The four megatrends that will change the world

- The demographic weight of the world’s developed countries will drop by nearly 25% shifting economic power to the developing nations.
- The developed countries’ labor forces will decline and the demand for immigrant workers will rise.
- Most of the world expected population growth will be concentrated in today’s poorest, youngest, countries, which lack quality education, capital and employment opportunities.
- For the first time in history, most of the world’s population will become urbanized, with the largest urban centers being in the world’s poorest countries, where policing, sanitation and health care are often scarce.

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Urban agglomerations (millions of people)

- Lagos: 17
- Mumbai: 20.1
- Jakarta: 9.7
- Calcutta: 15.6
- New Delhi: 17
- Shanghai: 15.8
- Manila: 11.7
- Mexico City: 19.5
- Sao Paulo: 13.1
- Bogota: 10.2
- Calcutta: 15.6
- Shanghai: 15.8
- Jakarta: 9.7
- Lagos: 17
- Mumbai: 20.1
- Mexico City: 19.5
- Sao Paulo: 13.1
- Bogota: 10.2
- Calcutta: 15.6
- New Delhi: 17
- Shanghai: 15.8
- Manila: 11.7

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Countries that have multiple cities with over one million residents each

Lagos
New Delhi
Shanghai
Calcutta
Cairo
Karachi
Mexico City
Jakarta
Mumbai
Manila
Pakistan
Sub-Saharan

The urbanized proportion of sub-Saharan Africa will double between 2005 and 2050:

Goldstone J. (2010). The Four Megatrends That Will Change the World. Foreign Affairs, USA
Countries that have multiple cities with over one million residents each

The world's urban population is expected to grow by 3 billion people by 2050

New city challenges

- Low per capita income
- Less able to create or sustain democratic institutions
- Poverty
- Anarchic violence
- Inadequate policing
- Limited sanitation
- Poor education
- Periodic violence
- Weak governments

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Cities and new challenges

- Cities lack the ability to fully respond to the new challenges: migration and the growth of urban areas
- There is a huge need for new and improved city management
- We have to create a massive process of dissemination for:
  - Learning
  - Knowledge exchange
  - Innovation

The new paradigm of city management

- Professionalism
- Modernization

Building the internal strength in a city to act like a multinational corporation
To be able to respond to the challenges of the environment to be very flexible in terms of its mission
To become an economic engine of growth
It is necessary to:

- Change the way we look at municipal management
- Create a fresh way of thinking
- Build accountability
- Develop systems, e-government
- Change the perception of the municipal body,
- Change the culture
- Create a professional environment and excellence in terms of:
  - knowledge,
  - sensitivity,
  - confidence and how to communicate with people
- Restructure the municipal government’s work ethic to focus on serving the people, producing results that benefit the community as a whole.
- The systems need to respond to the needs of the people
**WBI-TEC role**

- We have been playing the role of a national and regional facilitator of capacity building for agents of change who could have great impact in development.

- We aim to,
  - leverage knowledge
  - capture knowledge
  - bring knowledge to other parts of the world.

**Learning**

- We have been working with structured learning through the development of flagship courses.

- We are dedicated to learning and capacity-building, through the development of courses, conferences, distance and online learning, diagnostics, learning materials, scholarships, discussion groups, learning and practitioner communities.
Thematic areas and flagship courses

- E-government
- Transparency
- Public Finance
- Municipal management
- Leadership
- Security and prevention
- Political marketing
- Public-Private Partnerships
- Climate change
- Knowledge cities

Flagship courses

- Municipal Management (SAM)
  Objective: Provide fundamental knowledge, tools and practice experience on the abilities and attitudes development on Municipal Management, as well to obtain common knowledge for a better development.

- Strategic Management of Local Public Finance
  Objective: Identify the different specialty areas of public finances and public funds, as well the finance mechanisms in the government, through the knowledge of theoretical and technical principles, and actual practices. Also providing tools for transparency and accountability through a financial and strategic.

- Municipal Public Private Partnerships (Municipal PPPs)
  Objective: Participants will develop and strengthen technical capacity to identify, develop, evaluate and implement infrastructure projects and public utilities with private participation.
Flagship courses

- **E-government for Municipal Service Delivery**
  - Objective: The participant will design in his work area an e-government strategy adapted to their environment based on the analysis of innovative experiences, access to relevant information and expert opinion.

- **E-government Portals for Citizenship Participation**
  - Objective: At the end of the Diploma, participants will be able to plan, create and maintain government websites using a design methodology focused on the citizens and generating society benefits.

