

Communication strategies in the management of municipalities. Systematic review

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Abstract

The role played by communication strategies in the management of municipalities has recently become a government policy that must be adopted in a mandatory manner, so that the authorities, making use mainly of social networks, virtual platforms and websites, can keep in touch with citizens in a transparent manner and thus achieve citizen participation. This article has been elaborated making use of a methodology that has consisted of performing the systematic review of scientific articles in important databases such as: Scopus EBSCO, ProQuest and OneFile, from different authors, between the years 2017 and 2021, making use of the keywords referred to the topic to be addressed, which has facilitated the search. Once the information was found, we proceeded to filter those articles that were excluded for not meeting the criteria stated in the methodology, making use of the PRISMA flowchart, in which 21 articles out of a total of 139 were left for review, which has allowed us to conduct the research, extracting the most relevant contributions of each article, which have served as inputs to carry out the discussion and conclusions of the study.

Keywords: Communication, municipal management, social networks, virtual platforms, website, transparency, citizen participation.

1. INTRODUCTION

This article is aimed at understanding the role that communication strategies play in the management of municipalities, in order to ensure that municipal authorities can establish free and open communication with citizens, since, by making use of a effective communication, transparency and coherence in speeches and facts are shown. For this reason, it is necessary for municipalities to have a specialized office that is in charge of disseminating functional and strategic messages; Therefore, it is necessary to use communication strategies as part of government plans, thereby achieving the effectiveness and efficiency of management. Currently the municipal governments are obliged to communicate to the citizens everything related to management; For this, each municipality, according to the resources it has available, must develop information flows that allow it to transmit messages related to the management and these reach the citizens in a timely manner. For this reason, it is necessary that municipal governments, within communication management, can face the new challenges of assuming with responsibility which digital communication strategies they will use for this task, since with the appearance of new information technologies they will have to choose the alternative that suits your needs and among them we have: social networks, virtual platforms, web pages, or a combination of them; since, the use of these technologies will allow to position the city as a brand (Márquez et al., 2017).

Every democratically elected citizen at any level of government is obliged to abide by everything for the benefit of the population he represents. For this reason, municipal governments are obliged to communicate to citizens all the activities they carry out during their administration, which is covered by the regulations of each country, they are organic laws of transparency and access to public information, for For this, the municipalities have the duty to prepare and transmit the messages to the users. In the event that a municipality performs an inadequate communication management, this becomes an obstacle, in the good image of municipal management. Likewise, it is necessary that the people responsible for managing communication must be bidirectional and fluid, allowing interaction with citizens, making known about social, political and economic management, whose information must be in the public domain. Through the appropriate use of social networks, virtual platforms or web pages, the municipalities carry out citymarketing, since through these digital mechanisms the municipalities make the entire functional structure known, always transmitting confidence about the management and its horizon. (Márquez et al., 2017). On the other hand, it is advisable to opt for the use of the social network or the use of a Facebook page; Because this has become the favorite of the great majority due to its easy use, in addition, the use of this social network constitutes a very important communication channel for positioning in front of the outside world and in front of other municipalities, likewise, local governments through Facebook pages can maintain a closer link with central government Web pages (Baltz, 2020).

Likewise, the web has become a very important element in the management of many municipalities in their departments in charge of communication, for this reason communication 2.0 is already being used, which allows them to interact with users, allowing Suggestions and criticisms are made and responded to immediately (Paricio et al., 2020). The municipalities currently have the great responsibility of approaching the citizen with the necessary and pertinent information, then receiving feedback from them that results

in improved management; Therefore, it is necessary that municipalities where there are difficulties in the use of technologies and digital platforms, carry out improvement actions, for the benefit of management and users (Szafran, 2016).

