

# Strategic Autonomous Planning Model Integrating Internal Control, for the Decentralized Municipal Governments of Ecuador

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## Abstract

*The research presents the results of the evaluation of the Decentralized Autonomous Governments of Ecuador, the relationship between strategic planning and internal control through adequate risk management. The methodological design was proposed through documentary research, analysis, discussion and mixed comparison, by prioritizing internal control systems in strategic planning, the culture of administrative risk analysis and organizational internal control schemes. Regarding the different data collection techniques, semi-structured interviews and interviews with key actors and experts and focus group discussions were used first, since it is key to have first-source information and verbal reports from servers who are in processes that are related to open government in local governments. In addition, the analysis of secondary data was used, mainly theoretical sources, the review of literature and study documents of the State Comptroller General's Office, which was complemented with the study of documents of the current situation of sanctions of the servers of the Autonomous Governments. Decentralized.*

**Keywords:** Evaluation, Internal Control, Strategic Planning, Decentralized Autonomous Governments.

## INTRODUCTION

In recent years, the public administration in Ecuador has experienced a worrying fiscal crisis, which led to the loss of credibility of government policies on the part of citizens. All this, due to the absence of public policies, which from the point of view of (Armijo, 2011), efficiency and transparency in the use of public resources, as well as their measurement, is achieved through plans strategic, through the articulation of rules and regulations that adjust to government policies and the definition of institutional objectives in each of the state agencies.

Based on these concepts, the majority of local governments or municipalities in Latin America have included state objectives within their constitutions that seek compliance with the Development Goals imposed by the United Nations Organization, in the 2030 Sustainable Development Agenda. (ECLAC, 2018), specifically regarding:

Generate peace and well-being of its people and the protection of the environment.

Promote freedom, security, spaces of freedom, justice without borders, free competition without falsehood.

Promote sustainable development through economic growth, price stability, social economy, full employment, social progress, protection, quality environment.

Combat social exclusion, discrimination, equality between men and women and respect for multiculturalism (ECLAC, 2018).

To fulfill these objectives, the Republic of Ecuador defined the powers of the State and the government's relationship with citizens and launched in 2009 the "National Plan for Good Living." Then, in May 2022, the "Opportunity Plan for all" was created through the Planning and Development Secretariat (SENPLADES).

Internal control is a tool used in the management of an organization to fulfill institutional objectives that allows it to inform people about its management (Mendoza, et al., 2018). This type of control contributes in Municipalities to the achievement of objectives, both in their administrative, financial and operational part and in the fulfillment of their strategic planning.

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According to Shonhadji and Maulidi (2020), the control system follows a generic model in which control in each department is essential. The structure of the control system allows managers to align the activities and skills of workers with the strategic goals of the organization.

A point of reference for managing an organization's administrative risk, considered unavoidable by experts in the field, is the framework of the Committee of Sponsoring Organizations of the Treadway Commission. Although there is much research on fraud prevention in local governments, we have less information on the effectiveness of internal controls, especially in the integration of administrative models (such as the Balanced Score Card) and frameworks such as COSO. (Shonhadji & Maulidi, 2020). Additionally, how the intensive use of technology and mathematical models can optimize these controls has not been explored in depth (Drogalas, et al., 2020). Furthermore, there is no solid evidence that explains the links between the internal control mechanisms and the substantive procedures that arise and that would allow a reduction in the probability of fraud.

In public administration there is a need to plan the use of resources to achieve the goals offered to the community and several models have been developed to plan and manage the achievement of such objectives (Namazi & Rezaei, 2023). However, although strategic planning is present in local governments since controls are established by law, fraud has not been avoided (Bracci et al., 2022).

In 2009, in Ecuador, the internal control regulations of public institutions were regulated by the Comptroller General of the State of Ecuador, through the issuance of Internal Control Standards applying COSO I and II (Comptroller General of the State, 2014). Likewise, its immediate application to all public institutions in the country was regulated, including the Municipal Decentralized Autonomous Governments of Ecuador.

