


"PROMOTORES DE CONVIVENCIA"

A NEW PROFILE IN BEHAVIORAL SCIENCES APPLIED TO PUBLIC POLICY IN THE MUNICIPALITY OF CÓRDOBA - ARGENTINA.





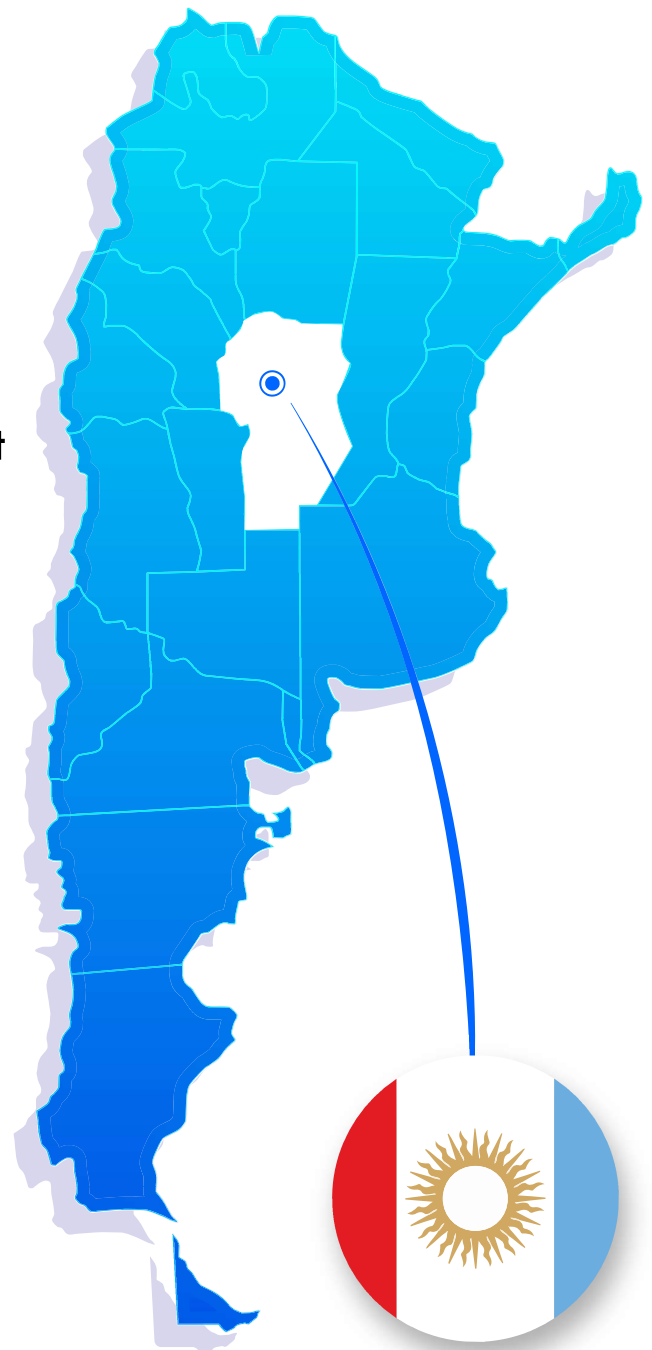
“Managing together with the neighbors, listening to them, supporting them, and helping them to give solutions to community problems, encourage the citizens to follow the rules and consequently the changes are achieved through individual behaviors with social impact in the good sense”.

*(General Administrator of the Municipal Misdemeanor Court. **Dr. Juan Manuel Aráoz**).*

Index

3	-----	Intro
5	-----	Innovation - General Vision
7	-----	The innovation
13	-----	Description of the Innovation
16	-----	Status of Innovation
18	-----	Stakerholders and Users
19	-----	Results
20	-----	Impact Indicator Charts and Operation Evaluation
23	-----	Challenges and failures
24	-----	Conditions for success
25	-----	Replication
27	-----	Lessons Learned
29	-----	Additional Information

This Program, called “Promotores de Convivencia” (Living-together Promoters) starts at the beginning of 2020, in the Town Hall of Cordoba, Argentina, within the context of the COVID-19 pandemic. It is considered Innovating because it changes the management paradigm from the Administrative Misdemeanor Court -Town Hall Government-towards the neighbors. This new working methodology from behavioral sciences and data science impacts institutionally, in the community itself, and modifies social behavior.



