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Artículos Científicos

Gobernanza y responsabilidad social pública: convergencia con el desarrollo local

***Governance and Public Social Responsibility: Key Factors for Local
Development Management***

***Governança e responsabilidade social pública: convergência com o
desenvolvimento local***

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Resumen

En este artículo se presentan reflexiones respecto a la utilidad de los conceptos de *gobernanza* y *responsabilidad social* en las organizaciones de participación social que acompañan el diseño y gestión de un plan municipal con enfoque al desarrollo local en México. El objetivo es recurrir a estos conceptos para analizar cómo convergen con el desarrollo local y se constituyen como estrategias para la solución de problemas sociales. El método del estudio es cualitativo de tipo documental. Las bases de datos consultadas fueron Redalyc, Scielo, Revistas Científicas Complutenses y Dialnet, entre otras. El desarrollo inicia con un análisis del contexto que identifica los factores clave que dieron paso a la integración de una sociedad globalizada, a la liberación de mercados y el modelo de desarrollo local. Entre las conclusiones se destaca la necesidad de que la administración pública municipal logre transformar sus estructuras organizacionales, realice prácticas y valores con miras al desarrollo y la participación democrática. La adopción de los principios de la gobernanza, e incorporando algunas de las estrategias que plantea la nueva gerencia pública (NGP), serán aspectos claves para reconstruir la confianza perdida y mejorar la gestión con enfoque al desarrollo local.

Palabras clave: desarrollo local, gobernanza, responsabilidad social.

Abstract

This article presents reflections regarding the usefulness of the concepts of governance and social responsibility in social participation organizations that accompany the design and management of a municipal plan with a focus on local development in Mexico. The objective is to use these concepts to analyze how they converge with local development and constitute strategies for the solution of social problems. The study method is qualitative of the documentary type. The databases consulted were Redalyc, Scielo, Revistas Científicas Complutenses and Dialnet, among others. The development of the article begins with an analysis of the context that identifies the key factors that led to the integration of a globalized society, the liberation of markets and the local development model. The conclusions include the need for the municipal public administration to transform its organizational structures, carry out practices and values with a view to development and democratic participation. The adoption of the principles of governance, and incorporating some of the strategies proposed



by the new public management (NPM), will be key aspects to rebuild the lost trust and improve management with a focus on local development.

Keywords: local development, governance, social responsibility.

Resumo

Este artigo apresenta reflexões sobre a utilidade dos conceitos de governança e responsabilidade social nas organizações de participação social que acompanham a formulação e gestão de um plano municipal com enfoque no desenvolvimento local no México. O objetivo é utilizar esses conceitos para analisar como eles convergem com o desenvolvimento local e constituem estratégias para a solução de problemas sociais. O método de estudo é qualitativo do tipo documental. As bases de dados consultadas foram Redalyc, Scielo, Complutenses Scientific Journal e Dialnet, entre outras. O desenvolvimento começa com uma análise de contexto que identifica os fatores-chave que levaram à integração de uma sociedade globalizada, à liberalização dos mercados e ao modelo de desenvolvimento local. As conclusões incluem a necessidade de a administração pública municipal transformar suas estruturas organizacionais, realizar práticas e valores com vistas ao desenvolvimento e à participação democrática. A adoção dos princípios de governança, e a incorporação de algumas das estratégias propostas pela nova gestão pública (NGP), serão aspectos fundamentais para reconstruir a confiança perdida e aprimorar a gestão com foco no desenvolvimento local.

Palavras-chave: desenvolvimento local, governança, responsabilidade social.

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Introduction

Since the late 1980s, humanity has experienced the breakdown of paradigms, approaches and theories that until then had guided development processes and allowed us to understand social reality. This was due to capitalism. To try to overcome the crisis that manifested itself in a drastic fall in the rate of profit, it inaugurated a new model of capital accumulation, which had repercussions on various economies and impacted on the forms of social organization of the countries linked to this system. .



To establish a new international economic order, through the Washington Consensus,¹ Developing countries were forced to dismantle the welfare state in order to privatize the economy and open their borders: allowing the free exchange of merchandise, the flow of capital and free transit to transnational companies.

