



Articulation between public management and social organizations in community development: a case study in Valencia, Ecuador

Articulación entre gestión pública y organizaciones sociales en el desarrollo comunitario: estudio de caso en Valencia, Ecuador

Pacheco-Ayala, Tatiana Valeria^{1*}

Arias-Quiroz, Brenda Rosalia¹

Ronquillo-Molina, Kevin Javier¹

Sigcha-Ortega, Danny Rolando¹

¹Universidad Técnica Estatal de Quevedo, Quevedo, Ecuador

Received: 23 Oct. 2025 | **Accepted:** 06 Jan. 2026 | **Published:** 20 Jan. 2026

Corresponding author*: tpacheco@uteq.edu.ec

How to cite this article: Pacheco-Ayala, T. V., Arias-Quiroz, B. R., Ronquillo-Molina, K. J. & Sigcha-Ortega, D. R. (2026). Articulation between public management and social organizations in community development: a case study in Valencia, Ecuador. *Revista Amazónica de Ciencias Económicas*, 5(1), e1232. <https://doi.org/10.51252/race.v5i1.1232>

ABSTRACT

This study aimed to analyze the articulation between public management and social organizations in community development in the canton of Valencia, Ecuador. A mixed-methods approach with a descriptive-analytical design was adopted. Quantitative data were collected through surveys administered to the local population, while qualitative information was obtained from interviews with institutional actors involved in community management. The results show partial progress in the provision of basic services and the promotion of citizen participation; however, structural gaps persist in access to drinking water, formal employment, and housing stability. Additionally, weaknesses were identified in strategic planning, interinstitutional coordination, and the evaluation of community projects, which limit their sustainability. The study concludes that strengthening collaborative governance based on transparency, citizen participation, and evidence-based decision-making is essential to promote more inclusive and sustainable community development in local contexts.

Keywords: collaborative governance; community development; institutional articulation; public management; social organizations

RESUMEN

El estudio tuvo como objetivo analizar la articulación entre la gestión pública y las organizaciones sociales en el desarrollo comunitario del cantón Valencia, Ecuador. Se adoptó un enfoque mixto, con un diseño descriptivo-analítico. La información cuantitativa se obtuvo mediante encuestas aplicadas a la población local, mientras que los datos cualitativos se recopilaban a través de entrevistas a actores institucionales vinculados a la gestión comunitaria. Los resultados evidencian avances parciales en la provisión de servicios básicos y en la promoción de la participación ciudadana; sin embargo, persisten brechas estructurales relacionadas con el acceso al agua potable, el empleo formal y la estabilidad habitacional. Asimismo, se identificaron debilidades en la planificación estratégica, la coordinación interinstitucional y la evaluación de los proyectos comunitarios, lo que limita su sostenibilidad. Se concluye que el fortalecimiento de la gobernanza colaborativa, basada en la transparencia, la participación ciudadana y el uso de evidencia empírica, resulta fundamental para promover un desarrollo comunitario más inclusivo y sostenible en contextos locales.

Palabras clave: articulación institucional; desarrollo comunitario; gestión pública; gobernanza colaborativa; organizaciones sociales



1. INTRODUCTION

The coordination between public management and social organizations constitutes a fundamental dimension for understanding community development processes in Latin America (Cabezas Torres et al., 2025; Rodriguez-Saavedra et al., 2025), particularly in contexts characterized by territorial inequalities and institutional limitations (Arango Espinal et al., 2025). In recent decades, traditional public administration models have evolved toward collaborative governance approaches in which the State shares responsibilities with civil society actors for the provision of public goods and services (Raschendorfer & Roder Figueira, 2024). This shift has expanded opportunities for citizen participation and strengthened collective action aimed at addressing complex social problems, particularly at the local level, where state presence is often insufficient (Kiss et al., 2022).

From this perspective, social organizations, foundations, and non-governmental organizations have assumed a strategic role in promoting community development by acting as intermediaries between the State and local communities. (Dushkova & Ivlieva, 2024) These organizations contribute to strengthening local capacities, increasing social capital, and fostering participatory processes that promote community cohesion and resilience (Abiddin et al., 2022). However, several studies indicate that the impact of these initiatives depends largely on the degree of institutional coordination, the clarity of public management mechanisms, and the existence of coherent planning and evaluation systems to guide interventions within the territory (Wiegant et al., 2024).

