

Citizen participation in project management in Peruvian Municipalities

La participación ciudadana en la gestión de proyectos en las Municipalidades del Perú

Ana Beatriz Rivas Moreano

Master's Degree in Educational Administration,
Universidad Cesar Vallejo, Chiclayo, Peru
arivasmor@autonoma.edu.pe,
<https://orcid.org/0000-0003-2633-5717>

Juan Pedro Soplapuco Montalvo

D. in Educational Sciences, Professor at the
Graduate School of the Universidad Cesar Vallejo,
Chiclayo, Peru smontalvojp@ucvvirtual.edu.pe,
<https://orcid.org/0000-0003-4631-8877>,

Lourdes Ana Cotaquispe Guzmán

D. candidate in Education, Universidad César
Vallejo, Chiclayo, Peru
lcotaquispe@ucvvirtual.edu.pe
<https://orcid.org/0000-0003-3087-5409>

Abstract

Citizen participation from its consideration for public management and its immersion in the development of each place has been widely disseminated by public entities and international organizations, however, this will have generated a true participation with interest in political, public, social life and within the management of projects in various sectors as an actor that leads and contributes to the sustainable development of cities or districts. This paper presents important considerations on citizen participation in project management as a fundamental part where decisions, observations and contributions must be



Imaginario Social
Publishing entity
University of Guayaquil -
REDICME (reg-red-18-0061)

e-ISSN: 2737-6362
July - December 2021 Vol. 4-2-2021
<http://revista-imaginariosocial.com/index.php/es/index>

Receipt: February 05, 2021
Acceptance: April 15, 2021

1-36

Atribución/Reconocimiento-NoComercial- CompartirIgual 4.0 Licencia Pública Internacional — CC
BY-NC-SA 4.0
<https://creativecommons.org/licenses/by-nc-sa/4.0/legalcode.es>

taken into account in the impact of each project executed by a municipal entity, public and private entities. In this way, it will be possible to transmit to every official and professional that the citizen is the most important actor in the growth and development of their locality.

Keywords: Citizen participation, project management.

Resumen

La participación ciudadana desde su consideración para la gestión pública y su inmersión en el desarrollo de cada lugar se ha ido difundiendo mucho por entidades públicas y organismos internacionales, sin embargo, esto habrá generado una verdadera participación con interés en la vida política, pública, social y dentro de la gestión de proyectos en diversos sectores como actor que conlleva y aporta al desarrollo sostenible de las ciudades o distritos. Este trabajo presenta consideraciones importantes sobre la participación ciudadana en la gestión de proyectos como parte fundamental donde las decisiones, observaciones y aportes deben ser tomados en cuenta en el impacto de cada proyecto ejecutado por una entidad municipal, entidades públicas y privadas. De esta forma se podrá transmitir a todo funcionario y profesional que el ciudadano es el actor más importante en el crecimiento y desarrollo de su localidad.

Palabras clave: Participación ciudadana, gestión de proyectos

Introduction

In the history of the world and human life, there have always been big and historical projects such as coliseums, museums, the great Machu Pichu, railroads, the great wall of China, irrigation canals, construction of bridges, all with impressive results and effective uses and satisfaction for the users or beneficiaries. At the same time it is understood that it demanded high costs, thousands of workers for its execution, a plan of activities, management of requirements and others even without having the technology (Terribil 2011). These achievements have been with a real commitment and responsibility of those who executed projects in which there is also a participation,

observation and control by the citizens to show support and teamwork towards the achievement of a good objective so that satisfaction is the majority.

The purpose of this article is to analyze citizen participation in the management of projects executed in the municipalities of Peru, focusing on the most relevant mechanisms of citizen participation and democracy in the political-public life and legislation of the country, as well as the active involvement in the management of projects that allow the development of the districts or simply are postponed in the underdevelopment with lack of projects that improve the quality of life of the citizens.

In Peru, due to the public institutions created to watch over, promote a true citizen participation is very scarce, and the relationship between the institutions and the population is still weak, due to the lack of intercultural knowledge of the country, lack of real legal records to recognize the location of their local social representatives, the ethnic differences and cultural and social level of the actors (population - state) has contributed to a remoteness of relationship and absenteeism in public policy. On the other hand, right-wing and left-wing parties have always used citizenship to legitimize their authority through referendums and votes, while promoting public policies or reforms established by their own systems without developing a developed, democratic and just society with equity and guaranteeing quality of life. (Barros-Bastidas & Gebera, 2020), (Sol 2012). On the other hand, Anthopoulos et al (2016) state that the existing gap between local, district governments and the implemented mechanisms of active participation with tools motivated towards effective implementation of projects in different contexts, have generated factors of failures and weaknesses in the projects, generating a gap between government and citizenship. This implies the need for an association of efforts with tasks and functions between project management, the various processes to be developed at each stage, authorities and the population in general as an important subject and beneficiary.