Thus, the conditions were created to consolidate the globalized society model. For some, it was considered as the third technological (industrial) revolution, due to the development of information technology, computing and telecommunications; Globalization shortened the distances between the countries of the world, and the speed of information caused an accelerated transformation of human life throughout the planet, which gave way to what is now known as the era of the knowledge and information society.

In this context, poor and late-developed countries, due to the effects of globalization and productive adjustments, saw their living conditions worsened; However, due to the imposition of neoliberal politics, the welfare state had been minimized, and it did not have the resources or lacked the capacities to help the population excluded from the neoliberal economic model.

Faced with this inability to get out of the crisis, initiatives emerged from the territory. These proposals are known as local development. According to Vázquez (2009), this development approach has the same objectives as traditional proposals, but differs in the way of conceiving society. While structural policies are proposed vertically, this alternative starts from a territorial approach, because it is more convenient to intervene from there, from the territory, taking into account that in the actions they interact in a social, cultural and institutional system, which are the ones that give social support to development plans.

Another difference that local development approaches present is that they operate through new forms of governance. According to Costamagna (1999, cited in Vázquez, 2009), in these processes “public and private actors, international organizations and non-governmental organizations [NGOs] participate” (p. 5). In other words, local development

¹ Conjunto de medidas de política económica de corte neoliberal aplicadas a partir de los años 80 para, por un lado, hacer frente a la reducción de la tasa de beneficio en los países del Norte tras la crisis económica de los 70, y por otro, como salida impuesta por el Fondo Monetario Internacional (FMI) y el Banco Mundial (BM) a los países del Sur ante el estallido de la crisis de la deuda externa. Todo ello por medio de la condicionalidad macroeconómica vinculada a la financiación concedida por estos organismos. El concepto como tal fue acuñado por el economista británico John Williamson en un artículo publicado en 1989.



requires the commitment of local entrepreneurs, multinationals, the public sector, civil organizations and any actor interested in contributing to development management.

Taking into account the changing scenarios that public administration has experienced in recent decades, and government action in Latin America, and particularly in Mexican municipalities, development has been taken towards a social or limited state in the public finances. In this sense, governance emerges as an alternative to address the current social and economic transformations that really seeks to manifest itself in the well-being of people.

From a global perspective, the deterioration is evident, it has been managed at a time characterized by deep world economic crises, unemployment and other problems that have seriously limited and that affect the quality of life of the population. So, it is necessary to build a new format that gives meaning to social coordination, and under that premise to have a better management to adapt it to the conditions of the current world. In this sense, Aguilar (2016) highlights that the role of governance, as long as it is contextually adapted, represents the appropriate means to generate the necessary conditions to build public policies, provide quality services, and neutralize and anticipate adversity.

From the perspective of the interests of society, the municipal government is the most important. Financial, institutional and administrative limitations are housed in it. Regarding the promotion of citizen participation, progress is little. Today, in Latin America municipalities face problems in the management of public works and services that tend to improve the living conditions of citizens. Many localities face social decomposition due to not having development alternatives.

Public management is characterized by the application of theoretical postulates and evaluates its efficiency and effectiveness through management and results indicators. It is linked to a plural society characterized by its form of organization and citizen participation, which exercises a degree of power, coupled with the evolution and practice of cultural values, economic and social systems, philosophy and government policies that encompass social responsibility.

The objective of this work is to resort to the concept of governance and social responsibility to analyze how they converge with local development and how they can become strategies for solving social problems.



Method

This essay is of a qualitative documentary nature from a retrospective dimension obtained from sources and bibliographic references. The databases consulted were Redalyc, Scielo, Complutenses Scientific Journals and Dialnet. The search was limited to articles and books published in the years between 1997 and 2020.

Starting from the capitalist economic system and the Washington Consensus document, which gave way to the integration of a globalized society and the liberation of markets, a contextual analysis is carried out and it is discussed how one and the other have had an impact on the local development model. Based on the reflections of concepts such as governance, social responsibility and public management, it is intended to understand social processes to guide the participation, organization and coordination of the actors in the design of local development programs.

