* to define a weekly program of activity for the following month (see annex) and to verify the objectives of the project and take stock of the changes to the original road map due to the devaluation of the Pesos and the abolition of the Fofeso, which was analysed in the previous assignment and was the object of the reform of development policies. This unforeseen event created the need to conceive new legislation defining the functioning of a future development fund for 2020, whose responsibility was given to the *Dirección Nacional de Políticas Regionales*. This decision of substituting the “Fofeso”<sup>1</sup>, a fund transferred by the National Government to the Provinces and Municipalities, makes it possible to revise its managing rules and possibly to insert some fundamental elements of the multilevel governance of cohesion funds. A first draft of

<sup>1</sup>Fundo Soja

this new law was examined by Ismeri experts for comments and suggestions. The main objective was to insert some form of common planning procedure and the obligation to make only investments rather than other type of expenditure.

A second objective of this activity was to organize a set of meetings with the federal government to verify their involvement in the project's activities. These meetings were finalized to explain the objectives and the content of the project to the most relevant institutions dealing with territorial development plans and related issues, in order to select and ask for the participation of the most appropriate national institutions and officials especially in those phases of the project requiring some form of coordination and vertical cooperation among the Federal, Provincial and Urban institutions.

The *Dirección Nacional de Políticas Regionales* decided to organize meetings with the other "secretarias" operating within the *Ministerio de la producción: pymes, infraestructuras, integración productiva, ciencia y tecnología* to involve them in the project both directly and through the participation of some agencies and committees which are decentralized at the provincial level and or local level. In addition, we also requested the participation of an official of the Labour Ministry.

The participating agencies are instruments of different Ministries working in closer contact with the Provincial and local institutions which can bring to the project a high level technical experience and knowledge on economic development of the provinces involved as well as a consolidated practice of cooperation with the different local institutions.

The institutions involved were:

INTA (Instituto nacional de tecnología agropecuaria) which is an institute of research on technologies of the sector agropecuario. It is a well-known decentralized institute, which provides assistance to the firms of the agrofood sector and to the agricultural producers in the technical, social and economic sectors.

INTI-*Instituto nacional de tecnología industrial (Ministerio de la Producción)* which has the task to accompany and stimulate the development of the Pymes argentinas through the provision of services (innovation, transfer of technologies etc.). They have branches located in the provinces.

Cofecyt (*Consejo general de ciencia y tecnología*), a council which defines strategies at national and local level, provides policy advice on the implementation of federal and local science and technology strategy. Cofecyt is part of the of the Mincyt, and is composed of a representative of each Province in order to take the local needs and opportunities to the central decision-making bodies.

Finally, Plan Belgrano et Plan Patagonia were also contacted. The two national Plans were set up by the new government with the aim of coordinating the investment projects in each province, and, in particular, the national and the provincial government projects. The two plans focus on the less developed regions of the north and of the south of Argentina, trying to coordinate investment plans and create synergies among the projects and among the national and provincial institutions. Their strategy highlights the problems of coordination and the problems of access and of transport facilities. These two plans however do not have a legal base and, therefore, cannot regulate nor coordinate the investments aiming at the regional development of the provincial and

national institutions effectively. The project gives them the opportunities to participate in a systematic procedure of common planning.

A second activity was the preparation of 2 power point presentations included in the annex. One presentation for the meetings with the national officials and the second for the meetings with the Provinces.

The objective of both presentations was to explain in detail the political and operational objectives of the project with reference to the tasks performed by each institution and its organization, to verify their interest and fine-tune the training program to their expressed needs and priorities.

### **Meetings in Buenos Aires for the preparation and for the institution building.**

In Buenos Aires the *Dirección Nacional* for regional policies organized a set of meetings with the national institutions identified above. Each meeting lasted half a day and allowed the participants to learn about the objectives, contents and operating method of the project. They were able to discuss among themselves following the request of the Ismeri coordinator and of his team to participate to the exercise and play a specific role within a "simulated" multilevel governance planning and managing activity in each Province.

