

Improving Public Governance: The Relationship among Logistics Management, Transparency and Accountability in the Peruvian Public Sector

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Abstract

This research addressed deficiencies in logistics management and transparency in the Peruvian public sector, focusing specifically on the municipality studied. The research revealed critical problems in the supplier selection and contracting stages, as well as in the updating of the transparency portal, highlighting the erosion of integrity and fairness in public procurement. The study methodology combined quantitative approaches such as surveys and document analysis, which allowed for a comprehensive and nuanced understanding of the problem. Through data triangulation, detailed insights crucial to the development of effective interventions were obtained. The results highlight a significant correlation between effective logistics management practices and high levels of transparency and accountability. Specific practices within Group 3 are identified that could serve as a model for governance reform. This study not only addresses a gap in the existing literature, but also provides a solid foundation for the development of more effective and transparent public policies. By addressing the shortcomings of logistics management, the study contributed to the empowerment of the civil community and the creation of a more open and fair government, indirectly supporting the goals of environmental sustainability and conservation.

Keywords: *Accountability, Public Procurement, Transparency Law, Management Practices, Government Integrity.*

Introduction

Logistics management is a vital tool in both the public and private spheres, since it covers all activities related to the supply of essential goods and services for the entity; in this way, it is possible to provide timely attention to the existing demand and stakeholders. Kovács (2018) pointed out that logistics management is a fundamental piece within all organizations, due to the fact that it helps the fulfillment of their proposed goals; however, if it is not used efficiently, it can generate difficulties in the development of their activities. In addition, it emphasizes the knowledge of the needs presented by the customer to implement an efficient logistics that leads to optimal results, otherwise, problems such as customer dissatisfaction and quality problems may occur, which, in turn, lead to a decrease in the income of the entities (Lopez & Moori, 2020).

Likewise, Calzado (2020) stated that the efficiency of any organization always goes hand in hand with the proper use of resources and the effectiveness of the logistics area in the acquisition of different goods or services. Therefore, poor logistics management can have a significant impact on the achievement of objectives and, therefore, on the organization's economy. (Rodriguez et al., 2020).

In the same way, García (2021) affirmed that logistics management plays a fundamental role, since, if they do not manage to carry out good planning to carry out the purchasing processes, they will not be able to have a timely supply for all their users, generating discomfort. On the other hand, Chikezie et al., (2021) mentioned that the shortage of various products during the pandemic seriously affected patients who required some medicines because they did not apply an efficient logistics plan for the acquisition of the necessary supplies to cope with the pandemic.

In addition, Villalobos (2023) mentioned that governments in the world face a serious problem that affects their management, referring to the corruption that many authorities and officials have been developing, which in turn threatens justice and ethical values, harming public transparency that every entity should develop; also Morales et al., (2023), mentioned that public servants take advantage of their positions or

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public power to obtain their own benefit, generating negative acts that harm the entity in addition to increasing the level of distrust and discomfort of the population.

Logistics management in the public sector, particularly in the municipality under study, faces critical challenges that undermine the principles of transparency and accountability, key elements of public governance; this study investigated how weaknesses in supplier selection and contracting processes, compounded by non-compliance with contractual obligations established in the public procurement law, contribute to the erosion of integrity and fairness in public procurement; likewise, the scarce updating of the entity's transparency portal and the perception of opacity in the management of resources, which is reflected in the dissatisfaction of stakeholders and in the potential vulnerability to corrupt practices, were examined; this analysis was framed in the regulations of the State Contracting Law and its regulations, as well as in the Transparency Law No. 27806, in order to evaluate the effectiveness of the entity's transparency in the management of resources, which is reflected in the dissatisfaction of stakeholders and in the potential vulnerability to corrupt practices. 27806, in order to evaluate its effectiveness and detect critical points that compromise transparency and accountability in the Peruvian public sector.