Development

The context

This section identifies the key factors of the capitalist economy system that gave way to the integration of a globalized society, the liberation of markets and the local development model.

According to Maréchal (2000, citada en Ochman, 2015):

Unlike previous technological revolutions, which were steam in the 18th century, and steel in the following century, the computer revolution, that is, the technological change caused by the appearance and diffusion of electronics, computer science, of telecommunications, biotechnology, etc., not only allows mechanization, but also automation (p. 3).

Martín (2013), for his part, he points out that between 1970 and 2010 the world's population almost did not double; however, world maritime trade multiplied by three and by 13 the quantity of goods transported in containers. The number of passengers carried by plane multiplied by just over eight. In 2011, 32.8% of the world population was an Internet user and 85.6% was subscribed to a mobile phone line, despite the recent origins of these technologies. In other words, the data shows a notable intensification in the use of both physical and virtual communications. There was also a considerable reduction in transport



and telecommunications costs ”(Martín, 2013, p. 13). Likewise, in order to establish a new international order, they forced developing countries to dismantle the welfare state, privatizing the economy, opening the borders to the free market of goods, capital and transnational companies transit.

For de Paz (2008), several approaches dispute the explanation of this phenomenon and the consequent actions. These have focused for many years on the market / state dichotomy, or more specifically, what is the ideal mix of both. However, the latest acceleration of globalization has coincided with the so-called crisis of the idea of the nation-state, at the same time as the crisis of the New International Economic Order, an expression that emerged from the Bretton Woods agreements, and the triumph of neoliberal ideas. This intensification of world economic relations together with the liberalization of markets, especially financial ones, has led to serious dysfunctions and instabilities that reached their peak in the financial crisis of 1997, from which some countries have not yet recovered.

Parallel to the process of dismantling the productive work model of industrial society, there was the dismantling of the social structure of the welfare state. The welfare state was the form of political organization created by the industrialized countries after the Second World War, after overcoming, thanks to the development of the productive and technological forces, the problem of material misery and poverty of the majority (Cortés, 2003) .

Although in the industrial era mechanization allowed machines to facilitate human work, with the last technological revolution, machines began to replace both men and women, because they were programmed for self-correction, and so that by themselves they avoided the overproduction, which is considered the basis of the just-in-time strategy (*just in time*).

Along these lines, Beck (1998) declares that the labor society has come to an end. In his studies, he shows that the dismantling of the economy based on industrial activity not only meant an increase in generalized unemployment in developed economies, but also the values centered on work, and the lives of those who had a profession or a specialty in industrial work lost its meaning because it was no longer useful.

Beck (1998) himself recalls that Helmut Schelsky still spoke in the 1970s about productive work and the profession as axes of existence in modern times. “They provide internal stability to existence. The profession facilitates individual access to true social relationships ”(p. Beck, 1998, p. 176). Perhaps it can even be said that someone who had a



profession agreed to be a shaper of the world in a small way, through the eye of the needle of their job.

In the new era of the knowledge and automation society, work in these terms is obsolete and the new relationship established by capital, the new workforce, is called labor flexibility, which translates into capital hiring less lower-priced labor force, speculates on the need for work, does not provide social security or sign long contracts, because these companies are willing to move to any country in the world where they are offered conditions to sustain their rate of profit, or where they can venture in new markets that offer better competitive advantages.

Globalization, like other integral processes, has had a differentiated development according to the area of influence and the economic, political and social position of the country. A well marked bipolar characterization can be distinguished: on the one hand, countries that have achieved development, and on the other hand, undeveloped countries. Obviously, each one has particular aspects and scope of the phenomenon. In some cases it increases the position of dominance of developed countries and the position of dependence of undeveloped countries. However, it is important to note that the phenomenon brought with it a political, economic, social and obviously cultural reorganization. The loss or reduction of the sovereign power of each country in favor of development also gave emerging countries to emerge on the world economic scene from strategies of growth, adaptation or leverage (Flores, 2016).