The minutes of the meetings and the attendance list are included in the annex.

In addition, the Ismeri team had several meetings with Ministries and national agencies for development organized by the Mincyt. In addition to these meetings a number of individual meetings took place with political and administrative officials of the main economic Ministries. The aim of the meetings was to explain the project content and to ask for their active participation in assuring federal government participation in a joint project with the Provinces.

The most remarkable aspect of these meetings, encouraging for the success of the project, was the interest shown by all the institutions in participating in the multilevel Provincial planning exercise, each institution at the request of the Ismeri coordinator each institution took on the responsibility to contact their personnel working in the selected Provinces and to create an information channel bottom up, bringing the results from the Province towards the higher spheres of their Ministry and vice versa.

This involvement will be central to the institution building task since the participation of the national government on a large scale in the training in cooperation with the Provinces was not taken for granted, and constitutes the main weak point of the present practices.

Separate meetings were then held with some of the Ministries involved in territorial development, and with other authorities which did not attend the main meetings with the provinces, in order to define their contribution in greater detail and enable the Ismeri team to fully understand the tasks of each of them in a MLG context.

Separate meetings were then held with the Plan Belgrano secretary and with the person responsible for the Plan Patagonia, in order to better define their actual functions and their possible contribution to the project to fulfil their strategic coordination task.

Other meetings were held with the secretary for the Pymes, with the secretary for infrastructure and planning, with the *Dirección de Integración productiva* that has a local structure to provide services to the firms and inform them of the national policies and opportunities they offer pymes.

At the end of these meetings the Ismeri team was able to take stock of the plurality of institutions involved and of their functions within the economic development planning and decision-making process, which are relevant to the Province's policy definition.

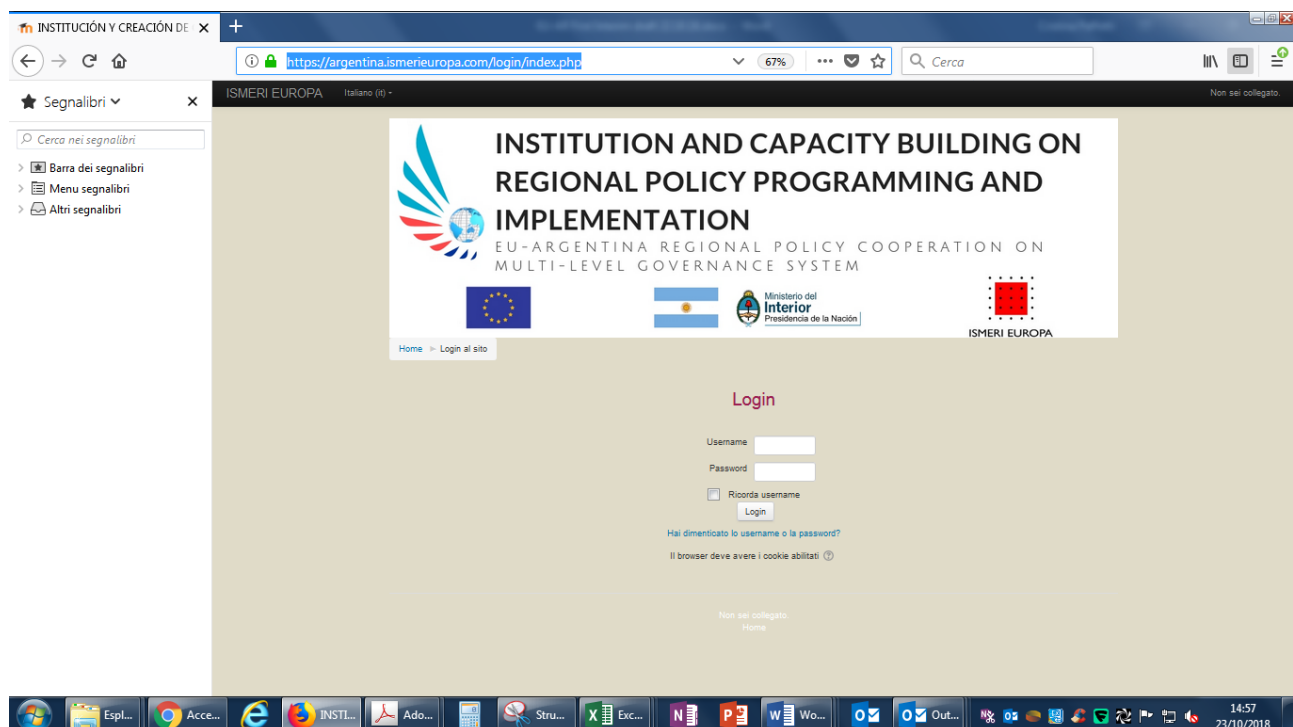
### **2.2.2. Main features of the agreed work programme**

