

PERCEPTION AND SOCIAL BEHAVIOR IN CITIZEN PARTICIPATION: ITS IMPACT ON PUBLIC MANAGEMENT IN PERU

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Summary

This study systematically examines the connection between citizen perception, social behavior, and participation, as well as its effect on public management in Peru, through a PRISMA review of the academic literature in Scopus and Web of Science published between 2017 and 2025 (reasonably including prior evidence). Original articles, reviews, and academic chapters in English and Spanish that dealt with participation, perception, and/or social behavior in Peruvian or similar public management contexts were considered; Non-academic texts, those without full access or that did not align thematically were excluded. A total of 23 records were identified, of which 22 were included in the qualitative analysis (excluding an irrelevant clinical record), with 14 meeting the temporal criterion and 8 incorporated as antecedents. The results point to five key factors that can transform perception and, in turn, foster participatory behavior: (1) fairness in processes with clear rules for aggregation and prioritization; (2) reduction of the administrative burden (time, procedures, uncertainty) and communication of benefits; (3) professional assistance with a gender perspective and inclusion; (4) multi-channel access and promotion of digital and territorial inclusion to avoid exclusions in online participation; and (5) follow-up of contributions and public feedback that demonstrate real impact. Evidence in sectors such as sustainability, tourism, and public space management indicates improvements in standards of use, compliance, and acceptance when participation has clear attributions (e.g., citizen committees and public inspections). Together, optimizing these factors increases the perception of openness, equity, and usefulness, promotes sustainable and effective participation, and improves the quality of decision-making, legitimacy, and performance of public policies in Peru.

Keywords: "Citizen Perception", "Social Behavior", "Citizen Participation", "Public Management"

1. INTRODUCTION

Citizen involvement is a fundamental element in democratic governance, as it links society's expectations with the government's actions. Their progress is, to a large extent, conditioned by how the population perceives state institutions and by social behaviors that encourage or limit collective action. As Pecorari and Cuesta (2024) indicate, "trust in central governments . . . it does not have a predominant or constant role in encouraging participation" (p. 1228). This suggests that, in addition to trust, other variables such as interest in political issues or past experiences may be crucial.

In the Peruvian scenario, the creation of participation mechanisms – such as participatory budgeting, open hearings or citizen supervision – has been strengthened since the decentralization process. However, its effectiveness faces constraints related to administrative capacity, political incentives, and lack of information. McNulty and Guerra García (2019) warn that "many Peruvian citizens have a pessimistic view of the state of decentralization and participation" (p. 46), evidencing that the institutional structure alone does not guarantee legitimacy without solid social support.

Recent literature from Latin America indicates that factors influencing participation include political interest and personal situations, as well as trust in institutions. According to Pecorari and Cuesta (2024), "political

interest and personal circumstances . . . are the most significant drivers of participation" (p. 1235). This discovery is crucial for the Peruvian context, where civic motivations are found alongside critical perceptions of the political system.

Likewise, evidence in Peru supports that corruption scandals diminish the perception of institutional integrity and reduce support for the regime. Carlin et al. (2023) mention that "the scandal increased the perception of corruption and decreased support for the system" (p. 1), referring to the case of Vacunagate, which shows how events of great informative relevance alter the attitudes of citizens and affect the social basis of public management.

At a closer level, effective interaction with public institutions—such as the successful exercise of the right to access information—can impact trust and the perception of transparency. Piñeiro, Muñoz, Rosenblatt, Rossel, and Scrollini (2023) indicate that "we have identified the positive effect of the effective exercise of access to information on trust and the perception of transparency" (p. 2), which highlights the importance of positive experiences in strengthening the relationship between the State and citizens.

Another prominent approach comes from the analysis of participatory mechanisms as democratic innovations that promote transparency and civic education. Milosavljević, Spasenić, and Krivokapić (2023) argue that "participatory budgeting . . . it favors the empowerment of citizens and increases transparency" (p. 14), although its results depend on institutional design and political disposition.

In Latin America, there continues to be a lack of a clear causal connection between participation, policy outcomes and public trust. Rizzo (2021) highlights that "there is no clear causal chain that explains how participation influences political trust" (p. 1), suggesting that progress be made towards micro-level research that captures the experiences of citizens and their concrete impacts.

