

Mediators in the security governance process: selection, scope and responsibilities**Mediadores en el proceso de gobernanza para la seguridad: selección, alcances y responsabilidades**

ANCER-NEVÁREZ, Cristina†*, VILLARREAL-MARTÍNEZ, María Teresa and VILLARREAL-SOTELO, Karla

Universidad Autónoma de Nuevo León, Instituto de Investigaciones Sociales, México.

ID 1st Author: *Cristina, Ancer-Nevárez* / **ORC ID:** 0000-0002-7295-7544, **CVU CONACYT ID:** 616098

ID 1st Co-author: *María Teresa, Villarreal-Martínez* / **ORC ID:** 0000-0001-9873-4931

ID 2nd Co-author: *Karla, Villarreal-Sotelo* / **ORC ID:** 0000-0002-8668-3257

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Abstract

In this study, the role of mediators in the alliance between the public and private sectors and the society, is analyzed as a new governance model for security, in which it seeks to create neutral meeting points, which makes it profitable and potentiate the strengths of this alliance. The government provides its expertise in legal, police and judicial processes; the private initiative provides its human and economic capital; and finally, society outsources its specific needs for citizen security and public security in its community. The mediator role is identified as an institutional figure within the governance process facilitates the synergy between the State, private initiative and society, therefore the correct choice of mediators allows the fulfillment of long-term for citizen security and public security objectives. Therefore, the actions and usefulness of mediators as key actors in the governance process for public security and citizen security are analyzed from the perspective of three districts in the city of Monterrey, Nuevo León.

Governance, Citizen security, Public security, Citizen participation, Public politic

Resumen

En el presente estudio, se analiza el papel de los mediadores en la alianza entre el sector público, privado y la sociedad, como un nuevo modelo de gobernanza para la seguridad, en el cual se busca crear puntos neutrales de encuentro, que rentabilice y potencialice los puntos fuertes de dicha alianza. El gobierno proporciona su experiencia en procesos legales, policiales y judiciales; la iniciativa privada proporciona su capital humano y económico; y finalmente, la sociedad externaliza sus necesidades puntuales de seguridad ciudadana y seguridad pública de su comunidad. El rol del mediador se identifica como una Figura institucional dentro del proceso de gobernanza que facilita la sinergia entre el Estado, la iniciativa privada y la sociedad, por lo cual una correcta elección de los mediadores permite el cumplimiento de los objetivos en temas de seguridad pública y seguridad ciudadana a largo plazo. Por lo tanto, se analizan las acciones y la utilidad de los mediadores como actores clave en el proceso de gobernanza para la seguridad pública y la seguridad ciudadana, desde la perspectiva de tres distritos en la ciudad de Monterrey, Nuevo León.

Gobernanza, Seguridad ciudadana, Seguridad pública, Participación ciudadana, Política pública

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* Author Correspondence (E-mail: cancern@uanl.edu.mx)

† Researcher contributing as first author.

Introduction

The significant absence of current security in Mexico leads us to recognize the origin of the problems of citizen security and public security, by delving into historical sources of Mexican law. It is known that every precautionary civilization was destroyed by the Spanish conquest, and on its ashes the European civilization was imposed. All primitive people always looked for their own places for their settlements that would allow them to protect themselves and, at the same time, defend themselves from the enemy tribes to give greater security to their inhabitants, this being the first antecedent of a primitive custody, but obviously valid, for this be able to have land, food, water and all the basic necessities necessary to satisfy their needs (Martínez, 1999).

The government maintains a constant responsibility towards its citizens by taking responsibility for solving each of the public problems that arise every day in society; however, its economic and human capital resources are limited. That is why the government is constantly saturated and has had to generate innovative strategies in which new actors are included that generate synergies on different fronts to ensure the well-being of citizens by developing achievable objectives that allow offering definitive and real solutions in the long run. term.

One of the main unresolved public problems to date, without a doubt, is security, which has been increasing year after year since 2009. Table 1 shows the percentage of registered victims in the State of Nuevo León versus the percentage of victims registered at the national level. Through the following crime indicators, the onset of insecurity in recent years is reflected, reaffirming an urgent need for collaborative work in governance schemes for citizen and public security in the State of Nuevo León.

Year	Governor of Nuevo León	% in Nuevo León	President of Mexico	National Average
2008	José Natividad González	7,400	Felipe Calderón	7,500
2009	Rodrigo Medina	14,200	Felipe Calderón	12,000
2010	Rodrigo Medina	27,962	Felipe Calderón	23,993
2011	Rodrigo Medina	25,063	Felipe Calderón	24,317
2012	Rodrigo Medina	31,316	Felipe Calderón	27,337
2013	Rodrigo Medina	26,516	Enrique Peña Nieto	28,224
2014	Rodrigo Medina	24,250	Enrique Peña Nieto	28,200
2015	Rodrigo Medina	25,203	Enrique Peña Nieto	28,202
2016	Jaime "El Bronco"	26,979	Enrique Peña Nieto	28,788
2017	Jaime "El Bronco"	30,045	Enrique Peña Nieto	29,746
2018	Jaime "El Bronco"	25,148	Enrique Peña Nieto	28,269

Table 1 Crime victim rate in Nuevo León per hundred thousand inhabitants

Source: Own elaboration with resources from ENSI and ENVIPE- 2008 to 2018

As we can well see in Table 1, the years of greatest violence recorded in Nuevo León during the period under investigation are, firstly, 2012, secondly, 2017, and thirdly, 2010. Despite the fact that nationally, the years of most violence recorded are from 2016 to 2018, it is important to highlight that the percentage of crime indicator from 2008 to 2009 increases by almost 200%, a period in which Felipe Calderón served as president of Mexico, executing as a presidential strategy, a frontal fight against drug trafficking.