#### Training activities, methods and timetable.

The training activities consist of 5 one hundred hour modules including preparation.

A platform was created, starting with the registration of an account in Moodle that grants a subdomain on the page [www.ismerieuropa.com](http://www.ismerieuropa.com) And subsequently a logo and a corporate image for the project were created.

After that, the site was set up, selecting the colours, themes, fonts and everything related to the design of Moodle



A course was created for each province and the contents of the Modules were uploaded and organized to carry out the 5 modules according to the needs of the experts and of the trainees.

The content was discussed with the *Dirección* for regional policies. The 5 modules will be partly carried out by means of distance learning using a Moodle platform and partly

with the presence of one or two trainers. The content and the timetable of the training is included in the annex.

The main features of the program were: making training flexible and tailored to each Province, increasing interest and motivation among the participants, allowing the trainees to participate in the training and to carry out their duty for a reasonable amount of time.

The training program will be introduced by a video of the project manager explaining the project's aims, the content of the training and the rules to follow, as well as the modalities for using the Moodle platform (a guide will also be provided).

Subsequently each Province will be assigned an expert who will be responsible for it. The trainer's task is to follow the progress of the training and to answer any queries of the trainees on technical aspects or find solutions to the problems that may have risen. He will also be responsible for the expected output of the modules 2 and 3. Together with the Project manager the expert will visit each province for 2 full days to fine tune the program and the agenda, to collect their demand and to discuss the priorities that should be focused on during training.

The first 2 modules (0 and 1) on MLG principles and on the O.P. structure and contents will be mostly given at distance and will be verified by means of a test which every trainee will be asked to take (see content in annex).

Modules 2-3-4 will consist of partly distance learning and partly frontal teaching.

Module 2 will help trainees to simulate a strategic and operational plan, following the method of the FEDER O.P.

Module 3 will consist of a project of policy intervention in a selected sector or policy area. The module will assist officials with the identification and definition of this project after an exercise in which its feasibility and its content have been verified with the stakeholder and on the basis of a successful EU experience.

Module 4 will focus on the techniques of monitoring and evaluation and will include a final day to summarize the content and the results of the training program before a public presentation in the Province and in Buenos Aires.

See the annex for a possible agenda sent to the province for modules 0 and 1.

### Selection of the 5 Provinces and priority themes

The selection criteria proposed by Ismeri were discussed and accepted by the *Dirección Nacional de Políticas Regionales*.

According to the set criteria, however, the selection had to coincide with the actual willingness of the Provinces to participate and to give the personnel the time to attend the training course.

At the end of a set of contacts made by the *Dirección Nacional de Políticas Regionales* with the assistance of the Ismeri team, the following 5 provinces were selected and a half-day meeting has been organized with every one of them to present the project objectives and contents,



### Provinces selected

Jujui, Mendoza, Misiones, Rio Negro, Santa Fè.

There are 2 provinces of the Plan Belgrano (North) and one of the Plan Patagonia (South) and 2 provinces from the centre of the country which are more developed with respect to the other 3.

