T52 Governance Instruments Guide

Description
The purpose of this tool is to provide a catalog of management instruments that can be used to implement the portfolio of strategic projects and lines of action.

Participants
This task is carried out by the technical team and the entity, or group, who have knowledge and experience in the management of urban projects in the municipality.

1. *Review the following table and discuss with the team how one or several action systems can be articulated with the strategic project portfolio and the lines of action.*

TABLE A. Actuation system	
Action	**Definition**
Public	It is the action that takes place in the public sphere, in the interests of society.
Private	It is the action that appeals to the interests of a group or a person. It refers to the areas of the market and individual life.
Public-Private	It is the collaboration between the public sector and the private sector through public-private partnerships or alliances with the purpose of aligning the objectives of the different national actors and creating consensus; it has been present and has evolved in all modern States in different ways. There are two types: A. Those covering a general and political scope, and aimed at designing general agreements on the development of a group of countries, a country or a region. B. Those that have an impact on a specific area related to the provision of infrastructure, goods and services -specific and productive partnerships.

2. *Below are some case studies on the use of some management tools.*

Case 1: The Santiago Public-Private Water Fund	
***Location:** Santiago, Chile*	***Year:** 2019*
Santiago's Water Fund was created to protect the city's freshwater. Through the Water Fund, the city sought to develop a solution to adapt to alterations in precipitation due to climate change by investing in conservation, green infrastructure, and watershed restoration. The fund will help maintain and increase the availability of surface and groundwater in quantity and quality and help manage the risks associated with extreme weather events. It is the first water fund in Chile and is based on the cooperation of different public and private actors, such as the Regional Government, the Association of Rural Municipalities, a local water supply company, the companies Nestlé and Anglo American, and NGOs, such as the Nature Conservancy.	

Case 2: Tacubaya Urban Regeneration Project	
Location: *Mexico City*	***Year:*** *2010*
The Tacubaya Cooperative Action System seeks to restore both the social and urban-spatial fabric in order to renew and recover the area through public and private investment based on the implementation of sustainability policies with a comprehensive approach. Strategic actions include the recovery of public space, the organization of transportation and commerce, the reuse of abandoned properties and the repopulation of the neighborhood. It includes an area of 141.2 hectares in 4 neighborhoods of the Miguel Hidalgo district. Among the projects planned are: Tacubaya Sur Social Housing (Ciudad Perdida), Tacubaya Modal Transfer Center (CETRAM), remodeling of the "Peña Manterola" and "Becerra" markets, improvement of the urban environment of Tacubaya Sur, remodeling of the Pediatric Hospital, Water District and intervention in schools.	

Case 3: La Plaine Saint-Denis and the Mixed Economy Companies (Sociétés d'Economies Mixtes)	
Location: Paris, France	*Year: 1993*
Mixed capital companies (Sociétés d'Economies Mixtes, SEM) are common in France, where local governments make frequent use of them for social housing projects, urban infrastructure and municipal public services such as waste collection and public transportation. *A representative example of this type of joint venture is La Plaine Saint-Denis, which is implementing a complex urban project to revitalize 700 hectares of urban land in the northeastern part of Paris. The construction of the Grand Stadium for the 1998 World Cup was the trigger investment for a project with broader objectives that included boosting the overall economic recovery of the area, revitalizing the former industrial zone, developing a social housing program, improving the environment, and renewing the transportation system that connects this area to the rest of the city.* *In France, public-private companies are created by municipal governments under the so-called Law on Local Mixed-Capital Companies. This law describes the decision-making bodies of the SEMs and defines the level of autonomy of the participants in decision-making. Local governments, with an equity participation of between 51% and 80%, are the actors with the most significant role.* *The development of the La Plaine Saint-Denis project was divided into four areas: urban development, transportation, business and commercial zones, and construction of the Grand Stadium.* ● *Urban development was organized in the form of a mixed capital company called Plaine Developement. It involved private banks, with a 23% investment, the central government, with 8%, and the Syndicat La Plaine Renaissance, which included the municipalities of Saint-Denis, Aubervilliers and Saint-Ouen, with 69% of the capital.* ● *The transportation improvements and the promotion of business and commercial areas were carried out through another public-private partnership called Societé Nationale d'Economie Mixte (SANEM), involving the following members: the Municipality of Saint-Denis, the Caisse de Dépots et Consignations, the Gas (GDF) and Electricity (EDF) companies, and the Paris Chamber of Commerce.*	

- *Finally, the construction of the Grand Stadium was carried out by a public-private partnership between the central government, the construction company BOUYGUES and two other companies, Lyonnaise des Eaux DUMEZ and Général des Eaux.*

