
THE GOVERNANCE EFFECT ON THE PERFORMANCE OF AN URBAN PROJECT

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Abstract. The aim of the paper is to offer project governance from a unique urban viewpoint that connects corporate, project, and urban governance by analysing a case study to understand how different internal project governance mechanisms can influence corporate and urban governance. The research examines the theoretical basis to determine the theoretical framework and empirical data about the impact of project governance. Then, conclusions are reached, and new research areas are suggested. The findings of the research indicate that no governance considerations have been made during the pre-planning stages of urban projects, and empirical evidence does not always go with the theoretical background. Further research is therefore required to elucidate this relationship. Thus, the article updates the state of the art on governance performance for empirical study by generalizing it across other projects to derive more conclusions that are accurate and adapt to contemporary circumstances.

Keywords: *Corporate governance, governance, urban economics, urban project, urban performance*

JEL Classification: R

INTRODUCTION

Corporate governance may be divided into two areas; the first is primarily concerned with a set of behavioural patterns, the other category deals with the legal framework.

The development of corporate governance has thus become a major policy priority in several economies, particularly at the urban transition and developing project levels, with most initiatives drawing on measures recommended or adopted by mature market economies that pioneered corporate governance development. By contrast, transitional and developing nations frequently exhibit a variety of structural, systemic, political, and institutional traits that impede the development of urban and corporate governance. The need for increased accountability of organisations and individuals has become apparent in corporate governance because of companies' inability to conduct business transactions ethically and responsibly, particularly in the management of large-scale urban projects due to their complexity and involvement of multiple parties.

The aim of the study is to determine how project governance might contribute to the success of urban projects in a complex environment through a case study. It will accomplish this by demonstrating how the notion of project governance fits within the organisational structure. More precisely, the study will examine the function of project governance in relation to the strategic participation of various stakeholders.

This article has the following structure: In the first part, we identify the research methods which are based on the case study, then we present the theoretical background concerning the governance and urban project performance, and the final part discusses the results of our study, followed by conclusions.

1. RESEARCH METHODS

A case study helped to enhance the basic research plan. Case study research is frequently utilised in exploratory and explanatory research. Case studies are particularly beneficial because they enable the researcher to comprehend the context of the research and the activity that occurs inside it in depth. For example, if we want to understand why managers make specific decisions rather than an examination of what decisions are made, who makes them, what decisions are made, how frequently they are made, and their perceived importance, a case study may be the best solution (Wahlström et al., 2019).

The approach of a two-case study analysis (Wahlström et al., 2019) will be applied. Within the organisation, two projects will be chosen. The study objective is to go beyond a cursory examination of certain occurrences within the selected urban projects to acquire better knowledge of the phenomena at the city size. Abednego & Ogunlana (2006) updated governance framework, which might be considered instructive in elucidating the research theoretical foundations (see Fig. 1). It is plausible to deduce a link between project governance and performance using deductive reasoning, and a relationship between project management and project performance using deductive logic. As a result, it is logical to predict that there is a link between project governance and project performance as well.

The present research is based on an exploratory and visionary study. In this research, the evaluation covers the four measurement indicators that revolve around government performance in an urban project, and each indicator includes sub-indicators. To provide more nuance, each level of evaluation has been linked to a quantitative scale with weighting units ranging from 1 to 5, which allowed us to plot specific and summary radar graphs based on the results of the self-diagnosis.

The 14 sub-indicators are represented in the results. Since our research is exploratory, from a non-probabilistic purposive sample of 200 actors at the strategic, tactical, and operational levels only 132 actors accepted to participate in this research to ensure coverage of all higher education institutions. It ensures the coverage of all stakeholders, on the one hand, and provision of reliable data, on the other.

The method adopted for the selection of the sample in this research was the blind or convenience type, the choice of this type of sample was based on the accessibility of information, the availability of the respondents contacted and

simplicity (Savall & Zardet, 2004). The lack of accurate information and accessibility of information, the cooperation of respondents, and homogeneity of the sample were the reasons for choosing this type of the non-probability sampling method.

The targeted research technique for this project is an interpretivist philosophy, using case studies as a strategy of research.

