

PROPOSAL FOR EVALUATING PUBLIC SERVICES AT THE LOCAL LEVEL FROM A CITIZEN'S

PROPUESTA PARA EVALUAR SERVICIOS PÚBLICOS EN EL ÁMBITO LOCAL DESDE LA PERSPECTIVA CIUDADANA

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Abstract

The article presents an evaluation proposal by the actors involved in the development of the territory to the services offered by the local government. In order for the municipal Decentralized Autonomous Governments (GAD) to have an evaluation process to strengthen the set of procedures that lead to decision-making constantly, in a technical and participatory manner, it is proposed to adopt an instrumental perspective that measures indicators as an opportunity to analyze the implementation of public policy. The construction of several parameters and indicators that contribute to local development is obtained, differentiating two types of users: citizens and businessmen. Thus, the external evaluation instrument guarantees the return of validated information to guide the principles of government administration. The first composed of all the inhabitants and their contributions; and, the second for its presence and economic contribution in the generation of employment, competitiveness and innovation, to which is added the payment of taxes and fiscal rates that are regulated by law. The methodology allows the reproducibility and sustainability of initiatives, which will favor the level of trust in government management, where citizens communicate their expectations regarding the services they receive, making them a participant in public affairs and influential in decision-making. affects your community.

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Keywords: public administration, economic and social development, social responsibility, citizenship, economic competition

Resumen

El artículo presenta una propuesta de evaluación por parte de los actores involucrados en el desarrollo del territorio a los servicios que ofrece el gobierno local. Con el propósito de que los Gobiernos Autónomos Descentralizados (GAD) municipales cuenten con un proceso de evaluación para fortalecer el conjunto de procedimientos que conducen a la toma de decisiones constantemente, de forma técnica y participativa, se propone la adopción de una perspectiva instrumental que mide indicadores como una oportunidad para analizar la implementación de la política pública. Se obtiene la construcción de varios parámetros e indicadores que contribuyen al desarrollo local, diferenciando dos tipos de usuarios: ciudadanía y empresarios. Así, el instrumento de evaluación externo garantiza el retorno de información validada para orientar los principios de la administración gubernamental. El primero compuesto por el conjunto de los habitantes y sus contribuciones; y, el segundo por su presencia y aporte económico en la generación del empleo, competitividad e innovación, a lo que se añade el pago de impuestos y tasas fiscales que están normadas por la ley. La metodología permite la reproducibilidad y la sostenibilidad de iniciativas, que favorecerá el nivel de confianza en la gestión gubernamental, donde la ciudadanía comunica sus expectativas en cuanto a los servicios que recibe, haciéndolos partícipe de los asuntos públicos e influyente en la toma de decisiones que afecta a su comunidad.

Palabras clave: administración pública, desarrollo económico y social, responsabilidad social, ciudadanía, competencia económica

Introduction

In Ecuador, the evaluation of the management of the Decentralized Autonomous Governments (GAD) at the local level is carried out tacitly by the citizens whose demand is based on the theory of human rights.¹ The popular approval that may or may not maintain the authority in its jurisdiction during his administration it is the free and democratic expression in response to the actions and decisions corresponding to his functions and permanently the inhabitants of a territory are evaluating their rulers. Thus, public opinion admits the achievements and openly questions the mistakes in the necessary spaces and from its own position and experiences, the evaluation is implicit in the acceptance rates, but not institutionalized. The Organic Law of Citizen Participation² contemplates the phases of participatory budgeting, where citizens are involved by contributing, in order of priority, to public investment projects and with accountability, the authorities inform the population about their management; Both evaluations are carried out on an annual basis.

Link government action to the purpose implied by the institutionally, that of assuming the processes of evaluation and transparency³ by turning the community into a direct actor in planning, endowing it with a predominantly participatory role for the contribution to local development, that the lessons be assumed cyclically with the incorporation of the endogenous human entity is a challenge for the entities, at least in what refers to the powers of the GAD. In relation to Budget Planning, the Organic Code of Planning and Public Finance establishes in article 1 that the object:

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“is to organize, regulate and link the National Decentralized System of Participatory Planning with the National System of Public Finances, and regulate its operation at the different levels of the public sector, within the framework of the development regime, the regime of good living, of the guarantees and constitutional rights.”⁴

The Organic Law of Citizen Participation, in its article 67, indicates the characteristics that the participatory budget has in relation to development plans, the public debate on the use of financial resources that entails the redistribution of allocations, an act that is celebrated for once a year. According to article 68, it states that those who attend present their priorities, which will be executed within the framework of the Development Plan, promoting territorial equity, and they will not have another opportunity to make a statement during that period, until accountability is due.

