



MUNICIPAL MANAGEMENT AND CITIZEN SECURITY IN ONE MUNICIPALITY

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Abstract

The general objective of this research entitled "Municipal Management and Citizen Security in a Municipality" was to determine the relationship between municipal management and citizen security in the Municipality of Breña. The methodology used corresponded to research with a quantitative approach. It was of a basic type, with a descriptive correlational scope and a cross-sectional design. The population was restricted to adult residents in the district of Breña, between 18 and 60 years old. The type of sampling was probabilistic conglomerate and the sample size was 132 residents. At the field level, a descriptive survey was used, consisting of a written questionnaire of 37 questions (16 for municipal management and 21 for citizen security), with a Likert scale (1-5) and three levels (bad, fair and good). Ad hoc visits were carried out for data collection. It was found that municipal management is positively and significantly related to citizen security in the Municipality of Breña, with an estimated Spearman's ρ correlation coefficient of 0.690. Likewise, its dimensions, normativity, administration and organizational commitment, whose coefficients were: 0.470, 0.603 and 0.680, respectively. Organizational commitment was rated poor (52.1%) and Citizen security was rated poor in its five dimensions: tangible elements (68.5%), responsiveness (60.9%), safety (58.0%), empathy (47.6%) and reliability (46.1%).

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KeyWords: Municipal management, public safety regulations, organizational commitment and administration.

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Introduction

One of the greatest challenges of public management is to be increasingly efficient to meet the satisfaction of citizens. Currently, municipalities have an important objective in public management, it is to establish connections with the people of those municipalities, promoting and improving the satisfaction of citizens' needs (Rodríguez-Martín, 2020). Likewise, INEI (2017) argues that municipalities are government bodies that promote local development, and have political, economic and administrative autonomy in matters that fall under their jurisdiction.

Likewise, González et al (2017), Gamboa et al. (2021) note that public management must respond to the need of strengthening democratic governance in today's societies; it is a complex process that involves several conflicts and ethical dilemmas; however, it must always be aimed at improving the quality of life of the inhabitants.

Under this premise, what is municipal management? According to Flood and Niewiadomski (2022), municipal management is a set of processes that are carried out following a line based on objectives and goals, making use of human resources (whether civil servants or residents) and economic resources, which go hand in hand to carry out a good administration aimed at improving the quality of life of the people.

Gaete et al. (2019) consider that, in municipal management, one of the most important factors is citizen participation, generating proposals that allow accessing and developing a better public service. It is important to emphasize that citizen participation is necessary for decision-making, control and execution of public issues, among others since these actions impact not only the political level but also the social, environmental and cultural levels, where the most affected are the inhabitants of the municipality.

In this way, it can be understood that municipal management is a joint effort of officials and residents to achieve the goal of satisfying the needs of all those who make up the municipalities mentioned above. Several factors must be taken into account to improve the quality of life of the

citizens, such as administrative management, environmental resources, and citizen security, the latter being one of the main objectives of the governments (Villasmil et al., 2021).

González et al. (2020) state that administration (or management) refers to the "art of getting things done" and essentially comprises two phases that depend on each other: thinking and doing, i.e., making decisions and executing them. Management is the analysis of what is related to the operation of an institution or company. It is divided into 4 stages: planning, organization, direction or execution, and control. However, it recognizes that some studies separate organizational behavior as a fifth element.

In the same way, Tejedo-Romero et al. (2022) consider that a basic aspect of the management of municipalities is transparency, where information can be consulted without restrictions and orientation to citizens, who should feel safe in the protection of their municipality. This promotes the interaction between the municipal government and the population for better communication, and thanks to this it can achieve improvements in favor of all citizens.

PUBLIC SAFETY

According to Barbachan et al. (2017), citizen security is defined as the action developed by the state in collaboration with municipalities and citizens to eliminate violence and promote peaceful coexistence. Likewise, they mention that citizen security is the core of rights, such as the right to life, physical and material integrity of citizens, as well as the right to have a dignified life. On the other hand, they mention that it is a social challenge that goes hand in hand with the entities in charge of security and citizens in order to eliminate crime, violence and fear that prevent the development of human rights.

