

Deconcentration of Functions in the Public Prosecutor's Office to Improve Customer Service

Carlos Nicolás Castillo García

nickcastillo3@hotmail.com / nickcastillo369@gmail.com

Universidad César Vallejo , Perú

(Orcid 0000-0003-0348-981X)

ARTICLE INFO

Received: 25 Dec 2024

Revised: 16 Feb 2025

Accepted: 22 Feb 2025

ABSTRACT

The purpose of this review article is to carry out the respective and pertinent collection in relation to the deconcentration of functions of a provincial criminal prosecutor's office from the headquarters in the capital of the department to a district where the implementation of one of them; For which a research work has been developed, with the review of specialized literature, which shows that the deconcentration of functions will bring benefits at the governance level that implies the participation of the public administration, the private sector and the community, the result of which will be the improvement in the quality of service to the user of the tax system, providing timely attention, the immediate effect of which must be the eradication of impunity with respect to crimes due to the distance and cost it represents for the users have often not been reported.

Keywords: Deconcentration, user, quality of service, governance.

Introduction

It is widely known that one of the problems that afflict the institutional management framework in the different entities that are part of the State, is the centralization of functions in the institutional headquarters that are generally concentrated in the capital city; that is why, in order to generate greater development of the country, it becomes extremely important to implement the deconcentration of functions, through which the central authority must exercise its powers and functions through bodies belonging to the same institution, but located outside the central headquarters (Palao, 2014), this, in the eagerness to achieve the long-awaited social justice, which is now commonly used as a synonym for what has been called distributive justice (Gálvez, 2020) and which is the responsibility of the State to distribute resources, goods and services in a proportional manner, according to the needs of the population, which must be translated into the common good.

The Public Prosecutor's Office in Peru, as a constitutionally autonomous institution, as in most countries of the world, is constituted as an entity that, without doing justice, exercises a series of powers and attributions directly related to the administration of justice, which has democratically evolved from the Judicial Branch and whose emergence has taken place. based on the fact that criminal prosecution has been separated from the proper function of imparting justice (Polovchenco, K. 2019), and that under the proposal to introduce new forms of public-community management, which mainly occurs in the academic field, it understands that under a self-reflective attitude about its own practices, it has to integrate its functions into spaces of social activism (Díaz, F., Loure's, M. & Martínez, I., 2021)., which effectively require the deployment of their functions in certain territorial areas.

In Spain, the democratic legitimacy granted to the Public Prosecutor's Office is apparent, since the appointment of the Attorney General of the State is given prior to the report provided by the Judiciary and its program of action must be submitted to the Congress of Deputies, in addition to taking an oath before the King, which shows that the position is vested with a political subjection. organically dependent on the Judiciary and economically dependent on the Ministry of Justice, whose statute is in

charge of the government (Colomer, J. 2018); on the other hand, in the United States, Federal Prosecutors are appointed by the President and act at the President's discretion, with the consent and advice of the Senate, with a Federal Prosecutor assigned to each judicial district (Prosecutors USA, 2021); while in Peru, the Prosecutors of all instances are appointed by the National Board of Justice and the Prosecutor of the Nation is elected by the Board of Supreme Prosecutors, without any interference of a political nature and enjoys functional and economic autonomy.

Under the understanding that goods and services are intended to satisfy the fundamental rights of people, their free development and the protection of future generations (Micciarelli, G. 2017), the services provided by the Public Prosecutor's Office constitute a very important service with respect to the administration of justice, under a kind of bridge to achieve the correct and prompt action of the judicial body and this is what interests the citizen; for the mediator, the mediator is primarily responsible for carrying out the mediation process and the result achieved through it (Texeira, J., Rêgo, M. & Filho, A., 2020); a service that seeks to achieve total quality, under a culture of continuous improvement, in order to achieve the organizational goal of providing greater satisfaction to the user of the system (Chacón, J. & Rugel, S. 2018), for which it is necessary to promptly implement state-of-the-art technologies such as the artificial intelligence program "*Prometea*", which is currently being tested in the city of Buenos Aires (Corbalán, J. 2018), and bearing in mind that access to justice must play a direct and important role in promoting government accountability (Woodruff, E. 2011) as a good governance practice.