The use of technology in these times should not be exclusive to those who have the ability to assume the cost it demands; Reducing this digital divide should be a priority for the different levels of government, allocating resources for its implementation and sustainability over time. The basic purpose of having this technology makes information spread faster and each of the citizens can have at their fingertips everything they want to see and learn in relation to the management of their authorities and not fall into the monologue of continuing with traditional practices such as written statements, press releases, press conferences that are necessary; but the question is to adapt to the new digital events. On the other hand, there are still municipalities that still do not understand that the use of digital platforms or social networks are not unidirectional means and that the concept of digital community requires that there be two-way communication, where municipalities and citizens can interact by doing use of communication with a shared vision, which really gives value to the information (Mesa, 2018). At this time, conceiving an administration apart from the benefits that digital technology offers, in particular the municipalities must put aside their resistance to change and embrace the versatility in the service they provide to the community; For this purpose, within their jurisdictional attributions they must allocate resources to implement digitization policies, with the capital interest of providing a better service that makes possible the rapprochement of citizens towards their commune and its authorities; This new perspective of communication must be under the parameters of trust, transparency, that is, this communication must be two-way, so that the inhabitants can freely express their needs and criticize acts not contemplated within the framework of the law, that would definitely pay for the development and growth of the municipalities (Casiano & Cueva, 2020).

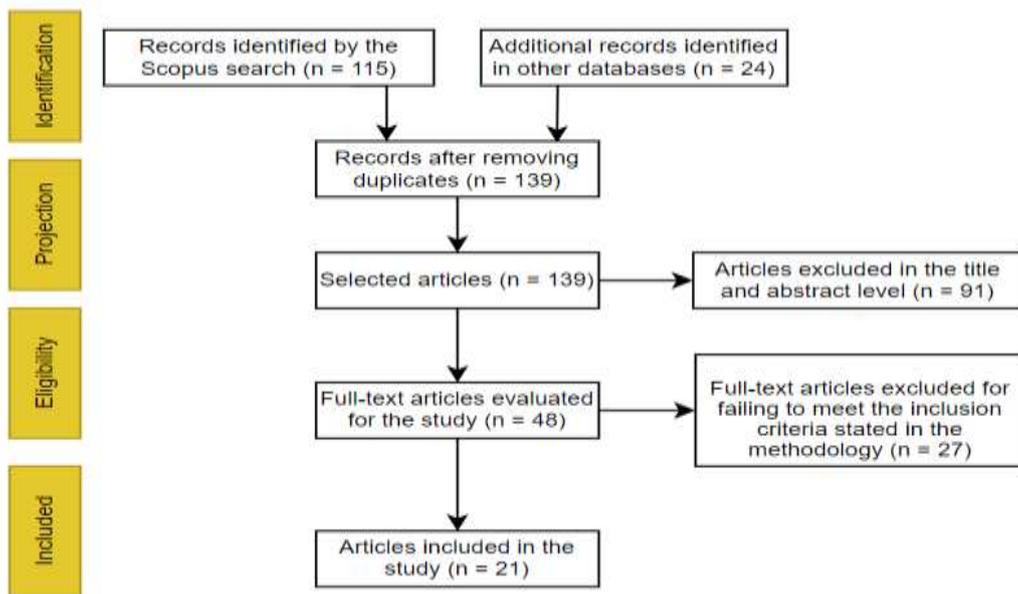
The objective of the article is to analyze and describe the role of communication strategies in the management of municipalities at the national and international level through a systematic review of indexed scientific articles; likewise, to warn the citizens' behavior before the development of the municipalities in relation to the functions that they carry out inside and outside their respective areas.

2. MATERIALS AND METHOD

The present study has been carried out through the use of different sources, through a systematic review of scientific articles, which allows the reliability and veracity of the research, which is within the time interval that corresponds between the years 2017 and 2021, the The topic to be discussed is the role of communication strategies in municipal management. In order to search for scientific articles, the databases of Scopus, EBSCO, ProQuest and OneFile have been used; For this, search equations were used in English: Use of communication in municipalities Or Use of communication in the municipality.

The search has been oriented towards articles in indexed journals that have provided the necessary information on the subject to be discussed; The criteria of this search process has included articles mostly with a quantitative approach and to a lesser extent qualitative and mixed, from all this search process it has been possible to identify 139 articles related to the topic, from all the databases analyzed, by After excluding articles due to duplication in title and abstract level, the number of 91 articles was obtained, leaving 48 full-text articles evaluated, of which full-text articles were excluded for failing to meet the inclusion criteria 27, leaving 21 articles for the study of the role of communication strategies in the management of municipalities, as can be seen in the PRISMA diagram. In order to carry out the coding and interpretation of the data, a matrix has been used in which the author or authors, year of publication, categories, approaches and type of research, object of study, population, investigated sample and the instrument applied in the study. To carry out the analysis of the discussion, the introduction, results and conclusions of the 21 selected articles have been considered.