Ordóñez and Arzate (2020) define citizen security as the integrated action of municipal governments in collaboration with citizens to prevent or reduce the percentage of criminal acts that occur daily in different districts of the city. They also mention that citizen security would not be optimal if citizens did not intervene and it was only the exclusive task of the police since state



agencies have certain limitations that affect the security of the population and thanks to citizens, these limitations can be enhanced with a greater presence and shared responsibility. On the other hand, reference can be made to community security, where the citizen is taken into account to formulate and verify security policies, to overcome the obstacles in the actions of the police and to be a solution to insecurity.

Por su parte, Quintero (2020) sustenta que la seguridad ciudadana no solo se trata de reducir delitos, sino de una estrategia de acción comunitaria que ayuda a mejorar la calidad de vida de los ciudadanos, con el fin de prevenir actos delictivos y tener un sistema de justicia eficaz y eficiente. Asimismo, menciona que, en los últimos tiempos, distintos gobiernos de América Latina han formulado y ejecutado formas novedosas de gestión policial, al aplicar conocimientos sobre seguridad ciudadana y la participación de distintas comunidades, con la finalidad de que estos se involucren en los proyectos, programas y los planes que se tienen para poder garantizar la seguridad de los distritos, desde un punto de vista enfocado en la prevención más que en la represión.

Likewise, Reyes (2021) comments that citizen insecurity is a phenomenon and a current social problem that directly threatens the conditions that provide peaceful coexistence and affects fundamental rights. On the other hand, they mention that municipal administrations are fundamental to combat insecurity since they have direct contact with citizens and receive the speeches, claims and proposals of citizens. They also mention the importance of working together with citizens so that they can always be aware of the strategies that are presented to combat the phenomenon of insecurity.

Crespo et al. (2021) state that citizen security is a public good that requires a joint effort with the actors of society, and is defined as the right of the population to live their daily lives with the least possible risk of threats to their integrity. In Peru, this phenomenon has shown a generalized increase that leads to diverse and high social impacts. Given this, Lazreg (2018) mentions that the idea of citizen security has been spreading in Latin America since approximately the 1990s.

Since that time, citizen security laws have been designed and enacted at both national and local levels. Under this approach, it should be mentioned that the district of Breña is one of the smallest of the 43 that make up the province of Lima. It has 81,909 inhabitants and 3.25 km². A previous municipal administration prepared an Institutional Strategic Plan (PEI), which contains the political guidelines of the municipal government plan and sectoral policies, including human development, public safety and the development of a strategy to increase the demand for and coverage of basic services required by the district of Breña in the future.

The prioritization of the problem of citizen insecurity in Breña in the main management instruments contrasts with the poor results and the perception of the residents. Hence, this research work has studied the relationship between municipal management and citizen security in Breña, considering the opinion of the district's neighbors as a primary source of information, as well as official documents and other related documents as complementary secondary information.

MATERIALS AND METHODS

The methodology used corresponds to research with a quantitative approach, which, as indicated by Hernández and Mendoza (2018), is characterized by representing a set of processes and is deductive, sequential and evidential from an idea that is being delimited and -once delimited- objectives and research questions are derived, the background is reviewed and a framework or theoretical perspective is built. In addition, hypotheses are established from the questions, a plan for testing them (design) is determined and drawn, variables are measured in a given context, the measurements are analyzed statistically and conclusions are drawn regarding the hypotheses.

As for the type of research, this is basic research because it has no immediate application purposes since it only seeks to broaden and deepen the existing body of scientific knowledge about reality.

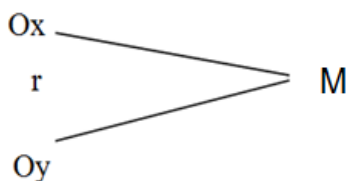
The research follows a non-experimental design



because it is carried out "without the deliberate manipulation of variables and in which only the phenomena are observed in their natural environment and then analyzed". Likewise, it is cross-sectional or trans-sectional because it collects data at a single moment and time, where its purpose is to describe the variables and analyze their incidence and interrelation at a single moment. Furthermore, according to its scope, it is descriptive correlational research because in the first case, Hernandez and Mendoza (2018) "seek to specify the properties, characteristics and profiles of people, groups, communities, processes, objects, or any other phenomenon that is subjected to analysis". Likewise, it is correlational because, according to the same authors, "it aims to know the relationship or degree of association that exists between two or more concepts, categories or variables in a particular context".