Inadequate public security generates a vicious circle in which the private initiative is threatened by a possible crisis, affecting its productivity and profitability, leading it to migrate its operations to another geographical area. When a business closes, it creates unemployment and poverty, leading the local community to desperate survival measures for themselves and their family, increasing crime and insecurity rates.

That is why attending to citizen security and the public security of society turns out to be a sustainable, political, economic and social priority. Nowadays, the government is no longer the only actor capable of generating public value by ensuring the well-being of the population. The population is increased through collaboration between the government and the private initiative and the leaders of society, leading to a transition from individual actions to collaborative actions. In this sense, private initiative can increase the well-being of the population not only in a direct or limited way, but by acting in a network with the aforementioned actors through collaborative governance schemes. When there is a synergy of three main actors that are the government, the Society and private initiative, is when collaboration schemes known as governance are generated, which may have different features in each particular case. These three actors are linked through public-private alliances to provide different resources in solving public problems. In order to solve the public problem of security, citizens, through transparency in government actions, have achieved a team that integrates more effective solutions, of higher quality, with greater impact and in less time than in the past.

Thus, governance is a model that aspires to greater dialogue and negotiation in the exercise of government, in which the governed and the governors establish a horizontal relationship. This requires both greater space and will on the part of the State, as well as participation, involvement and the exercise of effective citizenship on the part of society. Ultimately, although it entails a certain degree of wear and tear in the exercise of an assembly spirit and participatory decision-making, it results in consensual public policies with a higher degree of legitimacy (Villalobos, 2015). Aguilar (2007, p. 76-77) points out that the government has stopped controlling the definition and realization of the direction of society and no longer has control of the key variables of welfare and social prosperity, so that There must be society's direction, there must be interdependence or association between governmental or social actors (Aguilar, p. 73), since the government's sole governance has lost meaning and effectiveness (Aguilar, p. 136).

For Aguilar (2007, p. 90), governance is “the process or set of actions by which the government directs or leads society”. He points out that in turn, the direction of society implies the definition of common objectives, the participation of the community and the coordination of social actors for the realization of said objectives.

Now let's talk about the new governance, which would be worth discussing from what point on the timeline is considered as new governance since it is actually a fairly current term; However, this is considered more aligned with the assumptions of the new public management that has a more precise vision regarding the role of market logic, regulation and non-intervention of the state unless it is essential (Arellano, 2002). The OECD (Organization for Economic Cooperation and Development) proposes the new governance as the construction of intelligent regulations so that diverse actors behave in such a way that they fulfill their objectives and, in addition, carry out tasks and participate with collective decisions, of hand in hand with the government (Arellano, Sánchez and Retana, 2014).

In short, governance is the process in which citizens collectively solve their problems and respond to the needs of society, using the government as the instrument to carry out their task. (Campos, Calderón and Rosas, 2012).

Links and collaborative actions that go from governance to citizen security – public

Citizen security and public security should not only be classified as a police matter, but as a social phenomenon that requires innovation, updating and transformation in its processes to ensure its effectiveness in favor of citizens (Martínez, 1999). Government relations with society must give way, in a model of social innovation; In this model, the government should not be just another actor in the network, but rather has an essential mission: to consolidate and strengthen coordination relationships between the different sectors. Innovation within networked governance revitalizes the leadership role of policy makers and the ability to produce and translate new ideas into action (Hartley, 2005: 30).

The innovation of social capital triggers the following innovative guidelines: innovations in the processes of manifestation of needs, in the forms of cooperation between agents, in communication and in an adequate governance that facilitates these processes (Zurbano, 2009: 80). The involvement of new actors in governance processes that involves the search for joint solutions to social problems gives the concept of innovation its social character (Conejero, 2015). Governments (state and local) are called upon to assume a special role in terms of clarity regarding responsibilities and conflict resolution; They can also contribute, with an adequate regulatory framework and information management, to encourage multilevel cooperation and they can become references for openness and participation if they are a good example in their own management. It is their responsibility to legislate to guarantee innovative practices of participation and governance, especially if it is recognized that we are currently facing a plurality of actors of all kinds (nations, states, regions, cities, transnational companies, NGOs, social movements, unions, etc.) that demand to participate in the issues that affect them, challenging old and narrow conceptions of politics. Thus, the relationships between governance and participatory democracy consider that the participatory principle would be conceived as an instrument that would give legitimacy and legality to corporate practices and the silent dialogue between different groups in society; Therefore, the participatory principle is an ideal political tool for citizens to better assert their aspirations (Campos, Calderón and Rosas, 2012).