In the globalized society, the capitalist economic system demands less and less labor power, the importance of human work diminishes, wages are increasingly reduced, benefits almost disappear. Crisis, poverty and desolation is what prevails in an immense population that has been discarded by automated production systems, while transnational capital continues to concentrate wealth, because humanity has lost control of the world, the power of capital is what it runs the planet economically, and societies submit to the whims of capital so as not to be excluded from the system, which would mean isolation and no chance to get out of poverty.

The political and economic situation of the world makes the situation that afflicts the public administration very complex due to the unsustainable imbalance between public responsibilities and available resources. Therefore, the application of discipline and economic rationality in public management is increasingly necessary and decisive for solving



problems that society presents through the design of efficient public policies. Logically, the differences in this area are marked by the particularities of the political system and economic policy in each country and group of countries. Underdeveloped countries are not in a position to achieve high degrees of optimization in the performance of public policy if, first, they do not achieve a degree of economic independence and sovereignty commensurate with the real capacities that their national resources and particular possibilities allow them.

In this capitalist economic model, the relationship between developed and underdeveloped countries occurs in terms of complete inequality. The growth of developing economies depends on foreign investment; nowadays these types of countries compete by offering the greatest advantages to transnational capital, in the hope of receiving the investment, so that it could trigger economic growth.

This has led to the deepening of the differences between North and South, between developed and underdeveloped countries; There are regions of the world that are prosperous and are intimately involved in the dynamics of globalization, while there are other areas where capital does not find advantages, it could be said that there is economic desolation. It is clear that the global system is designed to basically benefit the commercial, financial and industrial interests of the richest countries and the economic elites of the developed countries.

For this reason, Beck (1998) affirms that, in the current version of capitalism, wealth is globalized, while poverty is localized. This is due to the social inequalities that globalization has caused, and not only due to the inequality between the economies of the center and the periphery, but because even in the countries that have managed to adapt to the globalization dynamics, only the most developed or strategic regions have done so. for capital, while regions where primary activities predominate have lagged behind and the living conditions of their population are increasingly critical.

Local development

In this context, poor and late-developing countries, due to the effects of globalization and productive adjustments, saw their living conditions worsened. And despite this, due to the imposition of neoliberal policy, the welfare state was seen to be minimized, so it did not have the resources or lacked the capacities to help the population excluded from the neoliberal economic model.



Regarding the actors who participate in the preparation of local development plans and management, Boisier (1997) classifies them as follows:

The actors are classified into three categories: individual actors, corporate actors, collective actors. The former are individual people who occupy certain spaces in the power structure, whatever the source of that power and influence; the second are institutions that represent group and sectoral interests, and the third correspond strictly to territorial or regional social movements (pp. 57-58).

Due to the plurality of the actors, a very strict planning is proposed that starts from the knowledge of the political leaderships. For example, it is proposed to carry out a review of civil society organizations and calculate their coefficient of consensuality or conflict, the predominant inter-institutional relations, as well as the political weight of each of them. More than knowing the number of actors and political position, knowing their behavior in relation to the territory, appreciating the business ethos, it could mean evaluating "loyalty", the level of commitment to the region or territory.

One more factor that Boisier (1997) considers taking into account are the institutions and their level of modernity, their capacity, in terms of speed, to react to rapid changes in the environment, flexibility to respond to different demands of the environment, virtuality to carry out cooperation arrangements in cyber space, as well as intelligence to acquire knowledge in its interrelation with the factors that must be related and its integration with the environment.

Some of the organizations that define the "institutional map" of any region and that need to be studied according to the characteristics demanded by contemporaneity are: government organizations, universities and scientific centers, public services, public companies, the press, trade union associations, municipalities, NGOs (Boisier, 1997, p. 59)

Another element that is considered in the design of a territorial development plan is culture, but not in its universal sense, but accompanied by local or regional, national or territorial adjectives, which imply a cosmogony, an ethic, and represent different characteristics. in each place. Likewise, within the concept of culture, trust is considered, which is a pattern of conduct favorable to development. Individual and collective trust drives



productive investment actions, cooperation strengthens the organizational processes that lead to coordinated work.