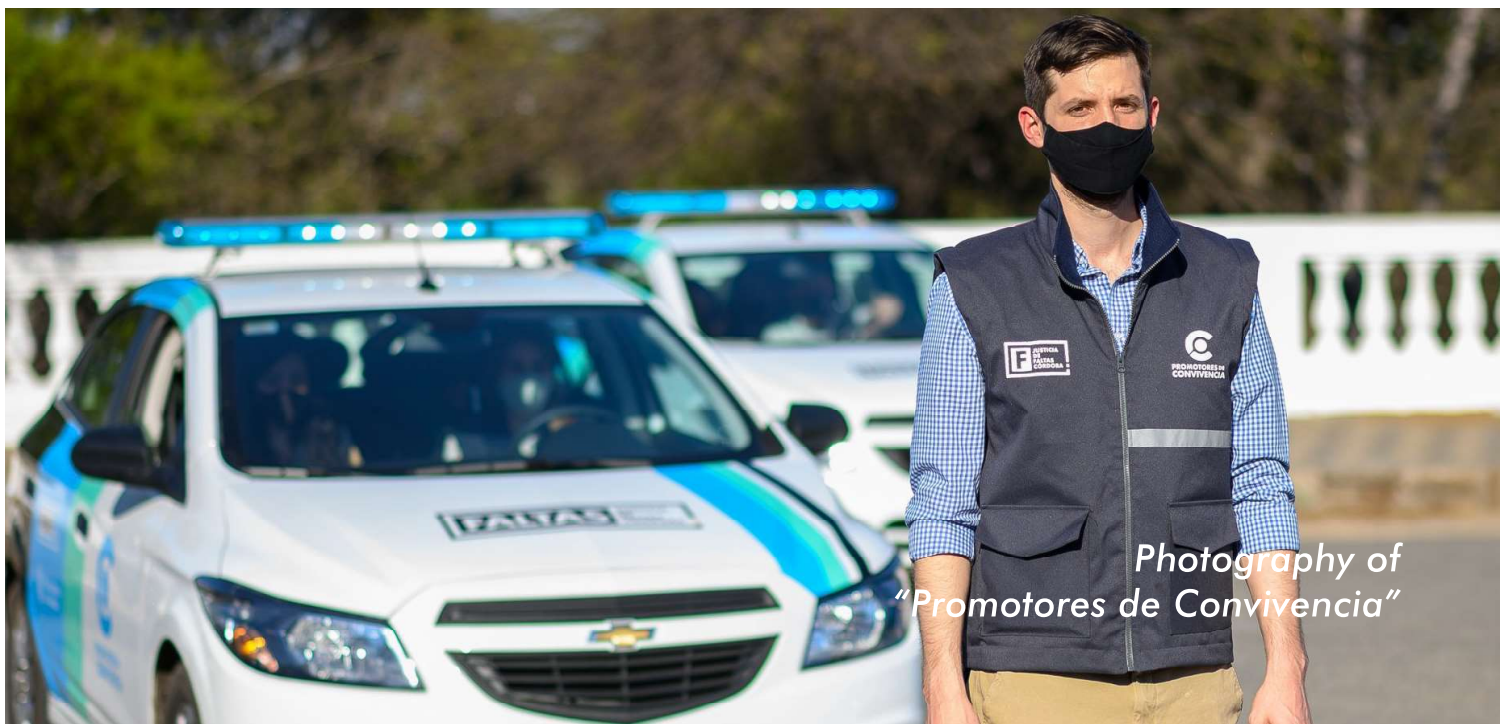
Córdoba Flag




Photographs of “Promotores de Convivencia” of the Municipality of Córdoba in street operations.

Innovation - General Vision:

This program, carried out by the Administrative Court of Misdemeanors of Cordoba, changes the sanctioning paradigm, which is only for collection, and evolves into a paradigm that incorporates the preventive function of the state, achieving a more normative recognition and compliance with the "Código de Convivencia" (Living-together Code) of the City of Cordoba, ordinance 12.468 the year 2015. At the same time, this program aims to raise awareness, educate and instill values in the citizens themselves, so that they can change their habits and social behavior towards responsible urban behavior. To carry on this task, there were hired professionals in the legal area without distinction of gender or age. These lawyers with 3 years of seniority in their professional practice are the ones who currently carry out these actions as "public servants". The direct beneficiaries are all the residents of the city of Córdoba, of different ages and generations, as well as other social actors who actively participate through agreements with educational and sports institutions, neighborhood participation centers, civil society organizations, companies, and private businesses.



*Photography of
"Promotores de Convivencia"*



"Measuring data and quantifying our actions in these 2 (two) years allowed us to be more efficient in the implementation and application of behavioral sciences in the public sphere. It allowed us to evaluate and observe the degree of citizen compliance with the rules, to be more persuasive and not coercive".

PROMOTORES DE
CONVIVENCIA

The innovation lay in 4 (four) defined aspects which were:

- 1) The creation of these public servants called "Promotores de Convivencia"
- 2) The design and decision-making based on Behavioural and Data Sciences.
- 3) The use of technological tools in work operations.
- 4) The adaptation of the "Promotores de Convivencia" to the social context of the Pandemic and Post-Pandemic.