Currently, it is required that the functions carried out by the Public Prosecutor's Office must have a more media-oriented style, without slowing down the processes it develops and without straining the limited resources that the State assigns to it (Clark, S. 2017), bearing in mind that although it is true, the capacities of its members must be improved, providing continuous training, in some cases, behavioral skills must be considered even more important than technical aspects (Prates, A., Dutra, J., Flanch, L., Ricardo, I. & De Souza, R., 2020), it is thus proposed that in a prospective functional sense of the Public Prosecutor's Office in the fiscal district of Ancash and under the parameters of the deconcentration of functions, the implementation of the Provincial Corporate Criminal Prosecutor's Offices of Cajacay and Pariacoto is carried out, carrying out the procedure that this implies and the benefits of promptness and opportunity to have the services of a prosecutor's office in those places very distant from the headquarters of the provinces of Bolognesi and Huaraz respectively.

The deconcentration of functions, under the implementation of a "Prosecutor's Office in your District", whose pilot has been developed in 2015 in the district of Miraflores – Lima, has clearly yielded benefits in the procedural discharge, but even more important, it is the fact of having brought the functions of the institution closer to the community, which undoubtedly translates into the improvement of the quality of service to the users of the fiscal system (MPFN, 2018); It is also important that this type of functional deconcentration occurs within the framework of governance, which implies the participation of the State through the Public Prosecutor's Office, of the population, through its district municipality and even of the private sector, who can contribute with logistics, such as telecommunications companies for example and thus be at the forefront of public policies that the new management of the public administration Requires.

This article, in the first place, presents the main dogmatic conceptualizations around the issue of implementation of a prosecutor's office in your district and as a consequence, the improvement in the service provided to the community, carrying out the review of analogous situations in other countries, and then carrying out an analysis of the prospective aspect that represents its application within the public policies of management of the Public Prosecutor's Office in this part of the country, taking into account that, in governmental organizations, the mission of administration is generally not represented financially, as it is in the private sphere, but rather in more substantive terms; therefore, for the fulfillment of the institutional mission, strategies must be implemented, which must be materialized through social practices (Meyer, B., & Meyer Junior, V. 2021), such as the one proposed to be

implemented in Ancash; subsequently, the methodological framework used must be detailed, to continue with the discussion and as a culmination of the same, to present the conclusions and recommendations that the case merits.

Methodology

This review article, under the systematic method, has carried out the selection of information related to the issue of the deconcentration of functions of the Public Prosecutor's Office, for which the central theme and related topics have been taken into consideration, to develop a synthesis that allows us to specify the similarities and differences that may exist between them. Thus, in order to maintain order and coherence in the collection of data, it has been proposed to develop a protocol that liminally considers the chronological aspect of the work.

The criteria that have been taken into account for the selection of the specialized literature have initially gone through a time range of five years old for the evaluation of the collected works, taking into account preferentially the comprehensive search engines EBSCO, Scopus, Latindex, Scielo, among others; Likewise, specialized journals of national scope have been taken into account, thus privileging hermeneutics in the legal and management field in the aspect of governance; Thus, in this way, under the use of the analysis-synthesis method, not only must the problematic subject of study be focused, but also the possible and most opportune solutions that the different realities of other parts of the world can offer us; In this sense, the following questions are raised: Is it positive to decentralize the functions of the Public Prosecutor's Office in the places where its presence is most urgently required?, What implications does decentralization bring with it with respect to the quality of care for the user?; and, What effects of governance does the decentralization of functions of the Public Prosecutor's Office bring with it?

It is specified that the methodology applied brings with it benefits in the sense that a detailed compilation of literary information and data in relation to the issue that concerns us must be carried out, such as the decentralization of functions of the Public Prosecutor's Office in the department of Ancash, and after that, the corresponding analysis must be carried out with the nuances provided by comparative law, in order to enrich the discussion and contribute with relevant conclusions and recommendations that are in essence the purpose of this type of review articles

Results

Human dignity and access to justice.

This section develops the investigative literature of compilation regarding the deconcentration of functions within the Public Prosecutor's Office, specifically the deconcentration of functions from the central headquarters to a different place where the presence of a Provincial Criminal Prosecutor's Office is really required, which is perfectly possible in our country, especially in the department of Ancash. taking into consideration that at the macro level, for example in Latin America, in the countries that make up MERCOSUR, international conventions on justice bear fruit by decentralizing functions and attacking institutional bureaucracy (Doldán, 2020); it is understood that the right to equality in all its senses means respect for the foundation, principle and right to dignity of the human person (Busso, 2021); as well as the search for better and modern forms of access to justice, for which, in these times, the application of artificial intelligence is very important (Osna, 2019).