According to Castillo (2017), planning is required for effective citizen participation, which in turn is productive in the planning of projects for their districts. For this reason, municipalities are the closest entities and their officials are responsible for promoting and transforming the population into a trained, informed and knowledgeable user of government plans, management and proposed projects, being

assertive and constructive in their decisions, thus becoming a strategic and important partner for the common welfare (population - authorities).

Peru has a law on the rights of citizen participation and control enacted in 1993, which stipulates, first, the rights of participation, including: referendum, municipal and regional ordinances and other mechanisms that allow participation in current legislation; second, the rights of citizen control such as the revocation and removal of authorities, demand for accountability and other control mechanisms for regional governments (Law No. 26300). Even with the existing limitations in public management and the state, citizen participation is an essential opportunity to generate debates and discuss at the level of Congress and citizenship to debate the problems that keep them away from development, this approach is still very reduced with a few convened through representatives who express their opinion, defend collective interests that many times are not taken into account and others try to intimidate with a series of legal arguments. This situation should not make us think that in order to improve citizen participation should be an inseparable part of public policy, public management and project management. Schneider and Welp (2015) consider that participation mechanisms at the local level have become a double-edged sword in the management of municipal and regional governments, one to oppose local governments against certain policies implemented by the national government, driven to weaken their local opponents through the revocation or removal of authorities, having been created with the purpose of maintaining a closeness, and another to avoid discontent, imbalance and fragmentation in front of the political system and management decisions. If the law of participation was introduced, these should be used with functional responsibility and not for political control.

On the other hand the management of projects in Peru according to the National Infrastructure Plan aims to become a sustainable, competitive and developed country, with the effort of proposal and direction of a series of projects, henceforth will generate job opportunities and development, however in the cities far from the capital Lima or capitals of each region this is, has been and will be scarce and with much delay from its approach or start and all the bureaucratic part and requirements that must be met for approval and implementation, and in many cases have been projects that do not

meet the expectations of the population, lack a diagnosis, ignorance of the citizenship of the projects to be implemented and real study as a project of a locality can not be equal to the project of another locality, so that each locality has its own characteristics and these should be analyzed.

Then it makes it clear that citizens should have close knowledge about the forms of participation and especially in matters of public interest where project management is included from a proposal, analysis, control and evaluation of all actions and resources used in the projects so that failures, damage to the environment and improve weaknesses can be avoided (SENACE 2018).

In this sense, for the development and improvement of the quality of life of the inhabitants, it is necessary to undertake, establish adequate and standardized models and guidelines for the management of public projects, which is the key process for the establishment and execution of public projects, generating a duly developed society in Peru.

In this scenario, the article aims to answer four research questions: Is there an active participation of citizens in project management, are projects managed with the knowledge of citizens, what kind of participation do we need to get involved in project management, has project management contributed to development in the districts of Peru, what are the mechanisms where the population can participate and what is the knowledge about project management. The results of the scientific literary review on the variables which will be analyzed and synthesized, the first one analyzes if the participation is given in an effective way, which are the mechanisms where the population can participate and the knowledge on project management, secondly to clarify on the knowledge of projects managed in their locality and their participation in it, thirdly the typologies or forms of participation in public management and on cough in projects and finally to analyze and deduce if every executed project has brought to the development, how it influences the citizenship and its interests. The article ends with some conclusions.

Previous international works were examined Rivera (2018) whose work was to analyze in a global way how the results are obtained after a discussion, the study area was in a

municipality of Aguazul Casanare of the rural sector focused on rural drinking water and sanitation projects executed by the mayor's office and formulated by the community. The research concluded that citizen participation is very low due to the lack of knowledge of the population on management issues. On the other hand, Pérez (2020) analyzes citizen participation in the political construction of Europe. He concludes that European states are reflecting on their future where participation mechanisms should be more efficient and active, proposing concrete solutions to problems in order to achieve development and remain together with legislation and local authorities.

Materials and Methods

In this article, the inductive-deductive analysis-synthesis methods were used to determine how citizen participation influences and intervenes in the management of projects executed by the municipalities of Peru, with a quantitative approach (Carrasco 2017). The epistemological and praxeological approach to citizen participation in project management is based on a synthesis of 345 articles, from 68 "open Access" references found in Scopus, with the search term "citizen participation", "project management", "Project Management", "only in the title of the article", then a search was conducted in other sources for the approach of the topic from public management in terms of the execution of projects with citizen participation.

This research conforms to the quantitative approach of cross-sectional, non-experimental type (Pino 2018) since bibliographic information was collected in order to analyze and synthesize. The following are considered as variables; project management and citizen participation, as an opportunity for participation and knowledge of public life and project implementation in their district and citizen participation as the right and duty of all citizens to participate in the affairs of public life in their context (González 2019).