The proposal contemplates that a link be inserted on the official pages of the GADs through which the evaluation instrument of the proposed indicators is used, with the purpose of obtaining strategies that admit better processes of redistribution of income oriented to the common good, on indistinct dates to the preparation of the budget and the rendering of accounts to obtain the inputs⁵ of the evaluation after the budget execution. Thus, citizens not only receive the services but also make the corresponding return to government action.

The objective of this article is to design a proposal so that the municipal Decentralized Autonomous Governments (GAD) can evaluate the levels of satisfaction of their services. For the design of the instrument, elements intrinsic to local development are identified that contribute to institutionally from the point of view of the beneficiary actors through an assessment that has repercussions on public management, classifying citizens into two types, ⁶as taxpayers and beneficiaries to ensure a comprehensive assessment.

Materials and methods

It is considered a qualitative research and the deductive method is used for the structuring of the research, while the experience in citizen participation plans and projects is reflected in the support of the innovative proposal by the dimensions that are consolidated and validated with the review. theory and interviews for the design and for the feedback it offers to the evaluation process, which focus on it as an opportunity to define input from citizen responses.

In this sense, the bibliographic review is used to expose the areas of action according to the competence of the public institution. Subsequently, the local development literature that determines the importance of obtaining diversity in the representativeness of the actors is reviewed. The objective is to measure the satisfaction of citizens about the services they receive in their territory, therefore it is necessary to argue that this information is relevant in the field of local development, as well as the support to identify the dimensions that are defined in the valuation.

Interviews were conducted with public officials about the inputs used in the evaluation mechanisms that are implemented in public management and with professionals in the field of action, specifically to complement the information obtained.

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The evaluation

In the country, institutional evaluation refers to the measurement of compliance with the goals of the Annual Operational Plans, guidelines aimed at assessing the efficiency and effectiveness of the financial resources of public investment and is carried out by the Technical Secretariat Plans Ecuador,⁷ attached to the Presidency of the Republic, which, among its functions, manages and coordinates the National Decentralized Planning System. Articles 88 and 89 protect the citizen's right to be informed of the management of public funds and evaluate the results of the administration, that is to say that the people as principal and in the exercise of their functions of transparency and social control receives the report of what has been executed by the government authorities. Specifically, the management of local development is institutionally evaluated as the execution of managerial, planning, organization, control and command functions, aimed at obtaining a development project that integrates endogenous and exogenous resources.⁸

There are many elements that influence the perspective that citizens have to express their degree of satisfaction regarding the quality management of the public services offered; evaluation becomes the tool that allows improving the performance of managers as a team and the management of the highest authority.

The National Institute of Statistics and Census periodically publishes the results obtained from the tabulation of the National Survey of Employment, Unemployment and Underemployment, the collection of information also contains a question related to the services offered, the question to be formulated would be: In general, how do you consider that the institutions that provide public services in Ecuador work?⁹

The degree of satisfaction that users of public services receive is usually consulted in the offices of direct attention to citizens when they go for bureaucratic issues. This evaluation occurs with the services implemented by the central administration through the ministries; attention in GADs is not usually consulted with the public. The evaluation considers it necessary to document the information to analyze it and make decisions. That is to say that the criteria of the beneficiaries, although it is important and can be considered an input in the self-assessment of managers, is not the only weight that should be counted on in the institution to project improvements.