This design obeys the following scheme:

Figure 1. Research design.



Where:

Ox: Municipal Management

Oy: Citizen Security

r: Relation

M: Sample

The population was restricted to adult residents in Breña between the ages of 18 and 60, who, according to INEI, make up 65% of Lima's population. Thus, the number of 81,909 was reduced to 53,241.

The finite population formula was used to calculate the sample size:

Figure 2. The formula for finite populations

$$n = \frac{N \times z_{\alpha}^2 \times p \times q}{d^2 \times (N - 1) + z_{\alpha}^2 \times p \times q}$$

Where:

n = Sample size.

N = Population size = 53,241

$z_{2\alpha}$ = Tabular value = 1.962 assuming the desired security (α) of 95%.

p = Expected proportion of neighbors who will accept to be surveyed = 0.95

q = Expected proportion of neighbors who will not accept to be surveyed = 1 - p = 0.05

d = Accuracy (tolerance error of the estimate) = 0.037

Replacing it, the following equation is obtained:

$$n = [53,241 \times 1.962 \times 0.95 \times 0.05] / [(0.0372 \times 53,240) + (1.962 \times 0.95 \times 0.05)]$$

$$n = 9,715.18 / (72.89 + 0.18) = 132$$

In addition, the type of sampling was a probabilistic conglomerate, which is conventional for large geographic areas:

- The district map presented in the Citizen Security Plan, which shows the 10 urbanizations, was used to form "homogeneous" clusters among themselves and "heterogeneous" within them.
- A random sample was taken from these clusters.
- From each of the clusters chosen, the elements of the sample were taken at random employing random numbers.

Inclusion criteria

- Be a resident of the district.
- Be in the age group 18 to 60 years old.

Exclusion criteria.

- Not being a resident of the district.
- Be not in the 18 to 60 age group.

At the field level, a descriptive survey was used, consisting of a written questionnaire of 37 questions asked to the sampling units (neighbors of the district) to obtain certain information necessary for the research. The validity of the instruments is given by the judgment of experts and is corroborated by the validation of the instruments (questionnaires), which presents favorable results in the judgment of experts.

Regarding reliability, the instrument (questionnaire) was subjected to reliability testing using Cronbach's Alpha, which is an



internal consistency index that takes values between 0 and 1 and is used to check whether the instrument being evaluated collects defective information and therefore would lead to erroneous conclusions or whether it is a reliable instrument that makes stable and consistent measurements.

This Alpha is a squared correlation coefficient that, roughly speaking, measures the homogeneity of the questions by averaging all the correlations between all the items to see that they are indeed similar. Its interpretation is that the closer the index is to extreme 1, the better the reliability.

For data processing of the 132 surveys, the SPSS v.21 programs were used, which allows data entry, tabulation and graphing, as well as regression analysis, nonparametric tests, etc. The original values from 1 to 5, according to the Likert scale, were organized to correspond to the levels of section 2.7.2: bad, fair and good, according to their frequency. In this sense, the Likert scale is flexible and, in addition, allows the values to be added up. Thus, in the case of the municipal management variable, the minimum expected value will be 16 and the maximum 48, while in the case of the citizen security variable, the minimum expected value will be 21 and the maximum 63.

RESULTS AND DISCUSSION

This section presents all the relevant information found in the research.

Table 1. Reliability of the instrument (questionnaire) that measures the variable Municipal Management,

Dimension/Variable	Cronbach's alpha	N° of items
D1: Normativity	0.619	5
D2: Administration	0.407	5
D3: Organizational Commitment	0.854	6
V1: Municipal Management	0.855	16

As shown in Table 1, the Administration dimension has moderate reliability, while the Normativity dimension has high reliability and the Organizational Commitment dimension has very high reliability. Finally, as a whole, the Municipal Management variable has very high reliability. Therefore, the instrument that measures this variable is reliable.