The synthesis analysis method (Pino 2018) is approached in a cross-cutting manner, which allowed identifying the gaps that exist on citizen participation in project management, at the same time there were opportunities to strengthen the mechanisms of participation in the public and political life of the municipalities.

Results

What do we mean by project management?

The Project Management Institute (PMI) (2015) defines, "a project is a temporary endeavor undertaken to create a unique product, service, or result. The temporal nature of projects indicates a defined beginning and end" (p.5).

The guide recommends the application of skills, techniques, strategies and knowledge management in the management and execution of projects. However, this guide is not responsible for malpractices applied.

In this regard we take the contribution of (Rivera 2018) who states: According to the standard, a project is defined as a single process, consisting of a series of coordinated and controlled activities, and has a start and end date. The activity is implemented according to specific requirements and requirements (including time and cost constraints). And resources. In other words, a project is a temporary work to create a unique product or service, a project that exists in this way develops a product or service that did not exist before, therefore, the project is always unique.

Is there active citizen participation in project management?

In different regions of Peru, citizen participation in project management is considered a citizen's right to obtain information of public interest; for example, for the implementation of public investment projects, managers must consider environmental research, and on this basis, inform, evaluate and make comments, opinions for the sake of improvement. Therefore, citizen participation is a mechanism that promotes responsible, open and transparent dialogue with stakeholders (state, community and project stakeholders). There are participation mechanisms where citizens are encouraged to participate in the political and public life of the Peruvian state, such as the right to vote, which is a mandatory participation; on the other hand, voluntary participation where citizens decide to actively participate in public affairs of their locality, for example in the referral of authorities or the recall, and in the observation and analysis of public management by officials or authorities, assuming responsible positions.

For a long time, citizen participation has been gradually interfering in the political and public life of their districts in different ways, from receiving information on public management carried out by edil authority, however the decisions chosen for the development, proper management of the municipal entity; consultations that allow making decisions in front of a relevant fact or a problematic situation to clarify or improve has remained in complete management of municipal entities without providing any information and ignoring the request of the population, therefore there is a dissatisfaction of citizenship. It is important then the union, cooperation where the public entity strives to disseminate and promote citizen participation in various project management activities that are implemented with decision making oriented public management allowing a positive development in the economic, social, territorial. (Flores et al 2020). The citizen has the right to give his opinion, propose strategies for improvement since he is knowledgeable of his environment and seeks the common welfare.

Two state entities in Peru such as SENACE (2018) and JNE (2008) define "that citizen participation is to exercise political rights and duties that every citizen possesses, where they participate, intervene and make decisions in public affairs and especially in the political decisions of governments or officials". This definition includes that citizens have the right to make decisions in different areas of political, public, social, educational and local development life through different participation mechanisms provided by different state entities such as municipalities.

In this sense, the citizen has the opportunity of a direct and accessible participation to the information of a public social issue, this is transparent, ensuring its veracity and easy access to information, inclusive to all forms of thinking and opinion without any distinction and maintain constant communication between local population, authorities and holders in charge of a sector whose function entails the execution of management, projects, actions and objectives to be fulfilled in the government plan in which citizen participation is immersed, where the contents are clearly specified (place, time, costs, schedule, plan, beneficiaries, risk management, scope, quality and resources).

When we talk about the contents specified in the governance plan, we refer to the direction and management of projects where knowledge, skills and processes are applied, where the responsible and their technical team carefully address each process from the beginning, planning, execution, monitoring and control and closure of the same. It is necessary that each project is properly aligned with each process where the necessary actions and decisions are determined for each project, thus leaving aside the belief that only one model can be applied to others (PMI 2008).

Article 2, numeral 17 of the Political Constitution of Peru, establishes citizen participation, which states that everyone has the right to participate individually or jointly in the political, social, economic and cultural life of the country. It specifically stipulates that collective associations have the right to participate in society to achieve established goals and establish an effective relationship between state officials/politicians and citizens through institutionalized participation. (Marien 2010 cited in Montecinos and Contreras 2019: 5).

In that sense, organizing spaces to gather opinions on public issues to make decisions is democratic, authorities and participants will become part of the decision making process. Making decisions together with the authorities is merely meaningful for the population, call people to tell them that their opinion is valuable, ask for their opinions and suggestions and invite them to participate in the decision making process.

Are the projects managed with the knowledge of the citizens?

Taking into account that participation is a duty that every citizen has but it is not applied or acted upon because the authorities (local, regional, national), do not promote training, nor do they provide guidance or dissemination of how this participation can be accessed (Rengifo 2017 p. 11). If Law N ° 26300 regulates the exercise of the right of participation and control of citizens in accordance with the Constitution, its main objective is to actively participate and consciously understand the political decisions that promote development, with a fair, assertive and equitable immersion benefiting society with the projects managed. In view of this, the need arises for the population to show greater interest in the media and become more interested in the public, political and social life of their context, using the mechanisms

of participation proposed from the municipal level and especially and with greater emphasis on projects that are managed.

