

## Open Government Model and Basic Services Management: A Systematic Review

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### Abstract

*This article presents a systematic review of the literature on the Open Government model and its impact on the management of basic services in Peru, analyzing studies published in the last five years in the following databases: Scopus, SciELO, Redalyc, Dialnet, Erih Plus, Latindex and the University of César Vallejo library. The benefits and challenges associated with the implementation of this model are examined, highlighting its potential to improve transparency, citizen participation and collaboration between government and civil society. Through an exhaustive analysis of various research, factors that facilitate and hinder the effectiveness of Open Government are identified, such as distrust of institutions and the lack of inclusive strategies. The findings suggest that, although Open Government can be a driver to transform public management, it is essential to strengthen institutional capacities and foster a civic culture that promotes access to information and the active participation of citizens. This study provides practical recommendations for policy makers and contributes to academic understanding of open governance in the Peruvian context.*

**Keywords:** *Open Government, Public Management, Citizen Participation, Transparency, Peru; Systematic Review, Basic Services.*

### Introduction

In recent years, the Open Government model has emerged as a key strategy to improve public management and the provision of basic services in various nations, including Peru (Sánchez et al., 2024). This approach seeks to promote transparency, citizen participation and collaboration between the government and civil society, with the aim of generating trust and improving the quality of life of citizens. However, despite progress in this area, significant challenges persist in its effective implementation, especially in contexts where corruption and lack of access to information are prevalent.

According to the Economic Commission for Latin America and the Caribbean (CEPAL for its acronym in Spanish, 2021), in Peru, the political and social context presents a complex scenario for the implementation of Open Government, despite having a regulatory framework. That promotes transparency and access to information, effective practices are still limited. Because widespread distrust of public institutions, fueled by corruption scandals and a history of lack of accountability, has created an environment where citizens feel disconnected from government processes. This translates into low citizen participation in the formulation and evaluation of public policies, which in turn negatively affects the quality of the basic services offered.

Furthermore, in Peru many citizens lack the necessary knowledge to use the digital platforms that have been implemented to facilitate access to public information (Anaya et al., 2021). This highlights not only a technological gap, but also a lack of civic education that limits citizens' ability to actively engage in public affairs. On the other hand, government institutions face internal challenges related to resistance to change, bureaucracy, and lack of resources to implement effective Open Government initiatives (Zavaleta et al., 2024).

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The research question that guides this literature review article is: What are the impacts of the Open Government model in improving the management of basic services in Peru, and what factors facilitate or hinder its effective implementation? While, as a general objective, it seeks to understand how Open Government can be an engine to transform public management in Peru and address current deficiencies in the provision of basic services.

The specific objectives of the review study are the following: analyze the characteristics of the Open Government model and its relevance for public management in Peru; evaluate recent experiences in the implementation of Open Government policies in the Peruvian context and identify the main challenges and opportunities that the country faces in this area. Through this literary review, we hope to contribute to the understanding of the role that Open Government can play in strengthening public management in Peru, as well as offer evidence-based recommendations to improve its implementation. Furthermore, the in-depth exploration of the topic will allow not only to identify existing barriers, but also to highlight successful cases that can serve as role models.

Open Government can be defined as an approach that promotes transparency, access to information, accountability and citizen participation in government processes. According to CEPAL (2021), this model seeks to open new spaces for citizens to actively participate in the formulation of public policies, thus facilitating a more efficient use of fiscal resources and an improvement in the provision of public services. Thus, CEPAL (2021) points out that the pillars of Open Government include transparency as that quality that seeks to provide information about government actions and allow citizens to access relevant data. In the same way, it seeks to generate participation with the aim of promoting the citizen's right to get involved in public decisions. Finally, it seeks collaboration, because it promotes the involvement of various social actors in solving public problems.

In Peru, the Open Government model has been adopted as part of a broader strategy to modernize public management. However, its implementation has faced several obstacles. For example, Simon's (2022) study highlights that, although digital platforms have been established to facilitate access to public information, many citizens still lack the knowledge necessary to use them effectively. This highlights the need to strengthen digital capabilities among citizens.

At the international level, successful initiatives have been observed that integrate Open Government with the management of basic services. For example, Ecuador has implemented programs that involve citizens in the evaluation and improvement of public services, which has resulted in a significant increase in citizen satisfaction (Kon-Cedeño and Intriago-Mora, 2023). These experiences can serve as a reference for Peru when designing and implementing similar policies.