In the Peruvian context, these problems are intensified due to political instability and constant corruption scandals. Beesley and Hawkins (2022) indicate that "we carry out measurements of... institutional trust and participatory behavior" (p. 3) after offering information on corruption, noting that citizens' perceptions are affected and that their willingness to participate in anti-corruption actions may decrease.

Therefore, it is essential to situate citizen participation within a framework of open government ecosystems, where transparency and accountability are developed together with collaboration between society. Rizzo (2021) proposes that "the next frontier... it is found in understanding how the experiences and expectations of citizens with participatory institutions shape trust" (p. 3), which in the Peruvian context implies implementing policies that improve response capacity and encourage the co-production of public solutions.

Evidence also indicates that citizens' perception is highly sensitive to their direct experience with public service. Piñeiro et al. (2023) argue that when access to public information is effective, "citizens change their perceptions of transparency and reliability" (p. 4), which, in turn, increases their willingness to participate.

In summary, the relationship between perception, social behavior, and participation in Peru is not linear, but is influenced by temporal events, incentives, institutional capacities, and the way in which participation mechanisms are designed. Carlin et al. (2023) conclude that "scandals generate discontent" (p. 1), while positive and verifiable experiences in transparency can reinforce citizens' trust and commitment (Piñeiro et al., 2023).

For this reason, this systematic review using the PRISMA methodology has the following goals: (i) to map and summarize the evidence published between 2017 and 2025 on perception and social behavior in citizen participation in Peruvian public management; (ii) evaluate the proposed causal mechanisms; and (iii) identify gaps and good practices to strengthen the relationship between citizens and institutions.

2. General objective

To systematically analyze, based on the scientific literature published between 2017 and 2025, the relationship between citizen perception, social behavior, and citizen participation, identifying its impact on public management in Peru, as well as the factors that favor or limit this link, in order to provide evidence for the design of participatory governance policies and strategies.

3. METHODOLOGY

This research has a qualitative approach, with the aim of identifying, synthesizing and interpreting the available scientific information on the connection between the perception of citizens, their social behavior and participation in the field of public management in Peru. According to Hernández, Fernández, and Baptista (2015), qualitative research focuses on "understanding phenomena in their original context and from the

perspective of those who participate" (p. 358), which implies in this case examining the findings published in the academic literature to identify patterns, trends, and key factors.

To achieve this, a thorough data search was carried out in the Scopus and Web of Science (WoS) databases, using combinations of terms in Spanish and English that included: "citizen perception", "social behavior", "citizen participation", "public management", "citizen perception", "social behavior", "civic participation", "public management". The Boolean operators AND and OR were used to improve the search strategy and increase thematic breadth.

3.1 Research design

The research was designed as a Systematic Review, following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, which establish rigorous procedures for the identification, selection, evaluation, and synthesis of relevant studies (Page et al., 2021). This approach ensures the transparency, reproducibility and validity of the results, minimizing bias in the inclusion of sources.

The study has a descriptive approach, since it seeks to understand how social perception and behavior influence the levels of citizen participation and, consequently, public management. It is also systematic, since the information collected from indexed scientific articles is subjected to a process of evaluation, codification, and thematic analysis, following the methodological scheme proposed by Strauss and Corbin (2016).

The following inclusion criteria were established:

- Studies published between 2017 and 2025.
- Publications in Spanish or English.
- Academic sources indexed in Scopus and/or WoS.
- Document types: research articles, systematic or narrative reviews, book chapters and academic books.
- Studies that analyze, in whole or in part, the relationship between citizen perception, social behavior and citizen participation, in contexts of public management, with special interest in the Peruvian case or in comparative frameworks that include Peru.

Exclusion criteria:

- Documents without access to the full text.
- Non-academic publications (press, blogs, non-peer-reviewed reports).
- Studies whose main focus is not directly related to the object of research.

The document screening and debugging flow will be represented by the PRISMA flowchart, which includes the identification, screening, eligibility, and inclusion stages. This process will allow the number of records obtained in the initial search, the reasons for exclusion and the total number of studies finally analysed to be transparently visualised.