However, there are other cultural qualities for development that must be taken as references. On the one hand, there is competitiveness / individualism; and on the other hand, as a counterweight, cultural aspects such as cooperation / solidarity that provide a necessary balance for a society to manage its development.

In short, what we have been talking about is endogenous development or growth, a concept that crosses and redefines the following aspects:

- a) Political: territorial capacity to make relevant decisions in relation to development styles, and in relation to the use of instruments; ability to design, execute, negotiate development policies.
- b) Economic: appropriation and reinvestment of surpluses to diversify the economy of the territory, and provide sustainability.
- c) Scientific-technological: the capacity of the system to generate its own technological impulses, and cause qualitative modifications in the system.
- d) Culture: generating matrix of socio-territorial identity (Boisier, 1997, p. 50).

The local development model is proposed to be implemented at the regional, municipal, micro-regional and even community levels. Contrary to sectoral policies that start from general diagnoses, and through these data, experts in development design the public policies of the government in turn; The policies that are proposed with a local development approach start from the territory and call for the participation of all actors: national and transnational companies, public sector, social organizations, NGOs and any actor that has to contribute to the design of the plan and management of the developing.

Governance

This development model, called local or endogenous, although none of the theorists of these currents raises it in these terms, is articulated with the concept of governance, since said model establishes to involve the different actors that inhabit or have interests in the territory, which means promoting the participation of actors, belonging to different social classes, with conflicting interests, some with many and others with few assets, with opposite political positions, some with more and others with less power, and with different ideologies.



According to Lahera (2000): “Good government has the art in which aspects of leadership and interaction with society and the political system are mixed” (p. 1).

Considering that the municipality is the closest administrative political organization to society, it would be the governing body in charge of accompanying the preparation and execution of the local development plan.

Because this approach calls for the participation of the various actors in the territory, it is a very complex process, with many degrees of difficulty in landing the large number of proposals, ordering participation, and achieving the goals that the population of the municipality sets itself. . Therefore, it is proposed to resort to the concept of governance, since it provides elements to understand these complex social processes and prescribes procedures to guide how to organize participation. As Le Galès (1998) puts it: “Governance is a process of coordination of actors, social groups, institutions to achieve collectively defined goals in environments fragmented by uncertainty” (p. 66).

While Mayntz (2005) says the following:

“Governance” is now frequently used to indicate a new way of governing that is different from the hierarchical control model, a more cooperative way in which state and non-state actors participate in mixed public-private networks (p. 83).

In order to know more precisely the usefulness of governance in the management of local development at the municipal level, this concept is analyzed below to show the power and its relevance in the approach to socio-political processes of these magnitudes.

Regarding governance, many treatises have been written, from which it has been given different interpretations, which has allowed the concept to be used to analyze different social processes, either as a social phenomenon or as an autonomous category of research. Therefore, it is necessary to establish the limits of interpretation that are handled in this reflection, and explain how this concept becomes operational in order to propose it as a tool that contributes to implementing local development at the municipal level with greater probabilities of success.

To achieve this objective, we will begin by analyzing the concept of governance proposed by Arellano (2014), who carries out an analysis based on the less complex meaning of the term, which he understands as “the structuring of a process, whatever it may be, through which decisions are made”(P. 121). This precision is very useful, because the open

generic concept allows the incorporation of adjectives, which, in turn, leads us to understand expressions such as "company governance", "corporate governance", "fisheries governance", "environmental governance" and all the terms that can be added.

Aguilar (2014), an expert on the subject, to make the concept more operational, raises public governance, and places us in the process of government or direction of society, which is defined as follows:

In essence and specifically, it is the process through which the government, private companies, civil society organizations and citizens interact to define, agree and decide their principles and objectives of life in common and the forms of organization, the Resources and activities that are considered are necessary and conducive to carry out the decided objectives and principles of general interest. Governance is then the process by which the sense of direction of society is shaped and defined and the social capacity is created to produce public objectives that give meaning and value to the collective activity of society. (p. 17).