Figure 1. Adaptation of PRISMA, flow chart (Urrutia & Bonfill, 2010)



3. RESULTS

Table 1. Contributions of Articles review.

N ^o	Authors	The role of communication strategies in the management of municipalities			Type of study, population and sample	Instrument, technique or methodology used	Contribution
		Use of the social network	Use of the social network	Use of the social network			
	(Baltz, A. 2020)	X			Quantitative Review of 38 Facebook Pages of Swedish Municipalities	Documentary analysis	This study recommends that as a policy to be adopted by the municipalities, the use of the Facebook page should be, since this social network has become a daily practice for the majority of the users of the municipalities, in addition to the use of This social network constitutes a very important communication channel for positioning vis-à-vis the outside world and vis-à-vis other municipalities. Likewise, local governments through Facebook pages can maintain a very strong link with central government Web pages.
	(Tapia & Marín, 2018)		X		Quantitative Review of 22 virtual platforms with Open data from Spain	Comparative analysis	This research aims to make a comparison between the municipalities that make use of their virtual portals, in relation to advertising and the services that are given in the municipalities to the citizens, making use of Open Data (open data). Using Open Data, efficiency and equal opportunities are promoted, since citizens and different companies can provide the services required by municipalities under equal conditions.
	(Paricio, P. et al., 2020)		X	X	Quantitative 542 municipalities (50,000 inhabitants) of Valencia	Categorical content analysis	This research contributes that the use of transparency portals by the majority of citizens, according to the study carried out in these technological tools, mainly Due to the fact that most of the municipalities in Valencia are not giving it the proper use that allows them to have a constructive dialogue with stakeholders can generate, thus contributing to the dissemination of information and transparency. these technologies to render
	(Campillo & Martínez, 2017)	X			Qualitative Municipal Strategic Plan of Madrid	Documentary analysis of the Municipal Strategic Plan	With the use of communication 2.0, citizens can have a two-way relationship with the municipalities, through conversation and in which they transmit opinions and informative content, making use of social networks such as Facebook and Twitter, since they are the ones who collaborate in the process of establishments and management of the thematic agenda of the municipality. That is why it is so necessary for municipalities to be at the forefront with the implementation of computer applications designed to allow them to process information, to improve the service to users.
	(Piñeiro & Serra, 2021)		X		Quantitative 308 municipal websites of Portugal	Systematic, objective and quantitative content	To encourage the active participation and satisfaction of the citizens, it is necessary to incorporate into their local government plans the use of state-of-the-art technologies to provide a service to citizens and thus shorten the digital divide, in the development of web portals. The study also shows that, in less developed countries, with a high rate of poverty, it means that not all citizens have the necessary resources (tablets, Smartphone, etc.), so that they can be used with int