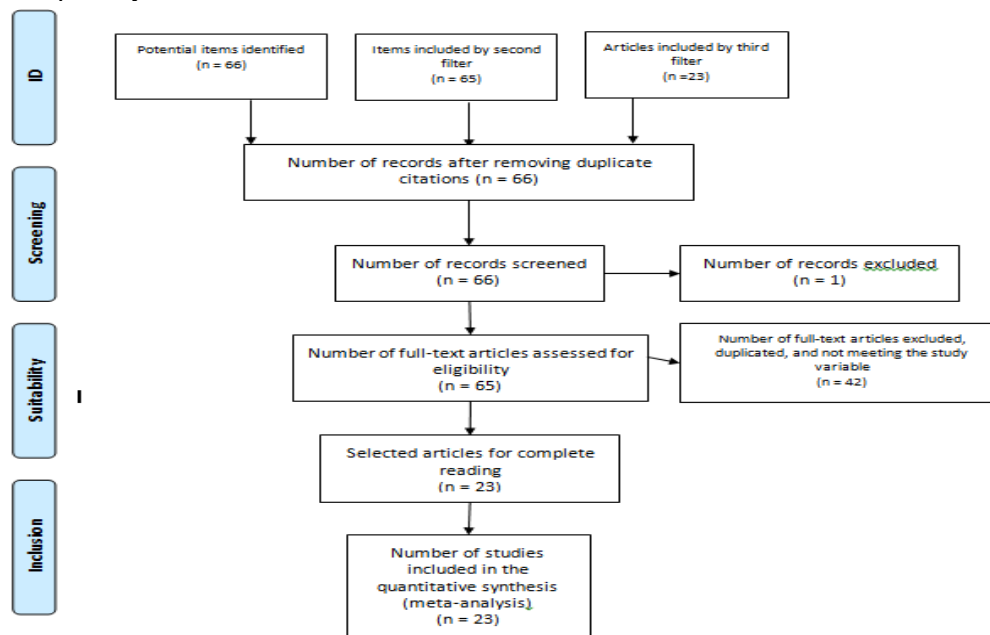


Figure 1. Flowchart of a systematic review carried out under the PRISMA technique (Moher, Liberati, Tetzlaff, Altman, & Group, 2009)

Source: Authors; Based on the proposal of the Prisma Group (Moher, Liberati, Tetzlaff, Altman, & Group, 2009)

4. RESULTS

The following table shows the results after applying the search filters related to the methodology proposed for this research, after recognizing the relevance of each of the referenced works.

No.	RESEARCH TITLE	AUTHOR/YEAR	COUNTRY	TYPE OF STUDY	INDEXING
1	<i>Assessing citizen science opportunities in forest monitoring using probabilistic topic modelling</i>	Daume, S., Albert, M., & von Gadow, K. (2014)	GERMANY	QUALITATIVE	SCOPUS
2	<i>Bridging the gap between city and water: A review of urban-river regeneration projects in France and Spain</i>	Tort-Donada, J., Santasusagna, A., Rode, S., & Vadri, M. T. (2020)	SPAIN, FRANCE	QUALITATIVE	SCOPUS
3	<i>Consumer involvement in setting the health services research agenda: Persistent questions of value</i>	Entwistle, V., Calnan, M., & Dieppe, P. (2008).	UNITED KINGDOM	QUALITATIVE	SCOPUS
4	<i>Electronic citizens participation: Systematic review</i>	Boudjelida, A., Mellouli, S., & Lee, J. (2016, March).	CANADA, KOREA DEL SUR	QUALITATIVE	SCOPUS

5	<i>Engaging citizens to conduct large-scale qualitative research: lessons learnt from a community-engaged research project on queer men's lived experiences of health in Singapore</i>	Chong, S. Y., Tan, B. X. H., Ho, D. W. S., Wee, Y. X., bin Jamal, M. H., & Tan, R. K. J. (2025).	UNITED STATES, SINGAPORE, AUSTRALIA	QUANTITATIVE	SCOPUS
6	<i>Enhancing Environmental Quality and Sustainability through Negotiation and Conflict Management: Research into Systems, Dynamics, and Practices</i>	Elliott, M. L., & Kaufman, S. (2016).	UNITED STATES	QUALITATIVE	SCOPUS
7	<i>German participatory settings and their common regulatory design principles</i>	Staben, J., & Ziebarth, L. (2015).	GERMANY	QUALITATIVE	SCOPUS
8	<i>Interpretative speeches and deliberative practices: A methodological proposal for the formulation of public health policies in Colombia; [Interpretative Discourses and Deliberative Practices: Methodological Proposal for the Formulation of Public Health</i>	Ortega-Bolaños, J. A., & Alba-Muñoz, M. I. (2017).	COLOMBIA	QUANTITATIVE/QUALITATIVE	SCOPUS