- **E-government for Competitiveness and Development**
  - Objective: Recognize the e-government role as an instrument that supports the knowledge development. Also promotes the e-government initiatives implementation to make a more efficient, effective and collaborative relation between the government and the society.

- **Open and Participatory Government (GAP)**
  - Objective: Knowing the key tools and strategies for combat corruption through the state and local government, that will support processes of institutional reform and improving governance. Share experiences of best practices to eliminate corruption.

- **Safe Cities / Urban Crime and Violence Prevention**
  - Objective: Offer basic information and tooling for the strategy formulation and programs design of crime and violence prevention on urban zones, focus on the needs, potentialities and comparative advantages of each community.
Deliver strategy

- The flagship programs have been delivered via distance learning, through our Virtual University and face to face through the centers and networks that we have all over Latin America.
Deliver strategy
Tecnológico de Monterrey System

Virtual University

Deliver strategy

Indian Institute of Management Ahmedabad
China National School of Administration

Learning, knowledge exchange and innovation
Technology and Telecommunications Platforms

- Make programs available via the Internet
  - Web sites for social inclusion and development

- Learning communities
  - Public officials
  - K-12 Teachers
  - Non governmental organizations
  - Corporate social responsibility

Learning technologies

- Internet
- Satellite
- Mobile learning
- Specific design software for sharing knowledge and learning communities
Participants involved in the Design process

<table>
<thead>
<tr>
<th>Web Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experts for different countries</td>
</tr>
<tr>
<td>Instructional designer</td>
</tr>
<tr>
<td>Tutor</td>
</tr>
<tr>
<td>Web editor</td>
</tr>
<tr>
<td>Graphic designer</td>
</tr>
<tr>
<td>Technical support staff</td>
</tr>
<tr>
<td>Multimedia staff</td>
</tr>
<tr>
<td>Systems developers</td>
</tr>
</tbody>
</table>

Students are immersed in a virtual learning world that allows them to interact, participate, and communicate with:

- WebPe educational platform
- Content management
- Teaching and learning strategies
- Educational organization
- Classmates
- Knowledge HUB
- More than 2,600 resources
- Some online distance learning courses are too instructor driven and lack the opportunities for communication and collaboration that support genuine learning (Slavin, 1980).
The students receive constant support through specialized tutoring from experts. Each student has a tutor who helps him or her to achieve higher levels of education.

Web Tec is a tool designed by the Tecnológico de Monterrey. It is based on distance education models and teaching techniques. This platform was created according to the institution’s needs. It has a strategy based on education, research, evaluation and control.
Evaluation

Research - Action

- Reflection
- Situation analysis
- Action
- Establishment of improvements and changes
- Data and information collection
- Action
- Data and information analysis
- Reflection

Develop capacity at

- The individual
- Organizational
- Institutional

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Who’s involved?

As participants
- Central Governments
- Local government employees
- Non governmental organizations (NGOs)
- Civil society
- Mass media
- Private Sector
- Politicians
- Academics

As Practitioners and Instructors
- Former participants sharing practical experiences
- Area specialists
- Members of international organizations

WBI-TEC joint initiative

Outcome

Public officials | Socially Responsible Enterprises | Journalists and Communicators | Community empowerment
---|---|---|---
33,800 | 4,446 | 3,427 | 388

Total no. of participants: 42,061
WBI-TEC joint initiative

Outcome

33,800 public officials from 25 countries

- Argentina
- Belize
- Brazil
- Bolivia
- Chile
- Colombia
- Costa Rica
- Cuba
- Ecuador
- Spain
- United States
- Guatemala
- Honduras
- Haiti
- Mexico
- Nicaragua
- Paraguay
- Peru
- Russia
- Dominican Republic
- El Salvador
- Uruguay
- Venezuela

Knowledge exchange and innovation

- For knowledge exchange and innovation, we developed a learning community that interacts through a web portal (Virtual Center for Public Administration Entrepreneurs www.emprendegestionpublica.org)

- The objective is to ensure that local value and best practices that have been achieved through learning and the practical process are available worldwide
The Web Portal has served as a learning and knowledge exchange platform for public officials across Latin America to capture the knowledge and experiences gained as a result of our learning programs.