						analysis	
	(Royo & Benítez, 2019)		X	X	Quantitative 100,000 inhabitants of Spain	Descriptive analysis of 28 items	The study shows that the use of open portals used by the most developed cities with a greater population, are more successful in their use, on the other hand, in cities with less population and development there is still very little demand by citizens, in many cases The portals seem to function only as repositories of information, leaving aside the most important aspects, for which they were created, such as the promotion of accountability and the use of citizens so that they can make contributions to municipal government plans, therefore, much remains to be done to improve the use of existing open portals and the implementation of this type of portals where this open municipal communication methodology is not yet adopted.
	(Rebolledo et al., 2017b)			X	Quantitative 394 websites (10,000 inhabitants) of municipalities in Spain	Item content analysis	This study recommends that in order for municipalities to necessary that they make use of effective communication, as the use of Web pages. Likewise, it has been proven that the transparency of information, mainly in accountability, other hand, the study also shows that the larger the municipality therefore, the use of the Web is considered very useful too municipality and the citizens.
	(López & Moreno, 2019)			X	Qualitative 10,000 inhabitants of Spain	Questionnaire	This study contributes mainly to the brand that municipalities should have in a differentiated way, making use of a logo, shield and perhaps also a slogan, which can differentiate them from other municipalities. It is recommended that municipalities not only use the Web to keep the population informed of the services they provide to citizens, accountability and citizen participation, but that they can also use it to spread their brand and allow them to be recognized by other municipalities and institutions.
	(Mello et al., 2020)	X			Quantitative 262 Facebook Posts in Curitiba, Brazil	Data analysis with Facebook	The purpose of this research is to carry out an analysis by the municipality of Curitiba, on the use of social networks (Facebook) by citizens, since through this communication channel the municipality makes continuous proposals to take future actions for the management improvement. Thus, with the appearance of the pandemic, public bodies began to share relevant information through social networks, so they have had to adapt municipal management to the use of technologies, which allows them to be closer to citizens and receive criticisms and suggestions to improve the planning and management of the municipality.
	(Lluís & Clemente, 2020)	X			Qualitative 582 Municipalities of Valencia	Data Analysis	This study recommends that the use of digital social networks in recent years has become a necessity for municipal governments, since it allows citizens to be informed about the actions carried out in management, where the degree of of transparency of the municipalities, above all, of the use of public money in contracts made by the administration, as well as having access to

							institutional agreements. Likewise, when the municipalities are small, adaptation in the development of electronic political communication is more difficult and delayed, but it is the responsibility of the municipal authorities to seek support for its implementation and thus be able to count on better citizen participation for the improvement of the management.
	(Durusoy, 2018)	X			Qualitative Twitter of the Municipalities of Datça and Kadıköy, Turkey	Data Analysis	This study recommends that municipalities should make use of social networks to carry out their functions in relation to communication with citizens, in this case Twitter. Likewise, it is recommended that the communication used in social networks should be symmetric, two-way, dialogic, of mutual trust and cooperation, it means that communication should be open between municipal authorities and citizens and thus improve the management of municipalities, responding to the criticisms and suggestions of the users.
	(Przeybilovicz et al., 2018)	X	X	X	Quantitative 4835 municipalities in Brazil	Questionnaire	This research shows that the municipalities that are in poverty conditions have indicators that show low rates of digital communication and transparency with the population. On the other hand, the municipalities that have better economic conditions have a closer relationship with citizens through virtual platforms, web pages or social networks, but unfortunately the municipalities are more concerned with transparency than with citizen service, merely for compliance with the rules. Likewise, for there to be an intelligent municipal government, it is necessary that communication through digital platforms be horizontal, which improves the exchange of information with citizens, which provides public services in a more efficient and transparent way.
	(Jangdal, 2019)	X			Mixed 290 municipalities in Sweden 16 interviewed	Mapping hyperlocals in social networks Interviews	This study shows how municipal governments, apart from making use of the benefits offered by social networks to keep citizens informed about municipal management, is also relying on hyperlocals, which is journalism in action, doing Use of the social network. The drawback is that most hyperlocals are found in metropolitan or urban areas, where they are more populated, because hyperlocals can survive and generate income, so the less populated and poor areas do not have this benefit. The hyperlocals in the municipalities are very useful, because they contribute to democracy and the benefit of the community, where all citizens can participate in a debate forum in the face of a fact of interest to citizens.
				X	Quantitative 45 websites of the municipalities of the	qualitative in-depth semi-structured	This research shows that the municipalities of the Murcia region do not adequately provide the information to which citizens have the right to access, which must be published on the website of each municipality, therefore, this causes the distrust and lack of credibility of citizens towards their authorities. For example, they do not