According to Moreno-Enguix et al., (2018), the importance of implementing good internal control to improve the governance of local governments lies in several factors. The increase in efficiency in the organization is related to adequate internal control, avoiding inappropriate use of public funds. This allows us to provide better services through the efficient management of local taxes. By strengthening internal controls, municipalities obtain great benefits: fewer opportunities for fraud, compliance with goals with an efficient regulatory environment and efficient use of resources.

## **METHODOLOGY**

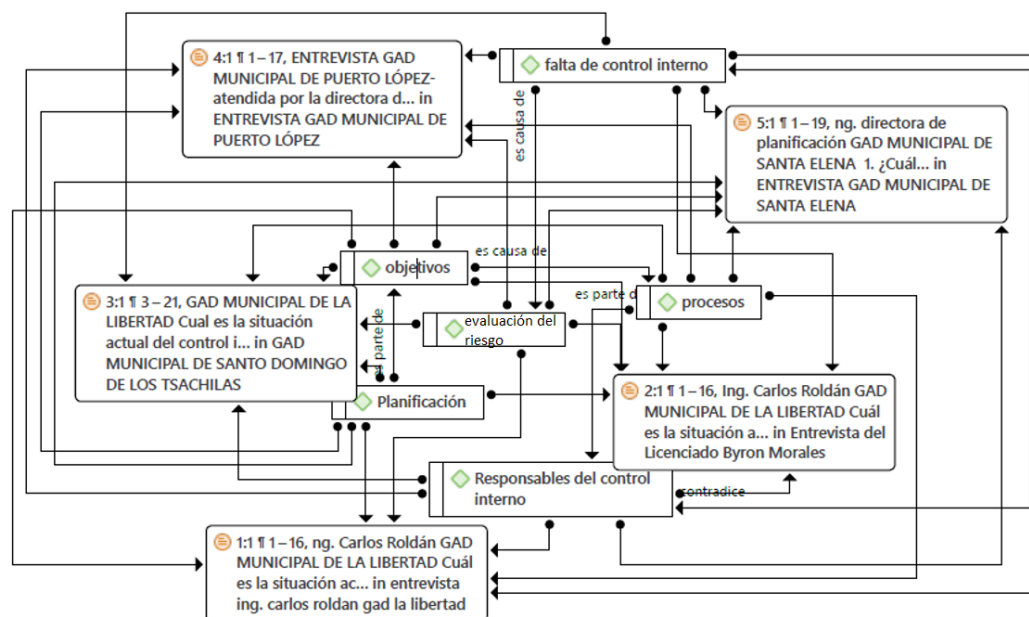
In the methodological design, different factors related to the validity of the study, the use and role of deduction and induction, issues related to verification and falsification and the contents and scope of the explanation and interpretation converge (Dalle, 2005).

It has a mixed approach that combines quantitative and qualitative methods. The quantitative part of the design allows objective testing of the relationships between variables, using instruments that collect information that can be treated with statistical procedures and in the qualitative part the description of the situation of strategic planning and internal control. Correlational statistics were used to appreciate the relationships between variables, their magnitude, direction and relevance, in addition to interviews and surveys with experts, officials and servants of municipalities and the control entity (Comptroller General of the State).

For this research, 12 Decentralized Autonomous Governments of the Cantons were taken as a sample: El Empalme, Balsar, Santa Elena, La Libertad, El Carmen, Puerto López, Jama, Salitre, Chillanes, Babahoyo, Buena Fe, Quevedo. With these units, the situational diagnosis and the proposal for the new approach to evaluating the internal control system and strategic planning were prepared. Convenience sampling was carried out since the researcher relied on her own judgment to choose the members of the study, according to the characteristics necessary to complete the information sought. Municipalities with high budgets are excluded from the selection because the advantage over the others would bias the information.