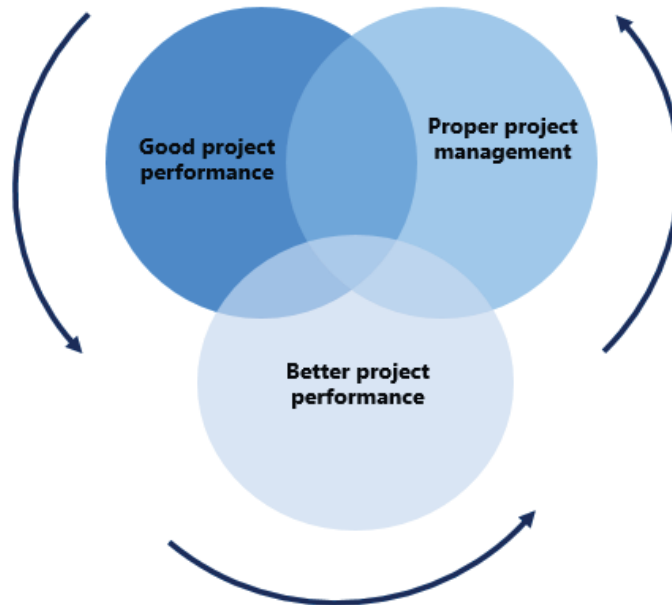


Fig. 1. Theoretical relationship of the research (Adapted from Abednego & Ogunlana, 2006).

Given that Algeria recognises more and more the need to manage these governmental projects for the development of the image of the city, it is necessary to manage these projects in terms of measurement to have a clear understanding of the reality of the projects. Improving the existing performance indicators will lead us towards more effective project management than before and better performance within the framework of the continuous improvement (Fig. 1).

2. URBAN GOVERNANCE

Local government, being the level of government closest to communities, is under immense strain to meet the country's economic and service needs. Along with insufficient service delivery, development programmes, as specified in sustainable development policies and programmes, face difficulties in accomplishing their intended goals and objectives.

According to Auriacombe & Shikha (2019) and Kotzé & French (2018), the global debate on urban management and corporate governance is frequently defined by a search for universally applicable principles of effective urban government. It is obvious that there is widespread agreement on the fundamental concepts behind

it. Notably, there is no uniform definition of “goodness” due to the diversity of nations’ prevailing political ideologies, governance systems, cultures, values, ethics, and so forth (Crane & Sandler, 2017).

As a result, the standard of “goodness” varies considerably across developing and industrialized countries. Additionally, the primary tools or instruments used to promote excellent urban government have distinctive methods and uses (Díaz-Díaz et al., 2017) In certain nations, such as Rwanda and Kenya, a considerable emphasis is placed on the decentralization of government and local autonomy. In this situation, decision-making authority is devolved from the national government to local bodies. The major objective is to guarantee that policies and choices are informed by the circumstances of each community, which include demographics, service delivery objectives, climate, local politics, industries, and other economic activities. Local governments must develop suitable, relevant mechanisms and techniques to put the principles of effective urban governance into practice. These instruments and tools are explained in Table 1.

Table 1. Instruments and Tools for Urban Governance
(Meyer & Auriacombe, 2019)

Urban governance dimension	Sub-dimension
Community participation and stakeholder involvement	Open council meetings Ward committee systems Open local media Suggestion boxes Public forums Telephone hotlines Promoting a sense of belonging and city vision
Effective urban management and municipal administrations	Mayoral public meetings City referendums Public petitioning Participatory planning and budgeting sessions Capacity-building initiatives Administrative reform programmes Continuous improvement exercises Sound labour relations Effective systems, processes, and procedures Performance monitoring and incentives Effective resource allocation and utilisation Use of information and communication technology
Council transparency and accountability	Applying control mechanisms External partners who monitor functions, decisions, and activities Rigorous procurement and accounting policies and practices Enforceable codes of conduct for political leaders and officials Information disclosure Independent complaint procedures Diversity in tenders and suppliers Decentralized decision-making Access to economic opportunities

3. PROJECT GOVERNANCE

Since the 1950s, project-based management techniques have been developed to manage distinctive, new, and temporary activities (Styhre, 2007; Ellison et al., 2005; Wickenberg, 2004). However, project governance has only recently gained traction in both the commercial and governmental sectors (Abednego & Ogunlana, 2006; Trier, 2014; Sense, 2013; Sankaran et al., 2008; Pryke & Pearson, 2006; Torrent-Guasp et al., 2005). The project governance literature in project management demonstrates that the term is used in a range of contexts and has a variety of meanings (Pollard et al., 2004; Torrent-Guasp et al., 2005). Generally, the term “governance” refers to authority, responsibility, stewardship, leadership, direction, and control (Mack & Ryan, 2006). As a style of transaction organisation, project governance is a multifaceted concept that encompasses the establishment, termination, and maintenance of continuing connections between a group of participants (Heide, 1994). There appear to be certain similar concepts in the literature on corporate and project governance, such as accountability, authority, relationships, controlling, and monitoring.

