



Capacity Building Workshop - Citizenship Series

**PUBLIC-PRIVATE PARTNERSHIPS NEGOTIATION FOR  
SMART CITY MANAGEMENT**

*Oslo, Norway, 29 – 30<sup>th</sup> June 2015*  
*Concept Note*

with the support of



and the collaboration of



*Uraía means “Citizenship” in the Swahili language*  
**Citizenship** *the qualities that a person is expected to have as a responsible member of a community.*  
*Merriam-Webster dictionary*

## BACKGROUND

The Uraía Platform was launched in June 2014 with the objective to bring together local governments and their partners in the search for innovation in city management. The idea behind Uraía rises from the fact that many cities, especially in the developing world, are increasingly using SMART and mobile technologies in the daily management of public services, but many have difficulties in keeping up with adapting public management to this changing environment.

The idea of creating Uraía originated in the need of cities to access a space of exchange about the possibilities offered by SMART technologies in three specific aspects of city management: a) increasing municipal revenue, b) decreasing the cost of public services and c) providing more transparent and accountable channels of communication between the city managers and the citizen.

During the launch of Uraía in Santander (Spain) many participant cities expressed their concern about negotiating and implementing contracts with the private sector and the establishment of public-private partnerships involving new technological applications. In many countries, the same public procurement regulations apply to municipalities to purchase goods and services with a different degree of complexity. For example, it is not the same to buy computers than to establish a PPP to implement a whole system of sensors able to gather information about public services such as water, transport or energy consumption. Many cities are facing out-dated, inadequate procedures and legislative frameworks that were designed for more traditional service provision.

Additionally, citizens and civil society are increasingly demanding more transparency and accountability on the way that local governments establish public-private partnerships (PPPs), and not only in the way that PPPs are negotiated, but also how they are implemented over time. The price of utilities such transport, water, electricity or waste collection has far too much impact over the quality of life of people, not to be taken very thoughtfully. PPPs responsible for running basic services need to be carefully designed and monitored to ensure efficiency and accessibility. The mechanisms to include the population into the monitoring of PPPs should be established at an early stage.

In this context, local governments should take a careful look to the advantages offered by SMART technologies. Some examples of the advantages of introducing innovative technologies to the city management can be:

- Increasing local revenue by facilitating the payment of taxes or fares through the mobile phone
- Increasing transparency and accountability over the municipal budget
- Tackling corruption and ensuring taxes are converted into public services
- Setting new systems of inter-connection amongst the city services (breaking the silo culture)
- Introducing a new form of processing and analyzing information, allowing policy-makers to have immediate access to the city's data
- Greater possibilities to reduce costs, saving energy for more efficient in service delivery
- Transparency for equality: identifying where the services are delivered and allowing citizens to monitor if the city's budget is spent where most needed, reducing social gaps and enhancing equal access to basic services

## OBJECTIVES OF THE WORKSHOP

The final objective of this Workshop is to produce a set of Guidelines addressed to support local governments to negotiate contracts with the private sector in the implementation of SMART technologies applied to municipal management. The guidelines will look at different case studies presented during the workshop, looking for lessons learnt and common mistakes to be avoided during the negotiation and implementation of PPPs. The task is not easy, given the different national laws and administration cultures, but we hope to produce an easy and applicable tool including a series of recommendations to look into the agreements to ensure transparency, fairness and a good working relationship between the private and the public sectors.



How do we choose the best option?

More info about the Oslo  
Work Session on:

**[www.uraia.org](http://www.uraia.org)**

## EXPECTED RESULTS

- Identification of the elements of success and failure for the procurement, implementation and public monitoring of “Smart-Cities” projects.
- Elaboration of a set of guidelines enumerating the aspects of the PPP negotiation that need to be taken into account to make sure that the agreements are a) fair to both parties b) promote social inclusion c) allow citizens to monitor the impact of the PPP and d) safe cost and reduce environmental impact and e) promote the introduction of innovation into municipal management.
- Provide an opportunity for local governments to meet and exchange their past experiences and challenges in the elaboration of PPPs in the field of municipal innovation.
- Identification of possibilities of collaboration between the participant city managers and the private sector
- Yearly meeting of the Uraía Platform.
- Study visit to an innovative project in the application of SMART technologies to municipal management in Norway.