In the Ecuadorian context, the relationship between public management and social organizations presents both significant progress and considerable challenges (Alcivar-Falcones & Miranda-Pichucho, 2024). In areas where socioeconomic disparities and limitations in access to basic services persist, community organizations have assumed roles that complement state action by promoting social, educational, and productive projects (Chiriboga-Pinos et al., 2024). However, recent literature indicates that the sustainability of these initiatives is affected by weaknesses in interinstitutional coordination, inefficient resource allocation, and limited citizen participation in decision-making processes, thereby reducing the scope and effectiveness of local public policies (Chávez-Núñez et al., 2025).

In Valencia canton, Guayas Province, the Vivir para Servir Foundation has become a relevant actor in the implementation of projects aimed at social well-being and community development. Despite the efforts undertaken, tensions remain regarding coordination between the foundation and local public institutions, as well as the planning, supervision, and evaluation of the initiatives implemented. These limitations create mismatches between the interventions carried out and the actual needs of the beneficiary population, affecting the continuity and impact of community projects.

Although previous research has broadly examined public management and citizen participation, empirical studies specifically addressing coordination between public administration and social organizations from a territorial and community-based perspective remain scarce (Apaza, 2025; Gallardo Toapanta et al., 2022). This knowledge gap limits the generation of scientific evidence needed to design more effective governance models adapted to local realities, particularly in contexts where interinstitutional cooperation is essential for sustainable development.

In this regard, the present study aimed to analyze the coordination between public management and social organizations in community development through the case study of the Vivir para Servir Foundation in Valencia canton, Ecuador, during 2023. The study seeks to provide empirical evidence that contributes to strengthening local governance processes, optimizing coordination among institutional and social actors, and guiding the design of public policies and intervention strategies that are more closely aligned with territorial needs.

2. MATERIALES Y MÉTODOS

Study area

The study was conducted in Valencia canton, Guayas Province, Ecuador, during 2023. The research focused on the Vivir para Servir Foundation, a social organization that implements projects aimed at community development, social well-being, and the strengthening of local capacities. Valencia canton exhibits socioeconomic characteristics typical of a semi-urban context with rural areas, where the involvement of social organizations plays a complementary role to local public management. The study area was selected based on the territorial relevance of the foundation and the need to analyze its coordination with public institutions in the implementation of community initiatives.

Research approach and design

The study adopted a mixed-methods approach, integrating quantitative and qualitative components to obtain a comprehensive understanding of the phenomenon under analysis. The research followed a non-experimental, cross-sectional design with a descriptive-analytical scope, since the variables were not manipulated and data were collected during a single period corresponding to 2023. This design made it possible to examine beneficiaries' perceptions of public management, citizen participation, and institutional coordination, while also allowing for an in-depth analysis of the coordination mechanisms between public and social actors.

Population and sample

The study population consisted of 275 beneficiaries registered by the Vivir para Servir Foundation during 2023. From this population, a sample of 161 participants, equivalent to 58.5% of the total, was determined using the statistical formula for finite populations, considering a 95% confidence level ($Z = 1.96$), an expected proportion of $P = Q = 0.5$, and a 5% margin of error. Participants were selected through probability sampling, ensuring the representativeness of the sample and the validity of the results obtained.

Data collection techniques and instruments

Quantitative data were collected through a survey using a structured questionnaire with closed-ended questions rated on a Likert-type scale. The instrument was designed to measure dimensions related to public management, citizen participation, access to basic services, and perceptions of community well-being. Content validity was assessed through expert judgment involving three specialists in public management and research methodology. The reliability of the questionnaire was also evaluated using Cronbach's alpha coefficient, with values above 0.80, indicating adequate internal consistency.

The qualitative component was conducted through semi-structured interviews with managers of the Vivir para Servir Foundation and community leaders, with the aim of exploring institutional coordination processes, project sustainability, and the challenges associated with the interaction between public management and social organizations. For this purpose, an interview guide was developed based on previously defined thematic categories.

Data collection procedure

Data collection was carried out through fieldwork during 2023, following prior coordination with the Vivir para Servir Foundation. Surveys were administered in person to beneficiaries, ensuring voluntary participation, anonymity, and confidentiality of the information provided. Interviews were conducted in individual sessions, and responses were recorded with participants' authorization for subsequent analysis. In parallel, a documentary review of secondary sources from the 2020–2023 period was conducted, focusing on public management, collaborative governance, and community development, in order to contextualize the study and support the analysis of the empirical findings.