1.

The creation of the public servants called “ Promotores de Convivencia”.

The figure of the "Promotor de Convivencia" is created, by ordinance 13.014 of 2020; establishing its role and its own identity that differs in part from the role of other municipal inspectors.

Among the main functions are: prevention, education, and control of the rules of the "Código de Convivencia", applying personal and team skills such as active listening, mediation, service vocation, and companionship.

In terms of work methodology, an alternative method has been designed for the "Promotor de Convivencia", with innovative management procedures, based on data, which allow conflicts to be identified and resolved efficiently, and assist citizens in a friendly and collaborative manner.

2.

Design and decision-making based on Behavioral and Data Sciences.

Behavioral Sciences were taken into account in this program, and throughout the Administrative Court of Misdemeanors of the Municipality of Córdoba from 2020 to the present. This approach is complemented by data science, technological innovation, and modernization to design public policies and make effective decisions; taking into account that the normative, the cultural, and the psychosocial are the context and the perspective with which social behavioral changes can be achieved in the neighbors that result in an improvement in the quality of life of the whole community. Meanwhile, education and training workshops, which promote and disseminate the municipal "Código de Convivencia" of the city of Córdoba, help to raise awareness, and internalize and change habits and behaviors in citizens, thus reflecting the vision of Behavioral Sciences.

3.

The use of technological tools in work operations.

About this point, we highlight the innovative aspect, because new tools are incorporated into the operations.

- **Citizen Help Centre (2020)** It is a digital channel for attending to residents, which consists of two telephone lines that evacuate doubts and queries related to the Administrative Court of Misdemeanours, using the Whatsapp application.

- **Citizen APP (2020)** It is an application that allows the geolocation of complaints made by neighbors, related to the lack of maintenance and care in vacant or abandoned land.

- **Urban Monitoring Centre (2021)** It uses cameras, through an agreement with the police and the Provincial Government, to use their images to monitor environmental and traffic infractions.

- **Digital Records (2022)** The "Promotores de Convivencia" were able to draw up digital records that speed up the administrative and control processes, as well as the control of fines.

4.

The adaptation of the "Promotores de Convivencia" to the social context of the Pandemic and Post-Pandemic.

The "Promotores de Convivencia" was flexible and adapted to the context, according to the needs requested by the municipal government. Although they were lawyers, their profile went beyond the strictly legal, and they had to have a strong vocation for service and a commitment to society. What was innovative was the choice of professionals as public servants.

As the actions expanded, this program became a Directorate for the "Promotores de Convivencia" in August (2021), thus observing growth and recognizing its achievements. It was linked to other similar provincial projects in Argentina, as well as in countries such as Chile, Spain, and Colombia, sharing learning and experiences.

“Promotores de Convivencia” of the Municipality of Cordoba in street operations, together with the Mayor of the city, Martin Llaryora.



Description of the Innovation:

Since its origins this program, because of its varied activities, has been innovative, carrying them on in a flexible way in a Pandemic and Post pandemic context.

We can mention: In 2020, controls were carried out on health protocols - by Covid 19 - in bars, restaurants, public transport, etc. The following year, neighborhood operations were carried out to facilitate the virtual processing of appointments for vaccination against Covid.

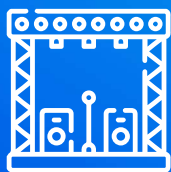
In turn, during these two years, the following activities were carried out:



Control of street vending on public roads and at social economy fairs in different neighborhoods of the city of Cordoba.



The "Responsible Driving" campaign was launched to encourage responsible driving, with alcohol testing and a driving simulator.