	<i>Policies in Colombia</i>				
9	<i>Possibilities of cooperativism in a new public social and health services model and its implementation in the Basque Country; [Possibilities of cooperativism in a new model of public social and health services and their implementation in the Basque Country]</i>	Hernández, S. M. (2016).	SPAIN	QUALITATIVE	SCOPUS
10	<i>Public hearing procedure in the management of city development: Analysis of the world experience</i>	Ivanova, Z., & Danilina, N. (2018).	RUSSIA	QUALITATIVE	SCOPUS
11	<i>Public involvement in resource planning: Toward bridging the gap between policy and implementation</i>	Blahna, D. J., & Yonts-Shepard, S. (1989)	UNITED STATES	QUALITATIVE	SCOPUS
12	<i>Social participation and health in Brazil: A systematic review on the topic; [Social participation and health in Brazil: Systematic</i>	de Paiva, F. S., Van Stralen, C. J., & da Costa, P. H. A. (2014)	BRAZIL	QUALITATIVE	SCOPUS

	<i>review on the subject]</i>				
13	<i>Citizen involvement in local sustainability policymaking: an in-depth analysis of staff activities and motivations</i>	Bick, N. (2024)	UNITED STATES	QUALITATIVE	WOS
14	<i>Citizen Oversight of Public Spaces: Evaluating Public Participation in Managing Privately Owned Public Spaces</i>	Jung, S., Lee, J. S., & Kim, S. (2025)	UNITED STATES, SOUTH KOREA	QUALITATIVE	WOS
15	<i>Citizen participation through direct legislation: a road to success? A perspective from Switzerland</i>	Kübler, D. (2024).	SWEDEN	QUANTITATIVE	WOS
16	<i>Plural Participation in the Context of Tourism Governance in Curitiba/PR</i>	Feger, J. E., Kaizer, E. F., Minasi, S. M., & Fratucci, A. C. (2024).	BRAZIL	QUANTITATIVE	WOS

17	<i>Research as a scenario for child participation: perceptions and proposals for community action</i>	Riádigos-couso, X and Lorenzo-campos, A (2024).	SPAIN	QUALITATIVE	WOS
18	<i>Social Choice and Citizen Participation: Bringing Democratic Theory to Public Administration</i>	Dacombe, R., & Wojciechowska, M. (2024)	UNITED KINGDOM	QUANTITATIVE	WOS
20	<i>Societal Involvement in Household Waste Sorting Behavior in the Context of the Circular Economy: A Case Study of Poland</i>	Pizano, A., Scott, C. K., Porras-Colon, J., Driessen, A. L., Miller, R. T., Timaran, C. H., ... & Ramanan, B. (2023).	UNITED STATES	QUALITATIVE	WOS
21	<i>Stakeholder engagement: the role of facilitators and gender in 'opening up' conversations and enabling participation</i>	Wade, B., Bharadwaj, B., Kambo, A., Jensen, M., Witt, K., Weder, F., ... & Ashworth, P. (2024).	AUSTRALIA	QUANTITATIVE	WOS
22	<i>The Effect of Administrative Burden Perception on Citizen Participation: A Barrier or a Spur?</i>	Zhu, J., Han, Y., & Chen, Z. (2024).	HONG KONG	QUALITATIVE	WOS

23	<i>The nature of government-citizen communication in the Algerian Southern states</i>	Benlahcene, A., Ramdani, A., & Safi, B. (2024).	OMAN, UAE	QUALITATIVE	WOS
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Table 1. List of articles analyzed

Source: Own elaboration

Recent international evidence underlines that the way in which citizens perceive and act socially not only influences their inclination to participate, but also the quality of such participation and its impact on public management. In his analysis of direct democracy, Kübler (2024) begins with an observation that aligns perfectly with the focus of this study: "Citizen participation is generally considered critical to ensuring that policies respond effectively to the needs of the public" (p.s.p.). This idea is not only theoretical; the author's comparative summary of the case of Switzerland suggests that, when participation is substantial, political and administrative outcomes tend to be more consensual, financially responsible, and legitimate, which may be directly applicable to Peruvian agendas related to participatory budgeting, citizen surveillance, and social control.