Assuming a governance model, characterized by its integrative and collaborative nature, guarantees to a greater extent the possibility of success in social innovation processes by producing an optimal use of both tangible and intangible resources of the different actors. Collaboration and cooperation in a network that fosters the governance model minimizes the appearance of possible failures in the implementation processes of public programs since different actors make their ideas and knowledge flow about the effective application of government programs (top-down and bottom-up) and, above all, the synergies of results generated by all of them are used and capitalized (Conejero, 2016).

For several years now, public-private alliances have been made, the main objective of which is to ensure and increase citizen-public security; in which the International Center for the Prevention of Crime (CIPC) already has experience. In 2005, during its 5th International Colloquium, held in Santiago de Chile, the topic of “strategic alliances for the effective prevention of crime” was central to the debate. For the CIPC, the prevention of crime and the promotion of citizen security is a task in which different actors must be involved. In addition to governments, whether national or local, civil society, especially through non-governmental organizations, has been getting directly involved with the issue for a long time. However, a global view allows us to assess that, although growing, the participation of the private sector in promoting citizen security is still far from reaching its maximum potential.

Good government implies: 1) that the security of citizens and respect for the law are guaranteed, especially through the independence of the magistrates, that is, the rule of law; 2) that public bodies manage public expenditures in a correct and equitable manner: it is good administration; 3) that political leaders answer for their actions before the population: it is responsibility and impunity (accountability); 4) that there is information and it is easily accessible to all citizens: it is transparency. Today it can be seen that governments are intensifying their relations with economic actors, but they are also promoting the organization and participation of citizen networks that improve the quality of management, make it more inclusive, democratic and add strategic potential to make the cities places that compete and complement each other and add quality of life and sustainability. Thus, metropolitan governments are now entrepreneurs, partners, facilitators; Hence, the role of politicians and public managers is to create and manage from the networks of metropolitan actors, without whose collaboration it is impossible to advance (Campos, Calderón and Rosas, 2012).

The mediator as a new actor in the governance triangle

In the past, only three different types of actors in governance have been studied strictly from academia and scientific research: government, private initiative and society.

However, in the practice of the exercise of governance for security, a new actor is identified that exercises an important practice in the development of the strategy and the integration of the dialogue of each one of the participants. Said actor is the mediator, who is identified as an institutional figure within the governance process that facilitates the synergy between the State, the private initiative and society, for which a correct choice of mediators allows the fulfillment of the objectives in long-term public safety and citizen security issues.

To date, there is no profile that describes the necessary characteristics to be covered by the mediator, since this can be from an environmental leader, a neighborhood judge or a member of the private initiative through a university or company that practices an important leadership role in the community.

In recent years, the city of Monterrey Nuevo León has been divided into different quadrants, regularly known as districts, which in practice facilitate easy recognition of the non-homologated particular local needs of the rest of the population.

This study analyzes the actions and usefulness of mediators as key actors in the governance process for public safety and citizen security, from the perspective of three districts in the city of Monterrey, Nuevo León.

The objective is to analyze the selection, scope and responsibilities of mediators in the governance processes that have been built to address the public problem of citizen security and public security, through public-private alliances, assess what relationship these schemes of governance with public policies and citizen participation in its social and political dimension.

The methodology to be carried out is qualitative in nature, using the case study technique using documentary research as an instrument. For an author like Yin (1994), case studies are a research strategy preferably aimed at answering certain types of questions (the hows and the whys). It is a vision that underlines the potential of this method to answer descriptive and explanatory questions (Durán, 2012).

The aim is to understand why and how mediators under the governance and citizen participation schemes influence the public security and citizen security indices; when analyzing under what conditions mediators influence with their active or non-active participation to increase the perception of security. The cases to be studied are the Tec District, the Purísima Alameda District and the Edison District.

TEC district case

The Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) has 26 campuses distributed in the main cities of Mexico, being the first campus located in the city of Monterrey. It has 18 international headquarters and offices in China, Germany, Spain, the United Kingdom, Chile, Colombia, Panama, Canada, the United States, among others. It currently has 91,200 high school (30%), professional (63%) and graduate (7%) students, as well as almost 10,000 teachers (ITESM, 2019).

The Urban Development Plan of the Municipality of Monterrey 2013-2025, named the area surrounding this institute as a Technological Sub-center, highlighting that it has “an important educational equipment that over the years has caused a significant impact on its environment. This area faces the challenge of integrating the sub-center, seeking that it coexists harmoniously with the housing areas that surround it”, which is why a policy of urban reorganization is needed, along with other areas where other universities, hospitals and areas are located. commercial.

Said plan identifies these areas as “strategic, conducive to the implementation of development programs that involve, in addition to the competent municipal authority, academic, neighborhood, non-governmental organizations, among others, and promote the development of a territory, delimited by a polygon, where the same vocation predominates, in its social and urban aspect, to reach a consensual vision.