For the effectiveness and success of project management the General Directorate of Public Investment (DGIP 2016) considers that the participating agencies should prepare and manage with due care and rigor based on the design of strategies for stakeholder relations, which should address these forms of convening in a legal and transparent manner, and focus on encouraging participation from the beginning of the project, likewise determine the problem (p.35). This participatory exercise in project formulation society should participate in the following aspects: a) Under the condition of providing information, fully understanding what is happening and specifying the underlying problem; b) Under the condition of consultation: express the opinions and wishes of the people involved in the issue (authorities, population and executors) on the problematic and solution alternatives; c) Under the condition of decision with setting and establishing binding responsibilities for the design, planning, execution, control and termination of the project; d) In terms of management: provides responsibility functions for the implementation and management of projects with its own viability.

Then we consider that project management and the success of municipal entities and the impact on the district, are based on the success of projects presented for the benefit of the population considering the different processes (initiation, planning, execution, monitoring and control and closure) with the achievement of concrete results that promote the socioeconomic development of a locality, district, with the fulfillment of scope, time and budgets (IDB 2018).

What kind of involvement do we need to get involved in project management?

The desire for community participation involves a personal and collective commitment required in the management of projects executed by entities such as municipalities, allowing collective work to solve weaknesses, difficulties and problems, generating development, favoring the majority. To which every citizen must take into account the legal obligations to be fulfilled according to their skills and experiences,

without neglecting culture, customs, interest groups and conflicts (Garcia et al 2019). In this case, citizens need to interact with and before the State, with the purpose of influencing the establishment and definition of public policies with national, local and regional development paths with their own diagnosis of the programs and projects for their execution.

We take into account the approach of (Marien 2010 cited in Montecinos and Contreras 2019) "institutionalized participation relates and puts citizens in contact with political sectors of the state". (p.56) Therefore, following the minimum rules of participation in the game, the government must guarantee resources to implement the participation process. For example, when citizens prioritize or decide on projects in their communities, the government must possess sufficient administrative capacity, and in particular must have financial and other resources to finance, secure and implement the aforementioned projects. (Speer, J. 2012). Therefore, it is necessary to have quality information about the project processes with quality information about the success or failure of the project. On the contrary, without information the criteria of quality and accessibility are not met, generating distrust and lack of credibility of public management.

On the one hand, taking into account the institutional political factor, Lyon (2015) pointed out that shared power and the willingness of citizens to participate in the process are essential. For citizens to participate effectively, the local city government (municipality) must be willing to listen and cede power. The participation process requires strong leadership skills and the involvement of political authority. On the other hand, if we take into account the civil society factor (Ferreyra et al 2012) the authors point out that citizen participation is effective and successful when the citizenry shows active disposition with strong links of participation and action in the public, political and democratic life of their environment. According to Hooghe and Quintelier, unlike people with smaller social networks, the more connections a person has with the authorities, the more likely he or she is to participate in public affairs. With this, people have a greater awareness of success when they act collectively responding to all public management (Kim and Lauer, 2013). Finally, opportunity cost factors, evaluation factors, such as (the cost of the participant implying that he/she is

part of citizen participation and the time spent to participate). Therefore, to the extent that there is a greater physical and symbolic motivation to eliminate or reduce costs, the participation rate will increase (Valdivieso, 2012) to this we must add the value and importance that should be placed on citizen representation and communication styles, as well as trust in the support it provides as knowledgeable about their reality, needs and collective priorities.

Has project management contributed to development in Peru's districts?

Most often, projects and public policies are aimed at a target population where economic and social conditions are evaluated and many times these are unfavorable, leaving the population in high rates of poverty and underdevelopment. Faced with this Castillo M. (2017) states that the government and the different social sectors combine the capacity for economic growth, a satisfactory fair profit, with equal opportunities, social protection and citizen participation. The latter is defined as a manageable being: it does not reflect or generate achievements in public policy, it is not present in government action. It is likely that the state does not know in depth the socio-cultural problems generating a distance with the population and ignorance of governance and all management, procedures and functions that can be performed as a state entity.

We believe that state officials should understand and address the needs and demands of the population to propose appropriate solutions and related actions so that the population can improve their living conditions, counteract or eliminate social problems such as pollution, lack of basic services in the district, implementation of major projects such as hospitals, schools, water and sewage projects, roads or dirt roads that allow communication and access for internal trade.

