MANAGEMENT TO PROMOTE PARTICIPATORY BUDGETING IN THE CLOSING OF GAPS IN BASIC PUBLIC SERVICES IN THE PROVINCIAL CONDORCANQUI - AMAZONAS DEPARTMENT

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ABSTRACT

Purpose: The purpose of the study was to analyse the management to promote participatory budgeting as an effective tool in closing gaps in basic public services. The main objective was to review existing literature and highlight the contributions and rationale of local government participation and management in the context of municipal public administration.

Theoretical framework: Participatory budgeting is mentioned as a key concept in the study. Participatory budgeting involves the active participation of the community in the process of allocating public resources, allowing for greater transparency and decision-making based on the needs and priorities of the population.

Design/Methodology/Approach: The study is based on a systematic literature review of descriptive typology, following the guidelines set out in the PRISMA statement. Inclusion and exclusion criteria were established to select relevant papers, which were then synthesised into a matrix that facilitated content analysis by year, country of resource, areas of knowledge and substantive contributions of the review.

Findings: Analytical categories, such as participation and local government management, provide examples of exceptional content undervalued by the systems to which they belong. In addition, it is noted that the research revalues these contributions and the logic of their emergence in the context of public administration.

Social, practical and research implications: At the social level, the study highlights the importance of participatory budgeting as a tool that promotes citizen participation in decision-making and the closing of gaps in basic public services. In practical terms, it suggests that a local public administration committed to paradigm shifts in public policy and the provision of high quality public services can benefit from the implementation of participatory budgeting. In terms of research implications, it is mentioned that the research revalues the contributions of the analytical categories and the logic of their emergence.

Originality/value: It is highlighted that a systematic literature review was conducted following the PRISMA guidelines, which implies a rigorous approach and a solid basis for the findings and
conclusions presented. In addition, the value of citizen participation and local government management in the context of municipal public administration is emphasised.

**Keywords:** participatory budget, public management, governance, state.

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**GESTÃO PARA PROMOVER O ORÇAMENTO PARTICIPATIVO NO FECHAMENTO DE LACUNAS DOS SERVIÇOS PÚBLICOS BÁSICOS DA PROVÍNCIA DE CONDORCANQUI - DEPARTAMENTO DO AMAZONAS**

**RESUMO**

**Objetivo:** O objetivo do estudo foi analisar a gestão para promover o orçamento participativo como um instrumento eficaz para colmatar as lacunas nos serviços públicos básicos. O principal objetivo era rever a literatura existente e destacar os contributos e a lógica da participação e da gestão do governo local no contexto da administração pública municipal.

**Quadro teórico:** O orçamento participativo é mencionado como um conceito-chave no estudo. O orçamento participativo envolve a participação ativa da comunidade no processo de atribuição de recursos públicos, permitindo uma maior transparência e a tomada de decisões com base nas necessidades e prioridades da população.

**Conceção/Metodologia/Abordagem:** O estudo baseia-se numa revisão sistemática da literatura de tipologia descritiva, seguindo as directrizes definidas na declaração PRISMA. Foram estabelecidos critérios de inclusão e exclusão para selecionar artigos relevantes, que foram depois sintetizados numa matriz que facilitou a análise de conteúdo por ano, país de recurso, áreas de conhecimento e contribuições substantivas da revisão.

**Conclusões:** As categorias analíticas, como a participação e a gestão do governo local, fornecem exemplos de conteúdos excepcionais subvalorizados pelos sistemas a que pertencem. Para além disso, constata-se que a investigação revaloriza estes contributos e a lógica da sua emergência no contexto da administração pública.

**Implicações sociais, práticas e de investigação:** A nível social, o estudo destaca a importância do orçamento participativo como uma ferramenta que promove a participação dos cidadãos na tomada de decisões e a eliminação de lacunas nos serviços públicos básicos. Em termos práticos, sugere que uma administração pública local empenhada em mudanças de paradigma nas políticas públicas e na prestação de serviços públicos de elevada qualidade pode beneficiar da implementação do orçamento participativo. Em termos de implicações para a investigação, é referido que a investigação reavalia os contributos das categorias analíticas e a lógica da sua emergência.