Data analysis techniques

Quantitative data were analyzed using descriptive statistics with SPSS version 26. Frequencies and percentages were calculated to describe beneficiaries' perceptions of public management, citizen participation, and community development. Qualitative data were analyzed through content analysis using open and axial coding procedures supported by Atlas.ti version 9, which made it possible to identify patterns, emerging categories, and relevant relationships within the narratives of the interviewed participants.

Ethical considerations and methodological rigor

The study was conducted in accordance with the ethical principles of confidentiality, anonymity, and responsible use of information, ensuring that the data collected were used exclusively for academic purposes. Methodological triangulation was also applied by integrating the quantitative and qualitative findings, thereby strengthening the internal validity of the study. The combination of approaches, techniques, and instruments enabled a more robust interpretation of the findings and ensured the reliability and methodological coherence of the conclusions obtained.

3. RESULTS AND DISCUSSION

The interviews conducted with the management of the Vivir para Servir Foundation made it possible to identify three essential strategies promoted in coordination with municipal public management: the promotion of formal spaces for citizen participation, such as local councils; interinstitutional coordination between public entities and social organizations; and the co-financing of community initiatives aimed at local development. These strategies reflect a participatory approach that seeks to involve the community from the initial stages of projects, prioritizing participatory assessment, active listening, and the collective construction of solutions, as evidenced by the responses presented in Table 1.

Likewise, the officials interviewed acknowledged progress in access to essential services and in strengthening community capacities; however, they also reported persistent difficulties related to communication with beneficiaries and the continuity of public policies following changes in administration. These limitations affect the sustainability of the initiatives, as the absence of institutionalized monitoring and evaluation mechanisms prevents the consolidation of achievements and the replication of good practices throughout the territory.

Table 1. Interview with Foundation authorities

No.	Question	Response	Analysis
1	How would you initiate a community-led local development project?	The first step would be to engage with the community to listen to their stories, concerns, and aspirations. It is essential to conduct a participatory assessment that is not imposed but rather developed collectively. I would then organize meetings or workshops where, as a team, we could identify priorities and available resources. In this way, the project emerges from the community itself rather than from external actors, ensuring that it truly responds to their needs.	The importance of initial engagement and active listening is emphasized. A participatory assessment is essential to ensure that the project responds to actual needs, thereby supporting its feasibility and community commitment.
2	How is sustainability ensured in a community-led local development project?	Sustainability is achieved when the community takes ownership of the project. Therefore, we work to train people so that they can continue the initiatives independently. We also promote practical, accessible solutions adapted to their circumstances. What begins as a project should	Sustainability is ensured when the community assumes responsibility for the project. Through training and adaptation to the local context, the project is more likely to endure over time.

3	What tool is used to facilitate decision-making in a community-led local development project?	evolve into something that the community can maintain and improve over time.	
		We use simple but effective tools, such as participatory meetings, analyses of strengths and needs, and open voting. The key is for each decision to be made by consensus, ensuring that everyone has a voice. Sometimes it can be as simple as using boards to list ideas and prioritize them collectively.	Consensus-based decision-making is essential. Participatory tools and transparency are key to ensuring the involvement of all stakeholders in the process.

The study findings reveal persistent structural weaknesses in Valencia canton that limit effective coordination between public management and social organizations, thereby affecting the scope and sustainability of community development. Although 78% of beneficiaries reported improvements in their social well-being associated with collaborative projects, the absence of systematic monitoring and evaluation systems reduces the capacity to sustain these initiatives and optimize their long-term impact. Perceptions of inefficient distribution of technical and financial resources further reinforce the need to strengthen strategic planning and prioritize territorially focused interventions.

Similarly, the low level of awareness of the reformed Organic Law on Citizen Participation and formal participation mechanisms reflects a significant gap in institutional communication processes. This finding is consistent with previous studies identifying limited participatory planning and inefficient resource allocation as recurring barriers to social development (Cruz-Vargas & Díaz-Navarro, 2020). In this context, transparency was positively perceived by only 54% of respondents, underscoring the urgent need to strengthen accountability channels and promote a culture of open governance that increases public trust in government institutions.