Naser et al. (2021) state that to recover true democracy it is necessary to manage spaces for discussion and dialogue where matters of public interest are decided, be they political, social, economic, environmental, productive, projects and others, where citizens have the legitimacy and effectiveness to respond to the changes that arise, where the execution of a project is paramount and local governments can have economic resources, will and managerial capacity.

Discussion

Naser et al (2021) argue: The citizenship that is being configured in today's world is a citizenship with different characteristics, completely different from the characteristics of 20 or 10 years ago, in the face of such rapid and radical changes, this is a citizenship that is still in the process of configuration. This citizenship should be considered by every government in economic, social and political contexts, complying with the Development Goals (SDGs) proposed by the United Nations, otherwise it would be illegitimate and inappropriate. In the agenda towards 2030, SDG 16 states the promotion of peaceful and inclusive societies for sustainable development, this implies the presence of citizenship in public affairs contributing to the achievements of the SDG.

In Peru, public institutions are increasingly interested in involving citizens in the process of development, implementation and/or evaluation of their public management tools to improve the local, regional and national economy. This is stated by the National Center for Strategic Planning (CEPLAN 2016) in a survey conducted to citizens to know the opinion regarding the vision of the country and other issues the results show that by 2050 they trust in the progress and growth of the country with a sustainable economy, as well as with citizens of high quality of life, with a degree of responsible human development. These results show that citizens expect their authorities and rulers to perform a good management where they are also part of the process and not only be taken into account for the surveys.

In July 2019 with Supreme Decree No. 238-2019-EF the National Infrastructure Plan for Competitiveness was approved in the government of Martin Vizcarra, this plan aims to increase productivity and competitiveness with the investment of 363 million soles in short, medium and long term projects. The aim is to develop a domestic market, improve the quality of life of the population, ensure sustainable growth with access to external markets. This affirms what is stated in Rivera (2018) and what is stipulated in the Constitution, where it is established by law that all human beings are equal and have the same rights, for this reason all projects must comply with what is established by law at the time of formulating the projects.

The National Infrastructure Plan for Competitiveness is an instrument where the state prioritizes, consolidates and articulates the planning of the various public entities to

close part of the infrastructure gap and increase the country's productivity and competitiveness. This plan will be effective when all the projects stipulated in the various sectors such as irrigation, transportation, communications, health, water, education, electricity and sanitation become a reality. Therefore, it is necessary to prioritize in a transparent, technical, administrative and neutral way the projects that allow increasing access to opportunities for participation and knowledge of them, at the same time that benefit the largest number of Peruvians, the most vulnerable and displaced, where the execution is faster. At the same time these projects will be executed in the modalities of execution of public-private partnerships, public works, projects in assets, programs, improvements and other forms of project insertion.

The need today is for citizens to be able to have confidence in the level of information and management presented by municipal entities on the management carried out and, consequently, on the projects proposed. On the other hand, States should facilitate and encourage public awareness and participation by making information available to all. Effective access should be provided to technical, judicial and administrative procedures, including compensation for damages and relevant remedies (Rio Declaration 1992). With democratic and representative opportunities, a space for investment should be created through public policies designed, projects proposed and implemented in conjunction with the government and society, evaluating the proposals made.

In many cases, community participation is limited to completing forms, perception survey, satisfaction, providing social and economic indicators, participating in content-rich conferences where social assistance is generally recommended, or snacks to attract the public, whose sole purpose is to complete the list of attendees used in national or municipal governments. (Barros & Turpo, 2018), (Castillo 2017). This situation of taking advantage of citizens to respond to surveys that they know little about and are completely unaware of has often favored the state, public entities and officials about the work they do, since the respondent is unaware and due to their level of ignorance, disinterest, poverty or lack of information provides favorable information for the state and unfavorable information for their locality.

In the results of the research it could be seen that the variables citizen participation and public project management are two factors that contribute to the development and improvement of public management, which coincides with the research of (Montecinos and Contreras 2019) for its part the processes of project management are of knowledge and management of the managers or those responsible for the project of responsibility of the municipalities and at the same time technically nonexistent for the citizenship due to lack of information, training, dissemination of projects executed on the constitution or approval of the project, documentation of requirements, scope, beneficiaries, investment, resources, time, quality. This is consistent with the work of Naser, et al (2021) which points out that it is necessary for local governments to expand and improve their performance and management quality so that citizens perceive transparent governments, quality managers and effective management with efficient officials and with entities that invigorate citizen participation responding to their aspirations and needs. This means that citizen participation does not arise from good wishes, will, nor from the existence of progressive policies with ideals influenced by fair and participatory democracy, on the contrary, it arises from the political dispute generating conflicts in different actors (local and regional power, citizenship, associations, political parties, social movements and national government) that have given position to participatory institutions, as stated by (Schneider and Welp 2015). in this sense, it is necessary that all participation seeks to solve problems, make proposals for improvement to strengthen local development and general welfare.