**Originalidade/valor:** Destaca-se o facto de ter sido realizada uma revisão sistemática da literatura seguindo as directrizes PRISMA, o que implica uma abordagem rigorosa e uma base sólida para os resultados e conclusões apresentados. Para além disso, salienta-se o valor da participação dos cidadãos e da gestão autárquica no contexto da administração pública municipal.

**Palavras-chave:** orçamento participativo, gestão pública, governança, estado.
1 INTRODUCTION

For Latin America and the Caribbean in 2015, the total public investment deficit in developing nations reached US$170 million (3% of regional GDP), with expectations that this figure will increase to US$2 trillion (12% of regional GDP) by 2030, provided that the Sustainable Development Goals are met. This according to a recent study (Castellani et al., 2019, Mappong et al., 2023, Roman et al., 2023). If that were not enough, Hauptman (2018) argues that public investment is crucial for European integration, as it ensures both sustainable economic growth and social and economic convergence. Stimulating public investment remains a top priority for the EU, especially in light of the current low interest rate environment.

However, Armendarz & Carrasco (2019) point out that there are few centralized information systems regarding the composition and evolution of public investment spending in Latin America, which is important for monitoring investment priorities. In addition, almost half of public investment spending in the region has been allocated to service infrastructure. According to Biatour et al. (2017), increased public investment in Belgium boosts GDP, public investment growth and private consumption without inflationary effects. Only part of this increase is self-financing, but budgetary compensation is necessary to prevent public debt from skyrocketing.

Furthermore, Abiad et al. (2016) found that increasing public investment in advanced economies increased both short- and long-term output, decreased unemployment, and increased private sector employment and investment. This is because public investment is more effective in stimulating output in countries with higher efficiency in this area, especially when financed by carbon taxes. In addition, Fournier (2016) notes that public investment can boost the rate of convergence among modernizing countries, and that it is more beneficial in some areas than in others. This is especially true for public spending on healthcare and R&D.

Jhonson (2017) notes that, at present, most citizens have knowledge that is not taken into account in planning because, with each new administration, a new set of formalities follows, but no real effort is made to provide citizens, through their authorities or organizations, with accurate information about how their government is working to improve their lives. (Sgueo, 2016)

Días (2018) suggests that, in view of the above, the appropriate thing to do would be to convene a public meeting in which all citizens can participate and know the current
status of the budget. At the national level, S/49,244,000,000,000 of the amount budgeted for public investment this year has not been spent, leading to a significant decrease in the second quarter. As a result, by the end of July, 83% of the allocated resources had not been spent on construction. This is due to the mandatory 30% cut in the budget for public works projects. (Peruvian Institute of Econometrics, 2020).

In addition, public investment in the country will increase to 38,000,000,000 soles next year, an increase of 26.6% over what was projected for 2020, as announced in the Multiannual Macroeconomic Plan (MMM) 2021-2024, which serves as the basis for the Annual Public Budget Plan. It is also worth noting that public investment this year is expected to reach US$30 billion. It is 2020 in Andina.

Castañeda (2019) points out that a new axis has been introduced in Peru's public administration system in an effort to improve the quality of life of the population through better management of public investment. This axis requires all public servants to be familiar with sustainable and integral development. According to the information portal of the Peruvian State (2020), the mayor of Sullana issued a decree informing the population that the city's participatory budget process would be suspended for 2020 in accordance with municipal ordinance number 6 (06-2019), as required by urgent decree number 57 (2020), article 4.

The issue that is evident at the global and national level is also present in the administration of local governments; thus, in the Province of Condorcanqui in the Department of Amazonas, we have as study variables the Participatory Budget and Public Investment, showing that there are ten collaborators, of which five were appointed and five were CAS; the issue originates in the fact that there is no agreement between the two groups. For this reason, the objective of this article was to analyze the management to promote the participatory budget in the closing of gaps in basic public services.