Table 2. Reliability of the instrument (questionnaire) that measures the variable Citizen Security.

Dimension	Cronbach's alpha	N° of items
V2: Citizen Security	.853	21

Source: Own elaboration

As can be seen in Table 2, the citizen security variable has high reliability. Therefore, the instrument that measures this variable can be said to be reliable. The variable was considered as a whole, since its dimensions were not going to be the subject of the correlational analysis, as in the case of the dimensions of the municipal management variable.

Table 3. Description of the levels of the Municipal Management variable

Levels	Frequency (fi)	Percentage (%)
Low	128	34.0
Medium	121	32.2
High	127	33.8
Total	376	100.0

Source: Own elaboration.

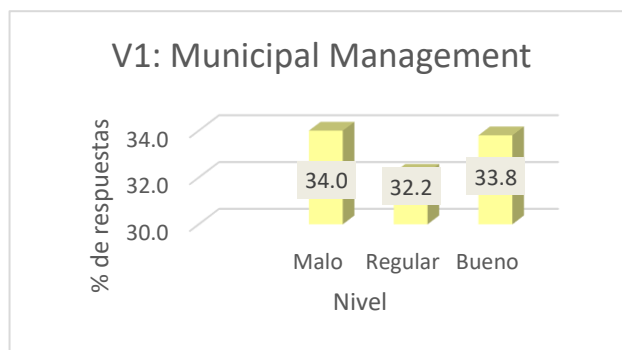


Figure 3: Levels of the municipal management variable.



As can be seen in Table 3 and Figure 3, in the opinion of the residents of Breña, the municipal management presents slightly different values among the three levels, between 32.2% and 34.0%.

Table 4. Description of the levels of the Normativity dimension

Levels	Frequency (fi)	Percentage (%)
Poor	115	34.3
Regular	67	29.0
Good	123	36.7
Total	335	100.0

Source: Own elaboration.

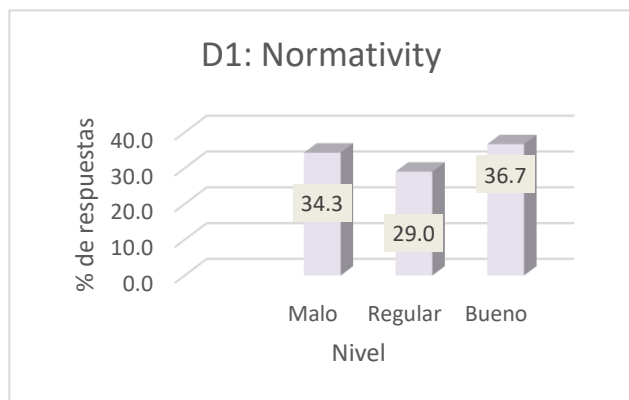


Figure 4: Levels of the normativity dimension.

As shown in Table 4 and Figure 4, in the opinion of the residents of Breña, the regulatory dimension (measured through the indicators Legal Regime and Municipal Ordinances) shows a slight polarization, where the percentage of responses against was 34.3%, the percentage of intermediate responses was 29.0% and the percentage of favorable responses was the highest at 36.7%.

Table 5. Description of the levels of the Administration dimension.

Levels	Frequency (fi)	Percentage (%)
Poor	105	31.6
Regular	107	32.2
Good	120	36.1
Total	332	100.0

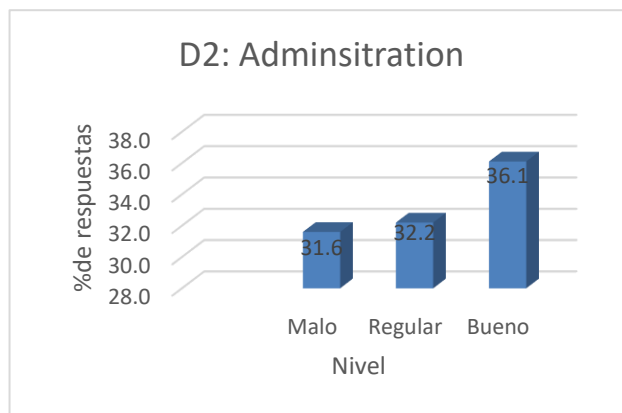


Figure 5. Levels of administration.