The research has found bibliographic diversity for the definition of citizen participation and the involvement in political and public life in political, economic, social, environmental and development aspects. In the same way, the means or mechanisms of citizen participation have been found such as access to information with transparency, citizen participation in the execution of projects and what is the benefit and impact on their environment, accountability of public entities and innovation and technology, as stated by (ECLAC 2016) this obliges all governments to maintain an open alliance, committed, from their own entities to disseminate transparency and increase citizen immersion in public affairs decisions, project management, eradicating and combating bureaucracy and corruption and currently the massive use of technological means must fortify the quality of service provided by

the municipal entity as a local government, close and knowledgeable of the reality of the social context; However, the current reality is different since the municipal entities are usually prepared in the technical and functional part and on the contrary, it is the citizen who does not know the processes of public management and projects, the participations are scarce due to ignorance of the mechanisms and means of participation, in other cases due to disinterest since to get involved and participate actively it is necessary to invest time, economic expense, experiences, incentive, motivation towards the achievement of objectives, evidence, technical and operative support (Valdivieso, 2012).

In a literature review of articles and scientific books related to project management, it was found that the success and approach of projects depend on project management, available means, objectives, scope and impact (DGIP 2016), as well as in their research (Assunção and Rabechini 2020), where they consider that the competencies for project management point to the need to focus much more on reality and context. On the other hand, Anthopoulos, et al (2016) consider that the existing gap between the local government as a project management entity presents an existing gap in the effective design and implementation; which leads to explore the context with the creation of tools that identify the failure factors in the projects. In this sense, we agree with Cummings and Worley (2009) who refer that "organizational project management processes are the focus of maturity models; diagnosing and analyzing the organization, designing interventions, directing and managing improvement actions are common steps in all approaches". From the whole range of studies carried out in and for project management, the most important ones should be selected with a focus on the community, those that meet the requirements of adaptation, availability, social scope, reliability and favoring the majority of the population as a common good.

Optimally exercising citizen participation in project management as part of public management generates the improvement of quality of life, allows development satisfying and benefiting citizens. Encompassing both variables could optimize the success of local government projects, this implies the union of project management tasks and techniques in the implementation of projects in different contexts. Thus, Brinkhoff, Özer and Sargut (2014) on supply for projects indicates: supply chain

project success stories indicate that trust, although a stronger predictor compared to asymmetric dependence, is necessary but not sufficient for supply chain project success, providing insights on how to effectively manage supply chain projects and partnerships between their actors.

The law of participation in Peru establishes two forms: i) as a right of participation, ii) as a right of control over the function of municipal and regional authorities. They clearly stipulate how to proceed in each case, however, for the population to be directly involved in the approach, management, initiation, planning, execution, control and closure of projects, there is no evidence of the mechanisms or means to be part of them. Then the need arises for the state, from the central government to the most distant and smallest entities, to consider the citizenry in the implementation of projects as a knowledgeable entity of its context. With the proposal of the Peruvian Local Coordination Councils composed of the mayor and local authorities (60%) and registered organizations (40%), Schneider and Welp. (2015). state that with this lower incidence to control the government and its management there are shortcomings in project management due to lack of citizen knowledge and control of the processes to meet the goals and objectives defined in the project.

Finally, this research for project management showed that in the literature search there is a gap in reference to the public sector, since most of this information is found in books, guides from international entities and recommendations for local governments. With respect to citizen participation, there is a variety of information applied to different sectors.

Having carried out the analysis of the literature reviewed, we have come to the conclusion that citizen participation does not strengthen project management in the districts of Peru. We consider that it does not, since citizens are passive agents, fearful, concerned only about their personal and family growth, they use their right of participation only to complain, criticize bad management in the form of an opinion, but they are not active agents of participation who ask for information about the management that is carried out in their locality. On the other hand, a citizen cannot compete with powerful rulers who are masters of the truth, protected by a series of legislations. In this sense and without a doubt, an organized and committed citizenry

capable of generating great changes in the local, regional and national political scenario is needed. It is important that local government entities such as municipalities promote information about the processes in the management of projects to be executed in each government period. Citizens in general have the right to know how, what, where and when to exercise their active participation, especially how to exercise citizenship in public affairs so that the relationship between state and society contributes to development,

The projects that are executed in each municipality usually comply with a series of legal and technical requirements, often bureaucratic, leaving aside the true diagnosis of the environment, without innovation improvements, without evaluation of scope, cost and especially the real needs of the population. They leave aside the information on projects in execution and executed to which the population only tends to vociferate erroneously, criticize the authority and judge the quality of the project being able to be of benefit to all or on the contrary the project failed or has certain flaws. It is necessary then that the citizenship must know how, who, how much, where and what is the scope of a project, it deserves to be informed of every aspect of government.