Meetings with 4 of the 5 provinces were held during the 2<sup>nd</sup> and 3<sup>rd</sup> week of September. The minutes of the meetings and the list of participants are included in the annex.

The program of each meeting was as follows: firstly a presentation by the *Director* of the regional policies; a presentation of the Ismeri coordinator illustrated with a set of slides describing the project objectives and operational features. A particular emphasis was put on the Province's obligation concerning the time the officials would need to dedicate to the training as well as the required profiles of the trainees. A document signed by the chief of cabinet of the Ministry of the interior clarified also the activities that the project would produce to the benefit of the Provinces as well as the costs the Provinces will incur to organize and host the experts. This document is in the form of a contract that each participating Province has to sign (to date 4 provinces have already signed).

A second part of the meeting was dedicated to answering the questions of the Provinces officials as well as to a presentation of the Province productive structure, development opportunities, obstacles and policy priorities.

The representatives of INTI, INTA, COFECYT and Mincyt which hosted the meetings in their premises participated in these meetings.

## A brief description of the main economic and social features of the 5 Provinces.

### Jujuy

La provincia de Jujuy cuenta con una superficie de 53.219 km<sup>2</sup> -1,4% de la nacional- y una población de 0,75 millones de habitantes -1,7%- (2018, INDEC), lo que significa una densidad poblacional de 14,2 hab/km<sup>2</sup>.

La provincia tenía en 2004 un PBG de 1.380 millones de dólares -0,8% del PBI- y un PBG per cápita de 2.115 dólares (2004, INDEC) último dato oficial nacional). El PBG actual rondaría los 5.798 millones de dólares y sería de 7.691 dólares per cápita (2017, estimación no oficial elaborada por la Dirección Nacional de Políticas Regionales).

La tasa de actividad fue de 45,5%; la de empleo, 42,8%; la de desocupación, 5,9%; la de subocupación, 13,1%; la de asalariados sin descuento jubilatorio, 33,2% (2017, INDEC).

Las población en situación de pobreza fue del 24,0%, y en indigencia, 2,9%; el coeficiente de Gini fue de 0,39, y la brecha de ingresos, 13,1 (2017, INDEC).

Se contabilizaron 5.403 empresas formales, de las cuales 5,8% son industriales. La cantidad de trabajadores registrados promedio por empresa es de 11 (2016, OEDE).

Las exportaciones totales ascendieron a 554 millones de dólares FOB, cuya distribución en grandes rubros es: 55,8% Productos primarios; 11,8% Manufacturas de Origen Agropecuario (MOA); 32,4% Manufacturas de Origen Industrial (MOI). Los principales rubros exportados son: 29,4% Minerales metalíferos, escorias y cenizas; 24,1% Productos químicos y conexos; 12,8% Tabaco sin elaborar; 8,6% Hortalizas y legumbres sin elaborar; 6,5% Azúcar, cacao y artículos de confitería; 6,3% Metales comunes y sus manufacturas. Los principales destinos de las exportaciones son: 20,5% Japón; 11,1% Bélgica; 10,9% China; 9,7% Brasil; 8,5% Corea (2017, INDEC).

La estructura económica se basa en las actividades primarias. Los cultivos están como producciones "tradicionales" de la provincia. Entre ellos se encuentra: la caña de azúcar, banana y el tabaco, seguidos de los cítricos. A esto debe sumarse la producción de combustibles: petróleo, gas y ancestral actividad minera (plomo, plata, cobre, oro, salitre, potasio, bórax).

Jujuy es una de las provincias más tradicionales del norte argentino, lo que la convierte en un importante punto turístico. Entre los atractivos turísticos de la provincia se encuentra la Quebrada de Humahuaca, la que se destaca por su belleza paisajística y su rico patrimonio cultural.

### Mendoza

La provincia de Mendoza cuenta con una superficie de 148.827 km<sup>2</sup> -4,4% de la nacional- y una población de 1,95 millones de habitantes -4%- (2018, INDEC), lo que da una densidad poblacional de 13,1 hab/km<sup>2</sup>.