The actors in the territory

In a territory, the organization is implicitly structured by the social and economic relationships that favor the closeness and trust provided by the local environment, and where changes and a number of distinctive elements are developed in relation to the activities and skills of the inhabitants. In this sense, the author Greffe expresses that:

“If we understand local development as a process of local or territorially organized socio-economic development, then the most relevant and differentiating issue of the regional or local territory with respect to the rest of the regions or localities that make up the whole of the national territory, will not be the context macroeconomic.”¹⁰

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The diversity of actors that interact in the local space knows the aspects that concern taking advantage of positively and the services whose enhancement is required to improve business competitiveness and quality of life in a sustainable manner. The Constitution of the Republic of Ecuador, in accordance with article 11.1, establishes: "The rights may be exercised, promoted and demanded individually or collectively before the competent authorities; these authorities will guarantee its compliance"³ and from the position of the managers of local governance in the public sphere whose stewardship empowered by the same law, confers in its article 238 political, administrative and financial autonomy. For the exercise of authority, the objectives where reference is made to the direct functions of the GAD, specifically in article 2 of the Organic Code of Territorial Organization, Autonomy and Decentralization are shown in the following literals:

c) The strengthening of the role of the State through the consolidation of each of its levels of government in the administration of its territorial constituencies in order to promote national development and guarantee the full exercise of rights without any discrimination, as well as the provision adequate public services.

d) The equitable and solidary territorial organization of the Ecuadorian State, which compensates for the situations of injustice and exclusion that exist between the territorial constituencies.¹¹

In accordance with the administration of the GADs, the technical unit in its internal audit is regulated by the Organic Law of the Comptroller General of the State⁵ as described in article 14 and is the entity that controls public resources. Articles 6 and 12 are also derived from the same law, in which the characteristics of government control "System of Control, Supervision and Audit of the State" are indicated. The Object of the Law in article 1 refers to:

Establish and maintain, under the direction of the Comptroller General of the State, the control, oversight and audit system of the State, and regulate its operation in order to examine, verify and evaluate compliance with the vision, mission and objectives of the institutions of the State and the use of resources, administration and custody of public goods.

At the GAD level, the degree of involvement of public management, although it is reflected in the generation of opportunities and budget operability, as well as the experience and technicality of the team of managers who preside over the main functions that are known by citizens as substantive and intrinsic to the government management of the municipal entity, local services of a social, economic, infrastructure, culture and sports nature distributed according to the functional organic structure, is reflected in the administration evaluated institutionally through the fulfillment of goals.

The equipping and channeling of works, such as the construction and paving of streets, sewage, public lighting, sidewalks and curbs, are normally coordinated through the Department of Public Works, which also executes other visible works, such as mitigation measures. of risk, usually for landslides and floods in coordination with the risk management unit. The Social Department deals with matters of vital importance related to a great extent to health, sports and recreation infrastructure, and in some municipalities also to culture. These types of services are demanded by the general public, who are the users and whose benefits are substantial for the organization, such as adornment and raising the quality of life for residents and visitors to the city.

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The business sector also belongs to the citizenry; it has the same aspirations regarding services. As an economic actor, it demands the generation of competitive territorial conditions that favor innovation and its productive activities, solidarity organizations and initiatives of vulnerable groups, agreements that promote the exchange of successful experiences, strengthening and financial sustainability and the adaptation of environments. to global dynamics as part of the economic development agenda.¹² Due to its importance for local dynamism, its aspirations and demands are oriented in another direction.

According to Vera, training is a factor that promotes the productivity of human talent in the organization, and whose item in large companies is insignificant compared to operating costs, therefore it does not involve raising the cost.¹³ In the case of the smaller ones, which are more numerous in the country, is a determining element for calculating costs. In this sense, the support directed to this area, mainly from solidarity economies, represents an action that promotes territorial equity, as contemplated by numeral 6 of article 276 of the Constitution of the Republic of Ecuador, the development regime will have the following objectives: "Promote a balanced and equitable territorial organization that integrates and articulates socio-cultural, administrative, economic and management activities, and that contributes to the unity of the State."

The different business agents through their marketing and exchange channels have obtained relational networks¹⁴ based on trust, capable of consolidating value chains and promoting sources of employment. The importance that companies assume in attention to the production of goods and services make a territory attractive and on the other hand their contribution through income tax, among other rates and taxes, are part of the budgetary allocations that are redistributed to the entire the population. There is a large amount of research that confirms the relationship between entrepreneurial economic activities and economic growth.¹⁵

Unlike the citizens of the urban area and the business sector, those who live in the rural area do not have their homes in a concentrated geographical space and their requirements, road conditioning, public lighting, transportation, communication and health are covered with less notice, while accessibility is limited by distance, the provision of certain services considers more resources and inputs.¹⁶

Due to the extensions of the roads and their lack of care, the frequency of vehicles of cooperatives and community transport and of agricultural producers is also affected by the low number of people who mobilize and the implementation of materials to improve the telecommunications system requires more investment because it increases the dispersion of consumers where there is no coverage.