However, governance is more than a method of control. Rather than that, it serves as an authoritative monitor of compliance, is influential in risk mitigation, and gives advice and direction (Moldoveanu & Martin, 2001). Corporate governance can be centred on ethical ideals and moral decisions that are consistent with an organisation’s civic responsibility (Caldwell & Guaralda, 2016). On the other hand, project governance is more project-centric, outlining how project management procedures are controlled throughout the project lifespan (Turner & Keegan, 2001; Winch, 2001). As a result, one must evaluate the distinction between project management and project governance.

In general, governance can be defined as the establishment and exercise of power with the overarching goal of coordinating actors’ efforts (Heide, 1994) or, in the context of specific projects, as the process of achieving consensus necessary to accomplish an objective in an arena where numerous competing interests are at stake (Alcántara et al., 1998). Governance mechanisms are required in the project environment to support operational control procedures and to manage the interface between project teams and their clients (Coles et al., 2001; Henisz & Mansfield, 2006). In other words, project governance establishes the framework within which the project objectives are defined, the methods for achieving those objectives are selected, and the methods for monitoring performance are established (Turner et al., 2013).

4. MANAGEMENT OF CORPORATE SUSTAINABILITY

Several businesses do not include sustainability initiatives in their corporate strategies because they have a negative impact on their strategic management and corporate planning (Shad et al., 2019; Yazici, 2020). Effective integration of corporate sustainability and administrative project management maturity initiatives has a major impact on organisational performance. Capacity for project management bolsters the consequences of sustainability efforts, most notably in

economic and social sustainability. Integration of management systems can result in networked sustainability. Increased management system integration maturity results in a higher degree of sustainability performance. By investing in management system integration, organisations may achieve superior long-term performance. Sustainable human components and dynamic management systems play a critical role in fostering sustainable business growth and practices inside organisations. Management control systems are government technologies (Granà et al., 2020) that facilitate the implementation of administrative policies through the use of knowledge creation. To achieve sustainable development, organisations should integrate sustainability within their administrative units and managerial levels. Thus, they establish a stable, first-rate governance foundation and a distinct regulatory culture to solidify sustainability at both the logistical and normative policymaking levels. Changes in top management and people may complicate the implementation of sustainability.

5. CASE STUDY BACKGROUND

5.1. The Urban Park of Bardo

The city of Constantine has a strategic geographic location in the area (Fig. 2). Constantine is located on the border of two huge natural areas: the mountainous Tell to the north and the High Plains to the south, which are separated by a narrow strip of land.

The strategic importance of its geographic location has enabled it to develop into a regional crossroads, attracting the various flows resulting from the spatial organisation system. It is the centre of a circle whose radius between the cities of Annaba, Skikda, Jijel, Sétif, Batna, and Guelma varies significantly depending on the number of kilometres between them. Constantine, the centre pole of the area's socio-economic dynamics, is practically unusual in that it is located at the intersection of the five major communication axes. The historic city centre is situated on a raised platform (Fig. 3). Due to a massive escarpment separating it from the rest of its physical environment (Fig. 4), it is separated from the rest of its physical environment by the Rummel and its gorges to the west (Fig. 5).



Fig. 2. Geographical position of Constantine (study area) in Algeria (Constantine map, n. d.).



Fig. 3. Situation of Bardo Park in Constantine city centre (Google Earth 2021, authors' treatment).



Fig. 4. The historic centre which juxtaposes the Bardo Park (Google 2021, authors' treatment).



Fig. 5. Situation of the Bardo Park and its insertion in the immediate environment (Google 2021, authors' treatment).

The district of Bardo plays an important role, particularly because of its central urban arrangement. With a hinge function, Bardo is to some extent placed between the old and contemporary city, serving as a connection between the two urban components via a kind of spatial mediation.

Due to its extensive nature, it may be found near all major districts of the city. As a result, the naturalist area has been designated as the “Urban Park” of

Constantine, serving as the green heart of the city. It is possible for the city to benefit from the amazing quantity of green space available in this large region. The integration of the park into the urban environment necessitates site studies, which comprise several distinct projects, to be carried out.

Bardo site is ideal for a variety of reasons, including the richness of its historical legacy as well as its location in relation to the historic city centre, where it serves as a meeting place between the bridge of “Sidi Rached” and the viaduct of “Trans Rhumel” (Figs. 4–5).

