



**Execution of public works and management by results in a Regional Government of Perú  
(Ejecución de obras públicas y gestión por resultados en un Gobierno Regional del Perú)**

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**Abstract:** The execution of public works and results-based management are key elements to ensure the efficiency and effectiveness of management in a Regional Government in Peru. This study analyzes the relationship between both variables in 2018, emphasizing how adequate management of public works directly impacts the well-being of the population and contributes to social development. The research adopted a non-experimental and correlational approach, using a sample of 23 workers from a regional government. For data collection, questionnaires with a Likert scale were used to measure the perception of those involved in both variables. The results obtained reveal a strong positive relationship of 0.85 between the execution of public works and results-based management, suggesting that greater investment in the execution of works translates into more effective results-oriented management. This implies that strengthening the execution of public works can substantially improve public management in regional governments.

**Keywords:** execution of works, results-based management, regional government.

**Ejecución de obras públicas y gestión por resultados en un Gobierno Regional del Perú**

**Resumen:** La ejecución de obras públicas y la gestión por resultados son elementos clave para garantizar la eficiencia y la efectividad de la gestión en un Gobierno Regional en Perú. Este estudio analiza la relación entre ambas variables en el año 2018, poniendo énfasis en cómo una gestión adecuada de obras públicas impacta directamente en el bienestar de la población y contribuye al desarrollo social. La investigación adoptó un enfoque no experimental y de tipo correlacional, utilizando una muestra de 23 trabajadores de un gobierno regional. Para la recolección de datos, se emplearon cuestionarios con escala Likert para medir la percepción de los involucrados sobre ambas variables. Los resultados obtenidos revelan una fuerte relación positiva de 0.85 entre la ejecución de obras públicas y la gestión por resultados, lo que sugiere que una mayor inversión en la ejecución de obras se traduce en una gestión más efectiva orientada a resultados. Esto implica que fortalecer la ejecución de obras públicas puede mejorar sustancialmente la gestión pública en los gobiernos regionales.

**Palabras clave:** ejecución de obras, gestión por resultados, gobierno regional.

**A execução de obras públicas e a gestão por resultados em um governo regional no Peru**

**Resumo:** A execução de obras públicas e a gestão baseada em resultados são elementos fundamentais para garantir a eficiência e a eficácia da gestão em um governo regional no Peru. Este estudo analisa a relação entre ambas as variáveis em 2018, enfatizando como a gestão adequada das obras públicas tem um impacto direto no bem-estar da população e contribui para o desenvolvimento social. A pesquisa adotou uma abordagem não experimental e correlacional, usando uma amostra de 23 trabalhadores de um governo regional. Para a coleta de dados, foram usados questionários em escala Likert para medir as percepções dos envolvidos sobre as duas variáveis. Os resultados obtidos revelam uma forte relação positiva de 0,85 entre a execução de obras públicas e a gestão baseada em resultados, sugerindo que um maior investimento na execução de obras se traduz em uma gestão orientada para resultados mais eficaz. Isso implica que o fortalecimento da execução de obras públicas pode melhorar substancialmente a gestão pública nos governos regionais.

**Palavras-chave:** execução de obras, gestão por resultados, governo regional.



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## I. Introduction

The Execution of public works through Public Works Management aims to satisfy the public purpose, which is to seek the common good of its members through the goods, services and works that the State executes for the benefit of the population, such as investment in education, health, security, etc. In addition, to achieve the satisfaction of the public purpose, the approach based on management by results is being applied, which will allow us to measure the goals set by each ministry.

### 1.1. Types of public works

*The types of public works are:* Direct and contract administration.

#### 1.1.1. Management of public works by direct administration

According to the State Contracting Supervisory Body (2011):

The Entity, with its own resources and personnel, directly prepares its technical files. This action will be carried out through its study or project areas, and it is necessary for the Entity to have specialized professionals, infrastructure, human resources and logistics that allow it. In this case, the responsibility for the preparation of the same falls on the official designated for this task.

This type of management is carried out by the same entity, that is, by the officials of the different areas involved, for which they must have technical capacity and have budgetary availability.

#### 1.1.2. Management of public works by contract

According to the State Contracting Supervisory Body (2011):

These are processes called for the execution of works under the tender or turnkey modalities, since these allow the joint contracting of the preparation of the technical file and the execution of the work. The execution is carried out by an entity other than the specification, private or public, whether for a fee or free of charge, which has been selected in a tender or public bidding process. (p.20)

It is carried out by third parties who were selected in a competition or bidding process; the contractor is responsible for acquiring the necessary resources; the responsibility lies with the officials and supervisor of the work.

### 1.2. Management by results

According to Angulo, R. (2017) points out that results-based management depends on knowledge, the process of creation, capture, storage, distribution and use of knowledge, while organizational learning is the process of change in the capabilities and behavior of organizations; in addition, Bailey, J., Rodríguez, MG, Flores, M., & González, PE (2017) analyze the contradictions and proposals for education in the knowledge society. The authors begin by defining the knowledge society, and then discuss the challenges that this society poses for education.