To carry out urban reorganization actions, it is necessary to develop specific plans or programs, through which the use and exploitation of the land can be ordered, seeking healthy interaction between the areas that make up each polygon (educational institutions, health or business with neighboring housing areas), as well as the promotion and incentives for sustainable mobility. This program may be implemented in other sectors of the city that have facilities with a metropolitan impact, which need to improve their interrelation with their surroundings and mitigate the impacts generated” (Municipality of Monterrey, 2014).

The area surrounding the Monterrey Campus of the Tecnológico de Monterrey was named by this institution as DistritoTec, which represents 452 hectares that integrates a community of 24 neighborhoods located south of the city of Monterrey, where 8,826 homes and 16,905 inhabitants are located. The neighborhoods belonging to this district, among which are: Altavista, Ancón del Huajuco, Buenos Aires, Cerro de la Silla, Stadium, Altavista Gardens, Fraccionamiento Florida, Ladrillera, LTH, Mexico, Narvarte, Nueva España, Plaza Revolución, Primavera 1er Sector, Primavera 3er Sector, Residencial Florida, Roma, Sin Nombre 34, Sin Nombre 35, Tecnológico, Valle Primavera, Villa Estadio and Villa Florida (ITESM, 2017, pp. 7-10).

According to the ITESM (2017, p. 5), the 2010 INEGI Population and Housing Census showed that this area had a 22% decrease in its population and 36% in uninhabited homes. For this reason, in 2012 the Tecnológico de Monterrey decided to face the urban challenges of its immediate surroundings through the DistritoTec urban regeneration project, in collaboration with citizens, civil society organizations and authorities.

The Tec District was born from the model carried out at Harvard, which is characterized by being a city within a city, with a structured and planned internal and external urban development, which satisfies the social, academic and social needs of those who live or transit in the area.

The Tec District project projected a 15-year term by ITESM, which operates under three main axes from which multiple initiatives and actions emerge. The axes are: Evolution of the campus; Integration projects of a cluster or ecosystem of innovation and entrepreneurship in DistritoTec; and improvement of the urban environment. The main objectives that have been proposed within the Tec District polygon that work hand in hand with the three aforementioned pillars are (ITESM, 2018, p. 14-23):

1. To become the ideal environment to develop great ideas, promote research and entrepreneurship through a productive and creative link between the academic world, companies and the public sector. Within this objective, is the renovation of the campus facilities to make them avant-garde, open and transparent, which facilitate encounters, multidisciplinary collaboration and reconnection with their environment. There is also generating a better environment for research and innovation through an innovation cluster in which Mexican and international companies and organizations converge to develop research, innovation and entrepreneurship projects, developing and attracting better talent, thereby generating opportunities for entrepreneurship and employment.
2. Actions for a better life. May the community enjoy a better life, in a renovated, attractive and well-connected district that attracts the best talent and offers a captivating experience to live, be and visit. In this area, it is intended to have attractive and safe public areas, new and renovated wooded spaces, developments that comply with current regulations and a more sustainable mobility. The idea is that these spaces promote cultural, artistic and gastronomic events.
3. City model based on co-responsibility to improve social coexistence and promote development, which promotes the participation and involvement of various social actors together with the authorities in the design and implementation of a new urban development model.

In the specific case of this sub-center, the strategic plan of the Municipality indicates that “the problem originates from the high demand for these spaces, on the part of students and visitors to said Institute, in addition to the users of the neighboring shops and services, who they saturate and obstruct the traffic of vehicles and cause discomfort to the residents of the area”. According to this plan, the actions or policies of urban reorganization that are carried out in these areas may contain the following:

1. Improvement in the interrelation with neighboring housing areas.
2. Sustainable mobility strategies and policies that promote mass and non-motorized transport, in addition to discouraging private transport.
3. Incentive strategies for underground buildings for parking, in strategic areas, and discourage parking on public roads.
4. Enabling cycle routes, which connect the residential areas with educational, medical or commercial facilities.
5. Intense or moderate densification, in some cases with height limits, seeking an aesthetic and human urban landscape, according to the characteristics provided for the polygon.
6. Improvement of the urban image and public space, which promote social integration.
7. Improvement of habitability, in residential areas, through entertainment and recreation options.
8. Promotion of social and economic development in depressed areas, seeking to reduce inequalities that may exist in their environment.
9. Inclusion of environmental strategies in urban projects, works and actions.
10. Review of urban regulations.
11. Ordering of land uses, promoting the mixture of complementary and compatible uses, restricting incompatible land uses.

12. Strategies for the development of detonating projects that promote urban improvement in the area.
13. Strategies for taking advantage of public, underused or abandoned spaces.
14. Security program, both inside the facilities or equipment, as well as in the neighboring neighborhoods or that are located within the polygon (Municipality of Monterrey, 2014).