2 MATERIALS AND METHODS

The present investigation was based on a systematic review of the literature of descriptive typology, where the guidelines established within the PRISMA declaration were faithfully followed, adopting the recommendations of scientific quality necessary for the assurance of the necessary quality for the systematization of the information, which is why the following are proposed: a) formulation of the objective b) definition of the search equations, c) establishment of the inclusion and exclusion criteria, d) flow chart
of the systematic process, e) review of the bibliographies, f) analysis of the secondary sources of information and g) organization and discussion of the results (Aguilera et al., 2021; Quispe et al. 2021; Bermúdez, 2021; Palacios et al., 2021).

2.1 PROCESSING FOR INFORMATION SEARCH

For the research inquiry, various search engines were used, using the SCOPUS, LATINDEX, WOS and SCIELO data sources for their relevance and easy access to the documents to be reviewed by authors, referees and readers, consequently, the following inclusion criteria were set: 1) inquiry period 2017-2023, 2) review and original articles, 3) studies of textual nature, 4) studies that address issues concerning management by results in public works and their relationship with the quality of life of the inhabitant and 5) descriptive studies with extra contributions such as master's theses and academic dissertations. In addition, the following exclusion criteria were established: 1) studies with duplicity, 2) removal of access URL, 3) studies with content outside the research approach, 4) studies outside the selected databases, and 4) academic studies.

Consequently, the search was carried out after determining the key words that led to the construction of the search equations, which were formulated by combining the Boolean term "AND"; and, in order not to limit the results, descriptors were included in the international construct, which were duly translated, deriving expressions such as "management proposals" AND "participatory budget" AND "closing gaps" AND "basic public services" AND "public management", identifying studies that explore each of the categories or units of analysis by means of these keywords reconciled in the titles of the research, summaries and thematic development.

2.2 DATA COLLECTION AND REVIEW

The bibliography was systematically reviewed and selected according to: a) date of publication, b) author, c) title and d) country of origin of the study. Figure 1 shows the process of document exclusion, first discarding research outside the period of inquiry, then dissertations, academic resources, research of other scope and finally excluding articles with restricted access. Consequently, after this process, 40 articles were condensed for the approach of this research, which were reviewed and analyzed in an artisanal way by means of the use of a word repetition emulator available at: http://www.repetition-detector.com/?p=online, this being an efficient tool for the
condensation of sufficient key words that give scientific support to the articles; and also promoting the thematic suitability.

**Figure 1 PRISMA flow diagram of the information systematization process.**

Finally, the selected documents were processed through an open access content analysis tool, such as Estilector, which was useful for identifying the most repeated words in the files. In addition, a bibliographic record was prepared to systematize the data to be reviewed. It should be noted that the systematization analyses were approached by means of programming language within the statistical software R-Studio.

**3 RESULTS AND DISCUSSION**

Next, the synthesis matrix (Table 1) is presented, product of the systematic review, elaborated after applying the process of exclusion of the reviewed documents, which allowed for a broader vision and a logical structure of the information, whose purpose was to provide readers with an easy reading and understanding, specifying fundamental aspects that supported the scientific research and favored the visualization of the findings that were considered for triangulation, comparison and discussion.
<table>
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<th>Title of research</th>
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</table>


It can be evidenced that the studies included in the review point to the analysis of management by results and quality of life within Europe and North America, there is also evidence of studies that are addressed in the United States; which, mark elementary milestone of complement to the study. Likewise, approaching the knowledge of the development of these tools within the analytical approach part of the different areas of knowledge that describe the continuity of the same, focusing great concentration on the framework of public policy, environment, health, architecture, technology, among others.