Objective: to connect regional expertise, promote reflection, share good practices, promote innovation.
GAP water learning community

INSTITUTO DEL BANCO MUNDIAL
Promoción del saber y la educación para un mundo mejor

Estimados participantes

Es un honor darte la bienvenida al “Centro Virtual de recursos de apoyo” del Programa de Capacitación para Mejorar la Transparencia, el acceso a la información y la rendición de cuentas a nivel local en el sector de agua y saneamiento en Nicaragua y Honduras, desarrollado en colaboración con el Tecnológico de Monterrey.

Trabajamos con ciudadanos y con muchas organizaciones para aportar conocimiento y herramientas que nos permitan tomar acciones concitadas para mejorar la transparencia, fomentar una previsión de apertura y responsabilidad y evitar las prácticas de corrupción.

En el Instituto del Banco Mundial tenemos la profunda convicción que el trabajo y colaboración conjunta en este programa permitirá a Nicaragua y Honduras ofrecer a los ciudadanos un servicio no solo de calidad, sino también transparente y abierto. Los invitamos a hacer uso de este espacio virtual y a enriquecerlo con sus aportaciones y proyectos.

(Revisorado)
Marta Ovalle de Ávalos

Módulos

<table>
<thead>
<tr>
<th>Módulo 1</th>
<th>Módulo 2</th>
<th>Módulo 3</th>
<th>Módulo 4</th>
<th>Módulo 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introducción</td>
<td>Herramientas de diagnóstico e indicadores de impacto sobre la corrupción</td>
<td>Herramientas para entender la corrupción</td>
<td>Casos prácticos sobre cómo combatir la corrupción</td>
<td>Formulación de un plan de acciones</td>
</tr>
</tbody>
</table>

Próximos:

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- 
- 
- 

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Social program participants

224,598 participants from 30 countries

Addressing the needs of urban poor.

- The Community Learning Centers are designed to reduce educational inequality, through capacity building and respond to the problems of extreme poverty.

It is like having education available everywhere and for everyone.
Community Learning Centers

Web sites for social inclusion and development

Online middle school

Online high school

Entrepreneurship portal

Our goals for the future

Learning
- Develop new courses for policy makers.
- Scale up the courses through creating new alliances with worldwide institutions.
- Develop systems for city management

Knowledge exchange
- Facilitate just-in-time exchange, debate & awareness-raising
- Support for knowledge exchange through peer networks

Innovation
- Promote local innovations through research and sharing knowledge

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Our partnership with the World Bank Institute is not only important, but also essential because we are able to join our institutional capabilities to leverage, capture and disseminate knowledge.
Diploma main characteristics

- Offers an introduction to public finance management at the municipal level.
- Pragmatic approach.
- Closely related to municipal operation.
- Strategic perspective:
  - Heavy relation between public agenda and financial public management needs.
Processes perspective

- Essential processes of local public finance:
  - revenue, expenditure, investment and debt.

- Support tools:
  - budgeting and governmental accounting.

- Instruments of accountability:
  - transparency and fiscalization.

Course Outline

Municipal Finance Strategic Management

I. Theoretical framework
  - Public finance in a general context
  - The operating processes

II. Operating processes
  - Generate income
  - Manage expenses
  - Manage investment
  - Manage debt
  - With the help of Elements and processes

III. Support processes
  - Organizational structure
  - Financial information systems
  - Strategic planning
  - Budgeting

IV. Results evaluation
  - Accountability
  - Fiscalization
  - Citizen participation
  - Performance measurement

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**Action learning**

- **Strategic Financial Diagnosis (DEF)**
  - Examination of municipal finance condition.
  - Identification of possible problems and opportunity areas.
  - Examination of revenue performance and operation.

- **SWOT analysis.**
  - Strengths, weaknesses, opportunities and threats of revenue and expenditure functions.

- **Development of applied project in a municipality in a specific topic:** revenue, public expenditure, investment, debt, accountability, transparency, fiscal coordination, etc.
  - Diagnosis of finance condition.
  - Identification and analysis of problems
  - Proposals of solution.
Knowledge sharing

- Experience sharing with
  - Experts
  - Tutors
  - Other participants
  - Mayors and Public Servants (videos).