This study addresses a critical gap in the current literature by investigating the interconnection between logistics management and transparency in the Peruvian public sector; despite theoretical recognition of the importance of these areas to the integrity and effectiveness of public governance, there is a paucity of empirical research examining their combined effects on public administration and citizen trust; therefore, this research not only extends the existing body of theory, but also deepens the understanding of how logistics management practices influence the perception and reality of government transparency. Furthermore, this study provides crucial empirical evidence for policy makers and public sector managers, as it highlights specific areas for improvement and offers evidence-based strategies to strengthen transparency and accountability; by identifying specific failures in logistics management and transparency mechanisms, it provides a solid foundation for the development of more effective and transparent public policies, which in turn can improve citizens' satisfaction and trust in their institutions.

This study responds to an urgent social demand for greater transparency and accountability in the management of public resources; by addressing deficiencies in logistics management and their impact on public transparency, it seeks to empower citizens with knowledge and tools to demand greater accountability, thus contributing to the strengthening of civil society and the construction of a more open and fair government. The methodology adopted, which combines quantitative approaches such as surveys and documentary analysis, allows for a comprehensive and nuanced understanding of the problem; this approach is fundamental to unravel the complex relationship between logistics management and public transparency, providing detailed insights that are crucial for the development of effective interventions.

The study also has a technological justification, as it addresses the need to implement and improve technological tools for information management and transparency; the use of advanced technologies can facilitate more efficient logistics management and promote greater transparency and access to information, which represents a fundamental step towards the modernization of public administration. Although the study focuses primarily on logistics management and public transparency, its indirect environmental impact can also be considered; efficient and transparent logistics management can contribute to the optimal use of resources, reducing waste and promoting sustainable practices in the public sector; therefore, the study indirectly supports the goals of sustainability and environmental conservation.

The influence of logistics management on transparency and accountability in the Peruvian public sector was evaluated, with emphasis on the municipality under study, in order to identify and understand the deficiencies in the supplier selection and contracting processes.

The hypothesis was considered, the deficient logistics management in the Peruvian public sector, characterized by irregularities in the processes of selection and contracting of suppliers and lack of updating and accuracy in the transparency portal, significantly influences the decrease in transparency a

Literature Review

According to studies on logistics management and public transparency, significant results were found. Thus, Trigos et al. (2023) mentioned that there are problems in the health sector, where the internal users of the logistics unit consider that the supply of orders placed is not timely, only on rare occasions are such orders received within the established deadline. On the other hand, López et al. (2022) point out that in Portugal there is a regulation of public procurement that, through this instrument, seeks to optimize procurement processes, although purchases are made in small quantities, this code allows large-scale procurement in order to achieve effective and efficient management, as well as the improvement of public resources.

Likewise, Osorio & Barreto (2022) talked about how public entities in several countries manage a closed government where gaps are difficult to close or be able to help, so they see in open government one of the options to improve their activities, as well as one of the main management mechanisms.

In the same way, Vega & Pérez (2022) reported that the COVID 19 pandemic left evidence that there is a deficiency in logistics management due to the fact that supply chains are not very resilient, which is why logistics must be constantly evolving in order to create action plans to respond immediately to the needs presented.

García (2020) commented that in Maracaibo, logistics management is well organized due to the fact that there is planning for the supply of the various requirements to be implemented. Similarly, Vaicilla (2020) exposed that, in the administration of the Cantonal Decentralized Autonomous Government of San José de Chimbo, even though they have an appropriate planning for contracting, these do not carry out their work in an effective and timely manner which causes delays in the contracting processes, causing inconveniences in addressing requests for assistance in a timely manner.

Guarnieri & Gomes (2019) commented that public procurement can be an effective strategy for entities, since it has been observed that public procurement through various strategies implemented contributes to the achievement of objectives, also helps to improve the efficiency of spending, thus managing to generate good results in the various procurement procedures carried out. For his part, Tardan (2019) indicated that, in Brazil, due to the significant demand for procurement that did not meet adequate standards in various types of contracts, modernization measures were taken to address this problem, making procurement processes that were optimal and, at the same time, sustainable by the State.

However, this study presents the supply chain management theory of Jay Forrester (1961), where Pupo et al., (2023) mentioned that supply must be managed effectively in order to acquire what is necessary for the progress of activities and the proper functioning of the entity and thus meet the needs of stakeholders.