3.1 RESOURCES BY THEMATIC AREA OF PRODUCTION

For the thematic area of analysis, it is evident that 100% of the products analyzed are approached in English, i.e., perspectives from that language were considered because they are scientific resources from the Scopus database. It should be noted that the predominant thematic area is the environment. The following programming algorithm for the systematization language is considered for information processing:
BD8$Percentage <- paste0(BD8$Percentage * 100, "%")

Set the margins so that the country labels are displayed further away from the y-axis.

par(mar=c(5, 8, 4, 2, 2) + 0.1, mgp=c(2, 0.7, 0), oma=c(0, 0, 0, 2))

Obtain the x and y coordinates of the position of the bars on the graph.

bar_coords <- barplot(as.numeric(gsub("%", "", BD8$Percentage)),

horiz=TRUE,
ylim=c(0, 100),
col="transparent",
border=NA,
axes=FALSE)

Create the horizontal bar chart with horizontal text labels and smaller axis labels

barplot(as.numeric(gsub("%", "", BD8$Percentage)),

names.arg=BD8$Country,
horiz=TRUE,
main="Percentage by Country",
lab="Percentage",
ylab="",

xlim=c(0,100),
las=1,
cex.axis=0.7,
width=0.99,

cex.names=0.8) # Adjust the width of the bars

Adjust the width of the bars

text(x=as.numeric(gsub("%", "", BD8$Percentage)) + max(as.numeric(gsub("%", "", BD8$Percentage)))*0.05,
Figure 2. Area of knowledge

**Percentage by Area of knowledge**

![Area of knowledge chart]


### 3.2 PUBLICATIONS BY YEAR OF PUBLICATION

It is evident from the frequency of publications that the year with the highest scientific production is the year 2022, representing 30% of the scientific production considered for the systematic analysis. The programming language used to show the frequencies in graph 3 is approached as follows:

```r
library(ggplot2)

# Convert the "Percentage" column to numeric format
BD9$Percentage <- as.numeric(BD9$Percentage)

# Create the line plot with ggplot2 and add labels to each point.
ggplot(data = BD9, aes(x = Year, y = Percentage)) + geom_line() +
```

**Figure 2. Area of knowledge**

**Percentage by Area of knowledge**

![Area of knowledge chart]
3.3 RESOURCES BY COUNTRY OF ORIGIN

The predominant thematic approach country is the United States, which represents 22.5% of the articles considered for the following study, followed by countries such as Ukraine and Chile with 10%, 7.5% Spain, 5% Canada and Australia; and finally, 2.5% represented by other countries such as India, Austria, Finland, among others (this is shown in Figure 4). The following algorithm is established for the analysis.

\[
\text{BD7$Percentage} \leftarrow \text{paste0(BD7$Percentage} \times 100, \\
\%
\]

Set the margins so that the country labels are displayed further away from the y-axis.

\[
\text{par(mar=c(5, 8, 4, 2, 2) + 0.1, mgp=c(2, 0.7, 0), oma=c(0, 0, 0, 2))}
\]

Obtain the x and y coordinates of the position of the bars on the graph.

bar_coords <- barplot(as.numeric(gsub("%", "", BD7$Percentage)),
horiz=TRUE,
xlim=c(0, 100),
col="transparent",
border=NA,
axes=FALSE)

Create the horizontal bar chart with horizontal text labels and smaller axis labels.

barplot(as.numeric(gsub("%", "", BD7$Percentage)),
names.arg=BD7$‘Knowledge area’,
horiz=TRUE,
main="Percentage by Area of Knowledge",
 labs="Percentage",
ylab="",

Set ylab as an empty string.

xlim=c(0,100),
las=1,
cex.axis=0.7,
width=0.99,

cex.names=0.8)

Adjust the width of the bars.