## PARTICIPANTS

The activity is addressed to:

- Cities and local governments both in developing and industrialized countries
- National governments, in particular Ministries for finance, public administration or innovation.
- Associations of local governments.
- Private companies involved in the provision of public services, innovation in public administration, telecommunications, mobile apps, etc.

## ORGANISERS

**The Global Fund for Cities Development (FMDV)** was initiated in October 2010 by Metropolis and UCLG in order to become the international organization that gathers local authorities (cities and provinces/federated states) and their networks on the economic and funding solutions for a sustainable urban development. FMDV supports local authorities in empowering their local economic dynamics and in accessing the necessary financial resource, to finance their urban development strategies through technical expertise and financial engineering on their projects. The network promotes a holistic approach on urban economy and urban development funding, both in terms of their traditional tools (bank loan, bond emission, local taxation optimization, public-private or public-public partnerships) and in their endogenous variation (local socio-economic revitalization, urban productivity and attractiveness, responsible green economy, local resources valorisation and mobilization, and social and solidarity economy. Based in Paris, FMDV has Regional offices for Africa based in Rabat, for Latin America based in Mexico City, for Middle East and West Asia based in Mashhad in Iran, and three national representations in Istanbul for Turkey, Brasilia for Brazil and Washington DC for the US. More info on [www.fmdv.net](http://www.fmdv.net)

**UN-Habitat** is the focal point Program for cities within the United Nations System, supporting local and territorial governments as essential agents for development and general welfare, as the closest entity to the citizen and primary responsible for the provision of basic urban services. UN-Habitat local government and decentralization Unit works closely with local government and their associations in a) fostering **urban governance**, focusing on the need to establish permanent structures of dialogue between the local and central governments on one side, and the public and private sectors on the other b) **institutional and financial sustainability**: to be able to do their jobs, local governments need both good public financial management systems to ensure that public services reach the poor and that capital generated in cities is able to benefit the poor and c) **transparency**: governing without the citizen has become almost impossible in nowadays. Local governments are in need of instruments to better communicate and understand the needs with their constituency and citizens all over the world are requesting better instruments to control the action and use of resources of scarce public resources. More info on [www.unhabitat.org](http://www.unhabitat.org)

## METHODOLOGY

Participants will receive a questionnaire to prepare for the activity in order to identify past and prospective challenges in the management of contracts, procurement and the establishment and monitoring of PPPs in the establishment of SMART city project. Specific focus will be put into the legislative and cost-recovery investment framework.

The meeting will take place during two days with a preliminary agenda structured as follows:

### FIRST DAY – JUNE 29

<b>09.00 – 09.30</b>	Opening
<b>9.30 - 12.30</b>	Visit to the Norwegian experience – Analysis of the impact of technological innovation in public management and team-building exercise.
<b>12.30 – 14.00</b>	Lunch
<b>14.00 – 18.00</b>	<p>Exchange of experience based on the identified case studies under the following proposed thematic structure:</p> <ul style="list-style-type: none"> <li>▪ National frameworks for the procurement of Smart Services – Speaker from a central government</li> <li>▪ Challenges and successes of PPPs in basic service delivery: bus and transport systems / waste collection</li> <li>▪ Savings in energy and reduction of the environmental foot-print: Smart Cities and tackling Climate Change, solutions from local governments.</li> <li>▪ The social equity impact of SMART technologies, reducing informality and ensuring contracts that serve all populations despite their purchasing power.</li> </ul>
<b>19.00</b>	Official dinner - cocktail