To date, citizen participation in the proposal and formulation of projects is very lacking, since citizens are unaware of the processes of each project and project managers do not consider them as a primary agent and actor at the time of designing and drafting the project's charter, making it evident that the citizen's opinion is not valid. As a result, the projects do not show expected results.

We need an institutionalized participation with a social and political focus that is responsible and committed to the development of its district with modernization always ensuring the quality of life of future generations, constant observer of public management, assertive in collective proposals, generator of projects as knowledgeable of its environment.

Municipal entities need to modernize in the face of the demands of the 21st century and at the same time become much more involved with the community, generating spaces for dialogue and consensus that revolve around decisions and strategies for sustainable development through various projects in order to achieve quality

standards of living, generating opportunities. To this end, local government needs to maximize the capacity of attention and motivate participation with a new paradigm of local management, satisfying the needs of local and government services and functions.

References

- Assunção J y Rabechini R. (2020) Project management in the public context; research mapping. *Revista Brazilian journal of public administration*, 54 (5) 1260-1285. Disponible en DOI: <http://dx.doi.org/10.1590/0034-761220190327x>
- Anthopoulos, et al (2016). Why e-government projects fail? An analysis of the Healthcare.gov website. *Government Information Quarterly*, 33(1), 161-173.
- Barros-Bastidas, C., & Gebera, O. T. (2020). Training in research and its incidence in the scientific production of teachers in education of a public university of Ecuador. *Publicaciones de La Facultad de Educacion y Humanidades Del Campus de Melilla*, 50(2), 167–185. <https://doi.org/10.30827/publicaciones.v50i2.13952>
- Barros, C., & Turpo, O. (2018). Factors influencing the scientific production of university professors: a systematic review. *Factores Que Influyen En La Producción Científica de Los Docentes Universitarios: Una Revisión Sistemática.*, 11(22), 225–234. <http://10.0.85.43/pensam.v11i21-1.276%0Ahttps://ezproxy.uniandes.edu.co:8443/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=fua&AN=141223533&lang=es&site=ehost-live>
- Banco Interamericano de Desarrollo BID (2018) Herramientas y técnicas para la gestión de proyectos de desarrollo PM4R. 4ta edición
- Berthold, É. (2018). Patrimoine et participation citoyenne: une relation complexe à revisiter. Le cas du Vieux - Québec. *Cahiers de géographie du Québec*, 62 (175), 59–79. Disponible en <https://doi.org/10.7202/1057080ar>
- Brinkhoff, A., Özer, Ö., & Sargut, G. (2014). All you need is trust? An examination of inter-organizational supply chain projects. *Production and Operations Management*, 24(2), 181-200.

- Castillo M. (2017). El papel de la participación ciudadana en las políticas públicas, bajo el actual escenario de la gobernanza: reflexiones teóricas. *Revista CS*, 23, pp. 157-180. Disponible en <http://www.scielo.org.co/pdf/recs/n23/2011-0324-recs-23-00157.pdf>
- Carrasco S. (2017). *Metodología de la investigación científica*. Lima: San Marcos.
- Centro Nacional de Planeamiento Estratégico CEPLAN (2016) Plan estratégico de desarrollo nacional actualizado. Perú hacia el 2021. Biblioteca nacional. Disponible en <https://observatorioplanificacion.cepal.org/sites/default/files/plan/files/Plan%20Peru%20PEDN-2021-15-07-2016-RM-138-2016-PCM2.pdf>
- Constitución Política del Perú de 1993, artículo 31°. - de la participación ciudadana en los asuntos públicos. Perú
- Cummings y Worley (2009) *Organization Development & Change*, Mason: Cengage Learning,
- Dirección General de Inversiones Públicas (DGIP 2016) *Guía Metodológica General para la Formulación y Evaluación de Proyectos de Inversión Pública*
- Ferreira et al (2012), the developmental quality of participation experiences: Beyond the rhetoric that “participation is always good!” *Jornal of Adolescence*, N° 35, Países Bajos, Elsevier, pp. 599 – 610
- Flores et al (2020) *Gobernabilidad y participación ciudadana en el desarrollo local de Lima, Perú*. Recuperado de
- García et al (2019) *La participación ciudadana, factor asociado al desarrollo del turismo sostenible: caso ciudad de Ibagué (Colombia)*. *Anales de Geografía de la Universidad Complutense*. Disponible en <http://dx.doi.org/10.5209/AGUC.69336>
- Gobierno del Perú. Ministerio de Economía y Finanzas (MEF) (2019) *Plan Nacional de infraestructura para la Competitividad*. Disponible en https://www.mef.gob.pe/contenidos/inv_privada/planes/PNIC_2019.pdf