## RESULT

The results of the interviews that were carried out at the beginning of the research work, the opinions of expert officials in the Decentralized Autonomous Governments and the State Comptroller General's Office are shown in the following figure No.4:



**Figure 1:** Analysis of the interviews

**Fountain:** own elaboration.

The Decentralized Autonomous Governments have designed procedures, technical sheets and have plans for planning processes, in written form. They also mentioned that they must measure their management through indicator reports, but when focusing on risk management reports only 1 The municipality mentioned that they did it once a year, in general, and monitoring was a weakness. The constant change of personnel affects the efficiency of compliance with the processes and the organizational culture, especially because the chief officials and departmental directors are freely removable, that is, every 4 years that a new Mayor is elected, he or she enters with the new bosses and many of them do not have experience in strategic planning and compliance with internal control regulations. Therefore, experts agree that it is necessary to maintain a person responsible for internal control and not generalize the term “all servers are responsible for internal control” established in the CGE internal control standard. 100-003, and although there are annual training plans, many times the budgets do not allow for training the personnel, what is also striking is that when they want to carry out training they cannot do it individually but rather, they must hire a company per year. and must cover all needs.

Three municipalities mentioned that although there were no auditors, the mayors' advisors followed internal controls, but without any responsibility. The words that were repeated and were the basis for our evaluation instrument: risk evaluation, process control, those responsible for internal control.

The municipalities focus on controlling compliance with projects, such as public works and social works, but they did not mention that they had compliance with internal control evaluations. Projects in construction have delays in payments and final delivery. Four of the municipalities evaluated are 12-14 and 18 months late with works paid at 100%, due to the lack of control in the delivery of compliance forms. As well as contracts for completed works in which final payments to contractors are not evident. The presence of complementary contracts were also topics of analysis, due to weak strategic and operational planning.

**Table 1: Descriptive survey results.**

| Rule                                | Variables   |              | Percentage | # Survey |
|-------------------------------------|---|--------------|------------|----------|
| Strategic management                | Content of the entity's annual operating plan   | Yeah         | 68.50%     | 122      |
|                                     |   | No           | 18.50%     | 33       |
|                                     |   | Doesn't know | 13.00%     | 23       |
|                                     | Formulation of the POA according to processes and policies  | Yeah         | 73%        | 130      |
|                                     |   | No           | 27%        | 48       |
|                                     |   | Doesn't know | 0%         | 0        |
|                                     | Formulation of the POA based on the internal situation and environment of the GAD                   | Yeah         | 26.40%     | 47       |
|                                     |   | No           | 73.60%     | 131      |
|                                     |   | Doesn't know | 0.00%      | 0        |
|                                     | Establishment of an internal control system that identifies, analyzes and treats risks              | Yeah         | 26.40%     | 47       |
|                                     |   | No           | 61.20%     | 109      |
|                                     |   | Doesn't know | 12.40%     | 22       |
|                                     | Monitoring and evaluation of the POA and multi-year plans   | Yeah         | 53.40%     | 95       |
|                                     |   | No           | 33.70%     | 60       |
|                                     |   | Doesn't know | 12.90%     | 23       |
|                                     | POA design  | Yeah         | 60.70%     | 108      |
|                                     |   | No           | 26.40%     | 47       |
|                                     |   | Doesn't know | 12.90%     | 23       |
|                                     | Identification of needs to satisfy demands and resources  | Yeah         | 33.33%     | 83       |
|                                     |   | No           | 50.00%     | 70       |
|                                     |   | Doesn't know | 16.67%     | 24       |
|                                     | Dissemination of the products of the multi-year plan and POA  | Yeah         | 72.50%     | 129      |
|                                     |   | No           | 27.50%     | 49       |
|                                     |   | Doesn't know | 0.00%      | 0        |
|                                     | Definition of plans to comply with operational and strategic planning                               | Yeah         | 75.80%     | 135      |
|                                     |   | No           | 22.50%     | 40       |
|                                     |   | Doesn't know | 1.70%      | 3        |
| Human talent policies and practices | Compliance with GAD objectives through the organizational structure                                 | Yeah         | 60.10%     | 107      |
|                                     |   | No           | 12.40%     | 22       |
|                                     |   | Doesn't know | 27.50%     | 49       |
|                                     | Linking institutional objectives with client needs  | Yeah         | 38.80%     | 69       |
|                                     |   | No           | 33.70%     | 60       |
|                                     |   | Doesn't know | 27.50%     | 49       |
|                                     | Clarity of GAD management objectives  | Yeah         | 25.80%     | 46       |
|                                     |   | No           | 29.80%     | 53       |
|                                     |   | Doesn't know | 44.40%     | 79       |
|                                     | Objectives open to modifications  | Yeah         | 57.30%     | 102      |
|                                     |   | No           | 17.40%     | 31       |
|                                     |   | Doesn't know | 24.70%     | 44       |
|                                     | Promotion through the objectives of the integration of ICT in municipal management                  | Yeah         | 69.70%     | 124      |
|                                     |   | No           | 16.90%     | 30       |
|                                     |   | Doesn't know | 13.40%     | 24       |
| Organizational structure            | Concordance between the monitoring of multi-annual objectives with the annual objectives of the GAD | Yeah         | 69.70%     | 124      |
|                                     |   | No           | 17.40%     | 31       |
|                                     |   | Doesn't know | 12.90%     | 23       |
|                                     | Processes that the entity has to evaluate competencies in the institution                           | Yeah         | 57.30%     | 102      |
|                                     |   | No           | 25.80%     | 46       |
|                                     |   | Doesn't know | 16.90%     | 30       |