Align the percentage labels to the center of the corresponding bar.

text(x=as.numeric(gsub("%", "", BD7$Percentage)) + max(as.numeric(gsub("%", "", BD7$Percentage)))\*0.05,
y=bar_coords,
labels=BD7$Percentage,
pos=4,
cex=0.5)
The participatory budget is built as a management and policy tool, through which duly represented organizations of the population and local and regional authorities make decisions on where and how to allocate allocated financial resources (Kidjie, 2018). For this reason, they play a fundamental role, as they allow caregivers to make joint decisions with the authorities for the implementation and development of various public investment projects, thus contributing to address the most pressing problems of the community. Likewise, Law No. 28056 regulates this procedure (Bedi et al., 2023; Satterthwaite et al., 2020).

Therefore, having analyzed the results obtained in this research and finding coincidences in other research regarding the variable investigated, it is of vital importance that the municipality continues to perform its functions optimally, encouraging the population to also participate in the decision-making process, as the participatory budget was designed (Sletto et al., 2019; Juntti et al., 2021).

These findings from the Municipality suggest that concerted activities of a certain scale are optimal; they are also consistent with the findings of Mohammadpour et al. (2019), who, in his research conducted in the Canton, argues that if there is more engagement and participation of organized civil society, investment projects with great potential will be carried out and approved (Trindade et al., 2020).
Bravo and Anderson (2022) who found that the population of Punta Callao suffered because public investments were not adequately made due to poor budget management. This, in turn, negatively affected the quality of life of the residents. Geoff et al.’s (2022) theory that concerted action prioritizes investment projects based on a situational diagnosis with the objective of maximizing the benefit to the population is consistent with the findings of the present research where it is established that participatory budgeting promotes the closing of gaps efficiently if transparent and legitimate governance is present.

Given the importance of PB for the well-being of the population, and given that similar findings have been found in other studies, it follows that municipal decision-makers must continue to prioritize the most pressing issues affecting residents' quality of life if they hope to continue spending wisely (Rosado et al., 2023; Hong, 2022; Nupur et al., 2023).

Because participatory budgets need to be reinforced with other mechanisms or instruments to develop properly, coordination is an essential component of these plans. Therefore, based on the results of this study and similar findings from other studies, the analyzed municipal government should continue to develop and implement its PB (Solano and Fernandez, 2018).

Regarding the formalization of participatory budgets, in light of the analysis conducted and in accordance with the findings of other studies, the municipal government of Chongoyape is obliged to continue to prioritize its activities through INVIERTE.PE, continue to properly manage the resources available through FONCOMUN, and above all, prioritize the most fundamental aspect of all: the quality of life of its inhabitants (Iwanaga et al., 2020; Cantoni et al., 2020; Miller et al., 2019).

Thus, the purpose of public investment is to improve the goods and services provided to citizens. Poor management of public investment projects in the municipality of analysis is reflected in the municipality's performance in this area; consequently, the municipality should conduct a feedback exercise to detect the bottleneck that prevents the investment from delivering the desired benefits. The well-being of citizens should be guaranteed by this metric, which can be used to improve public services such as education and transportation and to address local problems (Greene et al., 2022; Alarcón, 2022).
The debate concludes, in which to develop a participatory budget to boost the confidence and commitment of citizens and ensure that everyone has access to a decent standard of living.

4 CONCLUSIONS

Analytical categories such as participation and local government management offer examples of exceptional contents little valued by the systems to which they belong. However, the research reevaluates the contributions of these categories and the logic of their emergence in the context of public administration thanks to the knowledge and experience of the scholars conducting the research. inserted in the so-called participatory budget, which allows building a path that guarantees effective results in municipal public administration, entangled in the exercise of governance and participation, always under the aegis of a local public administration committed to paradigm shifts in public policies and high quality public services.

In light of the above, it is essential to emphasize that the scope of this study was limited by technical and methodological considerations related to the samples used, since other publications hidden in different databases and that could possibly contribute to a deeper understanding of the subject of study were immediately disqualified due to database restrictions.

Another element that limited the research is related to the introduction and elimination criteria, since studies of the professorial and thesis type that would have allowed us to recognize the new proposals and trends on the subject of study were not considered, therefore, it is recommended for future research to include works of this type.
REFERENCES