On the other hand, we have Goldratt's (1981), constraint theory, where Tafur et al. (2023) commented that this theory focuses mainly on detecting those restrictions existing in the supply chain, hence the interest of knowing the entity well; that is, knowing all its planning, since this will help to make the best decisions in order to avoid wasting raw materials and above all wasting money.

With respect to the second category, we contemplate Bentham's theory of transparency and access to information (18th century), where we quote Osorio & Barreto (2022) who stated that it is important that every entity complies with this theory because it helps to keep stakeholders informed about the performance of the entity, In other words, accountability is strengthened, generating not only a decrease in signs of corruption, but also creating a more participatory, fairer environment where there is responsibility on the part of those in power as well as on the part of the population with active participation and vigilance, as this contributes to the strengthening of responsible government, accountability and transparency of its entrusted functions.

López et al. (2021) defined logistics management as the process of planning and implementing effective storage control, as well as all the information related to this process, from the beginning to the end. For that it is essential to have a good planning where it is according to what we want to achieve, reaching to

ensure good management (Guillermo, 2020) & (Valencia, 2022). Taking into account that warehouse management seeks to optimize space, organization, inventory flow, safety and accuracy in warehouse operations (Zaman et al., 2023).

Leite et al. (2024) pointed out that purchasing management is an essential component for any entity, since it involves the evaluation of the good or service to be acquired, in addition, the reliability of the supplier is analyzed to corroborate that it complies with the quality schemes and, in particular, that it satisfies the intended function in its acquisition, in this way we seek to contribute efficiently to the development of the activities and achieve the established objectives.

Lazaroiu et al. (2020) defined procurement as the process by which entities acquire goods and services to meet various organizational needs; it is therefore essential to manage and formalize contracts with third parties to obtain products and services that really meet these needs. It is therefore essential that the process be carried out effectively to ensure that the required goods and services are obtained in a timely, efficient and reasonably priced manner.

The public procurement process is an important tool for the acquisition of various products and services, with which it is intended to comply with the various activities and meet the objectives set by the entity (Salizar & Cucat, 2023); (Mazón et al., 2023).

Khan et al. (2022) mentioned that warehouse management plays a crucial role in the supply chain; for this reason, it is essential to manage it efficiently to ensure adequate capacity and timely distribution, thus meeting the needs of all parties involved. On the other hand, it relates that warehouse management is an important process within the entity because it is in charge of properly managing inventories and ensuring the efficient fulfillment of the supply chain. (Simic et al., 2023).

Bermúdez (2023) pointed out that public transparency comprises the acts of periodically reporting on the use of funds allocated to the entity, i.e., rendering accounts to stakeholders in order to generate credibility and welfare in them Hochstetter et al. (2023). Similarly, (López et al., 2021) commented that public transparency consists of collecting and disseminating all the information in a truthful and detailed manner on how the resources given to the entity are being used.

Narcisa et al. (2020) defined that information transparency is the disclosure of information that the institution performs in order to provide knowledge to the general population without restrictions, this practice contributes significantly to strengthening communication between citizens and municipal authorities, generating trust and welfare among all.

Alam et al. (2019) expressed accountability as the mechanism that is used to inform the general public about how the resources of each entity are being used, as well as justifying the reason used in each of these. Similarly, Chávez (2019) defined accountability as the commitment to inform the population about the progress of the various activities that are being executed. In this sense, the authorities have the responsibility to provide detailed and concrete reports, which contributes to improve ethics and transparency in their management.

Methodology

A quantitative methodological design was adopted to conduct a descriptive-correlational analysis; the research focused on the employees of a specific municipality in Peru, selecting a representative sample of 50 workers through stratified sampling, thus ensuring the inclusion of various departments and roles within the institution; for data collection, a survey specific to this study was developed and validated and applied to the selected employees; this survey was designed to measure workers' perceptions of logistics management and transparency within the municipality; the reliability of the instrument was confirmed through a pilot analysis, reaching a Cronbach's alpha coefficient above 0.7, indicating a high internal consistency of the items.

At the same time, a thorough documentary analysis of three contracts signed by the entity was carried out, applying an analysis matrix based on the State Contracting Law and its regulations; this analysis made it possible to assess aspects such as compliance, clarity and accessibility of the information contained in the documents.