In points 6, 7, 8, and 14 strategies are proposed that seek to create activities and programs that promote healthy coexistence in all those who live, work or transit in the area. Through these activities, in addition to seeking a decrease in the index of citizen and public insecurity, it seeks to promote the birth of optimal social cohesion, by allowing the offering of new meeting points that facilitate healthy coexistence; To reinforce this plan, the Tec District created Casa Naranjo which is in charge of providing workshops for adults and children (focused on art and sports), in addition a monthly event called Callejero is carried out, in which the objective is to connect with the community through coexistence and music, craft and food stalls; and finally, Picnic Cinema where different films are screened in parks in the area in a family atmosphere concept.

The Tec District office is located in the heart of the district, whose doors are open to receive and support neighbors who have an urban, social or family problem. They regularly assign one day a week to invite neighbors to share their concerns called Dialogue Wednesday where the link with the neighborhood council is exercised, where through monthly assemblies (carried out since 2014), different needs are addressed of the neighbors belonging to the Tec District.

The first project that was worked on in the neighborhood council was the design and approval of the Partial Urban Development Program for the Tec District, which came into effect on November 18, 2015, in which the figure of the Tec District Neighborhood Council is introduced. and where representatives of the colonies formally constituted before the Municipality of Monterrey and the State Government participate.

Tec de Monterrey participates in the council as a member and as technical secretary. The council is made up of 9 commissions, which address issues such as parks and public spaces, reforestation, noise control, security, parking on public roads, electrical infrastructure and wiring, road and pedestrian corridors (ITESM, 2017, p. 29).

It is the Tecnológico de Monterrey through its offices in the Tec District that acts as a mediator between government entities such as the Department of Social Crime Prevention, other academic centers, private initiative and society (neighborhood leaders and the community in general).

The Tec District has a robust organizational structure, whose project leaders are those in charge of Bonding and Networks and Environment Development, who also organize and coordinate activities that allow achieving optimal social integration such as meetings open to the entire community for the review of progress of the projects.

Next, in Table 2, the analysis of the field work is shared in a qualitative methodology through semi-structured interviews with the members that make up the governance triangle: residents of the Tec District, members of the private initiative of small and medium-sized companies, employees and students with a minimum stay of 4 hours in the area, and government:

	No. of Interviewees	ITESM is recognized as a mediator	The Tec District is recognized as the mediator assigned by ITESM
Students	3	3	0
Neighbors	9	9	9
Employees	3	3	2
Private initiative	4	4	4
government	2	1	1

Table 2 Recognition of mediators in the Tec District
Source: *Own elaboration*

According to what is analyzed in Table 2, 20 of the 21 interviewees recognize the Monterrey ITESM as the mediator of the Tec District and 16 of the 21 interviewees recognize the activities and functions of the Tec District in their physical and operational sense.

The information obtained in the interviews for the present study regarding indicators of citizen security and public security, male students feel completely safe unlike female students, they feel vulnerable due to harassment and disappearances at the main door of the Institute. The neighbors, depending on their location, share crime that ranges from shootings on public roads in the area of bars and restaurants to robbery at home - room with an armed hand. Despite being victims of armed robbery, the private initiative continues to recognize the area as "safe." Employees are insured by the security teams of the company in which they belong, recognizing only as an opportunity area a correct luminaire at night. The Government recognizes a high commitment to the area by providing constant rounds in the morning and at night by the Monterrey Police and Civil Force.

In the field observation exercise, a blanket located in an ice cream shop on Avenida del Estado was detected with the following legend "WE REJECT THE TEC DISTRICT PROJECT FOR ATTEMPTING OUR FREE TRANSIT RIGHTS. WE REJECT THE EXPANSION OF BANQUETS AND CANCELLATION OF LANES IN AV. OF THE STATE. WE REJECT IRREGULAR BUILDINGS AND EXCESSIVE BUSINESS NOISE ON THIS AVENUE AND IN LA COLONIA. WE DEMAND THAT NEIGHBORS BE TAKEN INTO ACCOUNT IN THESE PROJECTS. ATTENTION: COLONIA TECNOLÓGICO NEIGHBORS BOARD."

Said statement shares that there are actions carried out in a simulated governance where one hundred percent of the community has not been taken into account in the decision-making of urban planning in the area, by taking actions that benefit the population in a greater proportion. Tecnológico de Monterrey than to the community that inhabits the area. Being additionally detected a greater benefit in the immediate surroundings of the campus (5 km around), than other areas that are not so immediate to the campus such as the Buenos Aires neighborhood, Ancón del Huajuco, among others.

Purísima-Alameda district case

The objective of creating a partial program for the Purísima-Alameda District arises from the need to have an organized growth that includes an adequate infrastructure for a correct urban development of this framework of the city, which began to be organized and created since 2015. The Purísima Alameda District consists of 7 non-formal traditional neighborhoods constituted by a total of approximately 7,000 inhabitants, which was officially approved on June 12, 2019, in the municipality of Monterrey, Nuevo León.

The Purísima-Alameda District is located within the center of the municipality of Monterrey, the heart of the metropolitan area with an intervention area of 359.09 hectares and 264 blocks. The district's intervention polygon and the limits of the Partial Program are Santiago Tapia Street to the north; to the east Vicente Guerrero street; to the south, the north side of Av. Ignacio Morones Prieto and to the west Av. Venustiano Carranza, in two main neighborhoods that are the Centro neighborhood and the María Luisa neighborhood.