Fountain: own elaboration.

Table 2. Strategic planning associated with control risks

| Rule                              | Variable  | Percentage |        |
|-----------------------------------|---|------------|--------|
|                                   |   | Yeah       | No     |
| Administration strategic 200-02-2 | Content of the entity's annual operating plan. Formulation of the POA according to processes and policies. Formulation of the POA based on the internal situation and environment of the GAD. Establishment of an internal control system that identifies, analyzes and treats the entity's risks | Yeah       | 66.67% |
|                                   |   | No         | 33.33% |
|                                   |   | Maybe      | 0.00%  |
|                                   |   | Yeah       | 100%   |
|                                   |   | No         | 0%     |
|                                   |   | Maybe      | 0%     |
|                                   |   | Yeah       | fifty% |
|                                   |   | No         | fifty% |
|                                   |   | Maybe      | 0%     |
|                                   |   | Yeah       | 16.66% |
|                                   |   | No         | 66.67% |
|                                   |   | Maybe      | 16.66% |
|                                   |   | Yeah       | fifty% |
|                                   |   | No         | fifty% |
| Strategic management 200-02-2     | Monitoring and evaluation of the POA and multi-year plans Design of the POA Identification of needs to satisfy demands and resources Dissemination of the products of the multi-year plan and POA Definition of plans to comply with operational and strategic planning                           | Maybe      | 0%     |
|                                   |   | Yeah       | fifty% |
|                                   |   | No         | fifty% |
|                                   |   | Maybe      | 0%     |
|                                   |   | Yeah       | 33.33% |
|                                   |   | No         | 50.00% |
|                                   |   | Maybe      | 16.67% |
|                                   |   | Yeah       | 16.66% |
|                                   |   | No         | 66.67% |
|                                   |   | Maybe      | 16.66% |
|                                   |   | Yeah       | 16.67% |
|                                   |   | No         | 33.33% |
| Maybe                             | 50.00%  |            |        |

**Fountain:** own elaboration.

### Content of the Entity's Annual Operating Plan

This question was raised with the intention of knowing the content of the Operational Plan in the Decentralized Autonomous Governments. Of the officials who responded to the questionnaire, 66.67% confirmed knowing what the POA contains while the remaining 33.33% do not know what it contains or compiles it only partially.

### Formulation of the POA in Accordance with Processes and Policies

The entire population responded to this question in the affirmative, which shows that the Operational Plan is formulated in compliance with the established legal regulations and, therefore, confirms that they adhere to the Internal Control that said strategic planning must have embedded.

### **Formulation of the POA based on the Internal Situation and Environment of the GAD**

In the opinion of those surveyed, 50% affirm that a detailed analysis of the internal situation and environment of the GAD was carried out when taking into account the Operational Plan, while the other 50% did not know or doubt that a analysis about it.

### **Establishment of an Internal Control System that Identify, Analyze and Treat Risks**

In relation to the internal control system and the associated risks, respondents responded in different ways: 66.67% do not ensure that the aforementioned prerogatives are complied with, while only 16.66% affirm that they do recognize it and the rest, 16.66%, question it.