	(Robles & Zamora, 2020)				Region of Murcia.	telephone calls	publish the agenda that the mayors have, which allows citizens to have information on the functions performed by the authorities, for this reason the study shows that the municipalities do not respond to the demands of the population to offer an open government, which can allow citizen participation.
	(Mori et al., 2020)	X		X	Qualitative Official Facebook Pages of 11 Italian capitals	Data Analyses	This study shows that local governments have made use of social networks and websites to communicate with citizens in times of a pandemic, without knowing the potential it has had to keep citizens informed about everything they should know to avoid being infected with the virus, places of treatment and all matters related to the pandemic. The study also reveals that local governments have substantially improved in the use of traditional digital tools to communicate and interact with citizens, such as the use of social networks.
	(Campos & Vaquero, 2020)		X		Qualitative Portal of local transparency of Galicia	content analyses	This research proposes that the existence of a transparency portal in Galicia, in which the different public bodies together with the active participation of citizens can work together through an inter-administrative collaboration to put it at the service of transparency in the municipalities. Thus, through this type of platform, citizens will be able to have a single point of access to all information, in terms of accountability and all the activities carried out by the municipality, in terms of transparency.
	(ȚICLĂU et al., 2020)	X	X		Qualitative empirical exploratory study in a Lithuanian municipal administration	Semi-structured interviews	The exploratory study of this study shows that electronic leadership by municipal authorities has forced them to find collaborative alternatives so that workers can work cooperatively using ICT, creating a culture that allows all voices to be heard, including those of the users. One of the tools that has been used for teleworking in municipalities is the use of smartphones, which has allowed contact with workers and citizens, as well as the use of social networks and other virtual platforms have had to be potential as well In this way, electronic leadership has been established in municipal governments, also allowing for empathic relationships between authorities, employees and citizens.
	(Solito & Materassi, 2020)	X			Quantitative 20 Municipalities, 584 citizens (66% men, 34% women), Tuscany, Italy	Questionnaire	The present research recommends that municipalities should make use of social networks so that they can disseminate relevant information for citizens, also that they, making correct use of information technologies, can have an approach that allows them to exchange relevant information in order to improve management of the municipalities. The study reveals about the behavior of the users of the institutional pages of the municipalities of the social networks, in order to explore the contents of the responses of the authorities and citizens. Municipalities, when making use of social networks, analyze the information given by citizens, which allows municipal authorities to have an understanding of how they can improve

							the quality of life of citizens and the effective use of public services.
	(Simelio, Nuria, et al., 2021)	X			Quantitative 605 municipalities with more than 10,000 inhabitants	Questionnaire	This study shows that the people in charge of the communication offices in the municipalities act as spokespersons for the management of the mayors in turn, leaving aside the true purpose for which they have been created, which is to manage the information that must be provided to citizens, making use of institutional social networks, for the sake of transparency of municipal management. It is recommended that the information provided by those in charge of communication with citizens should revolve around communicating about the information that is made in plenary sessions, transcribing the most outstanding of interest to citizens, it is not enough to just transmit the video to them, which in many cases can last for hours, also those in charge of communication must provide the contact location of the municipality, so that citizens can provide their criticism and suggestions and in this way the management of the municipalities can be improved.
	(Cuberos et al., 2019)	X		X	Quantitative Municipalities of Bolivar and Villa Rosario-Border Colombia-Venezuela	Questionnaire	The present study shows that the municipalities of Bolívar and Villa Rosario do not have sufficient economic means so that the majority of citizens can access the use of information and communication technologies, harming the inhabitants in having information about the public policies that the municipalities must implement in favor of the improvements of the communes. Facebook is the major technology used by the two municipalities for the dissemination of all official information, such as reports, notices, surveys, receiving complaints, receiving suggestions from citizens, among other options. Therefore, it is necessary for local governments to make all the necessary efforts to implement and improve the use of ICT by the majority of the population, as this will contribute to social exclusion, the fight against poverty and favoring the production, commercial exchange, access to employment with equal opportunities.
	(Herrero et al., 2021)	X		X	Quantitative 605 Municipalities (10,000 inhabitants)	Questionnaire	This study has as a contribution, according to the results obtained in the questionnaire applied to the inhabitants of the municipalities of Spain, that the municipalities that are governed by women have a better compliance in relation to transparency, making use of the digital tools of citizen participation in institutional websites. The study also shows that there is a greater awareness on the part of the mayors to transmit relevant information that allows citizens to stay informed on institutional social networks and web pages, on matters related to the functions carried out by municipal authorities.
	Total	13	7	9			
	Porcentaje	62%	33%	43%			

According to table N ° 1, 62% of the studies correspond to the subcategory of use of social networks, of which 5 out of 13 studies have an interrelation with the other subcategories; 65% of the studies are within the use of platforms-Open Data subcategory, of which 06 of the 09 studies are closely related to the other subcategories; 09% of the studies belong to the web page use subcategory, of which 1 out of 2 studies are interrelated with the other subcategories. The approach that has primacy is the quantitative approach with 62%, 33% is qualitative approach and in last place with 5% the mixed approach.