Consequently, the efficiency that involves the habitual actions of this sector of the population is affected by these singularities that also affect their quality of life. The attributes that stand out as advantages or disadvantages regarding the perception of quality of the services of the territory differ by the context of its reality, the information collected must also reflect its singularities, since the success of the interpretation of representativeness depends on the characterization that stands out. the differences of the rest of the citizenry for their attention.¹⁷

The traditional rural space is mostly inhabited by agricultural producers who demand infrastructure services that are closely related to their economic activity, harvest roads, hydro-agricultural system, among others, who normally own small extensions of land, where crops are used for self-sufficient, however, those destined for sale do not generate a considerable profit margin due to the high costs of

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inputs, the lack of investment in technology, which allow them to take care of their harvest and give added value to their products. Not having other services that they have like the rest of the population because they live in central places, excludes them from the links in the value chains that are not at their disposal, innovative capacities and access to them, strategic contacts, among other aspects, which deepens differences and encourages migration.¹⁸

Chaguay maintains that the city's food providers are the small farmers who are in charge of generating a production aimed at avoiding a crisis, promoting a food culture that affects intellectual capacities. Like any entrepreneur, he assumes risks and requires financing, once the production cycle begins, as already stated in the previous paragraphs.¹⁹

The space where they share their leisure, housing and work time, presents requirements and attention of public infrastructure services, but also demands attention of intangible services that promote better exchange rules and technological connectivity to strengthen their commercial networks.²⁰ The Organization of the United Nations for Food and Agriculture with the "FAO study establishes three lines of action to positively transform the agricultural sector, which range from public policies to investment in infrastructure that connects rural and urban sectors in a more sustainable way. effective."²¹

Dimensions that should be considered to measure citizen participation

Inclusion goes beyond participating as a beneficiary, it is about government actions taking into account the problems of each territorial unit through a decentralized distribution of resources. To achieve this, it is necessary to adopt an objective approach that contains the assessment of the service that answers general characteristics of the evaluator or beneficiary of the work or public investment projects and identify the economic stratum and its source of information.

In its most basic definition, inclusion means that all members of a population have the same opportunities to fulfill themselves as people regardless of their physical, ideological, economic or origin condition. Therefore, the population that must value the basic, infrastructure, social and program services are the direct beneficiaries, to whom the resources are destined. The methodology for the survey includes all the inhabitants of a canton whose age is 16 years and older.

Competitiveness is expressed in the market of goods and services and is perceived as a result of the effort and investment of the business sector, in the territory that is offered as an attraction to attract capital and employment and is transferred, according to Samuelson & Nordhaus "as goods of capital: highways, telecommunications, hospitals, among others that make up a productive economic structure."²² Competitiveness as a factor in the business sector, which is part of the social sector and receives services from the GADs, is the positive result of increasing efforts businesses through minimizing costs to maximize profits and maintain their market share, understood in this proposal as the ability of local markets to supply themselves with existing bureaucratic public services and those that the government entity could implement to contribute to the development of local communities. entrepreneur initiatives.

The indicators are explained from the space in which they are useful and the questions are classified according to two large groups of users. Subsequently, other data are displayed that configure the characteristics of interest for the analysis. Although the categorization of some services is the same for the two types of beneficiaries considered, they differ in some aspects, which is why two tables are

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presented with the respective indices and, in the same way, two different surveys where the classifications and details are broken down. they differentiate.

The proposal that is exposed in this article is a satisfaction survey to know the assessment by the citizens of the services that they have received during the current year, these are prominently local and covered by the municipalities, not specifically of the attention that they receive but of the quality of the service of each area, incorporates parameters aimed at promoting diversity, compliance and innovation that support the capacities of those who belong to the territory and promote local development. Undertaking actions to carry out the evaluation requires methods and tools to measure and analyze the current situation of each city, led by those responsible for institutional planning, therefore, the dimension in its application is subject to the reality of each town.