This conception of governance has developed. Now, beyond being an abstract idea, it is a technical political mechanism that allows improving governance on issues that involve different actors with their respective particular interests.

Likewise, it must be specified that the concept has an institutional and a cognitive component. The first component involves:

Values, principles, norms and traditions, which establish the forms and limits of the exercise of public power and the access requirements of citizens to participation in public decisions, and which also regulate the interaction between public authorities, private companies and civil society organizations in order to articulate their positions and interests, resolve their differences (Aguilar, 2014, p. 17).

The cognitive component is the one that will allow governance to be put into practice, because "it involves technical and theoretical knowledge, causal models and technologies, which make it possible for public, private and social actors to know the dimensions and causes of the problems they want to address or the goals they want to achieve "(Aguilar, 2014, p. 17).



Moyano (2009), in his presentation “Social capital. Governance and development in rural areas”, he mentioned:

This articulation between actors and institutions in a territory is what is called "governance", a notion that comes to tell us that without good management (governance) of existing resources, without a good channeling of public and private initiatives and without adequate integration of individual impulses in favor of a common interest that transcends the realm of individual interests, any development program is doomed to failure. This does not mean that without “governance”, projects promoted individually by entrepreneurs with sufficient capacity to generate employment and wealth cannot flourish (the reality of rural areas is full of successful individual initiatives in the field of development) (pp. 1-2).

In a practical way, governance implies putting into play the different resources that each society has, formal and informal institutions, laws, technical capacities, technologies, social capital that allow initiatives, organization and participation processes to emerge. of social actors.

According to what has been exposed, the concept of public governance converges with the local development approach to the extent that both approaches conceive democratic participation as a strategy that allows managing the solution of social problems and to the extent that The responsibility does not lie solely with one actor or the government, but the stakeholders themselves manage and are protagonists of the actions that lead to change.

These new ways of governing consider the need to open spaces for participation to different social actors to insert their topics of interest on the municipal agenda because they represent knowledge of different problems, interests of opposing groups and different goals are proposed for the future. But none of the dreams could be fulfilled, or at least put them on the path of management, if this development project does not have an organization model that puts the actions and strategies that will transform society and its territory into action.

In this regard, Arellano, Sánchez and Retana (2014, cited in Quintero, 2017) consider that the benefits of governance cannot be realized if an organization model is not consolidated. In specific terms:



The integration of individual decisions to societies requires an organizational environment. If the lines of good governance that are proposed are possible, if a scheme has overtones of truth and political impact, this can only be achieved if the links between governance and the organizational-administrative level of governments are clarified. (p. 49).

Following the principles of governance, particular decisions are not identified with the logic of society, the thought processes for making personal decisions do not coincide with those used to decide on a society or government. “The aggregation of social preferences through public elections is insufficient. Decision-making in governance should resort to a medium level, that is, organizational, to consider the integration of social preferences”(Quintero, 2017, p. 49). In other words, it is not possible to achieve the objectives that governance raises if the operational conditions to carry out the management are not generated.

In the logic of governance, the organization represents a decision-making structure that must function with the support of a legal framework that sets the course for the forms of coordination at different levels, with multi-stakeholder participation, so that a new form of govern with the capacity to overcome the complexity posed by the different problems, which must be included in the public agenda to find a solution.

Taking into account that the organization is a decision-making structure, the governments-administration that are already formed must ensure that the coordination and function of the work carried out must be adapted to the new dynamics of government. In their performance, they must cover certain minimum parameters that indicate their correspondence with the philosophy of democratic openness that promotes governance: access to participation, co-responsibility of participants, access to information, inclusion in decision-making, causality in decision-making decisions, freedom to appoint representatives, empowerment and accountability.

Local development at the municipal level

The execution of the local development plan with a governance approach would force the municipal public administration to transform its forms of organization. Initially, it would appear the need to create a planning area with a high technical level to develop a territorial planning exercise that includes the municipal problems pending to be solved, and incorporate



the aspirations of the different sectors, so that a development plan results. local level with the appropriate technical level and the political consensus of all social actors.