Understanding that social dynamics, in an unavoidable way, make the law constantly transform, it is clear that we are currently in the new constitutionalism in relation to the legal bases that govern our country (Cassagne, 2016) and that decentralization in all its aspects must generate an improvement from the point of view of development economics (Jiménez, 2021); in addition, the deconcentration of functions that is proposed, obviously, must generate better access to the functions provided by the

Public Prosecutor's Office in distant places where its institutional presence is required, where the management of the quality of service provided by the public sector must have an impact on user satisfaction (López & Arenas, 2020), thus guaranteeing a true effective procedural protection enshrined in the Political Constitution of the State in the legal conventional world, and that as a fundamental right, it must have a vertical effectiveness as enforceable to the State and a horizontal effectiveness, which radiates its effects to the whole of society, demanding its respect not only for the State, but also private ones (Landa, 2015).

Criminal Law as a Function of the Public Prosecutor's Office.

Within the criminal sphere, which is the primary branch where the Public Prosecutor's Office operates, it must be taken into account that access to the institutions that impart or contribute to the administration of justice, in its retributive form, as a form of traditional justice, having its genesis in the *law of retaliation*, which must punish punitively a conduct that violates the legal order that society has imposed through the State, where generally the main characteristic of this type of application of justice is the distancing of the main actors in the process – accused and victim – where the State has to assume its role as protector and compensator of the damage, without the possibility of repairing things by consensus (Arocha, De la Rosa & Molina, 2018), that unlike restorative justice, which responds to criminal behavior, weighing the needs of the community, victims, and offenders, it is possible to impose a sanction that is not necessarily as burdensome as established by retributive justice (Aguillón, García & Labra, 2021), where the application of alternative means of conflict resolution must be advocated.

In view of the above, it is necessary to contribute to the formation of a more rational criminal policy, one that is founded from the point of view of human rights, thus proscribing an unbridled punitivism as is the case in the Legislative Branch of our country (Zúñiga, 2018), whose slogan is to formulate a legal baggage in the criminal sphere, under an eminently repressive and non-preventive system, which should tend to seek not only the reduction of costs or evaluation of executions, but, especially, the well-being of the user, who, in the face of the resolution of his problems, must see his needs satisfied, for which global standardization measures have been established, such as: substantial quality, reliability, reaction time, security and sympathy (Terán, Gonzáles, Ramírez & Palomino, 2021), which must serve as a measure to achieve a quality service, especially in the field of law, whose participation within society is very sensitive and important, since with a solid administration of justice, social stability must be guaranteed, cultural and economic.

The quality of service as an essential element of the functions of the Public Prosecutor's Office.

Bearing in mind that man has always been concerned with the search for quality, we have that in ancient times, the Phoenicians, in order to ensure quality in the provision of their services, implemented a program of correlative action, which consisted of cutting off the hand of the person responsible for the repetition of errors; Also, history also tells us that the Egyptians were very interested in the quality of the execution of their constructions and mistakes were punished very severely; and now, obviously with less rigidity, companies, organizations and institutions are in a constant search for strategies that contribute to excellence in the provision of their services, always seeking customer or user satisfaction with the product or service offered to them (Burgos, 2020), which is why, and understanding that the service provided by the Public Prosecutor's Office, it must be at the forefront of the changes that society implements, it must be constituted as a priority of its functional development, the real and timely access of all members of the community to the services it provides.

The problem represented by centralism in the different areas of public administration is also reflected in the functions carried out by the Public Prosecutor's Office; because it is not right or fair that all the headquarters at the national level concentrate the generality of dependencies and almost the exclusivity of human resources in the departmental capitals, in the case of the fiscal district of Ancash, in the city

of Huaraz, which must be translated into the obvious fact that the localities most distant from the capital of the province, are neglected, with the consequent and disastrous consequence of generating impunity, due to the cost and difficulty of transporting those citizens to the headquarters of the Public Prosecutor's Office and whose rights have been violated; however, they prefer not to go to the bodies responsible for the administration of justice, or in any case, to seek an alternative solution that is not consistent with the minimum guarantees established by the Constitution with respect to their rights in the procedural sphere.

The deconcentration of functions in the Public Prosecutor's Office.