Target audience

- Public servants working at the municipal level.
- Public servants from the controllerships, the autonomous fiscalization entities and commissions of transparency and access to information.
- Budgeting and accountability commissions and consultants working with local congresses.
- Professionals that aspire to develop in the field of local public finance as public servants, consultants, analysts or academics.
Target audience

- 1,543 Public officials has taken the program.
- Evaluation:

![Bar chart showing evaluation results](chart1.png)

Knowledge & learning acquired

- Identification of local public finance conceptual framework.
- Analysis of municipal revenue and expenditure responsibilities.
- Analytical study of municipal finance structure and condition.
- Identification and analysis of municipal finance real problems and situations.
- Analysis of the need of transparency, accountability and ethic behavior of public servants working in financial areas.
Innovation

- Projects developed (examples):
  - Improvement of schemes of citizen participation through information technology: Atlixco, Puebla.
  - Sustainable Urban municipal strategic planning: Garza García, N.L.
  - Collection improvement of local taxes: Hermosillo, Sonora

Innovation: City of Hermosillo, Sonora. (Example)

- Project:
  - Improvement in local taxes collection.
- Objective:
  - Improvement in local taxes collection processes
  - New policies related with the collection of Property Tax.
- Results:
  - Increase of 10% of collection of property tax.
  - Decrease of 15% of defaults.
- Methodology followed:
  - Application of DEF.
  - SWOT Analysis in the Revenue Service area.
Importance of WBI and Tecnológico de Monterrey joint collaboration

- Takes advantage of distance education models to delivery knowledge and best practices to elected officers and appointed public servants located in distant cities or villages.
- Contents are designed by experts.
- Promotes knowledge of municipal operating models and best practices.
- Learning activities have pragmatic approach.
- Learning process is guided by experts in the municipal public administration field and IT experts.
- Promotes networking.

Capacity needs

- Latin-American:
  - 16,000 governments at the municipal level. (1).

- México:
  - 2,537 municipalities.
  - 295 municipalities in 55 metropolitan areas.
  - 276 municipalities with population > 15 000.
  - 1,867 municipalities with population < 15 000.

(1) Source: Federación Latinoamericana de Ciudades, Municipios y Asociaciones de Gobiernos Locales (FLACMA, 2003)
Constraints at the local/ municipal level

- Local government constraints:
  - Short term in office of Elected officials (< 3 years)
  - High turnover of appointed public servants.
  - Lack of internet connectivity in some municipalities.
  - Poor quality internet connectivity in some municipalities.
  - Lack of IT support in some municipalities.
  - Lack of sufficient training in distance education models.

Scaling-up and improving the quality/impact of capacity building efforts

- Replicating in other regions experience and best practices of structured learning.

- Developing an intensive program to train elected officials and appointed public servants in the usage of IT in distance education.

- Increasing the supply and diversity of courses.

- Using new tools of IT (Mobile learning, second generation internet, etc.) in present programs and new ones.
The capital systems framework for knowledge cities

A training/learning event

- This is a new component of the SAM knowledge sharing program, aimed at strengthening local government and improving city management capacities.
Why Capital Systems?

- How can City Managers effectively integrate aspects such as Finance, E-Gov, Transparency, Safety, Environment and potentially other critical ones?
- Contents:
  - What is distinctive about Knowledge Cities
  - Capital Systems: an integrated strategic framework
  - An example

The Capital Systems Framework

Based on an assessment of a city’s capital base (both tangible and intangible) and its capacity to recombine it in innovative ways. The major capital categories are:

1. Identity capital
2. Intelligence capital
3. Financial capital
4. Relational capital
5. Human Individual capital
6. Human Collective capital
7. Instrumental-material capital
8. Instrumental-knowledge capital
The Capital Systems Framework

This strategic framework allows the identification, valuation and systematic development of the city’s traditional and knowledge capital in an integrated way.

Hence, it may contribute to the WCI goal of developing multiple knowledge dimensions in City Management as a means to building strong local governments.

Example: Identity Capital

- Relatively high development level: Genealogy and industrial attractiveness
- Relatively middle development level: Renewal capacity and city brand
- Relatively low development level: Name recognition and safety image
Example: Capital Dashboard

Average vs. National, Regional and International reference

Thus, the Capital Systems Index is obtained from the last column:

SC Index = 0.6009

Example: Strategic Map
Building strong local governments
New Perspectives in Learning and Capacity Building

**KNOWLEDGE CITIES**
- Municipal Management (SAM)
- Strategic Management of Local Public Finance
- Municipal Public Private Partnerships (Municipal PPPs)
- E-Government for Municipal Service Delivery
- E-Government Portals for Citizenship Participation
- E-Government for Competitiveness and Development

**CITY MANAGEMENT**
- Open and Participatory Government (GAP)
- Climate Change: State Programs Development
- Climate Change: State Programs Development

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