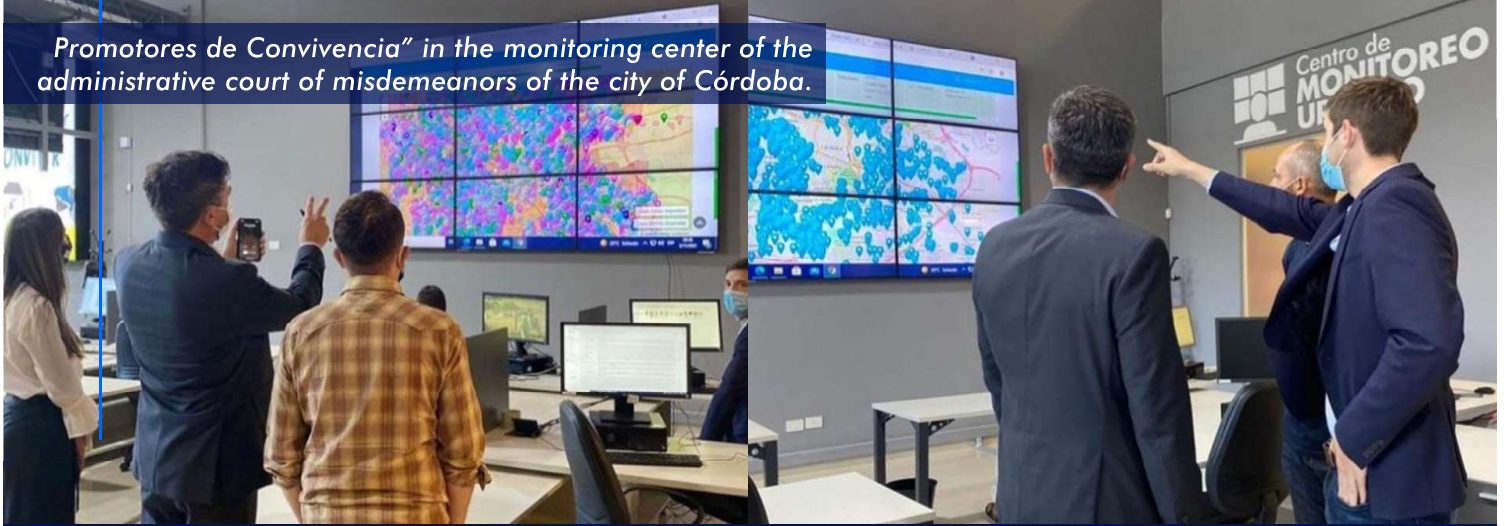


A preventive alcohol breath testing operation is being carried out at shows.



Actions are added to control signage to avoid situations of insecurity in the streets (electrical problems or visual obstruction on public roads).

Promotores de Convivencia" in the monitoring center of the administrative court of misdemeanors of the city of Córdoba.



We cooperate with other areas of the Municipality for the preventive control of noise nuisance in downtown areas and residential neighborhoods.



Traffic and environmental infractions are monitored with cameras.



Participated as "overseers" in the democratic processes of the neighborhood centers to guarantee their transparency and institutionalality.



The "Escuela de Convivencia" (Living-together School) was created, aimed at giving training talks, promoting and disseminating the "Código de Convivencia" of the city of Córdoba in different places (neighborhood centers, schools, educational and sports institutions, etc.).

Status of Innovation:

Since we started the "Promotores de Convivencia" program, we thought that its objective should be to achieve a paradigm shift in management. We decided to innovate, with a public policy that incorporates citizens with a more active role on the part of the Municipality of Córdoba and the Tribunal de Faltas (Misdemeanours Court).

The problems had to be detected jointly by all, both the residents and the state itself, which would control and supervise so that the rules included in the "Código de Convivencia" of the city of Córdoba would be complied with. In this way, we all became responsible for improving life in the municipality.

The state is no longer only there to collect and sanction, but to educate, prevent, manage and evaluate the best solutions.

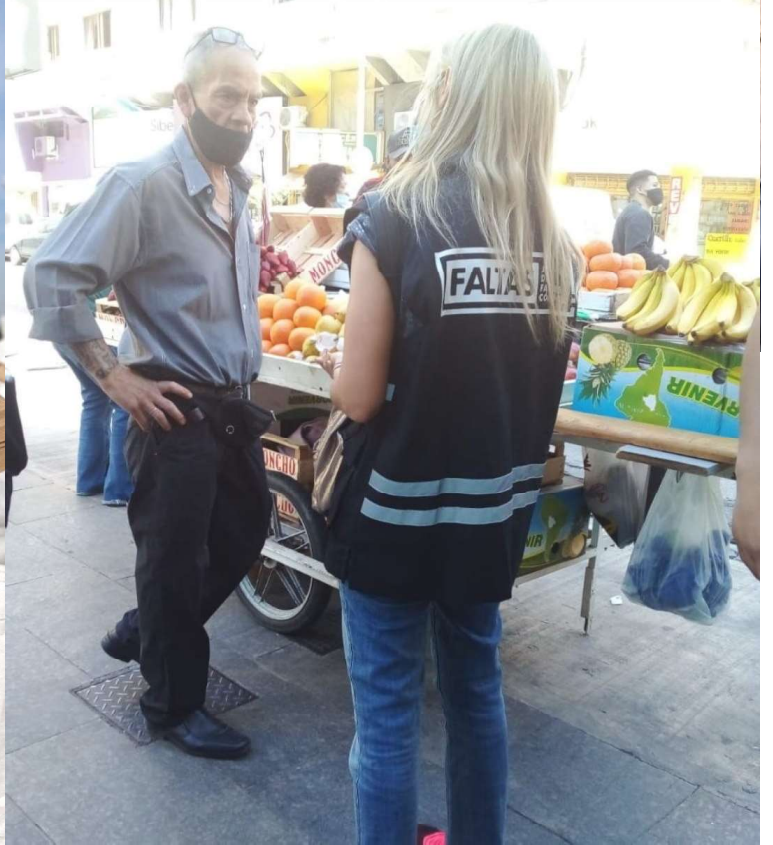
To this end, measuring data and quantifying our actions in these 2 (two) years allowed us to be more efficient in the implementation and application of behavioral sciences in the public sphere, to also be able to evaluate and observe the degree of compliance with the rules by the citizen, from this more persuasive and non-coercive approach.