The Purísima-Alameda District is a historical element that has established the structure and social framework for the development of Monterrey and that today provides and offers the strategic foundations for the bases of urban regeneration of the downtown area in terms of promoting the creation of "places for people". That is, places that promote social cohesion and identity, accompanied by coexistence between neighbors and a sense of belonging. The downtown area is convenient to live due to its central location, which entails a strategic connectivity with different parts of the city by representing short transfer times. Even so, the current housing does not satisfy the basic needs of the current community, the urban environment that is lived is inaccessible, in addition to experiencing citizen and public insecurity (Purísima-Alameda District Urban Development Partial Program, 2015).

As of today, the governance scheme developed for security is carried out through the following key actors:

- Private initiative:

- Regiomontana University (U-erre). Through the Department of Smart Cities and LAB Ciudad, it acts as a mediator between the actions of the government and the residents of the city. In addition to constantly participating in "Real Projects" through students in proposals (consultancies) for different projects of the landscape, architectural and / or urban development category.
- CEMEX (social department). Supports different proposals and collaborations categorized within social responsibility.

- Government:

- Municipality of Monterrey.
- Directorate of Social Crime Prevention.

- Society:

- Activist Leaders. Some members of Pueblo Bicicletero.
- Small and Medium Businesses. Restaurants, cafeterias, bakeries, language schools, among others.
- Auxiliary Judges. Currently there are a total of 10 auxiliary judges who represent the 7 non-formal traditional neighborhoods, belonging to the Purísima-Alameda District.

The programs and execution actions for the regeneration of the Purísima-Alameda District are aligned with the following specific objectives:

a. Compact developments with higher density and mixed land use. It seeks to facilitate the regulation of the use and destination of urban land by establishing programs that promote a mix of residential, commercial, services and office uses within the district, creating a dynamic and efficient urban space.

b. Public space and urban image. Improve the quality of public spaces with an innovative image, including street furniture, signage and public lighting.

c. Interconnectivity / Multimodal Transport / Roads. Improve mobility and accessibility, connecting the inhabitants with their urban environment: public spaces, green areas, areas and destinations less than 15 minutes away on foot or by bicycle.

d. Infrastructure. Promote the renewal and modernization of the infrastructure with sustainable, intelligent and renewable systems, considering new public lighting systems that reduce light pollution with less energy consumption; sanitary and rain sewerage and efficient drinking water networks with provision for recycling gray water; data and telecommunication networks using fiber optics as a transmission medium (Purísima-Alameda District Urban Development Partial Program, 2015).

Since June 2015, meetings were held with community residents and interested groups, with U-erre acting as host through the U-erre City Laboratory. It is the U-erre who is recognized with the role of mediator by establishing links with 15 different collective groups. Additionally, groups of students are created who, through experiences of real projects in their courses, have collaborated with the immediate community around the university through community actions. Some of these activities have been painting streets and avenues of the district, collaborating with small and medium-sized companies when creating business plans and improving their image to the public.

Of all the concerns and concerns that are recognized in the community of the Purísima-Alameda District, one of the main ones is the absence of optimal citizen security and public safety. Figure 1 shows the results of a survey carried out on 100 residents of the district, obtaining the following information:

PREGUNTA	RESPUESTA
¿En los últimos tres años fue Víctima de un delito?	El 32% (32) de la población encuestada fueron víctimas de un delito. 12% (12) fueron víctimas de un delito en dos ocasiones en el mismo período de tiempo.
Sí, ¿Qué Tipo de delito(s)?	Robo / Asalto = (13%) 6 Robo con Pistola = (23%) 10 Robo con Navaja = (27%) 12 Asalto Casa Habitación = (9%) 4 Intento de Asalto = (5%) 2 Secuestro = (5%) 2 Robo Estéreo Automóvil = (5%) 2 Cristalazo = (13%) 6 La mayoría de los crímenes ocurrieron entre 14:00 y 22:00.
¿Cuál es su percepción de la seguridad?	36% (36) percibe el barrio para ser <i>muy inseguro</i> 14% (14) percibe el barrio para ser <i>relativamente inseguro</i> 44% (44) percibe el barrio para ser <i>relativamente seguros</i> 6% (6) percibe el barrio para ser <i>muy seguro</i>
¿Cuál es su nivel de confianza en las autoridades de seguridad?	70% no le tiene confianza en la Policía Municipal. 56% no le tiene confianza en la Fuerza Civil.
¿Qué puede hacer para mejorar el nivel de seguridad en su barrio?	Vigilancia con mayor número de policías que haga rondines cuando menos cada media hora. Policía de confianza. Que la policía no fuera corrupta. Mejorar la iluminación de las calles. Que las casas estén habitadas. Acabar con propiedades abandonadas y lotes baldíos. Formar Unión de Participación Vecinos, Comités de Vigilancia. Fomentar comunicación entre los Vecinos. Reportar los delitos y anomalías que sucedan en el barrio. Banquetas amplias para caminar. Botones de emergencia.