The qualitative findings obtained from the interviews, summarized in Table 1, confirm that the lack of effective coordination between local governments and civil society organizations leads to duplication of efforts and dispersion of resources, hindering the achievement of sustainable outcomes. This situation is consistent with the literature, which argues that results-based evaluation and the use of empirical evidence are key elements in ensuring that public policies respond effectively to social needs (Pérez García et al., 2022). Consequently, the study not only highlights current shortcomings but also emphasizes the need for public governance reforms aimed at strengthening interinstitutional cooperation, transparency, and citizen participation, all of which are fundamental to sustainable and effective community development (OECD, 2024).

3.1. Availability of and access to basic community services

The analysis of the collected data indicates that structural deficiencies persist in Valencia canton, limiting coordination between public management and social organizations and directly affecting community development. As shown in Figure 1, the community primarily has access to educational and healthcare services, with schools accounting for 28%, secondary schools for 21%, and child development centers for 20%. However, the lower availability of other essential services reveals an unequal distribution of community infrastructure, particularly affecting the most vulnerable sectors of the population.

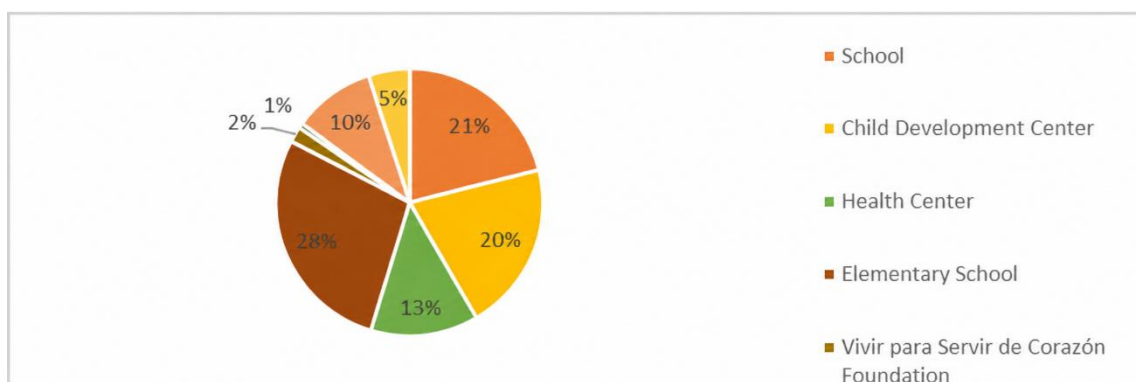


Figure 1. Services available in the community

These results highlight weaknesses in the supervision, planning, and systematic evaluation of community projects, compromising their continuity and sustainability. In addition, the inefficient distribution of technical and financial resources makes it difficult for public-sector initiatives to respond to local needs in a timely and equitable manner, creating gaps in effective access to essential services.

From an analytical perspective, the data presented in Figure 1 confirm that, although basic coverage exists in education and healthcare, territorial inequalities persist and negatively affect a significant proportion of families. This situation is consistent with Faytong-Haro (2025), who emphasizes the need to strengthen social infrastructure and optimize resource allocation mechanisms to ensure equitable access to basic services. In this context, coordination between public management and social organizations emerges as a key element for reducing existing gaps and promoting more inclusive and sustainable community development.

3.2. Household water supply sources

The analysis of household water supply sources in Valencia canton reveals significant gaps in access to essential basic services. As shown in Figure 2, 39% of households obtain water from wells, while 34% have household connections. Smaller proportions rely on connections to communal areas (10%), rivers (7%), rainfall (4%), water tanker services (4%), and connections to neighboring households (2%). This distribution reflects a high dependence on alternative and unregulated water sources.

