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## Analysis of the execution of emerging strategic planning and its impact on the management of Ecuadorian public institutions during the years 2020-2021

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Análisis ejecución de planificación estratégica emergente y su incidencia en la gestión de instituciones públicas ecuatorianas durante los años 2020-2021

### ABSTRACT:

**Introduction:** The objective of this bibliographical research is to carry out an analysis of execution of emerging strategic planning and its impact on the management of institutions in Ecuadorian public institutions between the years 2020 and 2021. **Methodology:** Within the present investigation bibliography, a methodological process was applied in which a systematic search was carried out within the databases: Scopus, Latindex, Ebsco, Redalyc, Scielo, Dialnet, Redib and principals graduate repositories. **Results:** Among the main factors to be highlighted is that within the rural and parish administration there is a low level of preparation of its workers, a lack of sensitivity and compliance with society. In the higher education area, an administration focused on the evaluation process, which regulate the operation of these entities. **Conclusions:** among the conclusions of the present investigation it is mentioned that, Within Ecuador, the public administration does not have a model to follow.

**Keywords:** execution analysis; strategic planning; public management.

### RESUMEN:

**Introducción:** El objetivo de la presente investigación bibliográfica pretende realizar un análisis ejecución de la planificación estratégica emergente y su afectación en la gestión de instituciones públicas ecuatorianas entre los años 2020 y 2021. **Metodología:** Dentro de la presente investigación bibliográfica se aplicó un proceso metodológico en el cual se realizado una búsqueda sistemática dentro de las base de datos: Scopus, Latindex, Ebsco, Redalyc, Scielo, Dialnet, Redib y principales repositorios de posgrado. **Resultados:** entre los principales factores a destacar reduce que dentro la administración rural y parroquial existe un bajo nivel de preparación de sus trabajadores, una falta de sensibilidad y cumplimiento con la sociedad. En el área educativa superior se identifica una administración centrada en proceso evaluativo, mismos que regulan el funcionamiento de estas entidades. **Conclusiones:** entre las conclusiones de la presente investigación se menciona que, dentro de Ecuador, la administración pública no tiene un modelo a seguir.

**Palabras Claves:** análisis ejecución; planificación estratégica; gestión pública.

### INTRODUCTION

From a contemporary perspective of public management in South America, the research approach of Valdez-Zepeda (2019), who states that this area of development in this sector of the continent has never been found static; on the contrary, it is possible to identify continuous variation in terms of laws, modernization of public management, training "apparently" evolutionary in some government sectors, however, there are certain areas that make up the different states in which it is

possible to visualize a true training within this government administrative structure. Among the areas that stand out is education, especially the higher levels, which have had true changes within its structure in this area of America, it also highlights that the Education constitutes one of the primary rights that the state "should" guarantee to citizens.

It is important to identify that these transformations and modernizations are the product of the expiration of administrative models which were linked to policies that did not exercise their impact and its philosophy at the time, policies and strategies that could not materialize due to his ineffective actions for the time. Within these aspects, it is important to identify and mention the shortcomings and limitations of government policies and bureaucratization processes that the different structures of the states that make up South America have suffered.

As one of the main ideas that frame this paragraph, it is important to note that within the history of this region of the continent, Argentina is one of the countries that has undergone a series of modifications to its Labor Code, which has influenced various "monopolies" in regards to laws that protect workers, employers, and that regulate the labor area, all this linked to the modernization and changes in government structures, added to multiple factors that have deteriorated public management, the inefficiency of state administrative intervention, is added the high rates of bureaucratization that have affected the different countries, since the political approach of Latin America, has also undergone transformations, being the primordial genesis of a series of structural changes (Casanova et al 2018).

On the other hand, Feria-Ávila (2019) reinforces the entire proposed methodological approach, and indicates that triangulation within the methodological literature and in contemporary practice has been contextualized and defined by some authors as method, technique by others, and in a third plane there are those who define it as a procedure. With these conceptual delimiters of research, triangulation is constituted as a study of philosophical characteristics, which facilitate and promote global knowledge of the entire process of scientific intervention, its structuring, its methodology and its components, among all these fundamentals that corroborate the scientific of bibliographic research and triangulation, it is transcendental mention that this pedagogical resource allows a structured process of data collection, the same that is based on the systematic application of qualitative methods and quantitative.