On the other hand, the way in which citizens see the costs, difficulties and benefits of participating influences their actual behavior. In this sense, Zhu, Han, and Chen (2024) incorporate the concept of "administrative burden" into participatory decision-making models and summarize its contribution as follows: "we integrate the administrative burden into the participation calculation model, clarifying its dual role in citizen participation" (p.s.p.). If the procedures, lack of clarity or perceived opacity increase the burden, the willingness to participate decreases; on the other hand, if management reduces that burden and offers concrete public values, the burden can serve as an incentive (e.g., the simplification of municipal processes or the creation of one-stop shops for public consultations in Peru).

Institutional and digital structures of participation also influence expectations and behaviours. In their comparison of public hearings, Ivanova and Danilina (2018) point to a major risk related to online "processing": "If a significant part of the public hearing procedure is translated online and online, then those who lack computers or technical education may find it difficult to participate in discussions and will have fewer opportunities to collaborate" (p.s.p.). This finding is relevant for Peru: without digital inclusion strategies and face-to-face mediation, transferring processes to the digital environment could aggravate inequalities between urban and rural areas, as well as between different age groups, affecting the perception of openness and, in turn, participatory behavior.

Beyond infrastructure, the culture of participation is important. Staben and Ziebarth (2015) say it clearly: "Participation is now considered a key element of democracy. A democratic political system must offer its citizens opportunities to get involved" (p.s.p.). However, the mere offer of "opportunities" does not ensure positive results; The literature highlights that citizens adjust their behavior depending on signals of recognition, real impact and feedback. It is in this aspect that trust and continuity of participation at the municipal or regional levels are largely at stake.

The deliberative approach of Latin America offers methodological tools to connect perception, communication and decisions. In the case of Colombia, Ortega-Bolaños and Alba-Muñoz (2017) indicate that the creation of health policies based on dialogue and arguments is only effective when "the solutions and their implementation originate from a participatory core" (p. 387), and when this practice "unites[] the community with government agencies through the active participation of citizens" (p. 387). Applied to Peru, this means creating deliberative processes in which categories and priorities emerge from the people (such as community committees and working groups) and become verifiable administrative decisions.

From Brazil, a similar line has been formulated that organizes the dimensions that actors consider essential for participatory spaces to operate effectively. De Paiva, Van Stralen, and da Costa (2014) conclude that "the results presented synthesize a set of categories that have influenced public participatory spaces: political representativeness and training, interactions between social actors, institutional structure, political culture,

discourses on health/disease, and the debate on democracy" (p.s.p.). This proposes valuable indicators for Peru (representativeness, capacities, institutional organization and political culture) that allow evaluating the perceived quality of participatory mechanisms and guiding their improvement.

Regarding the intensity of participation, Bick (2024) documents a common tension among local administrators: "much of citizen participation in sustainability policymaking remains superficial and mostly symbolic" (p.s.p.). Its contribution is twofold: first, it criticizes consultative practices that do not alter agendas or budgets; Second, it illustrates how the technical team can rethink strategies to move from symbolic consultations to co-creation. In Peru, this requires aligning mechanisms (such as hearings, town halls, and participatory budgeting) with mandatory decisions, clear returns, and public compliance metrics.

In the management of public spaces, recent literature highlights the importance of citizen monitoring and evaluation. Jung, Lee, and Kim (2025) conclude after simulations in Seoul that "citizen participation could make POPS more public and empower citizens to become active agents in improving public spaces" (p.s.p.). The comparison with parks, avenues and spaces managed by third parties in Peruvian cities is clear: when citizens inspect, evaluate and report, it alters the perception of control and the care behavior of both users and administrators.

The idea of plural participation in the field of tourism governance—which is often presented as a "laboratory" for conflicts over use and spillovers—emphasizes the importance of incorporating diverse perspectives. Feger, Kaizer, Minasi, and Fratucci (2024) summarize: "Governance understood as a process... it must seek a plural participation, that is, one that includes mediate and immediate participation" (p.s.p.). This diversity (inhabitants, tourists, commerce, public administrators) is what shapes perceptions of equity in the processes; Without this diversity, behavioral incentives can be affected (disinterest, boycott, or control).