In the Peruvian context, the V Open Government Action Plan 2023-2024 stands out as a significant effort to strengthen this model (CEPAL, 2023). This plan includes participatory commitments from the State to promote issues such as education, health and open justice. According to Sánchez et al., (2024), since joining the Open Government Partnership in 2011, Peru has moved towards a more inclusive model that seeks to integrate diverse social actors in the design and delivery of public services. . However, despite these efforts, significant gaps still exist in terms of effective participation and access to relevant information.

Open Government has become a central axis within the National Policy for the Modernization of Public Management in Peru, reaffirming its importance to improve the quality of public service (Espino et al., 2024). Thus, through mechanisms such as the Multi-Stakeholder Forum, we seek to guarantee equitable participation between civil society, the public and private sectors. However, it is essential to evaluate how these initiatives have really impacted the management of basic services and what obstacles remain.

Thus, the Open Government Model has gained prominence internationally as a strategy to improve governance, increase transparency and encourage citizen participation. According to Data-Pop Alliance and Spanish Agency for International Development (2021), this trend has been consolidated through global initiatives such as the Open Government Partnership (OGP), which was launched in 2011 by leaders from the United States and Brazil. . Currently, the OGP has 75 member countries, including 16 from Latin

America and the Caribbean, and focuses on promoting concrete commitments to improve the quality of governments through collaboration between the public sector and civil society.

According to the Latin American Center for Development Administration (CLAD by its acronym in Spanish, 2023), Ecuador is a notable example within the OGP, because, since its incorporation in 2018, it has developed action plans that involve multiple actors, including the private sector and organizations. Non-governmental. Furthermore, its focus has been on increasing the availability of government information and guaranteeing greater citizen participation in decision-making processes. In its Second Action Plan designed in 2023, Ecuador has committed to implementing 15 commitments that seek to transform its model towards an "Open State", integrating all levels of government (CEPAL, 2023). In short, the systematic review proposed in this study on the Open Government model and the management of basic services in Peru has the potential to contribute significantly to the field of research and practice in several dimensions.

## Methodology and Materials

The methodology of this systematic review is based on the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method, which provides a structured framework for conducting and presenting systematic reviews because this approach guarantees the transparency and reproducibility of the results findings (Sánchez-Serrano et al., 2022). The specific steps that will be followed in this review, including searching relevant databases, are detailed below.

Among the inclusion criteria that were worked on in this systematic review are the following: studies published in the last 5 years (2019-2024), articles that address the open government model and its relationship with the management of basic services, publications in journals peer-reviewed academic studies and studies conducted in the Peruvian context or that include relevant comparisons.

On the other hand, the exclusion criteria that were applied were the following: articles that are not available in full text, studies that do not focus specifically on open government or the management of basic services, and opinion documents or reviews without empirical data.

In the same way, an exhaustive search was carried out in the following databases: Scopus, SciELO, Redalyc, Dialnet, Erih Plus, Latindex and the repository of the César Vallejo University, applying the use of keywords and terms as a search strategy related to formulate an effective search strategy. Therefore, the search included combinations of terms using Boolean operators (AND, OR). An example of the search strategy is:

("Open Government" OR "Open Government") AND ("public management" OR "basic services" OR "public services") AND ("Peru") AND ("2019"[Date - Publication]: "2024"[Date -Publication]).

The selection process followed these steps:

Identification, step in which the total number of articles found through the selected databases was recorded.

Screening, where titles and abstracts will be reviewed to eliminate irrelevant studies.

Complete review, at which time, the preselected articles were fully evaluated to determine their eligibility according to the established criteria.

Documentation, a step in which a PRISMA flowchart was used to document the process, showing the total number of studies identified, excluded and finally included.

In the data extraction and analysis process, a data extraction matrix was developed to collect relevant information about each included study, which covered:

Authors and year of publication.

Objectives of the study.

Methodology used.

Main findings related to Open Government and the management of basic services.

This structured methodology guarantees that the systematic review is rigorous, transparent and useful for both researchers and policy makers interested in improving public management through the Open Government model in Peru.

## Results and Discussion

The results were summarized in Table 1, depending on the type and homogeneity of the included studies. Therefore, studies are presented with key findings on how the Open Government model has impacted public management in Peru, as well as the barriers and facilitators identified.