Institutional planning requires leadership that guarantees the contributions of local actors and links society through the construction of agendas that, once executed, consider the validation of the beneficiaries of the completed programs and the return to what has been done, based on relevant criteria.
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For all the above, the formulation of two dimensions is proposed, because they are considered congruent with the business purpose and with the well-being of the inhabitants, while both groups of evaluators show a different perspective in relation to the type of service. As previously justified, the benefits are aimed at two types of taxpayers: as a citizen, the space you use is different from the services you request as an entrepreneur. Under this notion are presented:

- ♣ Inclusion is proposed to be measured by all citizens.
- ♣ Competitiveness, it is relevant that it be addressed by the business sector.

Results and Discussion

Pozo, Miró, Horch, & Cortacans state that the evaluation of the levels of satisfaction that is proposed to be measured through two instruments, are part of a process of continuous improvement, the adoption of the results achieved in the present investigation define part of the analysis to guide programs and policies of the Decentralized Autonomous Governments, and it also includes in an action plan, the identification of positive aspects and weak points to promote services efficiently.²⁴

The Economic Commission for Latin America and the Caribbean indicates that it is the path that government entities have to follow to solve local problems with the effective participation of citizens and based on inclusive and participatory planning.

The link between planning, budget and goals-objectives constitute prospective management tools that seek, generally in a deterministic way, to achieve a desired situation through actions and activities. On many occasions, the planning converges in a logical sequence of objectives, goals and actions reflected in a document that expresses only a letter of good intentions, while the budget represents the governmental transactions of the different organisms carried out in a time horizon.²⁵

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It should be noted that an important factor for the competitiveness of the territory is investment in education, this aspect has not been taken into account since the survey is aimed at decentralized autonomous governments, mainly for smaller ones, and education does not form part of its powers.

The facts have shown that the main reason for the failure of the implementation of many local service models is the lack of participation of civil society and organized actors in the decision-making process. Therefore, one of the most important aspects to achieve locally established development objectives is the capacity of governments to make and implement decisions in an inclusive, competitive and participatory manner.²⁶

Based on the interviews with public officials, who were consulted about the evaluation instruments and citizen participation, in the planning phases of the Territorial Development and Planning Plans, and in the execution of the works and projects, the information that supports the proposal is obtained; meanwhile, there is no follow-up by the Planning Secretariat in which it involves citizens as beneficiaries once the programs are executed, in order to safeguard the quality of the services (See **Table 1**).

Table 1. External participation in the institutional evaluation

Public Institution	Evaluación al GAD	Evaluation instrument	Periodicity	Platform for the use of the GAD	Type of evaluation	Citizen follow-up
Planning Secretariat	Institutional: fulfillment of goals	Territorial Planning and Development Plan	monthly and annually	SIGAD	Internal	Does not exist

Source: self-made

The proposal considers that the instrument should be applied through a link with the survey, published on the page of the Decentralized Autonomous Governments, as long as the citizen can access to it; And its results are used by the Planning Secretariat in the different phases as an entity director of planning at the national level. The indicators for measuring citizen satisfaction are shown in **Table 2** and the evaluation instrument through a survey in **Figure 1**.

Table 2. Indicators for measuring the citizen survey

Dimension: Inclusion		User: Citizen	
Service	Indicator	Area	Measurement
Infraestructure	Proportion of the population that accesses the service	Rural	Rating scale
		Urban	Rating scale
Economic Development	Proportion of the population that accesses the service	Rural	Rating scale
		Urban	Rating scale
Social Development	Proportion of the population that accesses the service	Rural	Rating scale
		Urban	Rating scale
Citizen participation	Proportion of the population that participates in decisions of a public nature	Rural	Objective Question
		Urban	Objective Question
	Proportion of the population that is informed frequently through the institutional page	Rural	Objective Question
		Urban	Objective Question

