



Putting Local Governments of Ecuador at the Heart of Urban Marketing

Postavenie miestnych samospráv Ekvádoru do centra mestského marketingu

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Abstract:

Ecuadorian local governments are demanding Foreign Direct Investment (FDI) in order to provide jobs for youths and the ability to generate new businesses. Urban marketing in Ecuador shall be in the focus. A country profile expects to outline the current trends of Ecuador in the framework of economic perspective and social and political approaches. The image of Ecuador is inevitable and is needed on international arena for FDI. Nowadays Public-Private Partnership is a part of the agenda of public policies of the Ecuadorian government. Indeed, governance debate demonstrates the potential that local governments may have in assuming that competence to attract FDI. Nowadays, there are lobbies authorities to influence public policy. The author seeks to reflect on local governments and their current perspective regarding the provision of services and the globalized world in which we live with a view to promoting the understanding of democratic processes and governance in Ecuador. This work will facilitate the understanding of the European and international reader about public services in Ecuador for the benefit of citizens and the conjuncture about trust in local administration. Methodology: Based on the overview of relevant literature written in English and Spanish. The main theories that this study was based on were governance theory, public administration theory, economic development and urban marketing approaches.

Keywords: *Locality, Decentralization, Public Administration, Governance, Ecuador*



Abstrakt:

Ekvádorské miestne vlády požadujú priame zahraničné investície (FDI), aby poskytli pracovné miesta pre mladých a schopnosť vytvárať nové podniky. V centre pozornosti bude mestský marketing v Ekvádore. Profil krajiny očakáva načrtnutie súčasných trendov Ekvádoru v rámci ekonomickej perspektívy a sociálnych a politických prístupov. Imidž Ekvádoru je nevyhnutný a je potrebný na medzinárodnej scéne pre priame zahraničné investície. V súčasnosti je verejno-súkromné partnerstvo súčasťou agendy verejných politík ekvádorskej vlády. Diskusia o riadení skutočne ukazuje potenciál, ktorý môžu mať miestne samosprávy pri prevzatí kompetencie prilákať PZI. V súčasnosti existujú orgány, ktoré lobujú za ovplyvňovanie verejnej politiky. Autor sa snaží zamyslieť nad miestnymi samosprávami a ich súčasným pohľadom na poskytovanie služieb a globalizovaným svetom, v ktorom žijeme, s cieľom podporiť pochopenie demokratických procesov a vládnutia v Ekvádore. Táto práca uľahčí európskemu a medzinárodnému čitateľovi pochopenie verejných služieb v Ekvádore v prospech občanov a konjunktúry o dôvere v miestnu správu. Metodika: Na základe prehľadu relevantnej literatúry písanej v angličtine a španielčine. Hlavnými teóriami, z ktorých vychádzala táto štúdia, boli teória vládnutia, teória verejnej správy, ekonomický rozvoj a prístupy mestského marketingu.

KLúčové slová: *Lokalita, decentralizácia, verejná správa, riadenie, Ekvádor*

Introduction

Governance is ultimately the way of regularizing the interactions between the actors in society that can be democratic or authoritarian. The analysis of the public policies take the set of plans as an object of study shaped for: the collective aims that the State considers to be desirable or necessary (including the process of definition and formation of these), the means and actions accused, total or partially, for an institution or governmental organization, and the results of these actions, including so much the consequences wished as the unforeseen ones. [1] In Ecuador the local government considers a combination of local and international public and private investment, including official development assistance and FDI it is important to mobilize investment, create jobs, etc. Entrepreneurialism captures the sense in which cities are being run in a more businesslike manner, and the practices that have seen local government imbued with characteristics once distinctive to businesses – risk-taking, inventiveness, promotion and profit motivation (Hubbard and Hall 1998). A natural consequence of these trends was a more focused integrated and strategic implementation of city marketing. The growing experience was coupled with developments within the marketing discipline that lead to the rise of social and non-profit marketing.,

While it is true that there is no model of good governance, it is also necessary to emphasize the measurement of results for ideological reasons. Promotion of good governance goes beyond the local government and includes private sector and society. There are two moments: the rule of law, so much as the Constitutional state from which it emanates are subject to the rights of individuals; and the second being the recognition of several normative systems different from the law produced by the

national assembly, consequently multiplying, the sources of law. In this case, Public Private Partnership is in force in Ecuador since the late 2015.¹

The political organization of Ecuador is based on a republican regime, its form of government is decentralized, and the participatory democracy system is the foundation of authority. Indeed, the Organic Code for Regional, Autonomous and Decentralized Organization (COOTAD) is the maximum norm of the Decentralized Autonomous Governments (GAD) in Ecuador; it determines that a form of local government is governed by the principles of unity, solidarity, co-responsibility, subsidiarity, complementarity, interterritorial equity, citizen participation and sustainability of development. After 2019 the Constitution provides the framework for four-year Action Plans.