### **Monitoring and Evaluation of the POA and Multi-Annual Plans**

In relation to the monitoring and evaluation of the POA, it was found that 50% do it permanently while the other 50% do not do it or simply do it sporadically.

### **Poa Design**

50% of the population under study responded that the analysis of the situation is carried out considering the results achieved and deviations from the programming, however the other 50% do not consider it in the same way.

### **Identification of Needs to Satisfy Demands and Resources**

By virtue of the emerging needs that identify the POA, the 33.33% questioned thought yes, however, the majority, which is 50%, do not take these needs into account. The rest, 16.67%, are not sure it was considered.

### **Dissemination of the Products of the Multiannual Plan and POA**

Despite the importance of the dissemination of the Plans for an organization, in this case 66.67% of those surveyed indicated that they were not made aware of the proposed objectives, only 16.66% know them fully while the other 16.66% know them partially.

### **Definition of plans to comply with Operational and Strategic Planning**

This question is very important to diagnose the situation of strategic and operational planning: in the opinion of those interviewed, 50% doubt that administrative risk is considered in these instruments, 33.33% do not know if these are defined and 16.67% affirm that they consider them.

**Table 3. Human Talent Policies and Practices Variable**

| Rule  | Variables   | percentage   | Impact |
|---|---|--------------|--------|
| Human talent policies and practices<br>200-03 | to. Compliance with GAD objectives through the organizational structure                 | Yeah         | 3      |
|   |   | No           | 3      |
|   |   | Doesn't know | 0      |
|   | b. Linking institutional objectives with client needs                                   | Yeah         | 3      |
|   |   | No           | 2      |
|   |   | Doesn't know | 1      |
|   | c. Clarity of GAD management objectives   | Yeah         | 3      |
|   |   | No           | 2      |
|   |   | Doesn't know | 1      |
|   | d. Objectives open to modifications   | Yeah         | 1      |
|   |   | No           | 3      |
|   |   | Doesn't know | 2      |
|   | and. Promotion through the objectives of the integration of ICT in municipal management | Yeah         | 1      |
|   |   | No           | 3      |
|   |   | Doesn't know | 2      |

Fountain: own elaboration.

## Analysis Results Variable Human Talent Policies and Practices.

### Compliance with GAD Objectives Through the Organizational Structure

Through this question, it can be confirmed that the management level broadly knows the objectives set out in the POA and other instruments since 50% of the population validates it, and with a high level of confidence. On the other hand, the other 50% are unaware that they can achieve these objectives.

### Linking Institutional Objectives with Client Needs

50% of the population surveyed recognizes that the objectives are linked to the needs of clients. However, for 33.33% this is not the case or they are simply unaware of it, while 16.67% doubt that there is a connection in this regard.

### Clarity of Gad Management Objectives

For Municipal GADs, management is very important, which is why achieving objectives is essential. That is why 50% of the population responded affirmatively, 33.33% do not see it that way, and the rest 16.67% doubt that they can influence the management of the GAD.

### Objectives Open to Modifications

In an operational plan, the flexibility of the objectives is necessary to adapt to unforeseen circumstances that may occur over time, consequently, there may be viable modifications. Those questioned reflect this in the first option with 16.67% affirming it, while in the second option they deny that this is the case with 50% and the rest doubt or do not know.

### Promotion Through the Objectives of the Integration of ICT in Municipal Management

The integration of ICT in the promotion of objectives is essential to have quality management. For this reason, the population believes that only 16.67% affirmed the following, while 50% of our population said no, and the rest, which is 33.33%, do not know it.

Table 4.Organizational Structure Variable

| Rule                            | Variables   |              | Percentage | Impact |
|---------------------------------|---|--------------|------------|--------|
| Organizational Structure 200-04 | Concordance between the monitoring of multi-annual objectives with the annual objectives of the GAD | Yeah         | 33.33%     | 2      |
|                                 |   | No           | 50.00%     | 3      |
|                                 |   | Doesn't know | 16.67%     | 1      |
|                                 | Processes that the entity has to evaluate competencies in the institution                           | Yeah         | 66.67%     | 4      |
|                                 |   | No           | 33.33%     | 2      |
|                                 |   | Doesn't know | 0.00%      | 0      |

Fountain:own elaboration.