La provincia tenía en 2004 un PBG de 6.453 millones de dólares -3,9% del PBI- y un PBG per cápita de 3.893 dólares (2004, INDEC, último dato oficial nacional). El PBG actual rondaría los 24.107 millones de dólares y sería de 12.367 dólares per cápita (2017, estimación no oficial elaborada por la Dirección Nacional de Políticas Regionales).

La tasa de actividad fue de 43,4%; la de empleo, 41,7%; la de desocupación, 3,9%; la de subocupación, 8,6%; la de asalariados sin descuento jubilatorio, 37,2% (2017, INDEC).

Las población en situación de pobreza fue del 29,0%, y en indigencia, 4,4%; el coeficiente de Gini fue de 0,40, y la brecha de ingresos, 15,1 (2017, INDEC).

Se contabilizaron 25.905 empresas formales, de las cuales 10,4% son industriales. La cantidad de trabajadores registrados promedio por empresa es de 10 (2016, OEDE).

Las exportaciones totales ascendieron a 1.337 millones de dólares FOB, cuya distribución en grandes rubros es: 15,9% Productos primarios; 70,9% Manufacturas de Origen Agropecuario (MOA); 9,7% Manufacturas de Origen Industrial (MOI); 3,5% Combustible y energía. Los principales rubros exportados son: 55% Bebidas, líquidos alcohólicos y vinagres; 10,2% Hortalizas y legumbres sin elaborar; 7,8% Preparados de legumbres, hortalizas y frutas. Los principales destinos de las exportaciones son: 25,1% Estados Unidos; 18,7% Brasil; 6,6% Reino Unido; 6,6% Chile; 5,2% Canadá (2017, INDEC).

La estructura económica de Mendoza se caracteriza por la producción e industrialización de productos agrícolas. La abundante cosecha de vid, frutas y hortalizas dio origen a una importante industria vitivinícola y de producción de conservas. Además se practica la minería (uranio, hierro, manganeso, talco, bentonita, ripio, arena, caliza, yeso) y extracción de petróleo.

La Provincia de Mendoza es uno de los principales centros turísticos de Argentina, tanto nacional como internacional. La Cordillera de los Andes atrae a numerosos turistas, argentinos y extranjeros, interesados en ver los paisajes montañoso y las actividades deportivas.

## Misiones

La provincia de Misiones cuenta con una superficie de 29.801 km<sup>2</sup> -0,8% de la nacional- y una población de 1,23 millones de habitantes -2,8%- (2018, INDEC), lo que da una densidad poblacional de 41,4 hab/km<sup>2</sup>.

La provincia tenía un PBG de 2.065 millones de dólares -1,3% del PBI- y un PBG per cápita de 2.037 dólares (2004, INDEC, último dato oficial nacional). El PBG actual rondaría los 8.222 millones de dólares y sería de 6.667 dólares per cápita (2017, estimación no oficial elaborada por la Dirección Nacional de Políticas Regionales).

La tasa de actividad fue de 43,4%; la de empleo, 41,7%; la de desocupación, 4,0%; la de subocupación, 7,3%; la de asalariados sin descuento jubilatorio, 34,0% (2017, INDEC).

Las población en situación de pobreza es del 29,1%, y en indigencia, 3,6%; el coeficiente de Gini fue de 0,40, y la brecha de ingresos, 13,8 (2017, INDEC).

Se contabilizaron 10.215 empresas formales, de las cuales 11,2% son industriales. La cantidad de trabajadores registrados promedio por empresa es de 10,6 (2016, OEDE).