Bardo, whose name is derived from the Spanish word “Prado”, which means garden, is situated on the outside of the historic city walls, although it was originally a suburb of the city before being included as an extension of it. An extremely accessible space, it was occupied as soon as the city walls were demolished and have only recently been released, allowing the appearance of this extraordinary panorama depicting the meeting of the city, the Rhumel, and the bridge that serves as its symbol, the Bridge of Sidi Rached, among other things (Fig. 5).

Constantine’s urban actors have identified Bardo as one of the city’s main shanty communities that has to be developed and transformed in a fundamental and long-term manner. Due to its placement in the heart of Constantine, this central area is an important aspect of the city’s renovation strategy (Fig. 6).



Fig. 6. Urban development of Bardo Park (pinterest.com, n. d.).

5.2. Kerkeri Place: An Urban Redevelopment Project

With a surface area of 5.3 ha, Kerkeri Place is in downtown Constantine, on the outskirts of the medina (safeguarded area), and indirect proximity and / or at the feet of two large buildings of collective housing inherited (Fig. 7). It is a connecting space between the old city on the side of Bab El Djebia, the martyrs' place, and Avenue Rahmani Achour, its public and private terraces overlooking the flea market of Remblai, the district of Bardo and on a distant environment.

In 2006, the idea of creating a space of relaxation and leisure in the place of a bus station (very old in fact), which was very polluted by the exhaust fumes, came to fruition thanks to the efforts and dedication of the citizens, companies (three) responsible for the work, the technical services of the municipality and especially the special interest of the wali of Constantine. Thus, the implementation of the Kerkeri Place project was started.

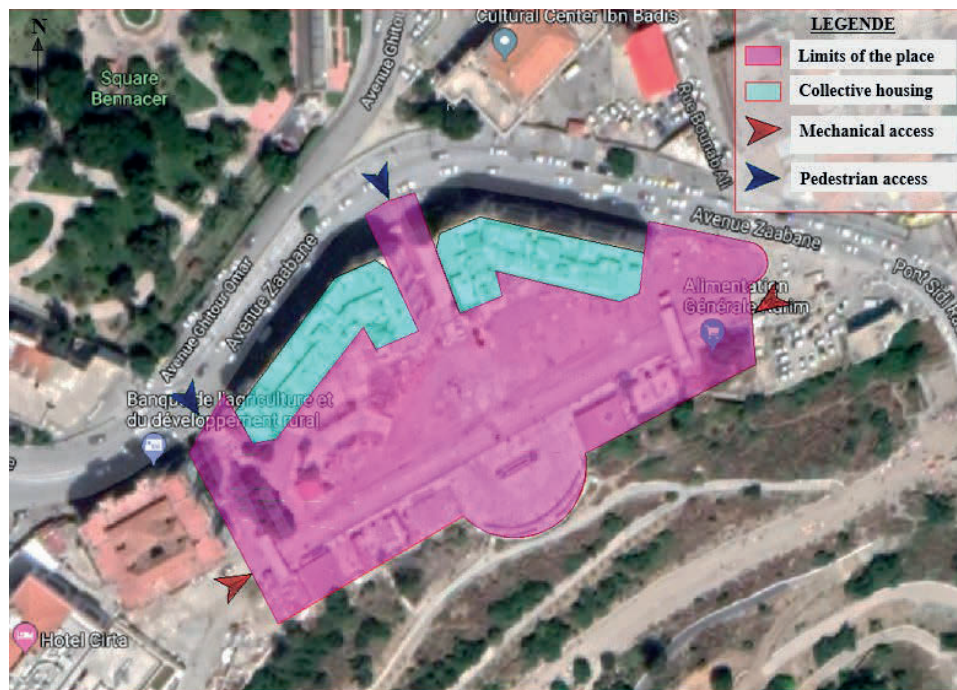


Fig. 7. Location of Kerkeri.

Two cafeterias, an open-air theatre, pedestrian walkways (Fig. 8), stylized stairs and two monumental doors (Fig. 9) will make up this new space which should constitute a haven of rest and leisure called to merge with other curiosities of the Medina, as Bab El Djebia will be separated only by the width of the road.



Fig. 8. Pedestrian walkways in the place of Kerkeri (Place Kerkeri, n. d.).



Fig. 9. Monumental doors in the place of Kerkeri (Place Kerkeri, n. d.).