**Table 1.** Data Extraction

Author(s)	Year	Objective of the Study	Methodology	Main Results	Conclusions
Sánchez et al.	2024	Understand how open government influences the management of Peruvian municipalities.	Quantitative methodology through a survey applied to 77 municipalities of Amazonas	The results suggest a close relationship between both concepts, where transparency, citizen participation and collaboration are key to effective public management.	The importance of open government to improve efficiency and responsibility in public management was confirmed.
Hernández y Hütt	2024	Characterize citizen participation practices within the framework of open government in Costa Rica.	Through an analysis of cases at the central and municipal level, we seek to understand how the open government model is implemented and how it is linked to citizens.	Opportunities were identified to strengthen methodologies, participation channels and available resources to more effectively involve citizens in decision-making.	Through an analysis of cases at the central and local level, it is concluded that, although various participation mechanisms have been implemented, the model is still incipient.
Estupiñán et al.	2024	Explore the case of Ecuador, analyzing how open	Systematic review of specialized literature, to identify the main trends and	The results suggest that the vision of open governments has driven the	Ecuador must promote collaboration between the government,

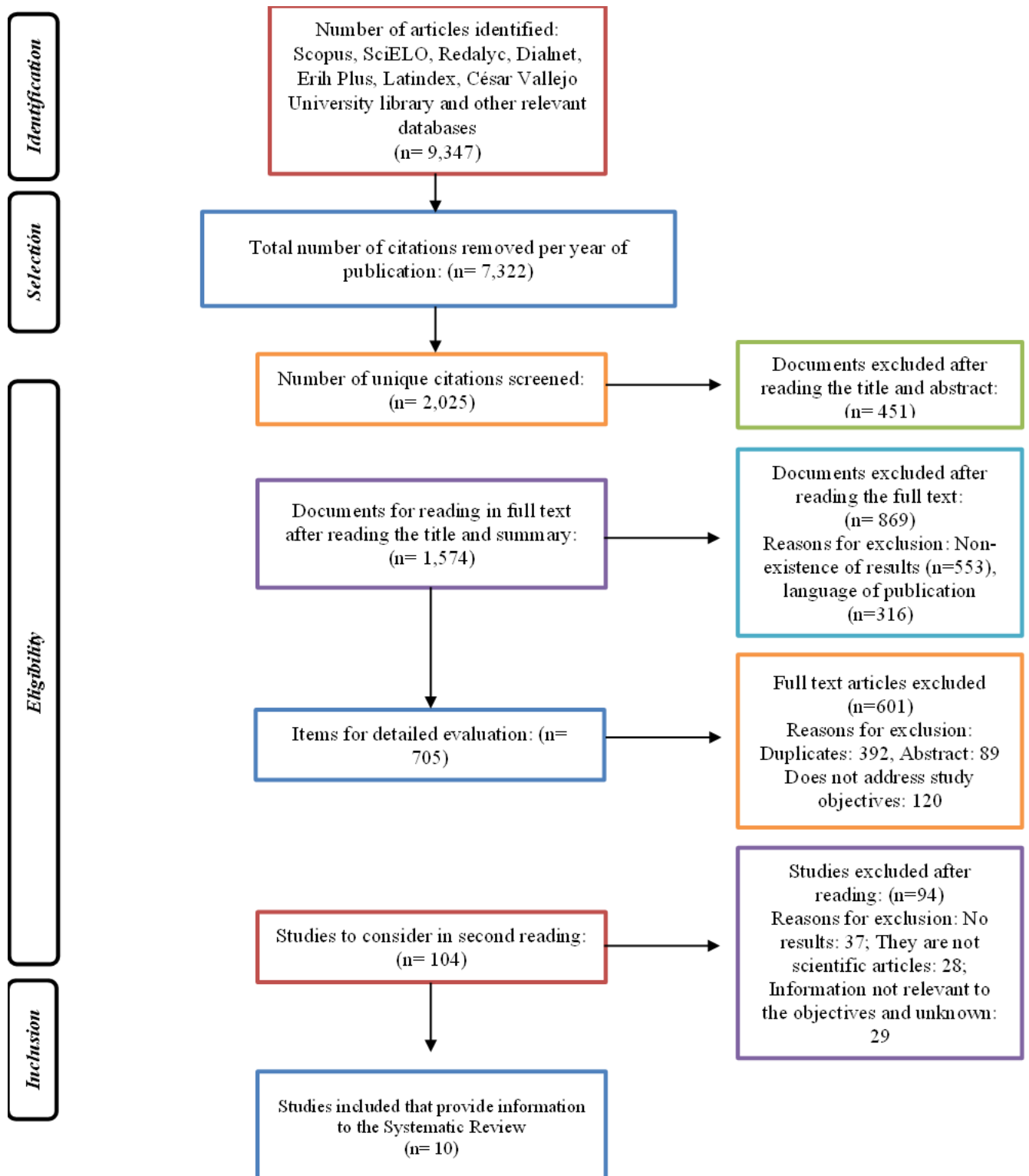
		government has been implemented and its implications for citizen participation.	challenges in the implementation of this initiative.	expectation of a profound transformation in the way governments interact with citizens.	academia, civil society and the productive sector to promote transparency and citizen participation, jointly identifying solutions to public problems.
<b>Chávez-Rivas &amp; Heredia-Llatas</b>	2024	Analyze the main tools used to modernize public management at different levels of government	Systematic review of 40 indexed scientific articles	Among the findings, the importance of a citizen-oriented culture, the use of information technologies and the implementation of tools such as results-based management and open government stand out.	Highlights the importance of results-based management, open government and the development of a citizen-centered organizational culture.
<b>Molina-Chinga &amp; Mantuano-Zambrano</b>	2024	Understand how experts perceive open government as a tool to promote transparency in public procurement.	Phenomenological approach in qualitative research based on documentary review and interviews with experts.	The results show that access to public information, technological innovation and the development of a philosophy of transparency are fundamental elements to guarantee the integrity and efficiency of contracting processes.	The importance of open government is highlighted as a key element to promote good governance and accountability in public administration.
<b>Ruiz-Cueva et al.</b>	2022	Analyze the relationship between Open Government and the use of transparency portals in a Peruvian university.	Quantitative research that applied a survey to 48 workers from a Peruvian university.	The findings indicate a positive correlation between the two, but also reveal a lack of trust in the model and low citizen participation.	Despite efforts to promote transparency, citizen participation in university management remains low, indicating the need to strengthen communication and participation