## Analysis Results Variable Organizational Structure

### Concordance Between the Monitoring of Multi-Annual Objectives with The Annual Objectives of The Gad

Multi-year plans are made to achieve long-term achievements. Hence, it is necessary to monitor and control the set objectives. For their part, 33.33% of those questioned responded affirmatively, while 50% do not believe this is the case, and the rest, 16.67%, doubt that this will be true.

### Processes that the Entity has to Evaluate Competencies in the Institution

The surveyed population, 66.67%, affirms that there are updated and approved processes to evaluate the competencies of the institution's servers, while the rest, 33.33%, believe that they are not updated, or they are simply unaware of it.

The results obtained in this research give rise to observations in light of what has been reviewed in the scientific literature, but also on the regulatory frameworks addressed.

## **Discussion of the Results According to the Literature**

The main purpose of this research was to show the relationship between strategic planning and internal control through adequate risk management. The results showed, in general, a positive and significant association between these three variables. Therefore, it can be stated that management in decentralized autonomous governments must have planning models that integrate control processes and have tools to measure administrative risks at all times in order to take corrective measures in time.

The results extend the concepts of contingency theory regarding the internal control of local governments, as long as the control structures must be adjusted to the environment in which the institution operates (Luo & Donaldson, 2013). The present investigation has shown the similar characteristics of the GADs studied and has also added a comparison of the legislation with another Latin American country, in this case Argentina. Although it is true that the results agree with the main concepts of the theory, we contribute to it by highlighting the importance of searching for generic models for similar situations, which is cost-effective. It agrees with other research that pointed out how important it is to align the institutional strategy with the environment that surrounds it to improve its performance and achieve strategic goals (McAdam, et al., 2019).

To the theoretical discussion we can add that, according to the resource-based view, competitive advantage is built through all the company's resources. It is already known that these resources must give a competitive advantage that is unique and difficult to imitate. However, the results of this research add that strategic management systems, such as the BSC, become part of the resources that provide decentralized autonomous governments with competitive advantage. The analysis, formulation, implementation and evaluation of the strategy then become pillars for competitiveness and effectiveness in the management of institutions. This agrees with Rafiq et al. (2020), who found an impact of BSC implementation to improve organizational performance. Additionally, this research highlights the importance of adding two important elements that are ignored in the RBV literature: regulations and people's cooperation. This finding also coincides with what was expressed by Freeman et al. (2021).

The significant relationship between strategic planning and internal control models was one of the main findings of this research. Although this relationship has already been studied previously in the context of municipal governments and other institutions and an association was found between the two (Afiah et al., 2015; Ghasemi et al, 2022; Guyadeen et al., 2023) , it is necessary to establish a difference. Most of these investigations focus on the impact of these variables on financial reports, which is very important, but they do not delve into the human contingent when it comes to the implementation and feedback of strategic plans. As an exception, there is the research by Ghasemi et al. (2022), who take it into account from the perspective of recruiting personnel familiar with control and accountability. The present research, in its results, also takes into account the importance of training, organizational culture and values, this being an important contribution. The scope of the results of this research, in this sense, will be expanded in detail when talking about the implications it has on the management of administrators.

The way in which strategic management is associated with the legal framework is indicated in previous studies such as, for example, Freeman et al. (2021), who pointed out the importance of regulations as a resource that can build strategic advantage. In this case we are talking about internal control regulations that allow high-quality governance, as highlighted by Euleric et al., (2019). The authors stated that regulations are a primary factor for administrators and audit committees to have the perception of adequate use of an institution's internal control function.

The results also addressed how strategic planning is related to technology. It should be added that, by extension, internal control and risk management are also included due to the nature of the research and the relationship found between the main variables. This finding is very significant because, although advances in information and communication technologies are known, their impact on the planning and control process has not been specified. Although this research does not delve into this particular aspect, it was found to be a primary element



of the lack of effectiveness when it comes to strategic planning and internal control. The results coincide with Namazi & Rezazei (2023) when they highlighted the need for good information systems for management accounting and also with Drogalas et al. (2020) who pointed out that computerized mathematical programs help internal audit management for decision making. In the case of this research, one of its contributions to advance this topic was the creation of software that allows identifying key points in strategic risk management.