5.3. The Sense of Place

Five years after the rehabilitation of this place, the dirt still invaded the place, with weeds that grew everywhere due to lack of upkeep. The spaces designed to accommodate various cultural activities, including the small open-air theatre, were abandoned. The small fountain at the entrance of the places is now dry, whereas “wild hands” have removed a good part of the earthenware (Fig. 10).



Fig. 10. Dilapidated state of the Kerkeri place (created by the authors).

It is the desolation among the inhabitants of the place Frères Kerkeri, in view of the degradation, which affected the place for several months. “While all the spaces have been transformed into parking lots, we are helplessly witnessing a regrettable situation, especially concerning the rehabilitation of the place,” laments a resident. In sum, a budget of 29 billion cents of Algerian dinars has been released to give a beautiful image to this part of the city. A beautiful image to this part of the city which, it must be recalled for those who ignore the history of Constantine, once housed several events, including small circuses with all their menageries.

In this project, four entrances are planned, two of which are the urban doors connected by a pedestrian way bordered by two restaurant cafeterias, some commercial premises and four kiosks. In addition, there will be a panoramic pier of 16 m × 32 m, a green theatre for children and terraces with public benches, water fountains and plant doors. A parking area is also planned just below the Cirta hotel.

Due to carelessness, some users no longer cross the usual paths of the garden and prefer to take shorter routes, while crushing the precious plants as if it were simple grass. All this takes place under the indifferent eye of the concerned authorities. One of the main reasons for developing Kerkeri Place was to stop all car traffic because of the increased slippage of the land.

6. RESULTS AND DISCUSSION

6.1. Case Study Environment: Urban Park of Bardo

On the designation of Constantine as the Capital of Arab Culture in 2015, the local authorities decided to build an urban park within the Bardo area. After the eradication of slums, the operation was registered under the programme of accompaniment for the event. The project consists of enhancing the heart of the city with a cultural and leisure area. The latter consists of three lots: “roads and various networks”, “building and equipment”, and “landscaping and green areas”, which cover an area of 65 ha. Through a cultural and tourist pole, the urban park of Bardo aims to improve the image of the city.

6.1.1. Urban Management of Bardo Park Project

Successive external changes caused by the park adjoining projects, such as the reclamation project for the “Oued Rhumel project”, which divides the park into two parts (the right bank and the left bank), caused a change in the initial state of the soil.

The direction of water resources was planned to make a waterfall on the left bank of the wadi at the bottom of the gardens of the olive trees. The realisation of this cascade encroached on one of the thematic gardens programmed in the urban park of Bardo, thus hindering the interventions in this part of the project. The Salah Bey viaduct works caused very significant deformations that affected the site and its morphology, thus modifying the initial study carried out by the study office (joint Algerian-Italian SFC joint consortium), subject of the contract with the grouping companies responsible for the construction of the urban park, thus changing the nature of the soil.

The construction of a drainage tunnel to ensure the safety of Salah Bey’s work and its stabilization in the right bank, which will occupy a large area of the park project, will also have an impact on the “Oued Rhumel project”, as the modification of plans and the location of the theatre will have caused by the next drainage tunnel works.

The urban park offers access and continuity for the tourist path. The wastewater discharged from the old town prevents the work of the educational farm and the Sidi Rached Bridge, which influences the landscape view of the Bardo zone; all these projects have an impact on the progress of the project. The problem of the landslide caused an ambiguity of the deliverables, a blatant overtaking in the cost, delay and the risks that will arise and influence the final quality of the park. These transformations have caused terrible management and anarchy in the entirety of the project, from this observation, various questions arise about the best way to manage this project.

6.1.2. Project Governance

In the urban environment, governance refers to a system of local government that articulates and associates political institutions, social actors, and private organisations in the process of making collective choices. In the case of the Bardo urban park project, this governance is to be invested by the state and the city actors as nodal actors of public policies to whom the decision processes are opened. To manage this project, which enters the framework of a project programme, a set of criteria must be evaluated to understand the governance structure of this project and to identify the level of application of the different stakeholders in the project.

These additional variables shown in Table 2 can be exploited to obscure any weaknesses in the governance framework, most notably the consequences of the complicated communication network. A governance system should theoretically be sturdy enough to accommodate both inexperienced and highly experienced project personnel. A study that examines all these linked aspects in greater depth will lead to a more complete understanding of the governance structure’s function in these sorts of initiatives. All the problems encountered cannot be solved. It is above all a

problem of governance and someone with enough political power must take responsibility for reviewing, with techniques, the upstream management of the project. When there is no preparation upstream, we find ourselves confronted with inextricable situations.