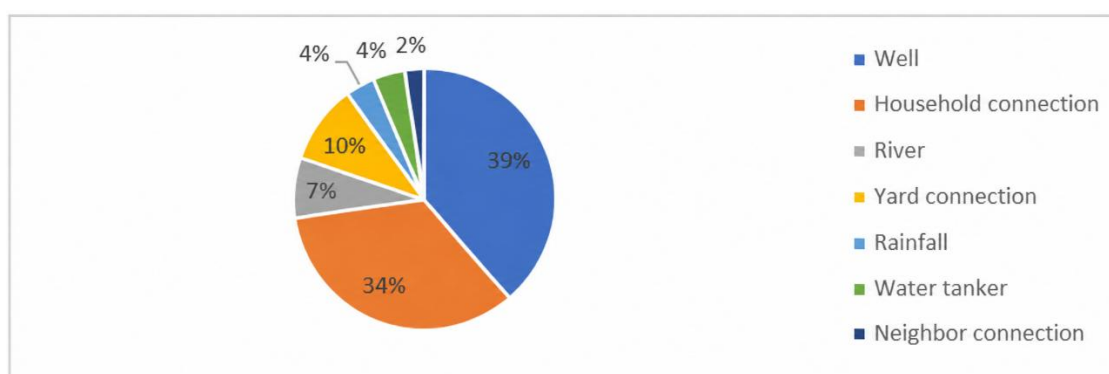


Figure 2. Distribution of household water supply sources

These results show that a significant proportion of the population lacks permanent access to formal drinking water distribution systems, which may affect the quality, continuity, and safety of the water supply. Dependence on wells, rivers, or shared sources increases household health vulnerability, particularly in contexts where water control and treatment mechanisms are limited. Furthermore, this situation reveals weaknesses in the planning and coverage of public infrastructure, affecting community well-being and quality of life.

From an analytical perspective, the data presented in Figure 2 highlight the need to strengthen coordination between public management and social organizations in order to expand basic service coverage and ensure equitable access to drinking water. The literature indicates that safe access to water is a determining factor in community development and the reduction of social inequalities; therefore, investment in water infrastructure and the promotion of participatory management models that respond to territorial needs should be prioritized.

3.3. Occupational structure of the population

The analysis of occupational activity among the population of Valencia canton reveals a predominance of informal and unpaid activities. As shown in Figure 3, 29% of respondents are students, reflecting a predominantly young population undergoing education or training. In addition, 22% are engaged in household activities and 20% in commercial activities, while 9% participate in agricultural activities. In contrast, formal employment is limited, with only 6% of respondents employed in the public sector, highlighting the limited availability of formal employment opportunities in the area.

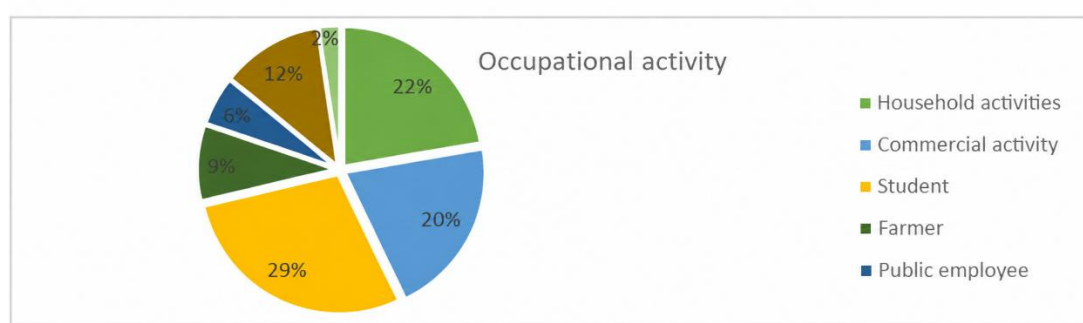


Figure 3. Occupational activity of the population

These results reflect an occupational structure characterized by informality and dependence on subsistence activities, which affects household economic stability and limits opportunities for socioeconomic development. The low level of participation in formal employment suggests the existence of structural barriers related to limited productive diversification, insufficient public and private investment, and weak coordination between employment policies and local needs.

From an analytical perspective, the data presented in Figure 3 emphasize the need for a state response aimed at strengthening the local productive sector, promoting decent employment, and generating opportunities for the young population. In this regard, coordination between public management and social organizations is essential for promoting training, entrepreneurship, and productive development programs that contribute to reducing labor informality and improving the population's living conditions.

3.4. Housing tenure conditions

The analysis of housing tenure in Valencia canton indicates a relatively high level of residential stability. As shown in Figure 4, 68% of respondents own their homes, suggesting an important asset base and a lower risk of residential displacement for a substantial proportion of the population. However, the remaining 32% live in rented (20%) or borrowed housing (12%), reflecting situations of housing vulnerability mainly associated with economic constraints and difficulties in accessing formal financing mechanisms.