The data collected through the surveys were analyzed using statistical methods, including analysis of variance and correlation techniques, to identify significant relationships between the variables under study; the information derived from the documentary analysis was also examined using thematic coding techniques, which made it possible to identify relevant patterns and trends; strict ethical considerations were observed throughout the research, guaranteeing the confidentiality and anonymity of all participants. This included the application of informed consent procedures and adequate protection of personal data; finally, the research employed data triangulation to validate the findings, integrating the results of the surveys and the analysis of key documents; this multifaceted approach not only reinforced the validity of the results, but also provided a more complete understanding of the relationship between logistics management and transparency in the Peruvian public sector context.

Results and Discussion

Results

Figure 1. Assessment of transparency of information and accountability in logistics management contracts

Aspects evaluated	Contract N°015-2023 (AS)	Service Contract No. 11-2023-MDLC/GM (AS)	Supply Contract N°006-2023-MDLC/GM (SIE)
PPAC	Publication was not complied with.	Publication was not complied with.	Publication was not complied with.
PPT	Publication was not complied with.	Publication was not complied with.	Publication was not complied with.
CPTP	Not in compliance with the principles according to the law.	Not in compliance with the principles according to the law.	Not in compliance with the principles according to the law.
APT	Not updated, in violation of the Transparency Law.	Not updated, in violation of the Transparency Law.	Not updated, in violation of the Transparency Law
RC	Inadequate, with risk of sanctions and criminal proceedings.	Inadequate, with risk of sanctions and criminal proceedings.	Inadequate, with risk of sanctions and criminal proceedings.
RLA	Possible administrative sanctions and criminal proceedings according to the Transparency Law.	Possible administrative sanctions and criminal proceedings according to the Transparency Law.	Possible administrative sanctions and criminal proceedings according to the Transparency Law.

Note: **PPAC**, publication in the Annual Procurement Plan; **PPT**, Publication in the Transparency Portal; **CPTP**, Compliance with the principles of Transparency and Publicity; **APT**, Transparency Portal Update; **CR**, Accountability; **RLA**, Legal and Administrative Risks; **AS**, Simplified Award; **SIE**, Electronic Reverse Auction.

Figure 2. Comparison of public transparency and accountability among different logistics management groups using Tukey's HSD test.

Dependent variable	(I) GL	(J) GL	Difference of means (I-J)	Standard error	Sig.	Confidence interval at 95%.	
						Lower limit	Upper limit
TP	1	2	-,524*	,165	,007	-,92	-,12

		3	-1,387*	,223	,000	-1,93	-,85
	2	1	,524*	,165	,007	,12	,92
		3	-,863*	,223	,001	-1,40	-,32
	3	1	1,387*	,223	,000	,85	1,93
		2	,863*	,223	,001	,32	1,40
TI	1	2	-,429*	,172	,042	-,84	-,01
		3	-1,214*	,231	,000	-1,77	-,65
	2	1	,429*	,172	,042	,01	,84
		3	-,786*	,231	,004	-1,35	-,23
	3	1	1,214*	,231	,000	,65	1,77
		2	,786*	,231	,004	,23	1,35
RC	1	2	-,143	,180	,710	-,58	,29
		3	-1,244*	,243	,000	-1,83	-,66
	2	1	,143	,180	,710	-,29	,58
		3	-1,101*	,243	,000	-1,69	-,51
	3	1	1,244*	,243	,000	,66	1,83
		2	1,101*	,243	,000	,51	1,69

Note: **TP**, public transparency; **IT**, transparency of information; **CR**, accountability; **GL**, logistics management.

Figure 3. Comparison of public transparency and accountability among different logistics management groups using Tukey's HSD test.