Table 2. Project Governance within a Programme (created by the authors)

Actor/ management	Role and mission	Verification of role/mission existence	Observation
The head of the programme	Managing all project managers and, as a result, have overall oversight of all projects	None (no programme leader)	- There is a lack of a long-term vision for the project
	Creating a plan for the programme implementation	None	- There is a lack of coordination among project managers because of the absence of a programme manager
	Creating a plan for the programme implementation	None	
The state/ authorities (financing)	Programme funding	Financing independent projects is quite complicated.	The state's role in these endeavours is to provide funds Inaction on the part of the programme overall funders created a precarious scenario for all these programmes
Stakeholders	Influence and intervene in projects, how they are managed (as well as stakeholder risks)	The absence of participation by all stakeholders (only the project teams) - a lack of risk management for stakeholders	Inadequate programme management. Each project is devoid of interfaces. External stakeholders' non-involvement (the inhabitants of Constantine, traders near the projects)
The change management team	Must consider the various modifications and orientations of the various projects	None	Lack of a change management team within the organisation
Risk management	- How risks were mitigated - What preliminary research has been conducted? (soil study, etc.). Weighing the dangers and taking precautions	There was no risk management in place during the project	Absence of an introductory phase (the pre-operational phase and the operational phase)

6.2. Case Study Environment: Urban Redevelopment Project of Kerkeri Place

In this project, four entrances are planned, two of which are urban doors connected by a pedestrian way lined by two restaurants-cafeterias, some commercial premises and four kiosks. In addition, there will be a panoramic pier of 16 m × 32 m, a green theatre for children and terraces with public benches, water fountains and plant doors. A parking area is also planned just below the Cirta hotel.

Due to carelessness, some users no longer cross the usual paths of the garden and prefer to take shorter routes, while crushing the precious plants as if they were simple grass. All this takes place under the indifferent eye of the concerned authorities.

One of the main reasons for developing Kerkeri Place was to stop all car traffic because of the increased traffic landslide.

Even after the completion of the works, the pedestrian path remains a mechanical path and the place is only a place of transit, usually for the inhabitants of Souika and Bardo. Today, the place has no commercial dynamics; most businesses are closed, except for two small kiosks of tobacco and newspapers. The small green theatre projected to accommodate a few hundred spectators did not see the day, and the central basin from which the water jets were supposed to emerge contains unconnected pipes.

All the spaces of this place have been transformed into parking lots, while the premises supposed to bring a plus to the district are in a sorry state. For the inhabitants of the place des Kerkeri Brothers, the rehabilitation of this site, which was supposed to be a place of relaxation and recreation even for the residents of the surrounding districts, did not give the expected results.

6.3. The Evaluation of the Performance of the Urban Project

At first glance, as shown in Fig. 11, the overall averages of the three criteria are of the same height.

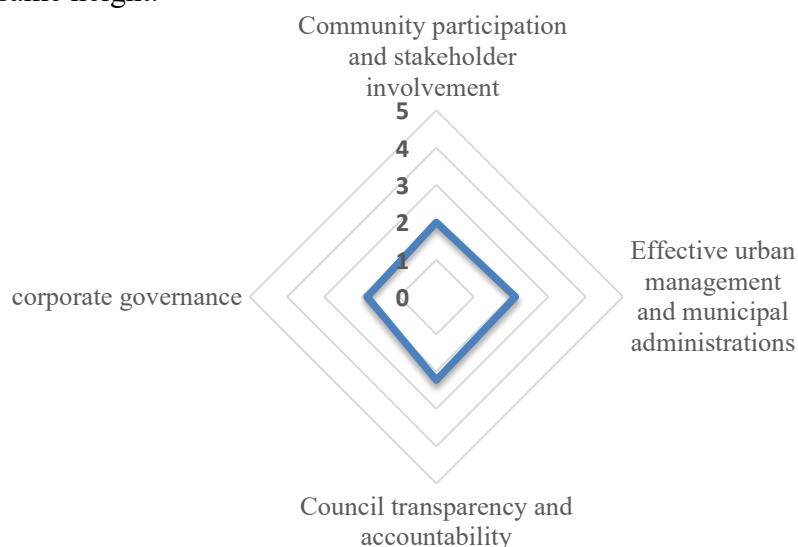


Fig. 11. Measuring the performance of the urban projects (created by the authors).