- González J. (2019). De la fuerza de la ley al milagro de la acción. Municipios y participación ciudadana en Uruguay. *Revista de la Facultad de Derecho*, (47), 1-35. <http://dx.doi.org/10.22187/rfd2019n47a6>
- Jurado Nacional de Elecciones JNE (2008) Guía de participación ciudadana del Perú. Biblioteca nacional del Perú
- Hooghe y Quintelier (2013), Citizen Participation in the Budget Process and Local Government Accountability”. *Public Performance & Management Review*, volumen 36, N° 3, Reino Unido, Taylor & Francis, pp. 456 – 471.
- Ley N° 26300 (1993) Ley de los derechos de participación y control ciudadanos
- Lyon, A. (2015), Political decentralization and the strengthening of consensual, participatory local democracy in the Republic of Macedonia. *Revista Democratización*, volumen 22, N° 1, Reino Unido, Taylor & Francis, pp. 157 – 178
- Montecinos E. y Contreras P. (2019) Participación ciudadana en la gestión pública: Una revisión sobre el estado actual. Venezuela. *Revista Redalyc.org*. <https://www.redalyc.org/jatsRepo/290/29059356004/29059356004.pdf>
- Naser et al (2021) “Participación ciudadana en los asuntos públicos: un elemento estratégico para la Agenda 2030 y el gobierno abierto”, Documentos de Proyectos (LC/TS.2020/184), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2021. https://repositorio.cepal.org/bitstream/handle/11362/46645/1/S2000907_es.pdf
- Organismo Supervisor de las contrataciones del estado OSCE (2016)
- Project Management Institute (2008) Guía de los fundamentos para la dirección de proyectos (guía del PMBOK) (4ta edición). Estados Unidos de América.
- Project Management Institute (2015) Guía de los fundamentos para la dirección de proyectos (guía del PMBOK) (7ma edición). Estados Unidos de América.

- Perez B(2020) La participación ciudadana en el futuro de Europa: instrumentos y oportunidades para promover un espacio público europeo. vol. 18, nº2, 2018, pp.77-93;
- Pino, R. (2018). Metodología de la investigación. Lima: San Marcos
- Rengifo J. (2017) Ecoética en el Perú. Participación ciudadana y protección del medio ambiente. Revista electrónica de medio ambiente. Disponible en <http://dx.doi.org/10.5209/MARE.56881>
- Rivera A. (2018) Evaluación de los modelos de gestión de proyectos rurales de agua potable y saneamiento básico implementados en los llanos de Colombia. Revista DYNA, 85(204), pp. 289-295, Disponible en http://www.scielo.org.co/scielo.php?script=sci_arttext&pid=SO012-73532018000100289&lng=es&nrm=iso&tlng=es
- Sáenz A. (2012) El éxito de la gestión de proyectos. Un nuevo enfoque entre lo tradicional y lo dinámico.
- Sánchez J. (2015) La participación ciudadana como instrumento del gobierno abierto. Revista Redalyc.org. México. Disponible en <https://www.redalyc.org/pdf/676/67642415003.pdf>
- Servicio Nacional de Certificación ambiental para las Inversiones Sostenibles (SENACE) (2018) Guía para la participación ciudadana con enfoque intercultural para la certificación ambiental. Lima-Perú. <https://www.senace.gob.pe/wp-content/uploads/2018/12/PUBL-GUIA-DE-PARTICIPACION-CIUDADANA-CON-ENFOQUE-INTERCULTURAL-PARA-LA-CERTIFICACION-AMBIENTAL.pdf>
- Schneider C. y Welp Y. (2015) Diseños institucionales y (des)equilibrio de poder: las instituciones de participación ciudadana en disputa. Revista Mexicana de ciencias políticas y sociales (30) 20 recuperado de <https://search.proquest.com/docview/1690000624/EA13A5B6CD8B4D8APQ/5?accountid=37408>

-
- Sol R. (2012) El desafío de la participación ciudadana. En el estado democrático de derecho. Avances y retos de la participación ciudadana en la gestión de políticas públicas, en espacios institucionales de los estados centroamericanos. <https://www.corteidh.or.cr/tablas/31001.pdf>
- Speer J (2012), Participatory Governance Reform: A Good Strategy for Increasing Government Responsiveness and Improving Public Services? *Review World Development*. Volumen 40, N° 12, Países Bajos, Elsevier, pp. 2379 – 2398.
- Terribil, A. (2011a). Gerenciamento de Projetos em 7 passos: uma abordagem prática. São Paulo: M. Books, 2011a.
- Valdivieso P (2012), Capital Social y Participación, una perspectiva desde el cono sur de América: Porto alegre, Montevideo y Santiago de Chile. *Revista Opiniao Pública*, volumen 18, N° 1, Brasil, Universidade Estadual de Campinas, pp. 129 – 153