Another key point of the results is to affirm the relationship between strategic planning with risk measurement and management models. Risk management models are important to identify and prevent fraud. However, this resource is not fully known in municipal administrations. The results of this research coincide with previous studies regarding the direct relationship between the two, but in some cases with certain differences. According to Tarjo et al. (2022), having control systems to evaluate, communicate and monitor risky activities has a significant impact on reducing fraud, especially in local governments. Oulasvirta and Anttiroiko (2017) found that economic constraints are an important factor when comprehensive risk management measures are not adopted in local governments and this is valid for large municipalities and small ones as well. This is a common factor found in the municipalities of Ecuador. Providing, installing and maintaining control systems is expensive and causes this process to be delayed or minimally adopted with the consequent result of weak risk control. Bracci et al., (2021) found that risk control in the public sector lacks better incorporation of the body of knowledge on the subject. Furthermore, they point out the lack of integration of risk management systems with planning and strategic management systems, a salient aspect in this research.

Something that previous research on risk management has in common, especially in public administration, is the incorporation of standardized and validated frameworks at a global level such as COSO. This research also contemplates the significant relationship between strategic planning and control systems also using COSO. Kong et al, (2018) also found this relationship in the context of public administration but with limitations. The authors state that, due to frequent changes in the environment, it is almost impossible for managers and auditors to take charge of each and every operation to ensure strict compliance with internal control principles in order to minimize the risks. Dangi et al. (2020) used the COSO in the context of higher education and found that there is generally not enough control and that a self-assessment checklist for internal control allows problems to be managed effectively and efficiently.

Another question of this research was the relationship between strategic administration and the training of an institution's collaborators. Ghasemi et al., (2022) postulate that it is necessary to hire people with knowledge, skills and commitment to help identify the weaknesses of the system and improve it. Although this agrees with the present research, the importance of constant training of workers is also added, not only in control tools but also in the use of technologies. The importance of technology with strategic planning and internal control has already been previously noted in the results and this adds a relevant topic to the literature to delve into.

Following a similar line, knowing the association between strategic planning with values and institutional culture was another of the findings of this research. This topic was not sufficiently addressed in the internal control literature, which generally focuses on processes and their relevance. In this case, as stated in the interviews with those who carry out internal control in the GADs, and with the triangulation between documentation and survey results, it was observed that even with well-defined regulations and processes, the organizational culture and The values of the institution weigh when it comes to the effectiveness of those rules and processes. These results are in accordance with what was found by Kong et al. (2018) when they maintain that the implications of risks must be a priority in the minds of public servants and that it must be part of the organizational culture to complement the other risk control tools.

## CONCLUSION

This research provides greater knowledge about the relationship between strategic planning and internal control using risk management tools. The main conclusion is that the proposed model improves the control of all levels of government of a GAD. This is because all levels are held responsible for the internal control of the processes, it has indicators of efficiency and effectiveness of management, it allows the implementation of a planning system that includes formulation, execution, control, monitoring and evaluation that is consistent with the

government plans and the guidelines of the technical planning body. On the other hand, it incorporates the responsibility for internal control and accountability into the organizational culture.

Due to its design and technology, the model allows generating specific information on compliance gaps, with respect to time and quality, and, above all, minimizes administrative, civil and criminal sanctions on public servants. Another benefit of the model is the immediate implementation without consuming excess resources, as long as there is the commitment and resolution of the GAD administrators and collaborators.

According to the development of the research, and the degree of maturation that the municipalities of Ecuador have, they comply in the short term with the Kaplan and Norton model and in the medium and long term, a line of research is left open with the results-based management model. and deepening the culture of administrative risk analysis.

Among the secondary conclusions, we find, first of all, that the characteristics of the public sector and the institutional environment do not provide incentives to politicians or public administrators to voluntarily and consistently seek the adoption of comprehensive measures for internal control and management of the risk. Secondly, we find that cases of corruption and fraud in the public sector have increased interest in transparency in information and accountability. In this sense, the importance of efficient internal control systems is highlighted and that these internal controls must be incorporated into strategic planning, also using risk management tools.

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