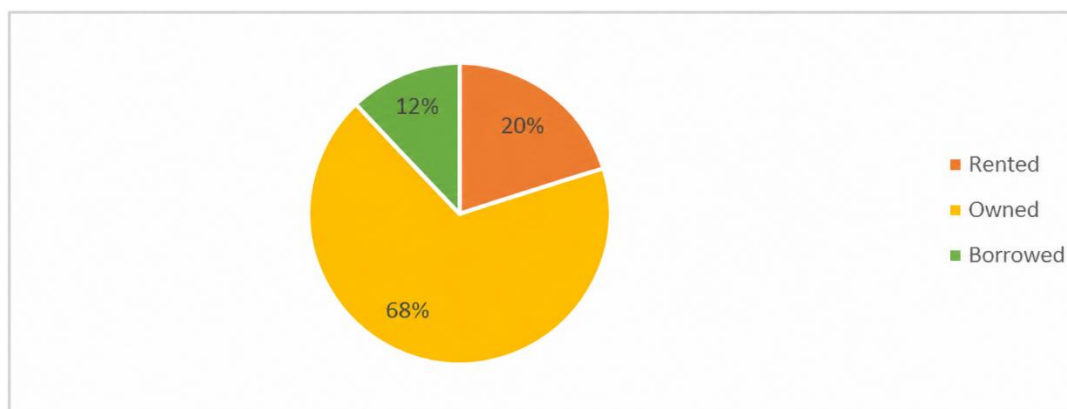


Figure 4. Housing tenure

These results indicate that, although the majority of respondents own their homes, a considerable proportion of households face residential instability that may affect their well-being and long-term planning capacity. Dependence on third parties in the case of borrowed housing, as well as exposure to rent increases among tenants, increases housing insecurity and limits access to adequate and sustainable housing over time.

From an analytical perspective, the data presented in Figure 4 are consistent with the findings of Carlos Bamba et al. (2025), who emphasize the need to strengthen public housing policies through subsidy schemes, accessible financing, and social housing programs aimed at reducing housing inequalities. In this context, coordination between public management and social organizations is essential for designing and implementing strategies that promote equitable access to adequate housing, particularly for the most vulnerable sectors of the population.

Discussion

The study findings confirm that community development in local contexts such as Valencia canton is strongly influenced by the level of coordination between public management and social organizations. Although progress has been observed in the provision of basic services and the implementation of community initiatives, structural gaps persist that limit the scope and sustainability of these actions. This situation is consistent with recent studies highlighting that the lack of interinstitutional coordination and integrated territorial planning remains one of the main obstacles to local development in Latin America (Bamba et al., 2025; Pérez García et al., 2022)

Unequal access to essential basic services, such as education, healthcare, and drinking water, reflects shortcomings in the State's capacity to guarantee minimum standards of well-being in an equitable manner. Previous research has shown that dependence on informal sources for access to basic services increases the social and health vulnerability of communities, particularly in rural and peri-urban areas (Faytong-Haro, 2025; Macías-Intriago et al., 2024). In this regard, the findings of the present study reinforce the need to strengthen public investment in social infrastructure and to promote shared management models that actively involve social organizations and the community.

In the socioeconomic sphere, the predominance of informal activities and limited participation in formal employment reveal structural constraints on local productive development. This pattern has been widely documented in the literature, which indicates that labor informality reduces household economic stability and limits opportunities for social mobility (Manzo Nazate et al., 2025). Likewise, the high proportion of young people currently in education or training underscores the urgent need to coordinate educational, employment, and productive policies that facilitate the transition toward decent and sustainable employment.

With regard to housing conditions, although a significant proportion of the population owns their homes, situations of housing vulnerability persist due to economic constraints and limited access to adequate financing. Regional studies have identified housing insecurity as a critical factor that negatively affects quality of life and social cohesion, particularly in contexts of structural inequality (Bamba et al., 2025; Echeverria, 2022). In this context, it is essential to strengthen public policies aimed at ensuring access to adequate housing through subsidy schemes and inclusive financing mechanisms.

From an institutional perspective, the qualitative findings show that, although efforts are being made to promote citizen participation and interinstitutional coordination, these processes still lack systematic mechanisms for evaluation, accountability, and long-term continuity. The literature on public governance emphasizes that the absence of these elements limits the effectiveness of local policies and reduces public trust in institutions (OECD, 2024). Consequently, strengthening collaborative, transparent, and evidence-based governance emerges as a fundamental requirement for consolidating sustainable community development.

Overall, the study findings support the view that coordination between public management and social organizations should not focus solely on project implementation, but also on building institutional capacities, promoting active citizen participation, and continuously evaluating impacts. These elements are essential for advancing toward more inclusive, resilient, and sustainable community development models, as proposed by recent research in the fields of territorial development and local governance (Krogh & Triantafillou, 2024; Lobonț et al., 2024).