Finally, the dissemination and communication of the results during this time was made to all citizens in general, having a positive impact on the media and the general public. To carry out specific operations jointly with other areas, during these 2 (two) years we have made agreements with other areas of the local and provincial government in the field of Health, Education, Social Policies, the Secretariat of Modernisation, with the Security Forces such as the Provincial Police, Environmental Secretariats, among others. Together with these areas, we apply innovative solutions to better reach all the citizens of the city of Córdoba, providing them with solutions and trying to work from a preventive point of view.

INNOVATION DEVELOPMENT



Photographs of "Promotores de Convivencia" in operations in the streets, with the neighbors.



Stakerholders and Users:

In terms of users, the most direct beneficiaries were the neighbors living in the city of Cordoba. Both children, young people, and adults received training and awareness-raising talks on the "Código de Convivencia", as well as the presence and control and prevention actions given by the "Tribunal de Faltas" of the Municipality. Also indirectly, this program benefited other inhabitants of Argentina and foreign countries, who after the Pandemic, returned to visit this city and found it much more orderly and modernized, with cameras and street operations.

RESULTS:

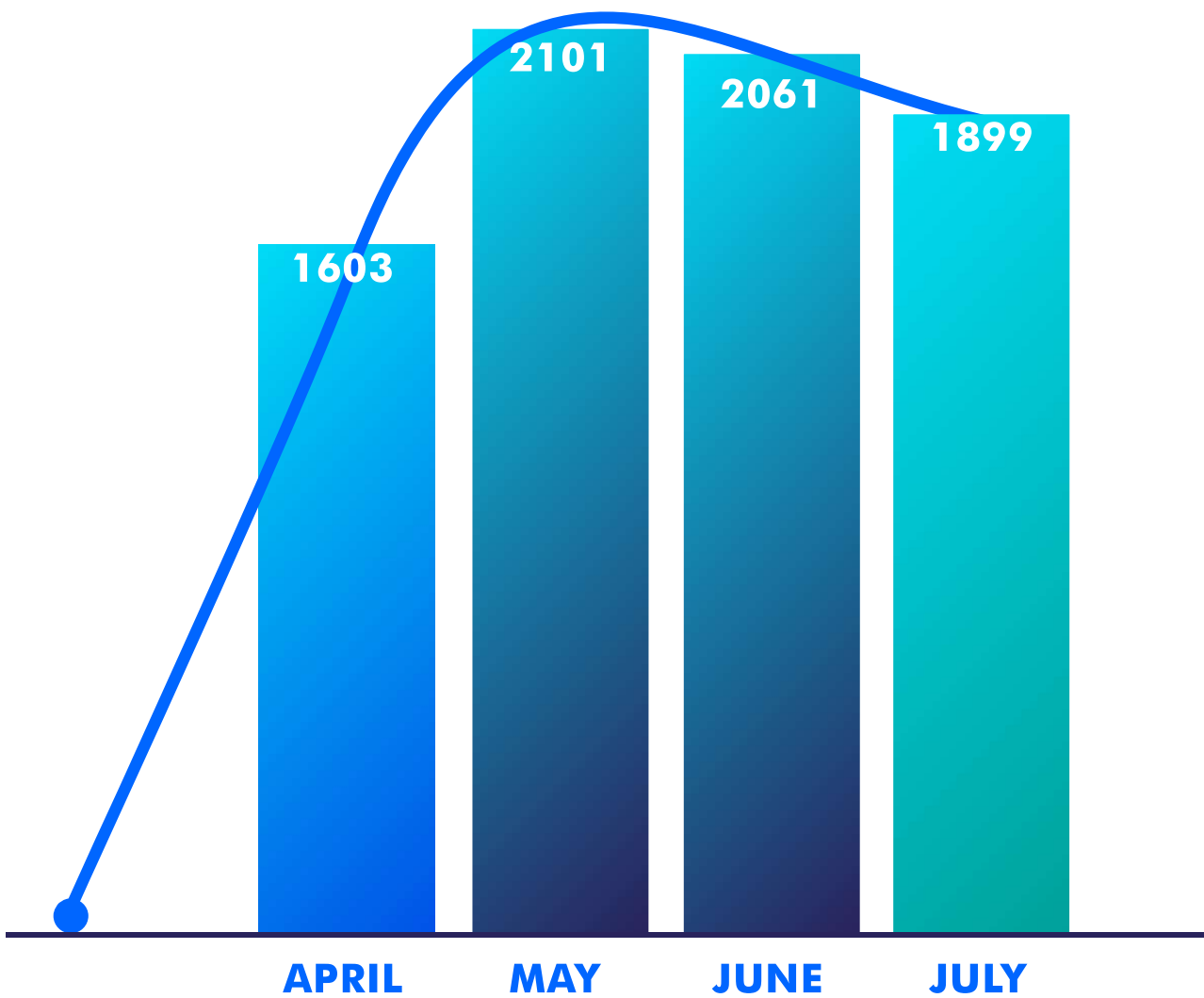
In terms of results we can say that reports were published periodically in the press and social networks, showing how the preventive actions of the "Tribunal de Faltas and Promotores de Convivencia", had a positive impact that caused a decrease in the number of infractions committed. We can mention as an example that in 2021, more than 80% of the environmental offenses detected in vacant lots and pavements were repaired by the offenders without the need for a sanction or fine.