Source: self-made

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Select the cell that corresponds to the user category	Residence area			
Businessmen <input style="width: 40px; height: 15px;" type="text"/>	Rural <input style="width: 40px; height: 15px;" type="text"/>			
Citizen <input style="width: 40px; height: 15px;" type="text"/>	Urban <input style="width: 40px; height: 15px;" type="text"/>			
Sector				
Private <input style="width: 40px; height: 15px;" type="text"/>				
Public <input style="width: 40px; height: 15px;" type="text"/>				
Occupation branch				
Agriculture <input style="width: 40px; height: 15px;" type="text"/>				
Construction <input style="width: 40px; height: 15px;" type="text"/>				
Mines, quarries, electricity, gas and water supplies <input style="width: 40px; height: 15px;" type="text"/>				
Commerce, transportation, accommodation and food, commercial and administrative services <input style="width: 40px; height: 15px;" type="text"/>				
Non-commercial services (Public administration, community, religious and volunteer services) <input style="width: 40px; height: 15px;" type="text"/>				
Students, housewives and unemployed <input style="width: 40px; height: 15px;" type="text"/>				
Indicate how often you visit the official page of the GAD				
More than three times a year <input style="width: 40px; height: 15px;" type="text"/>				
Once a year <input style="width: 40px; height: 15px;" type="text"/>				
Never <input style="width: 40px; height: 15px;" type="text"/>				
Have you benefited from any of these services? Please indicate your degree of satisfaction:				
Infrastructure	Very satisfying	Satisfying	Little bit satisfying	
Drinking water and sewage	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	
Street lighting	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	
Solid waste	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	
Sewage Treatment	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	
Road system, paving, sidewalks and curbs	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	
Social development		VS	S	LS
Senior Programs	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Programs to eradicate gender violence	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Programs to prevent the use of anti-narcotic substances	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Programs to reduce child labor	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Accessibility improvement programs for people with special abilities	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Economic development		VS	S	LS
Amusement parks	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Tourism	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Sports and recreation spaces	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Programs that promote entrepreneurship	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Job placement programs	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Citizen participation		VS	S	LS
Invitation and dissemination for the preparation of a participatory budget	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>
Invitation and dissemination for accountability	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>	<input style="width: 40px; height: 15px;" type="text"/>

Figure 1. Survey addressed to the citizen
Source: self-made

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The indicators that will allow measuring the satisfaction of the business sector with respect to the services received by the municipal GAD are shown in **Figure 2** and the survey in **Table 3**.

Select the cell that corresponds to the user category	Residence area		
Businessmen	<input type="checkbox"/>	Rural	<input type="checkbox"/>
Citizen	<input type="checkbox"/>	Urban	<input type="checkbox"/>
Size of the company	Belongs to an association		
Microenterprise (less than 10 workers)	<input type="checkbox"/>	Yes	<input type="checkbox"/>
Small (less than 50 workers)	<input type="checkbox"/>	No	<input type="checkbox"/>
SME (less than 250 workers)	<input type="checkbox"/>		
Large (greater than or equal to 250 workers)	<input type="checkbox"/>		
What business sector does your economic activity belong to?			
Agriculture, Livestock, Poultry, Forestry and Fishing	<input type="checkbox"/>		
Lodging and catering activities	<input type="checkbox"/>		
Human health care and social assistance activities	<input type="checkbox"/>		
Administrative and support service activities	<input type="checkbox"/>		
Financial and insurance activities	<input type="checkbox"/>		
Real estate activities	<input type="checkbox"/>		
Professional, scientific and technical activities	<input type="checkbox"/>		
Arts, entertainment and recreation	<input type="checkbox"/>		
Wholesale and retail trade, vehicle repair	<input type="checkbox"/>		
Building	<input type="checkbox"/>		
Electricity, gas, steam and air conditioning supplies	<input type="checkbox"/>		
Teaching	<input type="checkbox"/>		
Exploitation of mines and quarries	<input type="checkbox"/>		
Manufacturing industries	<input type="checkbox"/>		
Information and communication	<input type="checkbox"/>		
Other service activities	<input type="checkbox"/>		
Transport and storage	<input type="checkbox"/>		
Have you benefited from any of these services? Please indicate your degree of satisfaction:			
Infrastructure	Very satisfying	Satisfying	Little bit satisfying
Drinking water and sewage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
street lights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
environmental sanitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewage Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Road system, paving, sidewalks and curbs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industrial estate location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
telecommunications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development	VS	S	LS
Advertising and commercial diffusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support for associativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agricultural product subsidy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management	VS	S	LS
Regulation time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regulation cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interinstitutional Agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Figure 2. Survey addressed to the business sector

Source: self-made

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Table 3. Indicators for measuring the business sector survey

Dimension: Competitiveness		User: Entrepreneur	
Service	Indicator	Area	Measurement
	Number of companies accessing the service	Rural	Rating scale
		Urban	Rating scale
Economic development	Number of companies accessing the service	Rural	Rating scale
		Urban	Rating scale
Management	Number of companies that receive efficient attention	Rural	Rating scale
		Urban	Rating scale
Management	Number of companies that have benefited from inter-institutional agreements	Rural	Rating scale
		Urban	Rating scale

Source: self-made

Conclusions

Firstly, the participation of people in the participatory budget and in the elaboration of the Plan for Development and Territorial Ordering (PDOT), becomes a means of verifying attendance and for monitoring citizen satisfaction; The investigation did not show an institutionalized process in the follow-up of the institutional goals with the diversity of actors that contribute to the management of truthful information due to their degree of involvement and knowledge from their experiences in their own space.