4. DISSCUSION

Use of the social network

The role that social networks play in keeping the citizens of the municipalities informed has become a policy to be adopted by these entities; For this reason, the use of the Facebook page should be the one that should be used officially, since this social network has become a daily practice for the majority of users in the municipalities; In addition, the use of this social network constitutes a very important communication channel for positioning in front of the outside world and in front of other municipalities; Likewise, local governments through Facebook pages can maintain a very strong link with central government Web pages (Baltz, 2020). Likewise, Mello et al. (2020) carries out an analysis in the municipality of Curitiba, on the use of social networks (Facebook) by citizens, since through this communication channel the municipality makes continuous proposals to take future actions to improve management. Thus, with the onset of the pandemic, public bodies began to share relevant information through social networks, which is why it has become necessary to adapt municipal management to the use of technologies that allow them to be closer to citizens and receive criticism or suggestions to improve the planning and management of the municipality.

Lluís & Clemente (2020) state that the use of digital social networks in recent years has become a necessity for municipal governments, since it allows citizens to be informed about the actions carried out in the management, where you can see the degree of transparency of the municipalities, especially the use of public money in contracts made by the administration, as well as having access to institutional agreements. Likewise, when the municipalities are small, adaptation in the development of electronic political communication is more difficult and delayed, but it is the responsibility of the municipal authorities to seek support for its implementation and thus be able to count on better citizen participation for the improvement of the management. In this sense, it is recommended that municipal authorities should make use of social networks so that they can disseminate relevant information for citizens; Likewise, by making correct use of information technologies, they can have an approach that allows them to exchange important information to improve management.

On the other hand, when carrying out an exhaustive exploration of the behavior of the users of the pages of the social networks of the municipalities, an analysis of the contents of the responses of the authorities and citizens can be carried out; In this regard, municipalities by making use of social networks, analyze the information given by citizens, which allows municipal authorities to have an understanding of how they can improve the quality of life of citizens and the effective use of resources. public services (Solito & Materassi, 2020). Likewise, it should also be considered that one of the social networks widely used by municipalities is Twitter, in which municipal authorities communicate with citizens, making known their functions regarding their management; In this regard, it is important to highlight that the communication used in social networks must be symmetric, two-way, dialogic, of mutual trust and cooperation; This means that communication must be open between municipal authorities and citizens and thus improve the management of municipalities, responding to criticism and suggestions from users (Durusoy, 2018).

Likewise, it should be noted that in recent times municipalities are putting themselves at the forefront with the use of 2.0 communication, with which it is no longer enough to send messages that must be seen or heard, but they must be oriented to the interaction, dialogue and debate, since this type of communication must be back and forth. With this new form of communication, citizens can have a two-way relationship with municipalities, through conversation and in which they transmit opinions and informative content, making use of social networks such as Facebook and Twitter, since they are the ones who collaborate in the process of establishments and management of the thematic agenda of the municipality; Therefore, it is necessary for municipalities to be at the forefront with the implementation of computer applications designed that allow them to process information, to improve the service to users (Campillo & Martínez, 2017).

Now, it is necessary to highlight that, at present, many municipalities are taking advantage of the benefits that hyperlocals linked to social networks are offering. This new form of communication becomes journalism in action in a digital way, in which the news, important notices about the municipal management of a city or community are given, through the institutional pages of the municipalities' social networks; However, the disadvantage is that most of the hyperlocals are located in metropolitan or urban areas, since in order for them to survive and generate income, they need to be located in areas where there is a greater economic movement, since, in the less populated and poor areas do not have this benefit. Hyperlocals in municipalities are very useful, because they contribute to democracy and the benefit of the community, where all citizens can participate in a debate forum in the face of a fact of interest to citizens (Jangdal, 2019).