Figure 1 Survey with Neighbors (Permanent Inhabitants) - Safety in the Purísima-Alameda District
Source: Partial Urban Development Program "Purísima-Alameda" (2015)

Despite the fact that the survey shares low crime indicators, the information obtained in the interviews for the present study regarding indicators of citizen security and public safety, students recognize armed robbery in daytime, shootings in the street of Matamoros due to conflicts between drug gangs, insecurity on 5 de Mayo Street and robbery of vehicles located in parking meters. The Department of Social Crime Prevention recognizes bands of immigrants who threw pellets in the houses to find out if the neighbors were at home and to be able to commit the crime of robbery, which were detected and relocated to another area of the city. The employees in the area feel safe, they only suggest a better and optimal public lighting at night, the neighbors acknowledge theft at home - room, while the private initiative was the only actor who acknowledges feeling safe.

Next, in Table 3, the analysis of the field work is shared in a qualitative methodology through semi-structured interviews with the members that make up the governance triangle: residents of the Purísima-Alameda District, members of the private initiative of small and medium-sized companies, companies, employees and students with a minimum stay of 4 hours in the area, and government:

	No. of Interviewees	They recognize the U-erre	U-erre is recognized as a mediator of the Purísima - Alameda District
Students	2	2	2
Neighbors	1	1	1
Employees	2	2	0
Private initiative	4	4	0
government	1	1	1

Table 3 Recognition of mediators in the Purísima-Alameda District

Source: Own elaboration

According to what is analyzed in Table 3, four of the ten interviewees recognize U-erre as a mediator of the Purísima-Alameda District. It is important to emphasize that the plan was officially approved in June 2019 and it is in March 2020 that the COVID-19 pandemic is declared official in Mexico, delaying the projects pre-established by said district.

The district is recognized as a university area, in which a significant number of university students and people who go to work pass through, with a smaller number being residents of the district. In order to increase the safety and sustainability of the district, a balance between the use of commercial, educational, and house-dwelling land is recognized as necessary. Narrow sidewalks are unsuitable for pedestrians and are unsafe. The inhabitants want options to travel on foot and by bicycle (Partial Urban Development Program Purísima-Alameda District, 2015).

Case Edison

The Edison District (Polígono Edison) was born in 2011, due to a concern of the private initiative due to the high level of insecurity in this area. It is the FEMSA company through its corporate company OXXO that, having a commitment with the city and in particular with its immediate community, devised and organized this initiative to promote the development of the district to improve the quality of life of its neighboring neighborhoods, to through actions of social, cultural and urban transformation.

Since 2013 he has collaborated with the civil organization VETSA A.C. in the development of neighborhood groups trained in values and life skills. For the year 2015 the focus was on the formation and training of neighborhood groups that participate to provide solutions to their community, generating a virtuous circle between the private initiative, the government and the community (Mayor, how are we going?, 2013).

The Edison District covers 190 hectares located in the Municipality of Monterrey, which integrates 8 neighborhoods that are Garza Nieto, Jaramillo, Pedro Lozano, Benito Juárez, Progreso, Tijerina, Talleres and 10 de Marzo as shown below in Figure 2:



Figure 2. Edison District Boundary Map
Source: Mayor, how are we doing? (2013)

The commitments that were agreed upon by the mayor were the following:

- Participation in the district's environmental culture and reforestation program.
- Maintenance of all public areas, including those rehabilitated by the trust.

- Rescue municipal land in disuse to provide more recreational space for the community.
- Provide sports programs for district families.
- Encourage civic, educational and recreational activities in public spaces.
- Provide policemen for the surveillance of the eight colonies.
- Implement a recreational path at least once a month.
- Work with the trust and the neighbors, through neighborhood meetings.
- Encourage citizen participation and dialogue with neighbors.
- Provide relevant information to jointly establish crime prevention programs.

The commitments signed by the Municipality secretary were the following:

- Promote sport and human development with infrastructure and programs.
- Invest in public infrastructure and provide the necessary maintenance, such as garbage collection, cleaning, maintenance of lights, trees and roads.
- Address the issue of security through the prevention and punishment of crime.
- Inform and serve the population, especially vulnerable groups, promoting the Direct Line program in your neighborhood and the brigades of different ministries.
- Support the tree planting and environmental culture programs (Mayor, how are we going?, 2013).

According to the documentary investigation, the last activities carried out by OXXO in the Edison District, was in 2015, being 6 years of ignorance of activities of involvement towards the community by them as initiators of said project.

Next, in Table 4, the analysis of the field work is shared in a qualitative methodology through semi-structured interviews with the members that make up the governance triangle: residents of the Edison District, members of the private initiative of small and medium-sized companies, employees and students with a minimum stay of 4 hours in the area, and government:

	No. of Interviewees	OXXO (FEMSA) is recognized	OXXO Recognized as Mediator of the Edison District
Students	0	0	0
Neighbors	1	1	0
Employees	1	1	0
Private initiative	1	1	1
government	1	1	1

Table 4 Recognition of Mediators in the Edison District
Source: self made

According to what is analyzed in Table 4, the interviewees recognize OXXO as an important company in the district, however, only the government and they themselves recognize themselves as mediators in said district.