As shown in Table 5 and Figure 5, in the opinion of the residents of Breña, the administration dimension is slightly good, with 36.1%, while the medium and poor levels are similar, with 32.2% and 31.6%, respectively.

Table 6. Description of the levels of the Organizational Commitment dimension.

Levels	Frequency (fi)	Percentage (%)
Poor	123	52.1
Regular	84	37.0
Good	20	8.8
Total	227	100.0

Source: Own elaboration.



Figure 6: Levels of Labor Commitment.

As shown in Table 6 and Figure 6, the opinion of Breña's residents is polarized: 54.2% consider organizational commitment to be bad, while only 8.8% consider it to be good. Slightly more than a third, 37.0%, consider it to be fair.



Table 7. Description of the levels of the variable Citizen Security.

Levels	Frequency (fi)	Percentage (%)
Poor	132	36.3
Regular	119	32.7
Good	113	31.0
Total	364	100.0

Source: Own elaboration

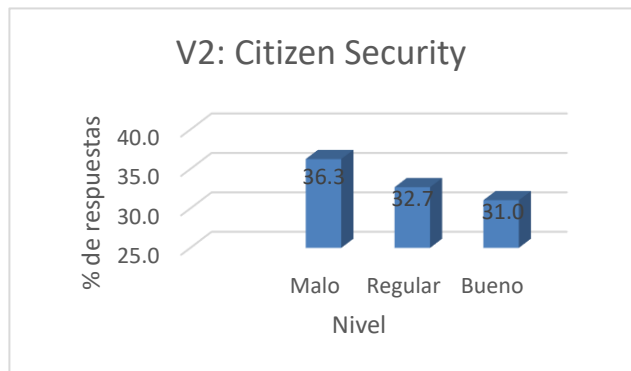


Figure 7: Levels of the citizen security variable

As shown in Table 7 and Figure 7, in the opinion of the residents of Breña, citizen security (as a municipal service) is bad for 37.3% of respondents and good for 31.0%, while 32.7% are neutral.

Table 8. Description of the levels of the Reliability dimension

Levels	Frequency (fi)	Percentage (%)
Poor	118	46.1
Regular	83	32.4
Good	55	21.5
Total	256	100.0

Source: Own elaboration.

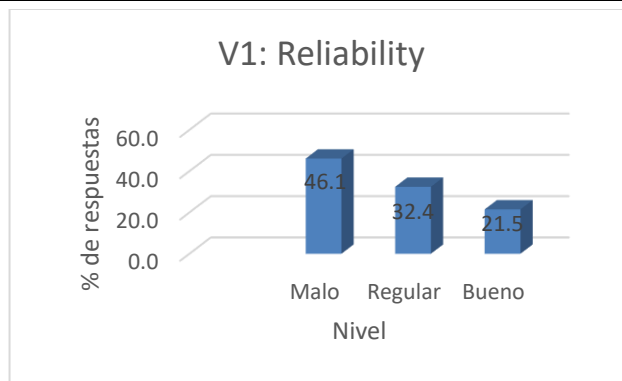


Figure 8: Reliability levels.

As shown in Table 8 and Figure 8, there is a prevailing negative opinion among Breña's residents regarding the reliability dimension, that is, the capacity to successfully fulfill the security service offered, with 46.1% of the responses. In contrast, 21.5% consider reliability to be at a good level and 32.4% consider it to be fair.

Table 9. Description of the levels of the Responsiveness dimension.