During the administrative management, the elected local authority must provide for both the fulfillment of its action plan of its electoral campaign, as well as the Territorial Development and Planning Plan (PDOT); in the main planning instruments, which contribute to the monitoring of compliance with the objectives of public management. A management period begins with the inaugural session of the new authority. It is a propitious momentous to carry out a governability pact from public institutions and a governance pact that includes the participation of citizens in local development. With the purpose of deepening knowledge about political legitimacy and good governance in the local governments, this report includes a case single country study about the general effect of both political governance and legitimacy in international treaties as predictors of support governance in Ecuador. In all the aspects, of public and private life; "branding" is a significant effort that signifies spend money in urban marketing strategies to be crucial in regional management and development. Global statistics clearly show countries spend money in public funds on branding strategies to attract FDI.

In this context, the governance system at the external level is fostering a culture of transparency based on criteria of co-responsibility, institutional strengthening, and participation. However, this article considers necessary and fundamental to hold a wide-ranging debate on this question, assessing the positive and negative aspects of the possible adoption of new management systems that writing raises a sense of competitive cities to, among other things, maintaining power and highlight the authorities' profile that even tend to play an important role to achieve to the presidency of Ecuador.

1. Decentralization

Decentralization in Latin America could be seen as an alternative to deal with the inefficiency of local governments. Indeed, it is a political speech that highlights the desire to eliminate the concentration of power in large cities and thus a lack of services to citizens in locations where inhabitants are abandoned. On this subject, the Ecuadorian author Fernando Carrión M. [3] states that the reader should not be

¹ In Ecuador, the decree N° 582 Public Private Partnership (Asociación Público Privada) in 2015 is the most important document for future investors.

Putting Local Governments of Ecuador at the Heart of Urban Marketing

Stefany Mercedes CEVALLOS

confused and must be experienced with the concept of decentralization as a holistic process to prevent further centralization. [4]

Local governments in Ecuador work under the Organic Code of Territorial Organization, Autonomy and Decentralization (COOTAD) and such as task are the provision of services to their constituents. When talking about locality, proximity to the population is a very important consideration to meet the concrete needs. Certainly, prioritizing the problems and dealing with them according to their priority and the seriousness of the impact and damage they involve. [5]

COOTAD establishes the political administrative organization of the Ecuadorian State in territory; the regime of different levels of decentralized autonomous governments and special regimes to guarantee their political, administrative and financial autonomy. The Decentralized Autonomous Governments are the institutions that make up the territorial organization of the Ecuadorian State and are regulated by the Constitution of the Republic of Ecuador (Art. 238-241). In addition, it develops a mandatory and progressive decentralization model through the national system of competencies. The institution is responsible for its administration, sources of financing, and the definition of policies and mechanisms to compensate for imbalances in territorial development.

In this context, decentralized government are decentralized institutions that have political, administrative, and financial autonomy, and are governed by the principles of solidarity, subsidiarity, equity, inter-territorial integration and citizen participation. They are organized as follows: Regional; Provincial; Cantonal and, Parish. Within the functions attributed to it by article 119 of the Organic Code:

“Coordinate processes of institutional strengthening and technical support for the exercise of powers to decentralized autonomous governments” and;

"Promote and monitor compliance with citizen participation mechanisms in the management of decentralized autonomous governments."

Before going into detail, the following services should be seen as priorities for certain authorities but not others. The services are the following: • Drinking water, drainage, sewage, treatment and disposal of wastewater • Public lighting • Cleaning, collection, transfer, treatment and final disposal of waste • Markets and supply centers • Cemeteries • Flea markets • Streets, parks and gardens and their equipment • Public security.

Once every four-calendar year, priorities attention are pre-defined and reflected by the new Government Plan presented by the political candidate and that at the time, once he or she comes to power, he or she shall put it into practice with the institutional oversight already be the case.

These participation formulas where citizens are increasingly having a minimum quantifiable number of participations is a relevant dilemma and it is an issue of access to fundamental services such as health, water, public education, transportation, air management, technological gap covered by private sector. Indeed, inorganic growths, social segregation, environmental commitments of water and air, violence and citizen insecurity, institutional difficulties, and social gaps; are remaining the same. [6]

2. The dominant conceptions

Dynamics of decentralization in local governments is not a strictly technical process; it is rather a field of conflicting and diverse interests that are embodied by specific actors e.g., private actors, public sphere, civil society, and different actors. Undeniably, conflict of interest within the political institutions is real and we cannot shrink from our responsibility to combat it, although the political discourse claims the exact opposite in the same speech.