On the other hand, and with the same methodological tools, a promising responsible driving campaign is being carried out, which is reducing those infractions that most threaten road safety, such as the use of mobile phones in the car and crossing red lights.

It is hoped that in the future, residents will no longer have to receive a warning or commit an infraction, but that the educational and preventive measures will help them to change their habits and behavior as responsible citizens.

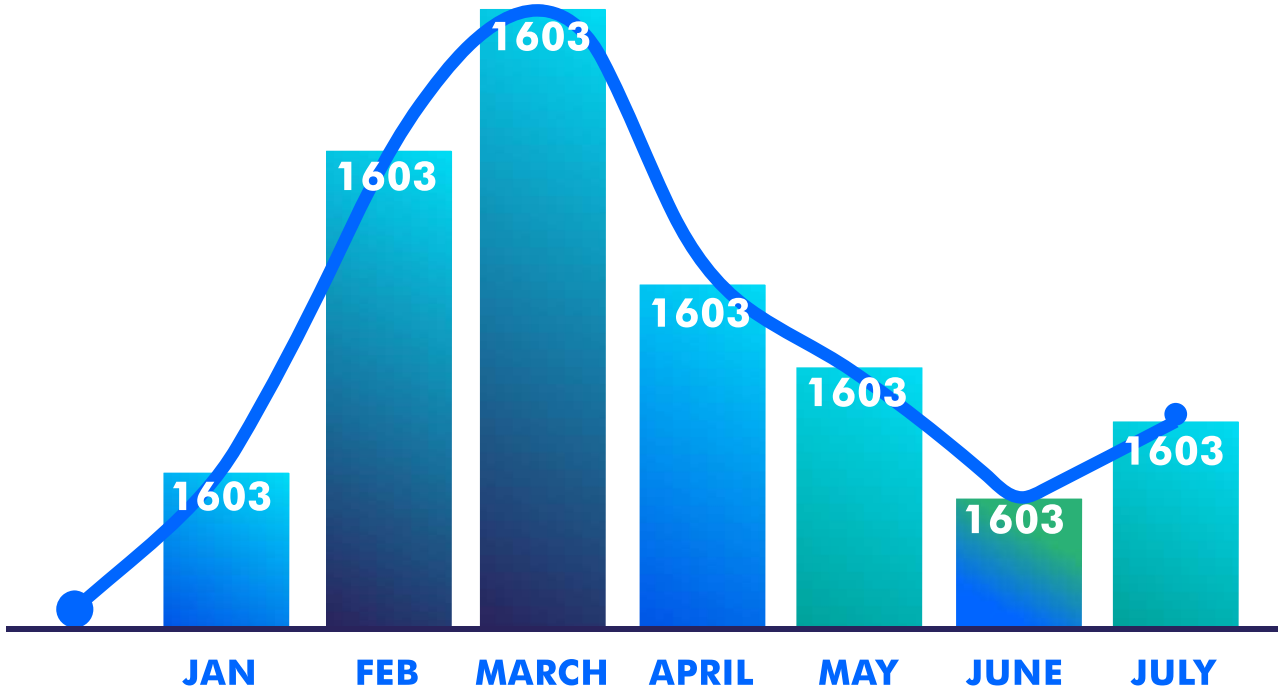
GENERAL INDICATORS: INFRACTIONS PER MONTH

Urban Monitoring Center



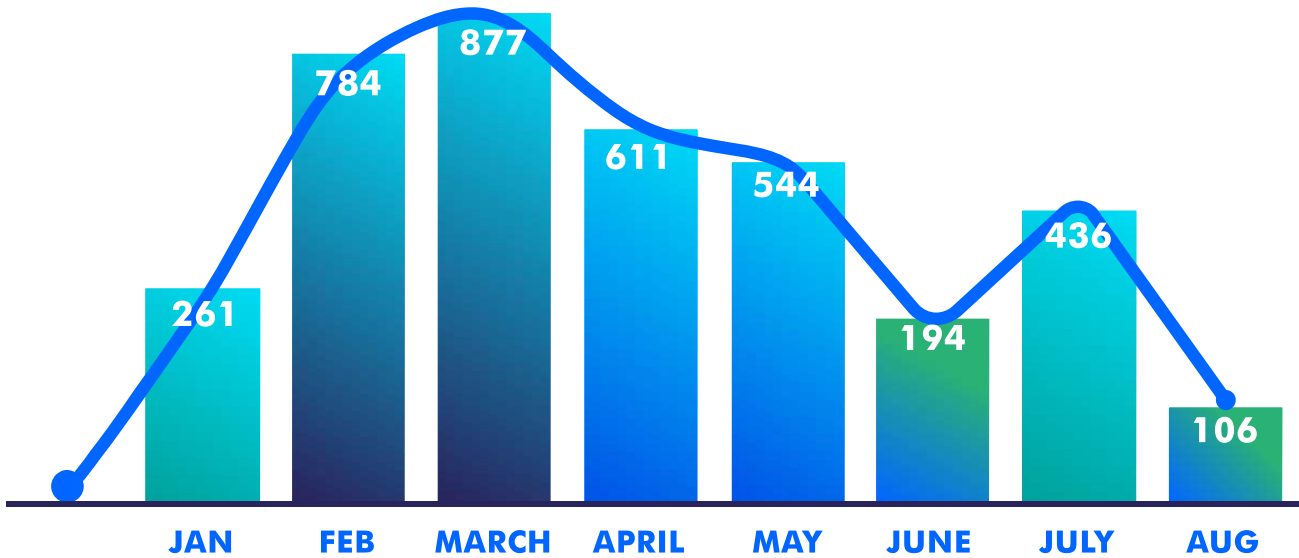
DRIVING SIMULTANEOUSLY USING TELEPHONE DEVICES

Urban Monitoring Center



CROSS INTERSECTION WITH RED LIGHT

Urban Monitoring Center



Challenges and failures:

We can mention some difficulties that became failures at first, but then we looked for ways to solve them so they were challenges. We list them as follows:

1. There has been an overlapping of functions with other areas of government, which at the beginning generated differences in criteria. We even had to experience trade union conflicts with other sectors, which is why it was proposed as a challenge to work in a more joint and coordinated manner between areas within the municipality itself and with other departments at the provincial and national levels.

2. From the beginning, one of the difficulties was financial, since it was a new program and did not have its budget. It was also a challenge to streamline the bureaucracy for the acquisition of equipment for the headquarters and the purchase of working tools and elements. In 2022 we had our budget, so we had autonomy and greater availability of economic resources.

Photograph of "Promotores de Convivencia" with their vehicles.



Conditions for success

Counting with an office from the beginning was vital for success. Counting with a proper space where to hold the meetings, giving lectures and courses, also the Center of Urban Monitoring with cameras to follow the faults....it was essential.

Also counting on a proper fleet of cars, identified with the logo of the organization was of great help.

As far as rules and policies, the program counted with the code of coexistence of the city of cordoba, ordinance 12.468 of the year 2015. This one, orientates as to the duties and rights of the same citizens and the local government, in order to build a more ordered, integrated and responsible society within the fulfillment of the rules.

This area was growing with more than 100 professionals having to follow an organization chart, choosing responsible of areas, chiefs and coordinators, respecting status and transmitting motivation and individual values to the team as well as fellowship.

Photograph of the "Promotores de Convivencia" vehicles.



Replication:

Through the National Statistic of Population done in May 2022, The Argentine Republic has 47 millions inhabitants, and the province of Córdoba, around 4 millions inhabitants with the capital city with 1.655.481, which makes the last one the second capital in importance after the Federal Capital.