CONCLUSIONS

The study demonstrated that coordination between public management and social organizations constitutes a key factor in community development in Valencia canton; however, this coordination is constrained by structural limitations that reduce its impact. Despite progress in the provision of basic services and the promotion of community initiatives, gaps persist in strategic planning, interinstitutional coordination, and equitable access to essential resources, affecting both population well-being and the sustainability of local interventions.

The study also concludes that the limited institutionalization of citizen participation, together with the absence of systematic evaluation and accountability mechanisms, affects the continuity and effectiveness of local public policies. In this context, strengthening collaborative governance based on transparency, active community participation, and the use of empirical evidence is essential to consolidate sustainable partnerships between the State and social organizations and to advance toward a more inclusive and sustainable model of community development.

FUNDING

The authors declare that they received no financial support to conduct this study.

CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest related to the subject matter of this study.

AUTHOR CONTRIBUTIONS

Conceptualization, investigation, funding acquisition, and project administration were carried out by Pacheco Ayala, T. V. Data curation and resource provision were the responsibility of Arias Quiroz, B. R., who also contributed to the visualization of the results. Formal analysis, software development, and validation

of the study were performed by Ronquillo Molina, K. J. Methodology, supervision, and writing of the original draft were carried out by Sigcha Ortega, D. R. Finally, review and editing of the manuscript were jointly performed by Pacheco Ayala, T. V., Arias Quiroz, B. R., Ronquillo Molina, K. J., and Sigcha Ortega, D. R.

REFERENCES

- Abiddin, N. Z., Ibrahim, I., & Abdul Aziz, S. A. (2022). Non-Governmental Organisations (NGOs) and Their Part towards Sustainable Community Development. *Sustainability*, 14(8), 4386. <https://doi.org/10.3390/su14084386>
- Alcivar-Falcones, J., & Miranda-Pichucho, F. (2024). Aportes de la Gobernanza Participativa en la Gestión Pública. Una Oportunidad para el Desarrollo Local Sostenible. *593 Digital Publisher CEIT*, 9(1), 746–761. <https://doi.org/10.33386/593dp.2024.1.2237>
- Apaza, C. R. (2025). Elements of effective public management: administrative models, reforms, a continuous search for effectiveness. *Transforming Government: People, Process and Policy*, 1–21. <https://doi.org/10.1108/TG-06-2025-0177>
- Arango Espinal, E., Arango Pastrana, C., & Osorio Andrade, C. (2025). Local Identity and Urban Perception in an Intermediate City: Implications for Sustainable Urban Development. *Sustainability*, 17(17), 7765. <https://doi.org/10.3390/su17177765>
- Bamba, J. C., Sandoya Lara, R. A., & Ríos Aguaiza, M. G. (2025). Periodization of social housing in the city of Guayaquil (1970-2017): The evolution of public policies and the State's housing action. *ESTOA*, 14(27), 177–192. <https://doi.org/10.18537/est.v014.n027.a11>
- Cabezas Torres, N. M., La Serna La Rosa, P. A., Acevedo Carrillo, M., & Araujo Rossel, S. A. (2025). Reformas administrativas en América Latina: Revisión sistemática de los desafíos estructurales, gobernanza participativa e innovación. *Revista InveCom*, 6(1), 1–11. <https://doi.org/https://doi.org/10.5281/zenodo.15531836>
- Chávez-Núñez, L., Calderón-Cisneros, J., Yerovi-Ricaurte, E., Ortega-Ponce, L., Márquez, N., & Vidal-Silva, C. (2025). Local Leadership Under Pressure: Competency Demands for Sustainable Governance in Ecuador. *Sustainability*, 17(21), 9720. <https://doi.org/10.3390/su17219720>
- Chiriboga-Pinos, J., Gaibor-Velasco, N., & Monteros-Pazmiño, D. (2024). Vulnerabilidad y Desarrollo en Ecuador. *593 Digital Publisher CEIT*, 9(5), 639–647. <https://doi.org/10.33386/593dp.2024.5.2603>
- Cruz-Vargas, B. G., & Díaz-Navarro, J. C. (2020). La gestión pública como clave en el fortalecimiento de las empresas del Estado. ¿Utopía o realidad? *Polo Del Conocimiento*, 5(10). <https://polodelconocimiento.com/ojs/index.php/es/article/view/1812>
- Dushkova, D., & Ivlieva, O. (2024). Empowering Communities to Act for a Change: A Review of the Community Empowerment Programs towards Sustainability and Resilience. *Sustainability*, 16(19), 8700. <https://doi.org/10.3390/su16198700>
- Echeverria, M. (2022). La intervención y la planificación de la vivienda en la formalidad o la informalidad. *Revista de Arquitectura*, 24(2). <https://doi.org/10.14718/RevArq.2022.24.3994>
- Faytong-Haro, M. (2025). Ecuador's evaluation ecosystem: an opinion article on building evidence-based governance. *Frontiers in Political Science*, 7. <https://doi.org/10.3389/fpos.2025.1634314>
- Gallardo Toapanta, O. A., Astudillo Lindao, M., Guerra Cuenca, F. F., & Vaca Quiñonez, X. (2022). Citizen participation and its impact on the management model of the decentralized autonomous municipal government of Quevedo. *Journal of Business and Entrepreneurial Studies*, 6(4). <https://doi.org/10.37956/jbes.v6i4.315>
- Kiss, B., Sekulova, F., Hörschelmann, K., Salk, C. F., Takahashi, W., & Wamsler, C. (2022). Citizen participation in the governance of nature-based solutions. *Environmental Policy and Governance*, 32(3), 247–272. <https://doi.org/10.1002/eet.1987>
- Krogh, A. H., & Triantafyllou, P. (2024). Developing New Public Governance as a public management