However, the social networks of many municipalities are using it to carry out political advertising, this means that the people in charge of the communication offices in the municipalities act as spokesmen for the management of the mayors in turn, leaving aside the true purpose for which they have been created, which is to manage the information that must be provided to citizens, making use of institutional social networks, for the sake of transparency of municipal management; Therefore, it is recommended that the information provided by those in charge of communication with citizens, should revolve around communicating about the information that is made in plenary sessions, transcribing the most outstanding of interest to citizens; it is not enough just to transmit the video to them, which in many cases can last for hours; Therefore, it is advisable to convey the essence of the message to them,

in the same way, the information must be in a visible place and within the reach of users, so that they can offer their criticisms and suggestions and in this way, management can be improved as soon as transparency and thus improve citizen participation (Simelio et al., 2021).

Virtual Platforms-Open data

In relation to the use of virtual platforms, many municipalities are already making use of Open data, that is, the platforms have open access to all the information about the services they provide to citizens, as well as it is used to carry out all the advertising that the municipality needs to do about the management. Using Open Data in digital platforms, efficiency and equal opportunities are promoted, since citizens and different companies can provide the services required by municipalities under equal conditions (Tapia & Marín, 2018). Likewise, it is important to highlight that virtual platforms must work together with the different public bodies of the community and with the active participation of citizens, so that they can make their contributions in improving municipal management. For this reason, it is necessary to work together through an inter-administrative collaboration to put it at the service of transparency in the municipalities. Thus, through this type of platform, citizens will be able to have a single point of access to all information, in terms of accountability and all the activities carried out by the municipality, in terms of transparency (Campos & Vaquero, 2020). It should also be noted that in order to promote active participation in digital platforms and achieve user satisfaction in municipalities, they must incorporate the use of state-of-the-art technologies in their local government plans to provide a quality service to citizens. and in this way shorten the digital divide, in the use of communication channels, such as the use of web portals. It is also necessary to highlight that in less developed areas, with high unemployment and a high poverty rate, it means that not all citizens have the necessary means to acquire devices such as PCs, tablets, Smartphone, so that can be used with internet access (Piñeiro & Serra, 2021).

Use of the website

For the existence of an adequate communicative relationship between municipalities and citizens, many of them opted for the creation of their website, an appropriate mechanism to establish fluid communication, therefore, an opportunity to regain trust and credibility in citizens. In the same way, it is proven that the use of technology puts in the public eye the development of management, transparency and accountability that substantially result in active citizen participation. (Rebolledo et al., 2017). It should be emphasized the importance of using digital platforms, which make better management possible, which constitutes the point of differentiation between the different communes, and in the same way, take advantage of technology to establish a brand through the dissemination of a distinctive municipal leadership logo, shield and slogan. Municipalities should not only use the website to keep the population informed of the services they provide and the actions they carry out; but, also, it should be a window for the diffusion of your brand and be recognized as such among your peers and other institutions (López & Moreno, 2019). The Spanish case (Murcia), according to what has been found, is characterized by secrecy and the reservation of information towards citizens, legally these must be available to users on the digital pages they administer; All this, the only thing that it does is the growth of distrust and credibility of the authorities that have been democratically elected and that must render accounts to the citizens about their actions as authorities; This fact shows that these practices close the possibilities of citizen participation (Robles & Zamora, 2020).

Use of social networks and website

The socio-economic situation of the different municipalities is not the same, the reasons are diverse for which the communes cannot act and execute everything that is their competence efficiently. The case of the municipalities of Bolívar and Villa Rosario, communes that lack economic resources which make it impossible for them to use technology so that the public is informed, this situation definitely harms users; those who cannot access everything that is done or not done in municipal management. It should not be ignored that Facebook is the social network in common use among municipalities, through it they disseminate and receive reports, notices, surveys, complaints and suggestions from citizens; Therefore, it is necessary that local governments make every effort to implement ICT, so that the concept of misinformation is banished and at the same time exclusion, poverty is fought by encouraging production, commercial exchange, access to employment with equal opportunities. (Cuberos et al., 2019). On the other hand, it is appropriate to highlight the management carried out by other municipalities, which skillfully make use of different digital platforms such as social networks with the sole interest of maintaining an open line of communication with citizens and even more so in times of pandemic, A suitable space to inform everything about the deadly virus and in particular the precautions to be taken. The study also reveals that local governments have substantially improved in the use of traditional digital tools to communicate and interact with citizens (Mori et al., 2020). The situation in the municipalities of Spain is very encouraging and the management carried out by the mayors in terms of transparency and the use of digital platforms in favor of the citizens is very encouraging; The study also shows that there is greater awareness in community authorities when transmitting relevant information on management through networks and platforms to the digital population (Herrero et al., 2021).