Maldonado-Meléndez, (2022) within his book, which addresses issues on administration public in Latin America, mentions interesting facts about the global crisis of the health system within this part of the continent, being one of the priority areas of any administration government, and interestingly mentions the changes that have been generated post-pandemic within all the public structures of the different countries that make up this region. The author mentions the new state management models that have been developed after the crisis health, the author highlights that this type of sudden circumstances to which the society, generate new management models to which one must be prepared, among these variations and new modalities, it is possible to mention teleworking.

Following this line of a new public administration, Acevedo-Duque reinforces that the teleworking is an emerging strategy, his research was carried out within the institutions of higher education during the pandemic, also reiterates the new work model called "remote". In this specific case of university education, it is mentioned that this tube that undergo a series of processes and changes within the teaching and learning structures, combining the modalities of asynchronous and

synchronous work, trying to balance the quality standards. It is important to remember that teleworking is a work modality that is originated in the year 2001 in the USA, with the destruction of the twin towers, and the terrible incident that remember humanity.

## METHODS

The present investigation was based on the parameters proposed by Rodríguez-Cabral (2022), who mentions that the bibliographic study allows the development of different approaches for the promotion of the diverse and complex intellectual, behavioral, constructivists and functionalists, which fall with emphasis on certain external aspects of formative development, which leads to deepen certain theoretical aspects.

From the investigative methodological approach of Aldecoa-Arnaiz (2022) who refers that Bibliographic research allows the execution and analysis of the triangulation of the information. In this regard, it is important to mention that, within the social sciences, perhaps in greater proportionality than the rest of scientific specialties, has a greater importance within the investigative area this aspect of the investigation, since it refers to the use of diverse methods with both quantitative and qualitative characteristics. Based on these theoretical and methodological background, the present proposal was finalized, within of the process, within which the databases were used: Dial net, Scopus, Latindex, Scielo, Ebsco, Redaly, and main higher education repositories. The words of search used were: execution analysis, strategic planning, public management, Ecuador.

As a methodological aspect, it is essential to clarify that two areas of approach were considered within of public administration: the first from a vision focused on administrative management where two areas were considered: the parochial and rural governments in the Province of Babahoyo. On the other hand, the educational area of that country was taken as the second research reference, being the contrast of this public sector, the comparison between these sectors allowed to identify a series of results that will be detailed later.

## RESULTS AND DISCUSSION

The master's thesis proposed by Escudero-Bué (2020) states that management by results had its origin in the US, this during the 60s, original approach of the model of "budgetary rationalization", whose conception translates into the adaptation of the needs and conditions of the state, where this proposal is executed. All this theoretical model and application has its foundations in the concepts and fundamentals of results-based management. This current and administrative structure was implemented by the Untad Otates Agency for International Development (USAID) during the years 1994, this management proposal was It is based on a pyramidal base that has as its central axis, promoting in a marked way decentralization in terms of administrative decision-making, and in parallel distribute budget allocations aimed at the objectives that the state has, and not so focused on what planning activities entails.

Among the data that stand out the most within this proposal, and that contextualize the reality Ecuadorian, it is decisive to mention and consider that the economy of this country during the year 2021 amounted to 4.2%, this after a marked stagnation with decreasing trends that ended at 7.8% during the year 2020. This increase is a reflection of the positive variation of the Household Final Consumption Expenditure, which stood at 10.2%, while the Formation Gross Fixed Capital stood at (4.3%) (Central Bank of Ecuador, 2022). within this very report it is important to mention that at the sector level, they are the ones with the highest growth year-on-year such as oil refining, lodging and food, along with shrimp fishing. It is crucial to consider that, in terms of added value, in contrast to

the sectors oil and non-oil, the first of them presented a greater transformation and consolidation positive. This surprising dynamism of the Ecuadorian economy has its roots going back decades ago, being the same originating from the recovery of the labor sectors related to the domestic demand.