Las exportaciones totales ascendieron a 412 millones de dólares FOB, cuya distribución en grandes rubros es: 16,8% Productos primarios; 46,4% Manufacturas de Origen Agropecuario (MOA); 35,8% Manufacturas de Origen Industrial (MOI); 0,9% Combustible y energía. Los principales rubros exportados son: 37,5% Café, té, yerba mate y especias; 34,4% Papel, cartón, imprenta y publicaciones; 15,1% Tabaco sin elaborar; 8,6% Resto de MOA. Los principales destinos de las exportaciones son: 21,2% Estados Unidos; 19,9% China; 15,6% Brasil; 13,6% Siria; 10,8% Bélgica (2017, INDEC).

En la estructura económica encontramos el sector primario que constituye el 11 % de la economía, y buena parte de sus insumos son luego procesados en el sector secundario. Principalmente la producción de tung, yerba mate y té. La agroindustria y la industria forestal son las principales actividades del sector secundario.

El turismo en la provincia de Misiones ha crecido enormemente a partir del año 2000 y se ha transformado en un importante sector de la economía provincial. Los principales puntos turísticos son: Las Cataratas del Iguazú, El Camino del Té y La Ruta de la Yerba Mate.

## Rio Negro

La provincia de Rio Negro cuenta con una superficie de 203.013 km<sup>2</sup> -5,4% de la nacional- y una población de 0,73 millones de habitantes -1,6%- (2018, INDEC), lo que da una densidad poblacional de 3,6 hab/km<sup>2</sup>.

La provincia tenía un PBG de 2.210 millones de dólares -1,3% del PBI- y un PBG per cápita de 3.785 dólares (2004, INDEC último dato oficial nacional). El PBG actual rondaría los 8.520 millones de dólares y sería de 11.697 dólares per cápita (2017, estimación no oficial elaborada por la Dirección Nacional de Políticas Regionales).

La tasa de actividad fue de 38,7%; la de empleo, 37,9%; la de desocupación, 2,0%; la de subocupación, 3,8%; la de asalariados sin descuento jubilatorio, 20,9% (2017, INDEC).

Las población en situación de pobreza fue del 31,7%, y en indigencia, 4,8%; el coeficiente de Gini fue de 0,37, y la brecha de ingresos, 13,4 (2017, INDEC).

Se contabilizaron 11.848 empresas formales, de las cuales 5,9% son industriales. La cantidad de trabajadores registrados promedio por empresa es de 9,8 (2016, OEDE).

Las exportaciones totales ascendieron a 376 millones de dólares FOB, cuya distribución en grandes rubros es: 78,4% Productos primarios; 16,0% Manufacturas de Origen Agropecuario (MOA); 1,2% Manufacturas de Origen Industrial (MOI); 4,4% Combustible y energía. Los principales rubros exportados son: 72,7% Frutas frescas; 6,3% Preparados de legumbres, hortalizas y frutas; 4,4% Gas de petróleo y otros hidrocarburos. Los principales destinos de las exportaciones son: 22,4% Brasil; 21,9% Estados Unidos; 14,2% Rusia; 5,8% Italia; 5,1% Chile (2017, INDEC).

Su economía está basada en la agricultura, concentrada en las zonas de valles. Predominan los cultivos de frutales. También poseen cultivos de hortalizas, y frutas finas. Ganadería: Desarrolla la ganadería en forma intensiva. Industria: Producción de sidra y jugos en el Alto valle. Minería: Explotación de hierro, bentonita, piedra laja, sal, petróleo y gas.

En las últimas décadas, el turismo se convirtió en una gran fuente de ingresos en la provincia, especialmente para las zonas andina y costera. Las principales ciudades turísticas son Las Grutas en la costa, y San Carlos de Bariloche en la Cordillera.

## **Santa Fe**

La provincia de Santa Fe cuenta con una superficie de 133.007 km<sup>2</sup> -3,6% de la nacional- y una población de 3.481.514 habitantes -7,8%- (2018, INDEC), lo que da una densidad poblacional de 26,2 hab/km<sup>2</sup>.

La provincia tenía un PBG de 14.533 millones de dólares -8,8% del PBI- y un PBG per cápita de 4.605 dólares (2004, INDEC último dato oficial nacional). El PBG actual rondaría los 54.527 millones de dólares y sería de 15.662 dólares per cápita (2017, estimación no oficial elaborada por la Dirección Nacional de Políticas Regionales).