It is evident that there is a process of transformation in the society-state relationship, which is expressed in the approximation of civil society to the municipality through new forms of participation and representation of the population and the granting of more power to the autonomous bodies. Eminently urban service is capable of promoting due to their omnipresent nature in the process of contact with inhabitants' new social subjects such as young people, athletes, women, environmentalists, etc. So, if the current decentralization proposal seems to perform adequately, what makes it new today and what are its characteristics and elements of power? The answer could be that sense of competitive cities that comes hand in hand with a hegemonic model imposed by a double trilogy: opening (globalization), economic restructuring (adjustment) and state reform (privatization), inscribed within the globalization/locality dilemma.

Having mentioned some points in detail that give rise to locality around the public service, power, culture and economy. The problem of decentralization is part of the contradictory movement that our society is experiencing, which is expressed in the processes of globalization and seen increasing the importance assumed by the local.

The first conception, starts from a critique of the state, from a perspective of participation of "civil society" through the so-called processes of privatization, market expansion and maximization of consumer sovereignty. That shared discourse that comes from the premise that public sector is usually ineffective. Furthermore, it is a mechanism for diffusion and generalization of the market, which breaks up demand and atomizes conflicts.

The second conception, seeks the democratization of the State, rationalizing public administration (emphasizing the territorial rather than the sectoral), promoting governance at all levels, sponsoring economic development, generating better national integration (not homogenization) and expanding the population participation. The most significant case is the Ecuadorian constitution, which starts with the constitution approved in 2008.

There is a trend towards increasing powers at the local level, either due to the increase in local demands or due to the transfer of central bodies.

This growth of competences does not make sense if the corresponding body does not have the capacity to assume them; [7] much more in countries as Brazil and Ecuador where the municipalities can do what they see fit, without being obliged to do anything. Hence, the problem now is, more than the transfer of competences, the corresponding increase in resources because, otherwise, a "perverse" logic would be entered. [8]

The governance system determines legal instruments of accountability, of decision making. In this respect, the instruments of urban marketing are going to evolve because of the incidences of non-State actors. Social organizations as actors in the dynamics of governance are multiplying according to the communities and can act in union activities or political activities. These include civil society organizations in governance policies under the umbrella of governance. Besides, States have implemented changes to national legislation towards economic development. A manner of achieving legal and policy changes to protect and advance foreign investment.

2.1. Public-Private Partnership

Public-Private Partnership or Asociación Público Privada in Spanish language is experiencing growth in almost all the South American region. In 2015 the decree N° 582 Public Private Partnership (Asociación Público Privada) becoming the most important document for future investors. As a form of privatization derived from the USA in European Union countries applied it successfully, [9] but many authors realized at the same time, that it can easily become the hotbed of corruption, so they elaborated sample-contract to it and recommended them to the EU country-members to apply. [10]

In Ecuador, post Socialism of 21st century the current government is re-launching neoliberal paradigms that in fact are the introduction of business methods considered possible by the New Public Management. The performance of public tasks and, [11] the techniques of which are "contracting out" is "public-private partnership" (PPP). [12]

The New Public Management considers the implementation of economic and other public goals to be the most successful using management techniques. These include the decentralization of decision-making mechanisms, planning, analysis, feedback, and the application of new management principles. These management techniques have always been widely used by businesses and are considered by many to be applicable to the operation of public administrations.

Setting limits

Resistance to change, insofar as it is presented as a cultural and administrative obstacle for people, social actors, and institutions that are breaking with inertial processes in which they are immersed. [13] In fact, centralism, as a social relationship that has its local and national support bases, opposes to decentralization to the extent that its main actors lose the privileges it gives them. So, central government justifies its attitude by the low capacity of local entities to assume the new significant ranges of powers. Inter alia, the scattering of resources does not allow development, and the difficulty of controlling corruption.

Image: an image is reputation

The very first impression delivers a Message about their value. Since nations or states today need to re-engage popular support. They should use the power of branding.

The government may promise a better world and it strives to deliver one and its constituents eagerly look forward to embarking on the road to development, peace, and social stability. In addition, it is considered that application of place marketing depends to a great extent on the construction, communication, and management of an image of city. This is the case of intermediate cities which can position themselves in the global city system as centers of attraction based on quality of urban life as their main competitive advantage.