Levels	Frequency (fi)	Percentage (%)
Good	123	60.9
Regular	59	29.2
Bad	20	9.9
Total	202	100.0

Source: Own elaboration

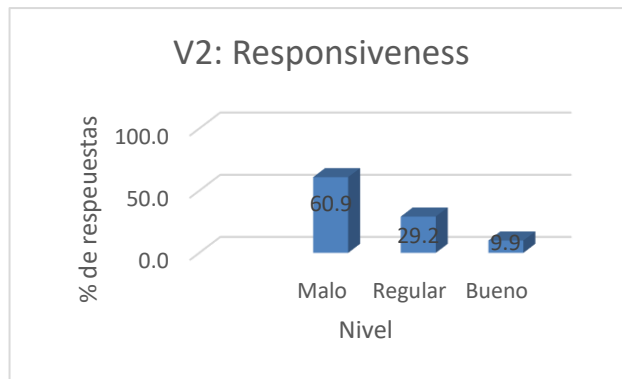


Figure 9: Levels of responsiveness.

As shown in Table 9 and Figure 9, the negative opinion of Breña's residents on the responsiveness dimension also prevails here, but this time with a more extreme frequency (60.9%). In contrast, only 9.9% of respondents consider it good and 29.2% consider it fair.



Table 10. Description of the levels of the Security dimension

Levels	Frequency (fi)	Percentage (%)
Poor	123	58.0
Regular	76	35.8
Good	13	6.1
Total	212	100.0

Source: Own elaboration

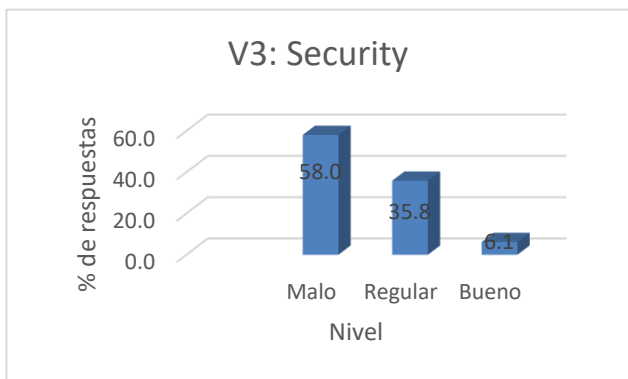


Figure 10: Security levels.

As can be seen in Table 10 and Figure 10, a negative opinion of Breña's residents on the security dimension also prevails here, with an extreme frequency (60.9%). In contrast, only 6.1% of the respondents consider it good and 35.8% consider it fair.

Table 11. Description of the levels of Empathy.

Levels	Frequency (fi)	Percentage (%)
Poor	128	47.6
Regular	68	25.3
Good	73	27.1
Total	269	100.0

Source: Own elaboration.

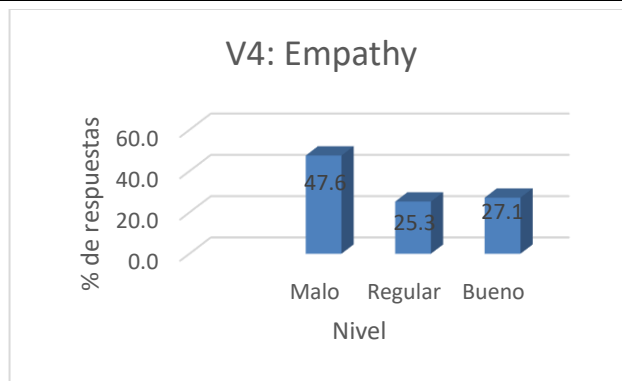


Figure 11: Levels of empathy.

As shown in Table 11 and Figure 11, a negative opinion of Breña's neighbors on the empathy dimension also prevails here, with a high frequency (47.6%). However, neutral and favorable opinions are similar (25.3% and 27.1%, respectively).

Table 12. Description of the levels of the Tangible Elements.

Levels	Frequency (fi)	Percentage (%)
Poor	128	68.5
Regular	68	29.9
Good	73	1.6
Total	269	100.0

Source: Own elaboration.