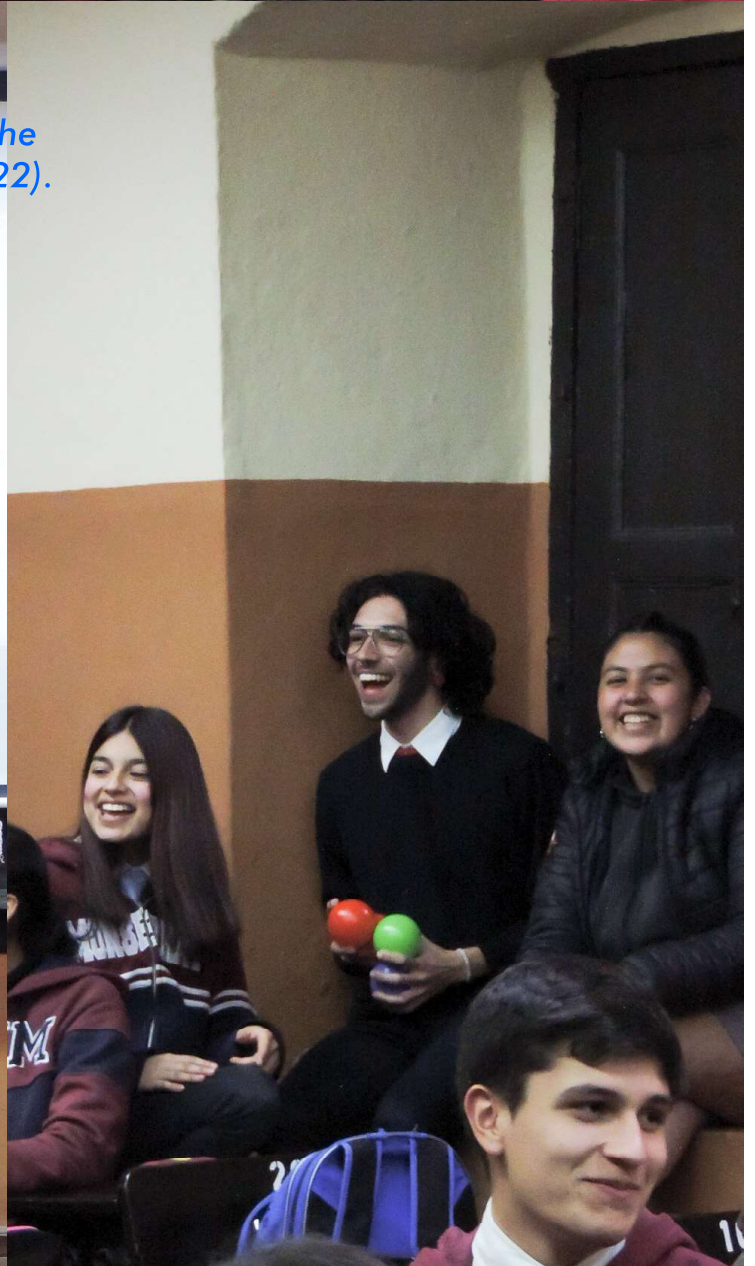
Due to this, we consider that this program could be used in cities of the same size, or so called "intermediate cities" where this process of decentralization could be put into practice.

Being able to obtain the necessary changes in the behavior of the citizens implies creating an innovative model that would include stages of education, awareness, implementation, control and supervision of the code of social coexistence.

For that reason, it is necessary to reinforce public policies, behavioral, in order to install this program as the main objective of a public organism that would want to carry it on; thus pushing the neighbors to new practices which in the future would turn into habits obtaining a social positive impact as well as constantly evaluating the obtained results of these interventions and actions.



Photos of the training workshops held at the "Escuela de Convivencia" for students (2022).



Lessons Learned

Continue working on the identity and professionalization of these public servants, so that they adapt to new demands and have a strong vocation for service.

While professionalization, the vocation of service and the use of modern and innovative tools in public management make it possible to really generate positive change. But for this to happen, it is essential that public policies are designed to meet citizens' needs, that they are transparent, measurable and assessable, flexible and adaptable, and sustainable over time.

At the same time, working preventively, in dialogue with neighbors, helps to provide explanations and show results. Emphasizing that having professionals who have soft skills, good education and presence, who are willing to be "preachers of good manners", improves communication and the openness of the neighbor himself (to listen and modify his behavior) and thus collaborate so that conflicts do not increase but are controlled and resolved.

"Promotores de Convivencia" of the Municipality of Cordoba in health and street operations (2020).



Additional Information:

The problem addressed by this project, emerged from the "Final report of outgoing management (2011-2019)", which left traslucir weak points in the municipal system of misdemeanors. While there is a 101% increase in the number of cases. And a policy focused on punishment but with shortcomings in terms of prevention.

And over time the number of non-compliances increased. This confirmed that the control policy was not being effective in generating greater compliance, but only in sanctioning non-compliance. They allowed us to conclude that it was necessary to look for a new solution to an old problem, one that would seek to change and improve the pattern of neighborhood behavior.

"A government that makes a commitment to its neighbors by solving different community problems generates an innovative and preventive public policy".

Report made by

Administrator: Dr. Juan Manuel Aróz

Director: Ignacio Fragueiro

Behavioral Science Advisor: Ignacio Pernías.

Writing and editing team: Dra. Patricia Rodríguez Aguirre, Joaquin Pilotto, Florencia Virovov.

Administrative Court of Misdemeanors - Directorate of "Promotores de Convivencia" of the City of Córdoba, Argentina. September 2022





**Gestión / Martín
Llaryora**

Cada día Mejor