La tasa de actividad fue de 45,6%; la de empleo, 42,1%; la de desocupación, 7,7%; la de subocupación, 9,5%; la de asalariados sin descuento jubilatorio, 31,8% (2017, INDEC).

Las población en situación de pobreza es del 24,1%, y en indigencia, 5,1%; el coeficiente de Gini fue de 0,40, y la brecha de ingresos, 17,2 (2017, INDEC).

Se contabilizaron 57.134 empresas formales, de las cuales 11,5% son industriales. La cantidad de trabajadores registrados promedio por empresa es de 9,2 (2016, OEDE).

Las exportaciones totales ascendieron a 13.554 millones de dólares FOB, cuya distribución en grandes rubros es: 9,4% Productos primarios; 72,9% Manufacturas de Origen Agropecuario (MOA); 17,3% Manufacturas de Origen Industrial (MOI); 0,4% Combustible y energía. Los principales rubros exportados son: 45,4% Residuos y desperdicios de la industria alimenticia; 19,7% Grasas y aceites; 9,0% Productos químicos y conexos; 6,0% Cereales. Los principales destinos de las exportaciones son: 9,5% India; 8,6% La economía de Santa Fe es la segunda más importante del país. Agricultura: incluye el cultivo de oleaginosas, siendo una de las provincias de mayor producción de soja. Ganadería: cría intensiva, e invernada intensiva. Industria: se destacan la industria aceitera, molinos harineros, producción de lácteos, metalmecánica, maquinaria agrícola. Servicios: hay una gran cantidad de empresas privadas de servicios de distintos tipos. Brasil; 5,9% Vietnam; 4,9% Estados Unidos; 4,6% Indonesia (2017, INDEC).

Los principales atractivos turísticos son: Túnel subfluvial Uranga-Sylvestre Begnis, Ruinas de Cayastá, Monumento Nacional a la Bandera, Campo de la Gloria, Laguna El Cristal, Santa Fe ciudad ofrece atractivos nocturnos, eventos deportivos, culturales y sociales de distinta índole.

**Key demographic and macroeconomic indicators in the 5 Provinces.**

Provincia	Jujuy	Mendoza	Misiones	Santa Fe	Río Negro	País
<b>Datos Institucionales</b>						
<b>Gobernador</b>	Morales, Gerardo F	Cornejo, Alfredo V	Passalacqua, Hugo M.	Lifschitz, Roberto M	Weretilneck, Alberto E.	
<b>Vicegobernador</b>	Haquin, Carlos	Montero, Laura	Herrera Ahuad, Oscar A	Fascendini, Carlos A	Pesatti, Pedro	
<b>Datos Cuantitativos</b>						
<b>Demografía</b>						
Población	673.307	1.738.929	1.101.593	3.481.514	638.645	40.117.096
Superficie	53.219	148.827	29.801	133.007	203.013	3.745.397
Densidad de Población	12,7	11,7	37	24	3,1	10,7
Población rural / urbana	14,40%	23,70%	35,60%	10,10%	14,30%	3,90%
<b>Condiciones de Vida</b>						
NBI	18,10%	10,30%	19,10%	3,50%	11,70%	12,10%
Personas bajo la línea de pobreza	30,30%	27,90%	28,50%	26,40%	24,40%	27,30%
Personas bajo la línea de indigencia	4,30%	3,80%	3,60%	4,60%	1,60%	4,30%
Universitarios / Población ≥ 25 años	4,30%	7,70%	4,80%	6,70%	6,90%	7,70%
Secundarios / Población ≥ 25 años	48,20%	48,80%	38,70%	50,60%	44,30%	51,60%
Personas con cobertura de salud	54,80%	63,00%	56,40%	68,30%	65,60%	62,30%
<b>Mercado de trabajo</b>						
Tasa de Desempleo	5,90%	5,50%	2,50%	7,70%	5,20%	3,60%
Tasa de Actividad	44,60%	43,80%	45,50%	45,50%	41,90%	46,40%
Tasa de Empleo	42,00%	41,40%	44,30%	42,00%	39,70%	41,90%
Calidad Empresarial	11,01	9,97	10,6	9,23	9,83	10,22
Empresas registradas cada 1000 habitante	7,34	13,58	8,48	16,68	16,72	14,7
Empresas industriales / Totales	5,80%	10,40%	11,20%	11,50%	5,90%	10,10%
Empleo público Provincial / Empleo privad	107,20%	34,90%	53,80%	25,10%	46,90%	33,40%
Empleo público Provincial / cada 1000 hab.	87	51	50	39	90	52
Masa salarial per cápita en USD	1.114	1.838	1.027	2.441	2.530	2.574
Salario bruto promedio	21.514	21.952	19.618	26.009	25.659	28.032
Empleo Industrial / Total	16,80%	18,20%	19,40%	24,70%	10,30%	18,40%
Asalariados sin dto jubilatorio	37,00%	39,50%	35,40%	33,00%	19,40%	34,30%
<b>Nivel de Actividad Económica</b>						
Participación en el PBI Nacional	0,80%	4,00%	1,20%	3,80%	1,20%	100%
Exportaciones per cápita	348	366	169	3.925	417	670
Expo Industriales / Expo Totales	43,10%	13,50%	40,40%	16,20%	1,00%	32,10%