However, if we look at the radar of the indicators shown in Fig. 12, we see that their values fluctuate considerably, thus determining the overall average of the governance component. We can identify the most contributing variables, as this evaluation aims to assess the governance performance in the two urban projects.

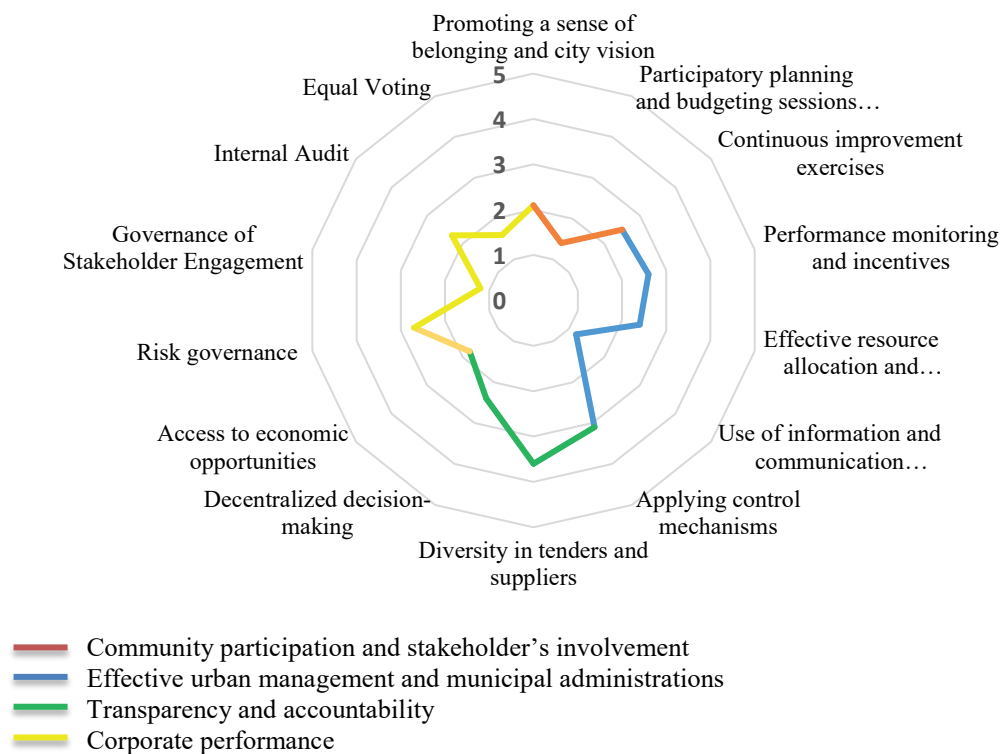


Fig. 12. Measuring the performance of the urban projects through the sub-indicators (created by the authors).

The performance measurement of the two projects is displayed in the same performance radar as the same actors of the project owner who contributed to the projects.

6.3.1. Community Participation and Stakeholders' Involvement

Participation of the community and stakeholders is critical throughout the planning and implementation phases of an urban project, and a communication strategy is required to inform and engage the community, politicians, and municipal administration to share the municipality's vision, development principles, and objectives. Stakeholder participation at the project level needs dedication, transparency in the process, acceptance of alternative perspectives, ideas, time, and human resources. Participation adds to proposal consensus and adoption and facilitates implementation. By involving organised and represented stakeholder groups, communication and engagement are facilitated.

The performance of this indicator was 2, which is poor performance. The participation of the community was very limited, and the stakeholders were not all

involved or identified at the start of the project, which created an ambiguity at the strategic level regarding the management of these projects. For the sense of belonging, the actors were supposed to take part in a participatory process from beginning to end, i.e., they were involved in all the stages, from the definition of the problem to the production of images and maps of the city as they saw it, including their interpretation as data. This was not the case for the urban park development project and for Kerkeri place project. The actors did not consider all the stages due to a lack of commitment or involvement in the process of producing the city. In the case of the second sub-indicator, which concerns participatory planning and budgetary sessions, and the third indicator, which concerns continuous improvement exercises, the government actors did not take any action to improve the project in terms of planning or improvement. 2, 5 are very low for the participatory planning and budgeting sessions with 1, 5. These results led the project to low stakeholder involvement, which caused many problems, mainly concerning decision making.