The transfer of functions to a provincial criminal prosecutor's office outside the central headquarters, as would perfectly be the case in the district of Cajacay, or alternatively in the towns of Raquia or Chasquitambo in the province of Bolognesi and in the district of Pariacoto in the province of Huaraz, would bring with it multiple benefits in many aspects of public administration; namely, it must minimize the procedural burden on the other provincial corporate criminal prosecutor's offices that have territorial jurisdiction in the province of Huaraz; materially, the resources of the State must be protected and saved, while amounts would no longer be disbursed for travel expenses and service commissions, in addition to the loss of man-hours of work, nor fuel consumption, which means in a transversal way the care of the environment; likewise, the symbiosis represented by the agreement between the Public Prosecutor's Office, which must provide the human resources, and the District Municipality, which must provide the necessary logistics for the full functioning of the provincial criminal prosecutor's office, brings benefits to both State institutions; because, on the one hand, the functions of the Public Prosecutor's Office are deployed to the district, with the approach to the population that it represents and on the other hand, the quality of the mayoral management will be recognized by the commune.

Although it is true that the benefits that have been listed correspond to the public administration, the most important thing must be given in relation to the users of the tax system, who must immediately go to the provincial criminal prosecutor's office to inform them of the commission of a criminal act that directly affects their person or their community. so that in this way, the representative of the Public Prosecutor's Office can carry out his functions with the urgency that the case deserves, and from now on, any type of lethargy in his functions or impunity with respect to criminal offenses is proscribed, providing in a timely manner the procedural guarantees entrusted to him by the Constitution and the laws to those who have to ensure the prosecution of the crime, legality in its broadest sense and exercising public criminal action in defense of victims and society as a whole.

The manner in which the agreement is to be established, in a liminal manner, must be the responsibility of the Presidency of the Board of Superior Prosecutors of the Fiscal District of Ancash, which has to carry out a detailed study with respect to the territorial district in which the provincial criminal prosecutor's office will have functional and territorial competence in matters of deconcentration. proposing an equitable distribution of the places in which the aforementioned prosecutor's office will exercise its functions and analyzing the real logistical and human resources needs that the operation of the new fiscal headquarters requires; after that, the proposal for functional deconcentration must be submitted to the Office of the Prosecutor of the Nation, which, after carrying out the respective certification of the petition, must issue the corresponding resolution, in which the scope of the implementation of the Office of the Attorney General and the scope that it must have with respect to its functional action are specified.

Being that one of the motivations of the new public management is to achieve governance with the concrete and permanent action of the public administration, the private sector and the community, it is necessary to analyze the positive impact of the implementation of the provincial criminal prosecutor's office; since, in order to achieve citizen satisfaction with the services they receive from the multiple government institutions, there must necessarily be articulations between the State and civil society, creating new institutional channels of citizen participation, with territorial efforts in defense and

insertion of the community, through municipal governments such as the one proposed for example (Ferraris, 2021), always bearing in mind the transformations that the public administration is currently undergoing, the first, in its sense of technological modernization with the necessary digital transformation and the second, with respect to the profile that the public employee must present, whose preparation must necessarily be in accordance with the advance of the new technologies that are implemented in public institutions (Trujillo & Álvarez, 2021).

It is undeniable that the most important thing within any public or private institutional structure must be human potential, understanding that all people possess talent and quality, and it is the employer's responsibility to seek the externalization of these qualities, through the constant incentive of the revaluation of the positive aspects of the servants. under standards of emotional motivation that extract their skills and values, through constant and professional training, in order to obtain the development of activities at the highest level; always trying to hire the best quality personnel through a meritocracy filter, under a preventive effect of not providing poor service to the public (Loli, Del Carpio, Cuba, Vergara, Morales, Flores & Lamas, 2013).

It becomes extremely important to achieve the optimization of the processes developed by the organizations, because with this, a continuous improvement of the processes is achieved, which translates into the improvement of customer satisfaction and/or users and the most important thing is that it places the institution at a better level of acceptance within the community. this is even more important, since the institutions linked to the administration of justice in Peru do not have a positive acceptance in the eyes of the citizenry; always understanding that the user becomes a key piece for the survival of the organization (Malpartida, Tarmeño & Olmos, 2021), making it clear that the user is the *raison d'être* of the institutions, he is the value for which management policies are structured and executed; In addition, it must be borne in mind that the constant change of the world also makes the demands and requirements of the users of the services variable, whose changes occur in a vertiginous and substantial way.