For its part, CIFE (2017) with respect to documentary recording, searching and organizing scientific information. The manual begins by defining the basic concepts of documentary recording, searching and organizing scientific information. Then, it provides a series of recommendations to carry out these tasks efficiently and effectively.



Lazos, L., & Olivé, L. (2016). proposes an intercultural model of knowledge society for Mexico, linked to Results-Based Management. The model is based on the following principles:

Interculturality: the knowledge society must be inclusive and respectful of cultural diversity.

Participation: all citizens must have the opportunity to participate in the knowledge society.

Sustainability: the knowledge society must be sustainable from a social, economic and environmental point of view.

### **1.3.The annual hiring plan:**

According to Andía (2015):

For the preparation of the Annual Procurement Plan, each of the Entity's departments will determine, within the period indicated by the Head of the Entity or the highest administrative authority, as appropriate, its requirements for goods, services and works, based on its goals, indicating the programming according to its priorities.

According to Andía (2015):

The selection process for works is a special administrative procedure made up of a set of administrative acts, administration acts or administrative facts, which aims to select the natural or legal person with whom the State Entities will enter into a contract for the provision of goods and services or the execution of a new work.

It is a requirement to call for a selection process, under penalty of nullity, that it is included in the Annual Contracting Plan and has the duly approved contracting file, which will include the availability of resources and their source of financing, as well as the duly approved Bases, except for the established exceptions. (p.257)

According to Andía (2015): “An entity can contract through public bidding, public competition, simplified public award, selection of individual consultants, price comparison, electronic reverse auction and contracting.” (p. 263)

In this process, officials will choose those responsible, whether natural or legal persons, who will work to carry out the activities of public works execution.

## **II. Methodology:**

The research was developed with a quantitative approach, correlational in scope, with a non-experimental, cross-sectional design. Non-probabilistic, intentional sample made up of 23 members of a regional government.

*Problem formulation:* What is the relationship between the execution of public works and results-based management in a regional government in Peru-2018?

*Hypothesis.* The hypothesis is shown. The hypothesis testing will be done in the results:



Null hypothesis: There is no significant relationship between the execution of public works and management by results in a regional government in Peru-2018.

Alternative hypothesis: There is a significant relationship between the execution of public works and management by results in a regional government in Peru-2018.

Hypothesis testing will be carried out using Spearman's Rho correlation statistic.

*Procedures*

The items of each Test were structured, multiple choice type, measured with the Likert scale, and were previously approved by three experts in public management, who evaluated the questions with an average approval rate of 98%.

The interviewees were guaranteed the confidentiality of their identity and were told that the purpose of the application of the tests was to analyze and overcome the problems related to the execution of public works and management by results in a Government; they were scheduled for an approximate time of 15 minutes for each of the two tests.

The coordination and data collection process was feasible because some of the study's researchers already worked at some of the institutions mentioned, making it easier to coordinate schedules with the respondents. The data collection work was carried out by a third party, unrelated to the operational activities of the institutions mentioned, in order to guarantee the objectivity and confidentiality of the process.

**III. Results**

**Table 1.**Correlations between Public Works Execution and Results-Based Management

			Execution_of_p ublic_works	Management_ by_results
Spearman's Rho	Execution_of_publ ic_works	Correlation coefficient	1,000	,850**
		Next (bilateral)	.	,001
	N	23	23	
	Management_by_r esults	Correlation coefficient	,850**	1,000
		Next (bilateral)	,001	.
	N	23	23	

\*\* . The correlation is significant at the 0.01 level (two-tailed).



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*Interpretation:* In the Table shown, it is determined that the significance is less than 0.05; that is, the null hypothesis is rejected: There is no significant relationship between the execution of public works and management by results in a regional government of Peru-2018. The alternative hypothesis is approved: There is a significant relationship between the execution of public works and management by results in a regional government of Peru-2018.

#### IV. Discussion

Compared to the research of Escobar Carmelo, K, et al. (2021) considers it pertinent to analyze the performance of subnational governments in public investment management in Peru. It is classified as a basic, non-experimental study with a qualitative approach, which implies that it does not seek to establish direct causal relationships, but rather to understand and describe phenomena through a documentary review of relevant sources.

##### *4.1. Reference is made to some situations that need improvement:*

**Inadequate Performance:** Subnational governments exhibit inappropriate performance in managing public investments, which is due to a series of interrelated factors

**Management Capacity:** Limitations in the administrative and operational capacity of staff directly affect the execution of expenditure.

**Execution Gaps:** Significant differences are identified in how resources allocated for investments are executed.

##### Comparison between Governments:

**Regional vs. Local Governments:** It is concluded that regional governments perform significantly worse in investment management compared to local governments, with decreases of 5.53% versus 1.30%.

##### *4.2. Execution of Public Works and Management by Results:*

- In the context of public works execution and results-based management in a regional government in Peru, the findings of the research are highly relevant. Inappropriate performance in investment management can translate into a negative impact on the quality and effectiveness of the public works executed.