The processes of territorial participation would be the starting point that would allow choosing the most representative business, political, economic, environmental and social actors of the municipality, which would lead to an organization scheme where the decision-making structure of the municipality would be located. This instance would be part of the city council, but it would be above the municipal administration, since they would be legitimate social representatives; Following the plan guidelines, they would make decisions collectively, and the municipality's administration would develop the technical work.

It is evident that the idea of adopting the governance approach for the management of municipal development, and based on a local development plan, disrupts the structure of the current city councils, but precisely the governance forces to change to improve what has not hitherto It has given the expected results.

But a project of this magnitude is not done in an improvised way. The local development plans also include a section where proposals are made for the restructuring of the municipal administration. In this case, the proposal should be consistent with the principles of the governance concept, which probably implies reinventing the municipal public administration.

The social responsibility of the public sector

The implementation of a municipal development management project, making effective democratic social participation, encourages the creation of a true civic culture in the population, which brings greater demands on the municipality, not only for it to successfully execute the plan of local development, but must also provide public services in an efficient and timely manner.

When the population ascends to the status of citizens, organizations arise willing to influence the public sphere, pressure and demand that new rights be respected and addressed, such as non-discrimination, equity, diversity, empowerment or participation. This creates the need for public management to face additional challenges without the adequate tools to respond.

Faced with these complex scenarios generated by globalization and emerging local processes, where governments need to improve the quality of public administration to offer



better results to citizens, aspects of corporate culture have been incorporated into government management.

The most emblematic model of public administration through which an attempt has been made to modernize government work is the new public management (NGP), and although the evaluations that have been made of its application in Latin America do not provide very positive results, it represents an alternative for that local administrations adapt some principles and techniques to their working methods, because their usefulness depends on how it is interpreted and adapted to the particularities of each administration.

When Aguilar (2014) analyzes these Latin American experiences, he considers that a public managerialism was established taking the NPM as a theoretical and procedural foundation. In congruence with this approach, the cost-efficiency in the administrations is established, and the three ees (efficacy, efficiency and effectiveness) as evaluation criteria (Aguilar, 2014, p. 5).

Social responsibility is a concept that NPM has adopted from companies, specifically from the pluralist or stakeholder approach. The values and ethical principles that they practice allow them to take care of the effects or impacts of their actions both internally and externally.

In this regard, Gaete (2008) considers the following:

The corporate social responsibility approach raises the need to establish an organizational management based on principles and values that allow the development of an ethical and transparent relationship with the internal and external actors that an organization has. Such relationship will be expressed in a permanent concern for the impacts generated by virtue of the activities and main purposes declared in its mission and vision, providing feedback to each and every one of the management systems of an institution. (pp. 36-37).

According to the previous statement, it is possible to understand that the concept of social responsibility can be applied to any type of organization. In public administration organizations, they find full support since their internal strength depends on the values and ethical principles of the officials, which will be manifested abroad according to the level of satisfaction that citizens feel for the services and care provided by the Government.

For this reason, in the NPM approaches, social responsibility is identified as follows:



Social responsibility as a key management element so that public services and organizations of the State administration in general can efficiently face the new challenges and demands that citizens pose for the development of a new public management, capable of incorporating management of the impacts on its stakeholders to its work (Gaete, 2008, p. 37).

For Aguilar (2014), the NPM was not capable of ordering the vices that affected the administration of Latin American countries, nor was it capable of improving the credibility of the Government and its administration before citizens. At the same time, he considers that in the application of the NPM they did not focus on the technical, they adopted it as a political ideology and a recipe, that is, they tried to adapt the government administrative organizations to the company's methods, and not to the reverse.