					strategies.
<b>Sánchez-Sánchez &amp; Mantuano-Zambrano</b>	2023	Understand how the principles of New Public Management contribute to the success of open government.	Phenomenological approach applying grounded theory with qualitative analysis of interviews with experts.	The findings suggest that this approach can be useful for public institutions in Manabí, by promoting citizen participation and transparency.	This study highlights the importance of open government as a mechanism to strengthen citizen participation and transparency in public institutions.
<b>Zambrano-Montesdeoca &amp; Vegas-Meléndez</b>	2023	Explore the perception of open government in a public hospital.	Phenomenological and hermeneutical paradigm with a qualitative approach through semi-structured interviews and document analysis.	The results identify two key dimensions for good practice: a governance model that promotes transparency and citizen participation, and the construction of citizen oversight mechanisms.	It is concluded that there is a relationship between open government and institutional governance, highlighting the need for a solid institutional framework to implement open government effectively.
<b>Sánchez-Ramos</b>	2024	Analyze the importance of open government in Mexican municipalities and identify its challenges and propose concrete actions to implement it.	Literature review and case analysis.	The main challenges and opportunities for the implementation of open government in this context were identified. The results show that open government can contribute significantly to local development, but requires an institutionalized and coordinated approach.	This study reveals that the institutionalization of open government in Mexican municipalities is still incipient, which limits its potential to promote local development.
<b>Cruz et al.</b>	2024	Identify the main obstacles that prevent efficient management of public resources and	Factor analysis.	A relationship is established between public management and macroeconomic policy, showing	The article highlights the need to address the needs of a diverse population and design public policies that

		propose a new public management model focused on inclusion and citizen well-being.		how the lessons learned in the latter can be applied to improve the management of public resources.	promote equity and inclusion.
<b>González-Gallego et al.</b>	2021	Analyze the Open Government and Participation Index (IGAP) to compare the progress of 33 OECD countries on open government.	Use of open and consistent data, through IGAP to evaluate multiple dimensions, including transparency, open data, participation and collaboration.	The results indicate that, although there is progress, there is ample room for improvement in such as transparency and open data. Furthermore, the need for more specific strategies to promote citizen participation is evident.	The study highlights the importance of citizen participation in open government and the need to develop specific strategies to encourage it.
<b>Ruvalcaba-Gómez</b>	2020	Analyze the differences in the perception of Open Government (OG) between public officials and organized civil society in Jalisco, Mexico.	A questionnaire applied to public officials and civil society in Jalisco, Mexico.	The results indicate that there are significant differences between both groups and that government influences the assessment of OG especially in dimensions such as transparency, participation and data.	It is concluded that the participation of civil society in the evaluation of Open Government is very important and that there are marked differences in their perceptions regarding public officials.