Case 4: Development Corporation of Bilbao, Ría 2000 Company	
Location: Bilbao, Spain	*Year: 1992-present*
Bilbao, Sociedad Ría 2000 is the result of agreements reached between the different national, regional and local government administrations within the framework of a collaboration process to promote the development of the Basque Country and the transformation of Bilbao. It is a joint stock company with public capital in which the Spanish central government through the Ministry of Public Works and its dependent companies (Sociedad Pública Empresarial del Suelo, Autoridad Portuaria de Bilbao and Empresa de Ferrocarriles RENFE and FEVE) and the Basque administrations (Basque Government, Diputación Foral de Vizcaya and the Municipalities of Bilbao and Baracaldo) participate in equal parts. *The objective of the Company is to recover degraded zones or industrial areas in decline in metropolitan Bilbao, through the coordination and execution of actions that integrate urban planning, transportation and the environment. The aim is to generate public works for the municipalities with the income obtained from the sale of land for development to the private sector.* *The incorporation of Sociedad Ría 2000 was financed 50% by the Spanish State and 50% by the Basque institutions. The initial capital of the company was only US$1.7 million, but the company also has resources from the sale of land assigned by the public companies dependent on the Spanish State, mainly Puerto Autónomo and RENFE. On the basis of the raw land, Sociedad Bilbao Ría 2000 plans, restructures, develops and resells the plots (as part of existing or future projects) to public or private developers. The Company's existence is justified by the fact that it is executing the agreed development plans. Once these are completed, and if no new ones are generated, the Company's purpose will have been fulfilled and it will be extinguished.* *The Company's activities have had a variety of impacts on the development of Bilbao, including: the recovery of previously depressed and uninhabited areas; the financing of public works with private resources, at no cost to the municipalities; the improvement of public and recreational areas; and the increase in the number of jobs and tax revenues for the municipalities. The Company has also relocated displaced communities without uprooting them and has provided social housing in adequately developed areas.*	

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3. *Review the following table and discuss with the team how one or more management tools can be linked to the strategic project portfolio.*

TABLE B. Management instruments				
Ranking	**Definition**		**Instruments**	**Description**
Strategic restructuring	Two or more organizations seeking to join together in pursuit of a shared objective results in a structural change or the creation of a new entity.		Fusion	Organizations that work together towards a common goal, end up uniting into a single organization.
			Subsidiary entities	Organizations working together towards a common goal end up creating a new entity.
			Joint Ventures	Organizations working together toward a common goal.
Alliances	These are more formal and structured forms of management than simple circumstantial collaboration, but they do not entail radical structural changes in the parties involved, which maintain their character as separate and distinct entities.	Impact purposes	Association	They usually serve and represent the interests of those involved, although this distinction is not universal.
			Coalition	Sharing a specific social or political change objective
			Commitment	The commitment integrates actions, specific activities, deadlines and responsible parties.
			Multi Sectoral working group	An institutional working group (intersectoral or multi-institutional formalized with the participation of actors from different sectors to achieve a particular objective working groups establish responsibilities and accountabilities and promote synergy and team
		Administrative purposes, collection or programming	Administrative Consolidation	Used when two or more organizations unify part of their management structures in order to jointly make acquisitions, design their marketing strategies and/or train their personnel.

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			Fiscal sponsorship	An organization offers, usually for a contract and a fee, the use of its legal status and fiscal extension, and often also administrative support to groups dedicated to the same mission but lacking such status.
			Joint Programming	Used for the launching and joint management of one or more programs that meet the objectives of both parties.
			Joint ventures and profit sharing	organizations come together to manage an income-generating activity that benefits them all
Collaboration	There are many ways to collaborate, and collaborations are not mutually exclusive. Organizations can and do collaborate with multiple organizations, often from multiple sectors, on a variety of initiatives. In fact, today more than ever, organizations must collaborate, both broadly and deeply, because that is what is needed to address the complex challenges we face.		Coordinated action	Used for the elaboration of events
			Joint lobbying	Used to promote legislation on relevant issues
			Collaborative learning	Used for joint coordination of training events
			Networks	Used to more effectively influence decision makers

4. *As a team, propose for the portfolio of strategic projects, the system of action that they consider ideal. Likewise, the management mechanisms consider the responsibilities and co-responsibilities established in the* ***Participatory Prioritization Workshop (Activity 36)****.*

TABLE C. Proposed Management Instruments for the Strategic Project Portfolio

Project	Description	Accontable	Responsible	Co-Responsible	Consulted or Informed	Actuation system	Management tool
Neighborhood Center (Nichupté Bridge)	This project consists of the integration of the Glorieta Antigua Torre de Control into the space designated as a green area to the north. Through the incorporation of proximity facilities (free first floor), the humanization of the public space and local commerce, it seeks to create incentives to attract the population and encourage activities of permanence in the vicinity. The project is defined based on the vocation of the existing space and enhances the area with consolidated vegetation.	*AGEPRO (Agency for Strategic Projects)*	• *Office of projects*	• *State Secretariat of Sustainable Urban Territorial and Urban Development* • *IMPLAN* • *Municipal Secretariat of Ecology and Urban Development* • *Municipal Secretariat of Public Works and Services* • *State Secretariat of Public Works* • *Municipal Secretariat of Public Safety and Transit*		Public Public-Private	• Multi-sectoral working groups (PPPs) • Neighborhood Network: Joint lobbying and coordinated action (citizen participation).

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5. *As a team, propose the ideal system of action for the lines of action. Also, propose the responsible and co-responsible actors using the results of the* **Participatory Prioritization Workshop (Activity 36).**

TABLE D. Proposed Management Instruments for the Lines of Action							
Strategy	**Line of action**	**Responsible**	**Co-responsible**	**Accountable**	**Consulted or Informed**	**Actuation system**	**Management tool**
Neighborhood Center (Nichupté Bridge)	*1.1 Urban intervention in the Glorieta Antigua Torre de Control.*	*AGEPRO (Agency for Strategic Projects)*	• *State Secretariat of Sustainable Urban Territorial and Urban Development*			Public	Joint programming