As a second conclusion, the proposal offers a basic and functional tool to measure the efficiency to which the company can adhere to strengthen the structure of the instrument. Local dynamics must provide the largest number of public and private services to generate employment and strengthen value chains. A high participation of the business sector in the evaluation for the institutional strengthening of the public sector consolidates a proactive administration in the transformation of the economy.²⁷

As a third conclusion, the assessment of citizens in their role as evaluator and external observer must be used as a strategic axis²⁸ to guarantee the prioritization of public resources, since the control of the performance of participation for the Decentralized Autonomous Governments is not part of the initiative of the agency and the instrumentation of the evaluation is executed by a central government entity of the public sector in all phases of the evaluation.²⁹

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Conflict of interests

The authors declare no conflicts of interest

Authors contribution

- Melisa Victoria Cabrera García: Conceptualization, Research, Methodology, Project Management, Software, Writing: review and editing.
- Nivaldo Apolodines Vera Valdiviezo: Conceptualization, Supervision, Validation, Original Writing-Draft.
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Annex 1. Strategic Axis: Human potential, science, technology and innovation

Specific objectives

1. Prioritize science, technology and innovation in the sectors that have the greatest and most immediate impact on economic and social development and the well-being of the population, considering the characteristics of the territory. The foregoing, without neglecting the basic sciences, as a guarantee of the scientific development of the country.
2. Strengthen the integration and rationality of the science, technology and innovation system, as well as the development of human potential and material infrastructure. Pay special attention to support activities, such as: metrology, standardization, quality, industrial design, industrial property, knowledge and information management, among others.
3. Promote and ensure, based on the integration of the results to the productive chains and value networks, the closure of the scientific-productive cycle by ensuring a close interaction between the generation of new knowledge and the production of goods and services. .
4. Adapt the legal and regulatory framework of science, technology and innovation to the process of updating the economic and social model in such a way as to achieve agility, flexibility and efficiency in the organizational and economic-financial mechanisms for the materialization of the impact of these activities in economic and social development.
5. Promote a culture that encourages scientific, innovative and entrepreneurial vocation at all levels of society, especially from an early age.
6. Promote innovation and its generalization in the productive and service sectors, through the use of the necessary material and spiritual incentives so that innovation constitutes an essential component of increasing economic efficiency, competitiveness, technological change, saving and clean production.
7. Strengthen the role of national and foreign direct investment in the introduction of internationally advanced technologies in the country, and promote the creation of dynamic structures (science and technology parks, business incubators, special development zones and others) .
8. Raise and strengthen the role of science and technology in the growth of economic efficiency and productivity in strategic sectors.
9. Develop indigenous processes and technologies that guarantee an adequate and sustainable use of the country's raw materials, materials and natural resources, and that contribute to technological sovereignty.
10. Sustainably increase and diversify the financing of science, technology and innovation activities.
11. Raise and strengthen technological sovereignty in the development of information technology and telecommunications, as well as promote the development of new technological platforms.
12. Strengthen the capabilities of prospecting and technological surveillance, as well as the protection of intellectual property (copyright and industrial property) in Cuba and abroad.

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13. Promote the formation of highly qualified human potential and the generation of new knowledge, guaranteeing the development of universities and education in general, their human resources and infrastructure.

16. Establish the incentives that are necessary to ensure the stability of the most highly qualified personnel.

17. Continue promoting the development of research in the field of social and humanistic sciences on the priority issues of society, as well as promoting the introduction of its results in decision-making at different levels, systematically anticipating and evaluating the impacts obtained.

18. Promote international collaboration and cooperation in science, technology and innovation as an instrument for achieving priority objectives and of interest to the parties, obtaining financial resources, high-impact joint publications, undergraduate and postgraduate training and staff training and improvement.