Social responsibility has moved from philanthropy, contributions of corporate resources through foundations, to business practices incorporated into management and business models; It has been highly studied and applied to the business sector. However, today a greater application is seen in the public sector, and this could find its argument in the uncertainties of global economics, climate change and the environmental crisis. It is perhaps for this reason that international organizations such as the United Nations (UN) propose a change in the conceptualization of social responsibility so that actions are carried out aimed at achieving the Sustainable Development Goals (SDGs) of the 2030 Agenda. In this sense, the international initiative called the United Nations Global Compact (Global Compact, 2020) arises, which promotes the implementation of ten universally accepted principles to promote sustainable development in the areas of human rights, labor standards, the environment and the fight against corruption in the activities and strategies of public sector companies and organizations. This initiative is associated with social responsibility and extends to the public sector, pursues two complementary objectives: 1) to incorporate the 10 principles in business activities and the public sector around the world and 2) to channel actions in support of the broader objectives of the UN, the SDGs.



Discussion

It is clear that the terms of governance and social responsibility acquire different dimensions and applications. Among them, the forms they acquire: horizontal, vertical and transversal stand out, in the first place, due to their multilevel scope of application of governments, and because of the applications and benefits that it brings to public management to respond adequately to the needs and demands of an informed society with the right to participate in the design of public policies.

The term social responsibility has practically been applied to the business sector; However, the need to extend it to the public sector is evident due to its ethical sense, due to the obligation to render accounts horizontally and vertically, due to attention to sustainability, and due to the observance of respect for human and labor rights. When coupled with the concept of governance, this duo takes on interesting dimensions that can help promote values in the public sector.

As a result of the pandemic caused by the new coronavirus, we are about to begin a stage of reincorporation to economic life, health and reviewing public management, so it is interesting to study the effects and transformations of the public and private sectors and the society, since it will have to readjust to the design of public policies, modify government structures and promote a transformed citizen participation with a different vision due to the experiences and experiences that have passed, as happened at the time with the need to incorporate the quality in government functions and public management, according to a study carried out by Moya (2011).

Likewise, it is necessary to promote the development of research work on social responsibility in the public sector, since low productivity is observed, especially at the local level, despite the initiative of the United Nations Global Compact (2020) and the Global Reporting Initiative (2020) and its standards, which propose actions be carried out to implement the ten universally accepted principles to promote the development and achievement of the SDGs and the presentation of communication reports, thereby attempting to propose a change in the conception and application of social responsibility.



Conclusions

Faced with the breakdown of paradigms that have guided the development process and the transformations of public administration, the notion of governance takes effect by assuming a new articulation between the Government and society. It serves as a strategic element and is constituted as a means to allow especially social development: it directs attention to the realities posed by the complex development of municipalities in Mexico. Thus, it is necessary to build a new format with meaning and in coordination with society to have a better management appropriate to the conditions of the current world.

The municipal administrations, eventually, manage a development plan with a local focus. In this sense, the transformation of their organizations is necessary: adapt it to the guidelines set by the concept of governance; No alternative can be ruled out whenever it is a matter of adopting administrative strategies and techniques that make effective the institutional conditions that are needed to make operational the various proposals established by social representatives.

With the implementation of strategies, the foundations are laid to create solid institutions. Among these strategies, the following stand out: the incorporation of new practices and values so that the ideology of development and democratic participation becomes a way of life. Transforming organizational structures adapting them to the principles of governance and incorporating some of the strategies proposed by the NPM may bring good results and comply with the principles of public social responsibility, which implies providing good service to citizens and the delivery of services. in a timely manner. Finally, municipal administrations that incorporate social responsibility practices under the scheme of applying the principles contained in the United Nations Global Compact will bring them, within the sphere of their competence, a set of fundamental values in the areas of human rights, labor standards, environment and anti-corruption, principles of universal consensus derived from the Universal Declaration of Human Rights, the Declaration of the International Labor Organization on Fundamental Principles and Rights at Work, the Rio Declaration on the Environment and Development and the United Nations Convention against Corruption.

From the articulation of the governance references with development and social responsibility, the institutions will be able to promote values and practices to promote an open, transparent and effective citizenized municipal government in accountability, in



addition to initiating organizational strategies and coordination, key aspects to rebuild lost trust and improve management with a local development approach.

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