Calán-Peñañiel & Moreira-García (2018) within their work in which they analyze the cycle budget in the public administration of Ecuador, this from a perspective of results where the benefits of this approach are evident, demonstrating the balanced application of tax resources. Ecuador is one of the countries that, along with Chile and Peru, did not go through a series of crises and fiscal variations, being some of the states that have incorporated instruments, methodologies and techniques that have allowed a gradual development and consolidation as an axis of development and updating sample, countries where free public services are offered and the Medical care has increased, reaching population sectors where previously there was no access. At this point it is transcendental to contemplate that the planning of the entire state is subject to the general levels of the budget of the same.

From another perspective, Luque-González (2019) highlights that it is possible to show a squandering of state resources, in addition a series of dissatisfactions on the part of consumers is identified of such impacts. The author proposes that the organizational structures of state administration must "project" the achievements and goals achieved, being the mechanism of evidence of what has been obtained as a product of an organizational projection. In addition, attention is displayed focused on legality, financial probity, and increasing bureaucratic management. The income received by the state are the generators of the growing development of the nation in all its structures, highlights the popular and solidarity economy within the textile sector, generating opportunities such as the creation of businesses linked to the public market, which allows develop economies of scale, but above all, eradicate exploitative practices labor.

Ramírez-Gómez et al (2019) in their study carried out in Ecuador on administrative management and its incidence in the parochial governments in the province of Babahoyo, reaches the following conclusions:

- a) There is a low level of attention to the population, in addition to a very poor preparation of officials, and a low level of solution to the problems presented by the citizens of the Babahoyo sector, one of the main provinces of the coast of that country.
- b) Within the area of human talent, it was possible to identify few personnel within the area of human talent of the different parochial governments. The lack of a defined administrative model.

Galarza-Villalba et al (2020) within a management-oriented research proposal administrative and focused on the sustainability of the rural groups of Babahoyo, one of the main regions of the Coast of Ecuador, is a work that complements the approach of the author cited in the previous paragraph, indicates that in this area of the country there are high levels of underdevelopment and unsatisfied basic needs, there is no use of resources public and private. As relevant statistical data, this research indicates that 45.98% of those surveyed stated that the community does not have an organizational structure for powers, and 47.13% denied that functions are assigned to their members, in addition to 48.28% he stated that the members do not receive any strengthening. These data are a reflection of 3 fundamental elements within the organizational processes, and that demonstrate the problem organization on the sustainability of rural groups in the province of Los Ríos.

When structuring this research, a second, totally different job perspective was considered. To the initial one, as is the higher education sector. With this background that later will allow the results of this work to be identified, it should be considered that the universities are obliged to manage within their priority functions, an action that affects directly to society, the resources for this sector are dependent on the income that the state perceives. With this brief background it is possible to indicate that the vast majority of models traditional methods of financing and administrative intervention

within the educational systems found to be well-founded, a financing purpose that is the responsibility of public management. In this model of operation, the central government structure, mostly maintain a "domination" over the edition of the country, being important to consider that this action leads to a certain "limitation" in regards to this sector, since the states have a high level of control on the laws, educational curricula, graduation requirements, and is the one who raises the operating parameters of this entire system (Deas-Albuerne & Bravo-Game, 2020).

## FINAL CONSIDERATIONS

Taking into consideration the research areas raised within the present work, in First, it is possible to differentiate two sectors that contrast radically, the parish and rural, on the other hand, the higher education sector is addressed. Specifically, among these two areas, it is possible to identify within the first an exploratory approach, where some of the factors that are repetitive as a low preparation of the officials, the lack of attention by officials to remedy the problems of this province. Inside of administration of public spending there is an "alarming" factor, which is inequity within the distribution of state resources.

Within the educational area it is possible to mention that an evaluation system can be identified in which the evolutionary processes are oriented to internal control, and this is reorganized based on to the results. In conclusion, it should be noted that, within Ecuador, the public administration in rural and parish areas have common elements such as the low academic preparation of its officials, and a weak action regarding community management. On the other hand, at the educational level it can be mentioned that the educational administration is dependent on State resources.

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