Source: Own elaboration

Figure 1. Search Diagram



Source: Own elaboration

The systematic review conducted provides a comprehensive overview of the research on open government and its impact on public management. The findings reveal a growing body of literature exploring the



multifaceted nature of open government and its potential to improve governance and public service delivery.

Furthermore, this systematic review of the literature on the Open Government model and its impact on the management of basic services in Peru has revealed significant findings that deserve further analysis. Through the studies reviewed, it has been shown that Open Government can play a crucial role in improving public management, although it also faces considerable challenges that limit its effectiveness.

The results obtained suggest that Open Government is associated with improvements in transparency, citizen participation and collaboration in public management. For example, the study by Sánchez et al. (2024) indicates that there is a close relationship between Open Government and effective management in Peruvian municipalities, where transparency and participation are identified as key factors for a more efficient public administration. This finding is consistent with trends observed in other countries in the region, such as Ecuador, where a similar approach has been promoted to transform the interaction between governments and citizens.

Likewise, the importance of a citizen-oriented culture is also highlighted in the analysis of Chávez-Rivas and Heredia-Llatas (2024), who emphasize that tools such as Open Government can modernize public management by fostering an environment where citizens feel empowered to actively participate. This resonates with global recommendations on how Open Government can be a driver to improve governance and respond to citizen needs.

Despite the potential benefits, the studies reviewed also identify significant barriers that hinder the effective implementation of Open Government in Peru. Distrust towards public institutions is one of the main obstacles mentioned by Ruiz-Cueva et al. (2022), who found a positive correlation between the use of transparency portals and public perception, but also pointed out a lack of trust that limits citizen participation. This phenomenon is not exclusive to Peru; Studies in other Latin American contexts have documented similar problems, where historical corruption and lack of accountability generate skepticism among citizens.

Furthermore, the analysis carried out by Molina-Chinga and Mantuano-Zambrano (2024) highlights that, although there are mechanisms to promote transparency, these are not always effective due to the lack of access to public information and an organizational culture that does not prioritize these principles. This suggests that it is not enough to implement policies; It is essential to create an institutional environment that truly encourages commitment to Open Government.

The findings also point to the urgent need to develop inclusive strategies that address the diverse needs of the Peruvian population. The study by Cruz et al. (2024) emphasizes that it is essential to design public policies that promote equity and inclusion, which implies not only opening channels for citizen participation, but also ensuring that all segments of the population have access to these spaces. Civic and digital training is crucial to empower citizens and allow them to participate effectively in government processes.

On the other hand, when comparing Peruvian findings with international experiences, it is observed that many countries have faced similar challenges when implementing Open Government models. For example, in Mexico, as mentioned in the study by Sánchez-Ramos (2024), although there is recognition of the potential of Open Government to contribute to local development, its institutionalization remains incipient. This highlights a common pattern in Latin America: although there is progress towards greater government openness, institutional structures must evolve to support these efforts.

## Conclusions

Once this literature review has been carried out, it is concluded that the Open Government model represents an outstanding opportunity to transform public management in Peru. However, its success will depend not only on political commitment but also on citizen empowerment and the development of digital capabilities. As the country moves towards greater government openness, it is essential to learn from both local and international experiences to overcome existing challenges and make the most of available opportunities.

Furthermore, the Open Government model presents a unique opportunity to transform the dynamics between governments and citizens at a global level. However, its success depends not only on political commitment but also on citizen empowerment and capacity development in both the public sector and civil society. Continuous review and shared learning between countries can facilitate best practices and effective strategies to address existing challenges in this area.

On the other hand, the main challenges identified include: resistance to change within government institutions. As well as the lack of adequate infrastructure to support digital platforms and general distrust towards public institutions. However, there are significant opportunities to move towards a more effective Open Government model such as the growing citizen demand for transparency and accountability; the potential use of emerging technologies to facilitate citizen participation and the possibility of collaboration between local governments and non-governmental organizations to foster a more open culture.

In conclusion, this systematic review provides solid evidence on how the Open Government model can positively impact public management in Peru. However, it also highlights significant barriers that must be addressed to maximize its effectiveness. To move towards a more inclusive and effective model, it is vital to strengthen institutional capacities and foster a civic culture that values and promotes transparency and citizen participation.

This analysis not only contributes to the academic understanding of the topic, but also offers practical recommendations for policy makers interested in improving their approaches towards a more open and participatory government. The successful implementation of Open Government will require a sustained commitment from both government and civil society to build an environment where all citizens can actively engage in democratic processes and contribute to better public management.

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