In addition, the role of facilitators and the way in which they are moderated also influence the way in which participation is made. In online discussions, Wade et al. (2024) indicate that "participants' input to discussions varies according to the gender of participants and facilitators" (p.s.p.). In concrete terms for Peru, this requires facilitation protocols that take into account gender and intersectionality – from rules on the use of the floor and methods of invitation to speak, to the composition of the facilitation team – to ensure that perceived power differentials do not diminish real participation.

From democratic theory, Dacombe and Wojciechowska (2024) propose to improve the evaluation of participatory initiatives by connecting public administration and social choice: «our ability to make assessments over the functioning of citizen participation initiatives would be strengthened by a closer engagement with the contributions made by social choice theorists» (p. s. p.). For Peruvian managers, this translates into explicit criteria (preference-result coherence, decision stability, intertemporal equity) that allow measuring how citizen perception and behavior are reflected in higher quality public decisions.

Government-citizen communication is another key lever. In a qualitative study, Benlahcene, Ramdani, and Safi (2024) point out that "the thematic analysis revealed three key themes related to the nature of government-citizen communication" (p.s.p.), stressing that communicative modes condition expectations, trust, and, ultimately, civic behavior. In the Peruvian case, this requires two-way, multi-channel, decision-oriented communication strategies that give citizens clear signals of incidence.

Finally, broadening the gaze to new subjects strengthens the perception-behavior chain. In the field of childhood and adolescence, Riádigos-Couso and Lorenzo-Campos (2024) argue that research can become a genuine space for co-production: "Research as a scenario for child participation: perceptions and proposals for community action" (p.s.p.). Incorporating participatory methodologies with schoolchildren and young people in local Peruvian diagnoses not only enriches the information, but also shapes early civic habits that endure.

4.1 DISCUSSION

Evidence indicates that the perception of openness, fairness in procedures, and usefulness, together with aspects of social behavior (willingness, self-efficacy, and perceived costs), influence whether citizen participation brings legitimacy and concrete improvements in public management. Reducing administrative burden and uncertainty shifts the share of a high expenditure to a public value opportunity (Zhu, Han, & Chen, 2024). This impact is based on designs that ensure clear decision rules, traceability of contributions, and timely feedback, which reinforces the perception of equity and continuous commitment (Dacombe & Wojciechowska, 2024; Kübler, 2024).

The structure and form of participation determine who can participate and in what way. Digitalization, if it is not accompanied by guarantees of access and mediation, can repeat exclusions and reduce the perception of

openness (Ivanova & Danilina, 2018). That is why omnichannel approaches (face-to-face and virtual) with technical support are relevant to close gaps in access and digital literacy, particularly in contexts such as Peru. The quality of the deliberation and facilitation are as significant as the convening. Moderation protocols that consider the gender approach and methods for distributing the word and validating contributions increase the sense of inclusion and improve interaction, which enhances effective participation (Wade et al., 2024). At the substantive level, deliberative approaches that are based on a "participatory core" unite the community with institutions and improve the relevance of decisions (Ortega-Bolaños & Alba-Muñoz, 2017), while in the area of public health, effectiveness is based on representativeness, capacities, and institutional design (de Paiva, Van Stralen, and da Costa, 2014).

There are risks of superficial participation when processes are not mandatory and do not deliver results; this discourages civic behavior and diminishes legitimacy (Bick, 2024). The solution involves institutionalizing traceability matrices, public prioritization criteria, and justified responses, so that each citizen contribution is traceable to a specific decision.

Experiences in different sectors reinforce these mechanisms. Citizen supervision of public spaces empowers users, raises standards, and modifies norms of behavior (Jung, Lee, & Kim, 2025); governance in tourism requires diverse participation and adequate communication channels to evaluate policies (Feger, Kaizer, Minasi, & Fratucci, 2024); city-water regeneration requires technical, social, and environmental articulation, as well as social learning to promote appropriation and care (Tort-Donada, Santasusagna, Rode, & Vadri, 2020). In situations of conflict or opposing interests, sustained negotiation and cooperative approaches foster meaningful participation and the perception of fair treatment (Hernández, 2016; Elliott & Kaufman, 2016).

Finally, the way in which the government communicates influences expectations and trust: communication styles and modes impact how citizens value openness and choose to participate (Benlahcene, Ramdani, & Safi, 2024). In the case of Peru, the consequences are obvious: (i) facilitating procedures and making deadlines predictable; (ii) clarify the aggregation rules and prioritization criteria; (iii) guarantee digital and territorial inclusion through face-to-face mediation; (iv) professionalize facilitation with a gender approach; (v) establish a system of follow-up and informed responses; and (vi) promote two-way communication that is oriented towards decision-making. By improving these aspects, positive perception is increased, participatory behavior is sustained, and participation is transformed into an institutional tool that improves the quality of public management.