There are two processes, image and branding, which are experiencing greater growth in place marketing for development of cities and countries. Consequently, in the case of local projects a valuation is taking place in intangible assets, this when new processes of political and social participation are putting out in place. In fact, place marketing, is an asset for the image construction to ensure the development of its entire concept, from the strengthening of the city image to that mainstream integrated quality in the country leading to good governance practices.

Branding: planning to manage reputation

Brand is a product or service, and branding is the process of planning and designing to build or manage reputation. Nations, regions and cities do have brand images they usually be branded. [14] In that sense, identity logo, image reputation, purpose, shared values and external promises are shared values and equity or good will. Indeed, for branding it is important to emphasize that trademark is not the owner of one brand because the image resides in the mind of the consumer in a remote location.

The main target groups in place marketing are tourists, citizens, students, employees. The tourist board promotes the country to holidaymakers and business travellers. [15] Agencies, Fairs, and international scenarios promote the country to foreign companies and investors. In cultural perspective the cultural institute builds cultural relations with other countries and promotes the country's cultural and educational products and services. [16] Furthermore, the Ministries present their policies to overseas publics in the best possible light, and sometimes attempts to manage the national reputation. There are other bodies and special interest groups, non-governmental organizations (NGOs) and companies all promoting their version of the country, too. The most important to emphasize is that they are working in isolation. However, working collectively would be desirable for the knowledge acquisition and development skills. [17]

Public Management

Assuming there are not new forms of governance that are not necessarily better, more effective, or efficient, or even more democratic, than their predecessors. Meta-governance² plays a major important role in terms of place marketing. Why? Because

² The implementation of "Meta-governance" is the government's guidance and control of the domestic governance network in order to achieve the strategic goal, and its goal is directed at the national interests. The government ensures that the final result of governance conforms to the national interests by exerting intervention on

meta-governance emphasizes that government rules determine new leadership mechanism and ensure consistently characteristics of diversification. In other terms, place marketing is being seen useful not only for touristic planning but in terms of interoperability of different governance mechanisms. Authors point out that in the context of increasingly active transnational economic flows. [18]

Governance has become a central concept which is used by designers, politicians at the local, national, regional, and global level, and by social sciences. Furthermore, the influence of globalization on the international system and on national political systems has been considerable in establishing levels of governance. International organizations spread preponderant criteria of normative criteria of good governance from a neoliberal approach to a regulationist.

Governance is ultimately the way of regularizing the interactions between the actors in society that can be democratic or authoritarian. This makes possible to determine the way how activities and political processes may respect the mechanism of place marketing and the process for setting clear aims of incidence of private companies, media, local opinion, etc.



Figure 1: The sequence of the mechanism of place marketing. Source: Stefany Cevallos, 2021.

governance. In this context of “Meta-governance”, the government plays an important role, exerting influence on many independent and semi-autonomous governance participants through non-traditional mechanisms

Putting Local Governments of Ecuador at the Heart of Urban Marketing

Stefany Mercedes CEVALLOS

Public policies would set clear goals for the country's economy. Urban marketing needs the role that none of the conventional disciplines of public diplomacy [19] or sectoral promotion is able to perform alone. [20]

Urban marketing is not the only option but the most accurate to determine the way the world sees it and treats it. [21]

Place-based branding has a very ancient history. There is evidence to packaging the place of manufacture dating back to 4000 years ago e.g., Egypt and China. [22] For centuries countries have been working for creating and maintaining a strong national reputation for producing quality products. Indeed, companies will need to recognize their government as final arbiter on issues of brand, contribute to and comply with its strategy and countries should collaborate with other companies and even competitors to promote the nation's reputation.

A country of origin represents the country or countries of manufacture production, design, or brand origin; the government should never miss an opportunity to acknowledge and promote its own products that represents the population and their culture as image or the nationality bias. [23]

A social and urban analysis approach from governance

There is a problem of provision, administration and management of public services. Social disintegration given that there are neighborhoods with high coverage versus marginal neighborhoods. Furthermore, the influence of globalization on the international system and on national political systems has been considerable in establishing levels of governance. International organizations spread preponderant criteria of normative criteria of good governance from a neoliberal approach to a regulationist. The governance has become a central concept which is used by designers' politicians and politician people at the local level, national, regional, and global, and by social sciences too (Waylen, 2008:114-35). [24]

In this respect, the instruments of the decentralization process are going to evolve as a result of the incidence of non-State actor or private institutions. Social organizations as actors in the dynamics of governance are multiplying according to the communities and can act in union activities or political activities. These include civil society organizations in governance policies.

However, the emergence of the Constitutional State occurred with the rupture of the sense of sovereignty, in which the State ceased from being politically "everything" to simply becoming a "part" of more comprehensive political systems (the rule of law).