Neighbors recognize politicians in campaign activities by carrying out social activities that benefit the community, while other members of the private initiative and employees do not recognize anyone, being they who must carry out preventive actions internally in coordination with the human resources department and company management to avoid being victims of crime. The information obtained in the interviews for the present study regarding indicators of citizen security and public safety, the neighbors recognize the area as an unsafe place to live, being victims of robbery at home, room and vehicles, the employees of the area report daily shootings, theft of vehicle batteries, threats to the right of the floor and having to create accompanying groups at the entrance and exit of their working hours to avoid being victims of robbery by gangs in the area. The Department of Social Crime Prevention acknowledges having frequent meetings with private initiative in search of reinforcing security for the community.

Results

In the State of Nuevo León, they have learned to live with everything that leads to insecurity due to different activities of violence and crime presented on a daily basis such as shootings, robberies, assaults, fights between gangs or different organized crime gangs. However, it is something that the citizens of Monterrey refuse to accept and seeks to find solutions through public-private alliances, creating new strategies and common fronts to protect the security of the State.

In the three cases analyzed in this study, we can recognize that there are now four actors who play a role in governance schemes: the government, society, the private initiative and the mediator, the latter being the one who must balance the benefits obtained in development programs, so that the governance triangle feels included and satisfied with the results, allowing collaboration in new long-term projects.

Democratic governance, which is necessary in the exercise of governance for security, implies a process in which the government, private market organizations and civil society interact to decide, coordinate and carry out the direction and governance of their community. The adjective democratic ideally integrates various characters - desirably with similar weights - to the decision-making process, making it "better", more effective and fair. How this sequence is chained (more horizontality, better results) is an assumption than Fukuyama (2013: 4). The problems, costs and failures of democratic or multicenter governance are more difficult to look for and to find, since there is a risk of being attacked as nostalgic for central power or, worse still, as anti-democratic (Arellano, Sánchez and Retana, 2014). In this category, the government, society and private initiative are considered with the same hierarchical level, as authority in decision-making.

The Tec District whose mediator is Tecnológico de Monterrey is the one with the greatest structure and experience at the moment, with the organization and performance of governance activities for citizen security and public security. Having a mediator such as Tecnológico de Monterrey has facilitated timely attention to security and crime issues, since it expedites the attention of the Monterrey Police, Civil Force and the Municipality of Monterrey. In its activities it has benefited the community in the improvement of urban spaces, lighting, adaptation of new spaces such as pocket parks used as new recreational points for the community in general. The challenge for this mediator is to shift the benefits to the entire district and not just to the neighborhoods that directly adjoin the Institute, and of course, to balance the benefits of the governance triangle not only for himself, but to allow a win-win also for society, other members of the private initiative and the government.

As for the Purísima-Alameda District, it has not been allowed to fully develop the activities included in its plans, since the COVID-19 pandemic required certain restrictions in terms of meeting points, neighborhood meetings, councils and assemblies. However, the activities carried out and led by the U-erre by the LAB Ciudad department have made it possible to create new and strong links between students, neighbors and the private initiative in their surroundings. The coordination and communication between the U-erre, the neighborhood judges, the Monterrey Police and the Department of Social Crime Prevention can be labeled as good and satisfactory for now. The Tec District is 5 years ahead of it; its scope and deliverables will have to be analyzed again in the future.

Finally, the Edison District is the one that presents as the district with the highest crime rate, said district began precisely under the concern about the insecurity of the area and a commitment to safeguard the integrity of its inhabitants, students and employees. However, satisfactory information could not be obtained from the mediator, which in this case is Oxxo (FEMSA) and crossing with the information collected by other actors and documentary research it is detected that the project has been abandoned by them. The Universidad del Norte (UN) is recognized as one of the members who participated in the project, it would have been interesting that, as in the Tec and purísima-Alameda districts, it pushed its leadership and served as a mediator, in order to rescue the project and be able to see an important and necessary change in the safety indicators for that area.

Conclusions

The success or failure of development activities, programs, or plans in any district depends largely on the mediator. It is important that this is recognized and accepted by society, the government and the private initiative in order to generate links and common agreements that allow achieving the objectives and strategies necessary for citizen security and public security.

It was detected that the private initiative is the one who generally adopts the role of mediator, since in a certain way they can negotiate and reach a positive meeting point in the face of the priority needs presented by both the community, the government and themselves. Until now, the actors that have played a satisfactory role as mediators are the private universities, being recognized by the entire district and having in turn a robust organizational structure with different expertise that help boost their commitment to the community through their indicators. of social responsibility. It would be very interesting to see public universities also involved, since they also have the facility of infrastructure and the possibility of participating in project competitions that include a possible investment in sustainable development activities and citizen and public safety.

This document is the result of a part of the exploration of the literature of the doctoral thesis project in Social Sciences with Orientation in Sustainable Development of the Institute of Social Research of the Autonomous University of Nuevo León.

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