5. CONCLUSIONS

The comprehensive review indicates that the effect of citizen participation in public management is not based solely on having formal mechanisms, but depends fundamentally on how citizens perceive aspects such as openness, equity in procedures, effectiveness, and responsiveness. These perceptions influence social behavior, i.e., the willingness, sense of self-efficacy, and effort that people are willing to put in, which in turn determines the level of participation (whether informative, consultative, or collaborative) and, ultimately, its impact on legitimacy, the quality of decisions, and the implementation of policies.

The results allow us to outline a functional model: (1) the attributes that people perceive of the process (clarity in the rules, reduction of burdens, follow-up of contributions, inclusion in facilitation and communication in both directions) affect (2) participatory behavior (frequency, quality and variety of contributions), which influences (3) the depth of influence (obligatory and co-production), and this, in turn, has an impact on (4) administrative results (more coherent, fiscally responsible and socially accepted decisions). The model incorporates feedback loops: when the administration implements tangible changes through participation, citizens' perception is improved and their commitment is strengthened.

In the context of Peru, the evidence collected suggests that the transition from consultative practices that are only symbolic to effective arrangements involves closing three gaps: (i) procedural ones, clearly establishing decision rules and priority criteria and publishing follow-up matrices; (ii) costs, lightening the administrative burden with simple formats, clear deadlines and "one-stop shops"; and (iii) inclusion, ensuring digital and territorial accessibility, as well as facilitation protocols that include gender perspectives and intersectional considerations. These interventions improve the perception of equity and usefulness, increasing the likelihood of sustained and better quality participation.

The review also reveals that interventions in sectors such as health, sustainability, tourism and management of public spaces serve as laboratories to implement co-governance practices: citizen committees are established with well-defined roles, mechanisms for supervision and social surveillance, as well as deliberative processes

that return results to the public. When such structures exist and are managed with clear rules, improvements are observed in the management of public goods, regulatory compliance, and decision-making, which has a positive effect on the capacity of the state.

From a governance perspective, administrations that communicate in a clear and bidirectional manner, that report on progress and justify their decisions, strengthen the perception of responsiveness. Conversely, inviting participation without offering feedback or digitizing processes without safeguards undermines trust and discourages community effort. Therefore, participation policies must be explicitly articulated with decision-making instruments (budget, programming, regulation) to prevent participation from being considered a mere formal rite.

Methodologically, this review highlights the importance of combining qualitative and quantitative perspectives to understand the mechanisms (perception → behavior → results) and not simply the correlations. The variety of disciplines enriches understanding, although it requires establishing common criteria to assess perception, burdens, depth of participation and its real impact on decision-making; Without these criteria, the comparison between different cases and the collection of evidence is complicated.

Among the limitations, the analyzed dataset includes international evidence with diverse institutional traditions, so transferring these findings to the Peruvian context implies making adaptations. Diversity in designs and metrics generates variability in observed effects; in addition, by focusing on Scopus/WoS, the sample can be biased towards research with more formalized methodologies, excluding local experiences that are important. Finally, although the period from 2017 to 2025 concentrates recent information, the institutional changes after the pandemic suggest caution in generalizing the findings.

For future research, it is suggested (a) to carry out experiments and quasi-experiments in local governments in Peru to evaluate the causal impact of adjustments in procedures (aggregation rules, response times, levels of obligation); (b) create and validate metrics of perception of fairness, usefulness, and responsiveness that are comparable; (c) assess the administrative burden from the citizen's perspective (time, difficulty, uncertainty) and integrate these aspects into management dashboards; and (d) investigate facilitation protocols with a gender approach and digital inclusion strategies in areas with low connectivity.

In conclusion, the main objective of the study—to explore the connection between perception, social behavior, and participation and its effect on public management in Peru—is achieved by identifying concrete institutional levers: clear and traceable norms, burden reduction, inclusion in facilitation, availability on multiple platforms, and access to information aimed at decision-making. Their joint implementation can transform participation into a management instrument that improves the quality of decisions, legitimacy and performance of public policies in the country.

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