## SECOND DAY – JUNE 30

<b>09.00 – 11.00</b>	Serious gaming exercise – Practical role case of negotiating SMART PPPs, results will be included in the elaboration of the Guidelines.
<b>11.00 – 12.30</b>	The views from the private sector
<b>12.30 – 14.00</b>	Lunch
<b>14.00 – 15.00</b>	Steps forward and collaboration opportunities.
<b>15.00 – 15.30</b>	Closing

## CONTACT

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– skype: marianaleila

## URAI PARTNERS

<p><b>Local Governments:</b></p> <ol style="list-style-type: none"> <li>1. Autonomous District of Abidjan (Ivory Coast)</li> <li>2. Dakar City Government (Senegal)</li> <li>3. Municipality of Johannesburg (South Africa)</li> <li>4. Urban Municipality of Antananarivo (Madagascar)</li> <li>5. Kinondoni District - Dar Es Salam (Tanzania)</li> <li>6. Urban Community of Marrakesh (Morocco)</li> <li>7. Urban Community of Nouakchott (Mauritania)</li> <li>8. Makati City Government (Philippines)</li> <li>9. Kathmandu Metropolitan City Office (Nepal)</li> <li>10. Seberang Perai Municipal Council (Malaysia)</li> <li>11. Regional Government of Brussels Capital (Belgium)</li> <li>12. Regional Council of Ile-de-France (France)</li> <li>13. Municipality of Turin (Italy)</li> <li>14. Santander City Council (Spain)</li> <li>15. Valencia City Council (Spain)</li> <li>16. Metropolitan Area of Barcelona (Spain)</li> <li>17. Municipality of Morón (Argentina)</li> <li>18. Municipality of Belo Horizonte (Brazil)</li> <li>19. Municipality of Porto Alegre (Brazil)</li> <li>20. Municipality of Guarulhos (Brazil)</li> <li>21. Regional Metropolitan Government of Santiago (Chile)</li> </ol>	<ol style="list-style-type: none"> <li>22. Bogotá D.C. - District Capital</li> <li>23. Medellín City Council (Colombia)</li> <li>24. Municipality of Cartago (Costa Rica)</li> <li>25. St James Parish Council, Montego Bay (Jamaica)</li> <li>26. Government of the Federal District (Mexico)</li> <li>27. Municipal Government of Acapulco (Mexico)</li> <li>28. Caracas Metropolitan Municipality (Venezuela)</li> <li>29. Montevideo Municipal Government (Uruguay)</li> <li>30. Mashhad Municipality (Iran)</li> <li>31. Nilufer Municipality (Turkey)</li> <li>32. Istanbul Metropolitan Municipality (Turkey)</li> <li>33. Municipality of Bitlis (Turkey)</li> <li>34. Municipal Government of Montréal (Canada)</li> </ol> <p><b>Local Governments' Associations:</b></p> <ol style="list-style-type: none"> <li>35. All India Institute for Local Self-Government</li> <li>36. Citynet (Asia – Seoul, South Korea)</li> <li>37. ANCI: National Association of Italian Municipalities</li> <li>38. UCLG Committee of Digital and Knowledge-Based Cities (Bilbao)</li> <li>39. Spanish Network of Smart Cities – RECI</li> <li>40. Brazilian Mayors' Association (FNP)</li> </ol>	<p><b>Central Governments:</b></p> <ol style="list-style-type: none"> <li>41. Ministry of Foreign Affairs of France</li> </ol> <p><b>Private Sector:</b></p> <ol style="list-style-type: none"> <li>42. SAP Industry Business Unit Public Services (Germany)</li> <li>43. Telefonica (Spain)</li> <li>44. Orange Labs (France)</li> <li>45. Citymart (Spain)</li> </ol> <p><b>Civil Society:</b></p> <ol style="list-style-type: none"> <li>46. Transparency International (Germany)</li> </ol> <p><b>Research Institutes &amp; Universities:</b></p> <ol style="list-style-type: none"> <li>47. Institute Mario Boella (Italy)</li> <li>48. University of Cantabria (Spain)</li> </ol>
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