Use of platforms and web pages

The result obtained in the municipalities of Valencia is contradictory; While in other municipalities citizens demand the use of digital platforms, here citizens do not make use of these technological resources to be informed or communicate with their authorities, proof of this, less than 50% use these tools, this situation creates an atmosphere of discontent in the authorities and users. It can be inferred that digital technologies are not being exploited in their real dimension, on the one hand, the ignorance of users and on the other hand, limiting the role of information, the accountability that every administration must do for the sake of transparency (Paricio et al., 2020a). On the other hand, developed cities with a considerable population use open portals with greater success, which does not happen in cities with a smaller population that present difficulties and are used only as repositories of

information, ignoring the extent of their benefits such as: surrender of accounts and contributions in municipal government plans, therefore much remains to be done to improve the use of existing open portals, hence their implementation as open municipal communication technology. (Royo & Benítez, 2019).

Use of social networks, virtual platforms and web pages

Finally, the settlers as responsible for their citizenship are fully entitled to demand from the authorities the fulfillment of the role for which they have been elected, for their part the settlers to contribute to development and progress. In these instances, electronic leadership becomes important in municipal authorities; who have created a culture of dialogue with both workers and users based on the use of ICT, among the tools used we have smartphones, social networks, virtual platforms and web pages; allowing the existence of empathic relationships between authorities, employees and citizens (ȚICLĂU et al., 2020). On the other hand, in a time of digitization, there are municipalities that lack these services due to their poverty conditions, where digital communication and transparency is minimal; Quite the opposite happens in the other aspect that have socioeconomic capacity, where digital resources take center stage; but unfortunately, the municipalities are more concerned with transparency than with citizen service, merely for compliance with the rules. Therefore, for there to be an intelligent municipal government, the existence of horizontal communication through digital platforms is necessary, which improves the exchange of information with citizens, which provides public services in a more efficient and transparent way (Przebyłowicz et al., 2018).

Conclusions

With the advancement of science and technology, government institutions are in dire need of making use of them; but the reality is always paradoxical due to the location and the number of residents who often determine their actions according to social demands. The democratically elected authorities are in the superlative obligation to render accounts to the citizens of all the actions on the management that they execute, and for this purpose they have the mechanisms that technology provides such as: digital platforms, portals, networks social services that act as horizontal and fluid communication channels between municipal authorities and citizens. These digital tools are relevant when there is political will and decision within the different communes.

Between the right and the duty there are agreed actions of both the authorities and the residents, many demand due respect and compliance with the norms established within the rule of law, in the specific case of municipalities; The authorities are obliged to manage their jurisdiction according to social demand, one of them the use of various means that make their management more coherent, such as permanently informing citizens of all the services it provides, budget spending, needs that are being attended, and not only that, but also creating the necessary means to listen to the most urgent demands of citizens. So, the convenience is visible; because both fronts do not do the due that digital technology provides, on the one hand, not to render accounts to the population and on the other hand, ignorance in its handling, justifications, to a certain point absurd. There are experiences that, with a small budget, implement control and information mechanisms that make management more viable and reliable.

The most widespread and used social network by people is Facebook, through which people are attentive to different activities carried out by the authorities at different levels of government; but the antipode of its use obeys to particular interests or for the benefit of those who have control; While the other digital platforms are not widely used, their work or function is very "precarious", because they only fulfill the task of informing positive actions of the management. The technology oriented in a coherent way brings many benefits to the institutions that dare to implement it, as is the case of hyperlocals, digital management platforms vice versa. Contrary to these communication events, the use of Twitter has lately become the preferred network of the authorities, a fertile digital space to disseminate as much information as possible, it is consciously known that this social network is not very versatile, and the citizens do not handle it with the skill that other social networks use and it is done to justify before possible judicial interventions.

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