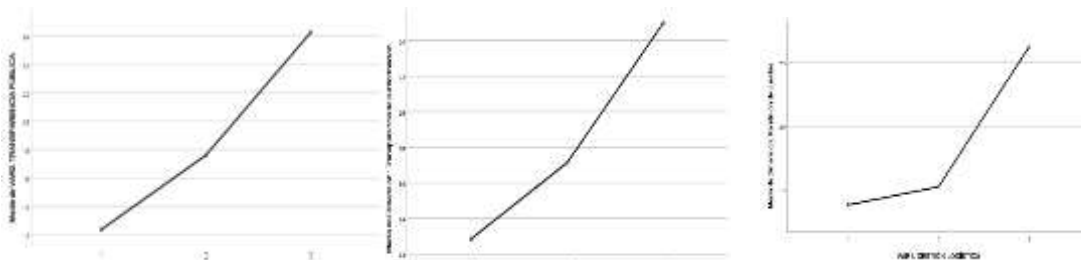


Figure 4. Correlations between dimensions of logistics management and levels of transparency and accountability

		TP	TI	RC
GL	CC	,639**	,568**	,442**
	SB	0.000	0.000	0.001
	N	50	50	50
GC	CC	,578**	,500**	,434**
	SB	0.000	0.000	0.002
	N	50	50	50
C.	CC	,745**	,759**	,491**
	SB	0.000	0.000	0.000
	N	50	50	50
GA	CC	,441**	,417**	,303*
	SB	0.001	0.003	0.032
	N	50	50	50

Note: **GL**, logistics management; **LC**, procurement management; **C**, procurement; **PM**, procurement management; **PT**, public transparency; **IT**, transparency of information; **CR**, accountability; **CC**, correlation coefficient; **SB**, bilateral sig.

Discussion

This study revealed significant shortcomings in transparency and accountability in logistics and contract management, corroborating the concern expressed by Trigos *et al.* (2023) about contracting problems in the healthcare sector. Similarly, our findings highlight the lack of transparency and efficiency in contracting and logistics management processes, reiterating the need for timely and effective management, as suggested by the public procurement regulations in Portugal described by Lopez *et al.* (2022).

The comparison between the different logistics management groups showed that Group 3 practices, which follow stronger transparency and accountability protocols, lead to more efficient and ethical public management. This supports Osorio & Barreto's (2022) argumentation on open government and its role in improving government activities, presenting transparency and accountability as fundamental pillars for closing gaps in public management.

On the other hand, the vulnerability in logistics management evidenced by the COVID-19 pandemic, mentioned by Vega & Pérez (2022), is echoed in this study, underscoring the need for resilient supply chains and adaptive action plans. However, unlike the situation observed in Maracaibo by García (2020), where logistics management is described as well organized, the analysis identifies critical areas that require significant improvements in planning and execution.

This study also contributes to the discussion on Jay Forrester's (1961) supply chain theory and Goldratt's (1981) theory of constraints. The results confirm that effective supply management and identification of supply chain constraints are crucial for improving transparency and accountability, in line with the observations of Pupo *et al.* (2023) & Tafur *et al.* (2023).

In line with Bentham's theories on transparency and access to information, the results support the idea that public transparency strengthens accountability, decreases signs of corruption, and creates a participatory and fair environment, as suggested by Osorio & Barreto (2022) & López *et al.* (2021). This highlights the importance of logistics management that not only seeks efficiency and effectiveness, but also clarity and openness in all its operations.

Conclusions

This study reveals critical transparency and accountability gaps in logistics and contract management practices in the selected public sector; the results show a positive and significant relationship between effective logistics management practices and high levels of transparency and accountability, especially in the areas of contracting and procurement management; Group 3 stands out for its management practices, which could serve as a reference for reforms in other government entities, advocating for a system that is not only efficient, but also ethical and trustworthy.

The results suggest the urgent need to adopt improved policies and practices that ensure integrity and transparency, especially in procurement and logistics management; this adoption would not only contribute to administrative efficiency, but would also strengthen citizens' trust in institutions; it is proposed that government entities adopt a more open and transparent governance approach, similar to that of Group 3, to guide future reforms.

It is recognized that this study is limited to a small number of entities and contracts, which could affect the generalizability of its findings; furthermore, the documentary and correlational nature of the analysis limits the ability to establish firm causal relationships.

It is recommended that future research expand the scope of the analysis to different entities and contexts to validate and deepen the current findings; furthermore, it would be beneficial to explore the underlying causes of the identified gaps and assess the effectiveness of specific interventions aimed at improving logistics management and transparency; such studies could significantly advance our understanding and implementation of more transparent and accountable governance practices.

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