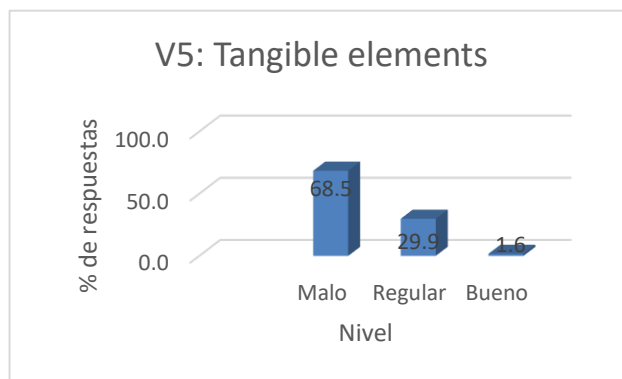


Figure 12: Levels of tangible elements.

As shown in Table 12 and Figure 12, a very negative opinion prevails among Breña's residents regarding the dimension of the tangible elements, with an extreme frequency (68.5%). In contrast, only 1.6% of the respondents consider the tangible elements to be good and 29.9% consider them to be fair.



Table 13. Spearman correlation coefficient between the variables municipal management and citizen security of the residents of Breña.

			Municipal management	Citizen security
Spearman's Rho	Municipal management	Correlation coefficient	1.000	.690**
		Sig. (bilateral)	.	.000
		N	132	132
	Citizen security	Correlation coefficient	.690**	1.000
		Sig. (bilateral)	.000	.
		N	132	132

** . The correlation is significant at the 0.01 level (bilateral).

Table 13 shows that the correlation coefficient between the variables municipal management and citizen security is $p=0.690^{**}$, which leads to not rejecting the general hypothesis: "The relationship between Municipal Management and Citizen Security in Breña is direct and significant".

Concerning the general hypothesis, the Spearman's Rho correlation coefficient found of 0.690 between municipal management and citizen security - as perceived by the sample of 132 residents - determined the existence of a direct and positive relationship between the variables. This was confirmed by the higher frequency of poor levels of both variables. (2021), who mention in their research that municipal management has a positive influence and that thanks to their research they were able to conclude that it is necessary to apply leadership and the most important aspect is always to plan to solve or satisfy the needs of the inhabitants. Likewise, Restrepo et al. (2021) consider that citizen participation is an essential axis in municipal management for the reduction of citizen insecurity.

Aguado (2020) states that a good municipal administration can generate good and diverse options concerning various dissatisfactions presented by citizens, one of which is citizen insecurity. Different methods can be included to be able to counteract this situation that so much afflicts the inhabitants. Citizen security is intended to be developed jointly to ensure the

peaceful coexistence of all inhabitants.

Finally, Quintero (2020) agrees that to mitigate citizen insecurity, many strategies must be used. In Latin America, it is observed how objectives are proposed to achieve projections shortly, generally, these proposals are focused on improving the quality of life, providing welfare to communities, and providing protection to the inhabitants of the municipalities, among others. The new demands of citizen security in the country must be faced effectively and efficiently to achieve satisfaction on the part of the inhabitants, to achieve not only to comply with public management but also to add public value to it.

CONCLUSIONS

According to the results obtained in this study, it was possible to demonstrate that municipal management is positively and significantly related to citizen security in the Municipality of Breña, with an estimated correlation coefficient of Spearman's ρ 0.690.

It is recommended in the short term to establish goals at the level of citizen security in the district, under Law 27933, Law of the National System of Citizen Security and its Regulations, and the National Plan for Citizen Security, establishing ad hoc resources and participating in the Incentive Plan for the Improvement of Municipal Management and the Municipal Modernization Program, where resources are given to local governments that comply with more than 75% of



their annual goals, and in the Program of Competitive Funds of the Ministry of Economy for the issue of Citizen Security called Fund for the Promotion of Regional and Local Public Investment - FONIPREL created by Law N° 28939 and complemented by Law N° 29125.

Likewise, develop and implement the Capacity Development Plan (CDP) in the Municipality of Breña at the different levels of the organization, particularly in the area of Citizen Security, determining the profile of the Serenos and training them individually or with the support of the National Police, under the provisions of Law 27933 and its Regulations, to improve leadership, organizational commitment and the quality of citizen security services.

The main contribution of this research will be from the social collective, especially decision-makers, other actors involved in municipal management and citizen security in the district of Breña, as well as the neighbors and users of the district of Breña.

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