- Management capacity and staff training are essential to meet results-based management objectives. If gaps in implementation and lack of adequate staff persist, public investment targets are likely to go unmet, affecting local development.

- The deterioration of management in non-election years highlights the need to stabilise administrative processes and ensure that they are not influenced by political cycles, which is crucial for the continuity and sustainability of public works.

That is to say, the research reveals significant challenges in the management of public investments by subnational governments in Peru, which have a direct impact on the execution of public works and the effectiveness of results-based management. Improving management capacity and reducing political influence are essential to achieving optimal performance in project execution and, ultimately, for the well-being of the community.

Furthermore, compared to the research by Garay Paucar, EZ, et al. (2021). Similarly, the same Spearman's Rho correlation statistic was used; a high correlation of 0.94 was also obtained between



Emotional Balance and resolution strategies in the staff of a municipality, in 2019; that is, the greater the Emotional Balance, the more resolution strategies, indicating the progress of said staff. It is also perceived that the largest number of staff with emotional balance are not those who are usually emotionally happy, but those who are usually serene; to formally interpret the topic Emotional Balance and resolution strategies in the staff of a municipality in the context of the Execution of public works and management by results in a regional Government of Peru, we can break down the key elements as follows:

#### *4.3. Efficiency in public management is crucial for local and regional development*

- Focused on resource management and execution of infrastructure projects.
- Efficiency in public management is crucial for local development and citizen satisfaction.
- An emotionally balanced staff is more productive, makes more effective decisions and has better interaction with the community.
- Emotion management can directly impact project execution, affecting team morale and the quality of results.

#### *4.4. Resolution Strategies*

- Refers to the techniques and methods that personnel use to confront and resolve conflicts or problems that arise during the execution of public works.

*Relationship with the Execution of Public Works.* A team with emotional balance and effective resolution strategies can:

- Improve communication between departments.
- Accelerate decision making.
- Increase effectiveness in the execution of works, reducing times and costs.

#### *4.5. Results-based Management:*

- Implementing resolution strategies and maintaining emotional balance are key to achieving objectives defined in results-based management.
- Success in project execution depends not only on resources, but also on the ability of staff to effectively face challenges.

That is to say: For better performance in the execution of public works, it is essential to integrate emotional balance and resolution strategies as key staff competencies.

It is essential to invest in training programs that strengthen these skills in municipal staff, contributing to more efficient and results-oriented public management.

#### *4.6. Some related research:*

Mazzucato, M. (2019) offers a deep reflection on the relationship between the State and the market, challenging the traditional view that the public sector is less efficient than the private sector. In the context of a regional government in Peru, the author offers a theoretical basis to question traditional models of public management. This approach is useful to understand how public policies and infrastructure works can benefit from an entrepreneurial approach of the State, considering the public sector as a driver of innovation and economic growth, beyond its traditional role as regulator and executor of works.





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Díaz-Canel, M., & Núñez, J. (2020) show how science and public management come together in the government response to a global crisis such as the COVID-19 pandemic. In the Peruvian context, this reference is relevant to understand how results-based management can be applied in emergency situations, such as the construction and execution of public works, where efficiency and tangible results are crucial. The Cuban experience offers an interesting frame of reference on effective planning and execution under pressure, a lesson applicable to regional governments facing challenges in public management.

The National Assembly of People's Power (ANPP). (2019) establishes regulatory frameworks that could be useful for thinking about public works management, especially from the perspective of centralized planning and the relationship between the State and citizens. Although the case of Cuba is different from the Peruvian context, the reference highlights the importance of constitutional frameworks to guide public policy and the management of infrastructure projects, suggesting that constitutional reforms or the legal framework can influence how public works and accountability are managed in a regional government.

The Economic Commission for Latin America and the Caribbean (ECLAC). (2017) in an Annual Report on Regional Progress and Challenges of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean to measure progress towards the SDGs in the region, which can help regional governments in Peru align their public works projects with these goals. The implementation of results-based management could be driven by the data and recommendations offered by ECLAC, providing a framework to assess the effectiveness and impact of public works on sustainable development.

Arocena, R., & Sutz, J. (2020) address the need for new conceptualizations of National Innovation Systems, with an emphasis on Latin America. In the context of a regional government, the implementation of innovations in the execution of public works could benefit from this theoretical framework, by integrating innovation concepts and public policies that promote the use of novel technologies and methods in project management.

Martínez et al. (2020) provide lessons on the importance of innovation and inter-institutional cooperation in times of crisis. Although the focus is on the biopharmaceutical industry, the strategy of collaboration between governmental and scientific institutions can be applied to the management of public works, especially in the execution of regional projects in complex and high-demand contexts.

Consequently, the synergy between the emotional balance of staff and resolution strategies positively impacts the effectiveness of the execution of public works and the fulfillment of results-based management objectives in a regional government in Peru.

## **V. Conclusion**

There is a high significant relationship of 0.85 between the execution of public works and management by results in a regional government of Peru-2018; that is, the greater the execution of public works, the greater the management by results in a regional government of Peru; and the



lower the execution of public works, the lower the management by results in a regional government of Peru during the year 2018.

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