Although its political reality could no longer be recognized as a functioning political reality, since the late twentieth century, there have been vigorous internal and external corrosive forces that weakened the sense of sovereignty of the rule of law such as: the internal political and social pluralism, which opposes to the idea of sovereignty and subordination, the formation of alternative and competing power with the State.

Putting Local Governments of Ecuador at the Heart of Urban Marketing

Stefany Mercedes CEVALLOS

Furthermore, operating in the political, economic, cultural and religious fields, the progressive institutionalization, promoted sometimes by the States themselves, of "contexts" that integrate its power and the supranational dimensions, removing them this way to the availability of the particular States, and the attribution of rights to individuals, who can assert them before international jurisdictions against States to which they belong. [25]

An additional element inside the configuration of the State that Zagrebelsky raises is the concept of the Constitutional state as a uni-directional value of development of the organization of the State. Is the typical form of the State in our century, presented often as a particular version of the Constitutional state where the general sense of the liberal State of law consists of the conditioning of the authority of the State to the freedom of society, within the framework of the reciprocal balance established by the law.

Nevertheless the law at present, makes way to the Constitution and becomes itself the object of measurement. It is overthrown in favor of a higher instance. This instance assumes the most important function of maintaining entire societies, divided in interior and concurrently, unified and in peace.

The outlook of the State towards a democratic pluralist and participative construction of the social group, is given depending on the "analysis of the public policies" orientated to perceiving to the State with fewer consecration or reverence. [26] This analysis does not imply trying to reduce the State to a common and current organization; nevertheless it thinks that the State and its institutions shall be analyzed from the base of "organizations across which the public agents (chosen or administrative officers) chase goals that are not exclusively answers to social demands and, simultaneously, as configurations of organizations and of actions that they structure, they shape and influence both the economic processes and the classes or groups of interest ". [27]

The analysis of the public policies takes the set of devices as an object of study shaped for: the collective aims that the State considers to be desirable or necessary (including the process of definition and of formation of these), [28] the means and actions accused, total or partially, for an institution or governmental organization, and the results of these actions, including so much the consequences wished as the unforeseen ones. [29] Furthermore, Ecuador has stable and successful policies that offer confidence and benefits to foreign investors to attract FDI. Investment Promotion Agencies are the institutions re-sponsible for promoting foreign investment in a specific area. These types of institutions may be governmental, non-profit organizations and even private entities run by boards of directors, which may include government officials and business managers. Therefore, one of the main activities of an Investment Promotion Agencies is the positioning of the country in the international market, a task that implies the construction of a favorable image, and with this, the creation of a "Country Brand".

Conclusion

The author concludes with some final considerations: Decentralization is a claim and a viable possibility in today's Latin America because society has become

urbanized, there is great accessibility to the media, illiteracy levels have been reduced, civil society has important forms of organization and diverse, and the tradition of local governments has been cemented in recent years. This demonstrates that the social actors of decentralization can enter a transition process as agents of diffusion of development, as instances of expansion of representation and as ambits of the constitution of multiple identities. Decentralization is a condition for the modernization of the Latin American State and society, insofar as it deepens democracy, improves governance, and fosters economic development. In other words, the discussion of the modernization of the State requires incorporating the criteria of territorial democracy and decentralization, in order to allow a real reform of the articulation of the State and civil society. » This supposes some of the following additional reflections: Decentralization is a long process and not an episodic event - such as the approval of a Law- that has multiple components that are defined in time and space. [30]Decentralization is a holistic process that does not solve everything, but it has to do with everything: democracy, development and governance. Restricting it to a single scope can lead to situations of greater centralization.

With respect to PPPs, it is a limitation for local governments, in addition to transferring the execution of a public service to private administration. Weaken the public system and validate the concept that the public system is obsolete and in effect neglect the subsidy of said services in a country where social gaps are latent, and poverty constitutes a high index that has worsened because of the global crisis due to the Covid-19 pandemic and the crisis of organized crimes.

In spite of, the national scene achieving FDI, is the responsibility of central governments and local governments, the same one that allowed the countries to place in the international agenda the need to work on areas where major degree of poverty was demonstrated and to give priority and treatment to the construction of a new image for international investors.

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Putting Local Governments of Ecuador at the Heart of Urban Marketing
Stefany Mercedes CEVALLOS

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Putting Local Governments of Ecuador at the Heart of Urban Marketing

Stefany Mercedes CEVALLOS

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Putting Local Governments of Ecuador at the Heart of Urban Marketing

Stefany Mercedes CEVALLOS

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