- reform model. *Public Management Review*, 26(10), 3040–3056.
<https://doi.org/10.1080/14719037.2024.2313539>
- Lobonț, O.-R., Criste, C., Bovary, C., Moț, A.-D., & Vătavu, S. (2024). Goals and Pathways of Public Governance Contribution to Achieve Progress in the Quality of Life. *Sustainability*, 16(17), 7860.
<https://doi.org/10.3390/su16177860>
- Macías-Intriago, M. G., Haro-Alvarado, J. I., Piguave-Figueroa, T. J., & Carrillo-Zambrano, G. Y. (2024). Determinantes sociales de la salud y su influencia en la calidad de vida en Ecuador. *Revista Arbitrada Interdisciplinaria de Ciencias de La Salud. Salud y Vida*, 8(16), 155–165.
<https://doi.org/10.35381/s.v.v8i16.4213>
- Manzo Nazate, M. E., Cox Toala, G. F., Moreno Balladares, L. A., & Cortés Cruz, A. Y. (2025). Impacto socioeconómico de la informalidad laboral en el Ecuador: Un análisis explicativo de sus determinantes y consecuencias. *RECIAMUC*, 9(4), 360–369.
[https://doi.org/10.26820/reciamuc/9.\(4\).diciembre.2025.360-369](https://doi.org/10.26820/reciamuc/9.(4).diciembre.2025.360-369)
- OECD. (2024). *Promoting Public Integrity across Ecuadorian Society*. OECD Publishing.
<https://doi.org/10.1787/bae418f9-en>
- Pérez García, C. A., Contreras Rivera, R. J., Coba Uriarte, J. L., & Fabián Falcón, C. H. (2022). Gestión pública y desarrollo sostenible: una mirada desde los gobiernos locales. *Ciencia Latina Revista Científica Multidisciplinar*, 6(6), 2427–2446. https://doi.org/10.37811/cl_rcm.v6i6.3691
- Raschendorfer, E. Von, & Roder Figueira, A. (2024). New Paths for Public Governance: Literature Review, Content Analysis, and Proposed Conceptual Framework for an Integrative View. *Administration & Society*, 56(7), 803–829. <https://doi.org/10.1177/00953997241263094>
- Rodriguez-Saavedra, M. O., Grundy López, R. E., Velazco, R. P., Gonzales, H. E. A., Pérez, A. B. D., Apaza, O. A., Pajuelo, J. A. E., Pozo González, R. A., Cuentas Galindo, I., Campos Ascuña, L. M., Gonzales, A. V. M., & López, J. W. M. (2025). Political Science and Governance: Citizen Participation and Rebuilding Trust in the State. *Social Sciences*, 15(1), 1. <https://doi.org/10.3390/socsci15010001>
- Wiegant, D., Dewulf, A., & Van Zeben, J. (2024). Alignment mechanisms to effectively govern the sustainable development goals. *World Development*, 182, 106721.
<https://doi.org/10.1016/j.worlddev.2024.106721>