Selection criteria of participating staff

The Provinces have been asked to identify up to 15 officials including a representative from INTA, INTI and COFECYT. The Provinces have been supplied with a participant profile with the aim of making the set of participants homogeneous and ensuring that they have a suitable background to follow the training program. The list of participants will be examined by the Ismeri team and if considered necessary a replacement will be requested for those profiles which are not in line with the requirements (see annex).

Logistical organization of the training

The training will be carried out at distance and with the trainer presence. The access to the moodle platform is currently being organized according to the structure of the modules and has been made available to the project participants. Specialized technical material covering the subject and a test to be carried out as well as videos will be charged on this platform. Each Province is responsible for the logistics and has to provide the necessary equipment and the appropriate training rooms. The definition of this organization will be discussed and approved by the experts when visiting the site, at the beginning of the training program.

### **3. Next step: institution building programme**

#### **3.1. Main elements of the institution building programme**

The main elements of the institution building programme were drafted during the meetings and the agreements with the national ministries and agencies which took place during the 3<sup>rd</sup> 4<sup>th</sup> and 5<sup>th</sup> week.

Task 2 will follow two lines of action. The first will be to assist the *Dirección Nacional de Políticas Regionales* in its dialogue with the national assembly and the government to define the legal elements of the new decentralization law and of the relative fund that will be created in 2020. This line implies supporting the dialogue between the *Dirección* and political representatives from the national assembly and from the government. The dialogue and the activities will be decided by the *Dirección* and the function of Ismeri will be to produce technical documents to further the debate, and to insert the main elements of the EU MLG system into the documents, to revise accordingly those produced by the *Dirección*.

The second line of institution building consists in the participation of the National Institutions' officials in the training and cooperation that will take place during the training activities. We estimate that a minimum of 6 trainees per Province will come from the national institutions and that another 10 functionaries of the Ministries will benefit from the training activities on Multilevel governance.

#### **3.2. Timetable for Task 2**

The original timetable has undergone some changes due to the afore mentioned political changes concerning the Fofeso fund and the need to set up a new fund as much as possible in line with the EU MLG main principles.

As a result, the project will accelerate the start of task 3, and therefore training will start in November instead of March and will continue until mid-December.

This early start will concern the two general modules: Modules 0 and 1.

The start of Module 2, 3 and 4 will also be brought forward, from March to the middle of February.

The training activities will end in the first 2 weeks of May.

## 4. Updated project timetable and deliverables

Table 1 - Gantt chart