6.3.2. Urban Management and Municipal Administration

The challenge of urban management in the urban park development project and Kerkeri place arises from the management of strategic and operational governance and from the problems faced in the execution of tasks and the generally unsatisfactory level of performance that prevails. In this case, the central government has shown that it cannot provide the necessary resources, organise adequate management, and respond to the specificity of local conditions, which has led to a lack of machinery for control and monitoring of the project. The performance of this indicator is 2.12, which is low performance.

This indicator is composed of four sub-indicators that measure the overall performance of this indicator. The first three are performance monitoring, allocation and use of resources, and the application of control mechanisms that have achieved an average performance. The performance monitoring has not followed a planned approach but occasionally follows government decisions. For the use and allocation of resources, all the resources were allocated at the project level without considering the complexity of the projects in relation to other related projects and in relation to the stakeholders at the three levels: strategic, tactical, and operational. Regarding control mechanisms, no tools or practices were identified during the planning of the projects. The performance of the fourth indicator, which relates to the use of information technology, is 1.3. This is due to the absence of an information or communication system.

6.3.3. Transparency and Accountability

Another area of governance where government actors can improve public trust is the public sharing of policies. In this way, the public knows how government officials should handle things and can hold them accountable. In the case of the urban park project, public stakeholder participation was not considered in relation to code enforcement rules and requirements, minutes of board meetings, budgets, financial documents, and annual reports that had to be easily accessible to the

public, which marked a low performance of this indicator being composed of three sub-indicators.

Beginning with the diversity of offers and suppliers, this action was considered at the strategic level. Several offers and suppliers were put in place. For decision making, the projects suffered because of successive changes in decision-makers. This has generated additional costs and interruptions in the project. For the third sub-indicator, which concerns economic opportunities, this proposal was not previously studied at the strategic level. No operating plan was developed. The consequences of this decision are still being paid to this day.

6.3.4. Corporate Performance

Good corporate governance helps to create an environment of trust, transparency, and accountability necessary to foster long-term investment, financial stability, and corporate integrity, thereby supporting stronger growth and more inclusive societies. Due to poor project management, one company shared this responsibility, which resulted in a failure followed by poor project implementation. This indicator is marked by the lowest performance of 1.85; something that launched the project into ambiguity. No prior risk identification or a risk register was put in place because of the urgency of the projects. These unstudied risks caused more than 40% of the overages compared to the initial budget of the projects. Stakeholder engagement was limited as many stakeholders were not informed during the project implementation. Roles and missions were not clear. For internal audit and equality of voting, which depended on previous indicators, the lack of clear procedures and processes in the governance of these projects highlighted the failure of other parameters.

CONCLUSION

This study has shown that it is possible, with the tools of governance analysis, to analyse the fragmentation and pluralization of urban public action scenes, on the one hand, and of urban public action scenes, on the other hand. It is also possible to make an analysis of the logics of recomposing of a capacity for collective action and a capacity for integration through integration.

The logic of recomposing a capacity for collective action around exchanges and interactionist dynamics is nonetheless attentive to the way in which the leaders and institutions of urban government intervene to make these exchanges into instituting and integrating logics.

In the case of Bardo urban park and project, it is a problem of governance and consideration of all projects as a single programme. It is necessary to make the authorities aware that the preliminary studies, the diagnoses, and the consultation have a cost that some elected officials are reluctant to pay. The absence of these studies and the debate around the projects have a delay and a cost even more important than at the time of their implementation and during their lifecycle.

In fact, when we visit the different neighbourhoods that have been the objects of urban improvement, we notice some shortcomings in the operation despite the good will shown at the beginning of the operation and the colossal sums released by

the state. The projects to improve the urban environment in the city's neighbourhoods have several imperfections and other defects due to the lack of rigorous monitoring and competence on the part of the services concerned because they are always managed on an emergency basis. This is in addition to the lack of qualified companies and workers and the absence of environmental awareness-raising operations aimed at citizens, which could, in the medium or long term, produce effective results.

Thus, it emerges that the project management is relative to the mode of governance produced and that, in terms of urban governance, we are still far from what is done in the countries bordering the Mediterranean because the question of evaluating governance refers to the observation of urban practices produced in the field.

Through the different approaches and readings of the results, to evaluate the urban management produced in the field and to search for the existence of conditions favourable to the implementation of urban governance, it emerges that the hypothesis which seems plausible with the reality is that the practices relating to urban governance do not yet find a favourable ground for their application and their generalization in Algeria, even if there are the beginnings which announce a change in the future. There is a wide gap between the precepts of "good governance" and the implementation of its process on the ground. Evaluating governance means evaluating urban practices on the ground.

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