That is why, talking about services, implies dealing with the complexity of actions that mean for their correct development, bearing in mind that the perception that each user has regarding the service they receive is unique and varies from person to person, making it necessary to create standards that clarify the degree of satisfaction or dissatisfaction of users (Izquierdo, 2021); That is why organizations must be concerned with the creation of dynamic and safe workspaces, which strengthen the emergence of socioeconomic development scenarios, with the impulse to build fairer societies, since the *raison d'être* of an institution or organization must be the achievement of collective well-being. with a mature, fair, and stable labor market, under the premise of achieving a more prosperous community (Mendoza & Villafuerte, 2021).

Conclusively, we can affirm then that the deconcentration of functions of all public administration institutions, as long as it occurs in a transparent manner and with specific objectives of institutional improvement at the service of the community, must represent a positive point in the socio-cultural and economic development of our country; because, over the years, our reality has shown us that the centralism of the public administration in the capital city of the republic has only brought administrative chaos and waste of State resources, with the consequent implementation of corruption that has done nothing but put the development of our country at risk. with the consequent extra cost that its eradication means. That is why the deconcentration of functions becomes an effective and efficient alternative in the management of the public policies of our institutions and authorities.

Conclusions

1. The deconcentration of functions in all the entities that make up the public administration must have positive effects, as long as it is carried out in an analytical and responsible manner that aims to dynamize the acts of administration and meet the needs of all citizens in any part of the country.

2. The implementation of a provincial criminal prosecutor's office in a district far from the provincial capital must bring with it the timely attention of the representatives of the Public Prosecutor's Office to the users of the fiscal system, thus proscribing acts of impunity with respect to the commission of criminal offenses, which, due to the distance and cost of the transfer, many times they are not reported.
3. With the deconcentration of functions in the Public Prosecutor's Office, a substantial improvement must be achieved in the quality of service to the user public, banishing procedural lethargy with respect to the investigations of the fiscal folders and providing an effective and efficient development of the functions of the prosecutor's offices, which must improve the image of the institution in the eyes of public opinion and the development of social projection tasks.
4. The implementation of a provincial criminal prosecutor's office in a district far from the provincial capital must materialize the application of governance within public management policies, while it is a matter of carrying out an agreement between the Public Prosecutor's Office and the district municipality, with the participation of the private sector and the community as a whole. yielding benefits to all the sectors involved and determining the territorial competence that the implementation deserves.

BIBLIOGRAPHIC REFERENCES.

- [1] Palao, L. (2014, June 1). Loreto and Manu-Tambopata Consortium.
- [2] <https://www.actualidadambiental.pe/wp-content/uploads/2014/06/01-Descentralizaci%C3%B3n.pdf>
- [3] Gálvez, J., (2020). Utopia and Latin American Praxis. *International Journal of Philosophy and Social Theory – University of Zulia*, 25 (8), 73-92. <http://doi.org/10.5281/zenodo.4082002>
- [4] Polovchenko, K. A. (2019). The Public Prosecutor's Office as the object of constitutional regulation. (Spanish). *Contemporary Dilemmas: Education, Politics, and Values*, 6, 1–34.
- [5] Díaz, F., Loure's, M. & Martínez, I. (2021). Citizen management public spaces: new ways of public-communitarian management in Zaragoza (Spain). *Revista Gestión y Política Pública*, XXX (2), 67-100. <https://dialnet.unirioja.es/servlet/articulo?codigo=8045373>
- [6] Colomer, J.-L.G. The Spanish Public Prosecution Service: Should it be an independent institution? (2018) *Constitutional Theory and Reality*, (41), pp. 157-184.
- [7] <<
https://www.researchgate.net/publication/326186381_The_Spanish_Public_Prosecution_Service_Should_it_be_an_independent_institution
- [8] United States Department of Justice. Mission Statement of the Federal Prosecutors. Retrieved November 6, 2021. <https://www.justice.gov/usao-es>
- [9] Micciarelli, G. (2017), "Introduction to civic and urban collective use: The direct management of urban commons". *Munus*, 1.135-161.
- [10] https://www.researchgate.net/publication/346003562_Introduzione_all%27uso_civico_La_gestione_diretta_dei_beni_comuni_urbani
- [11] Teixeira, J.A., Rêgo, M.C.B.& Filho, A.I.S. Innovation in justice: co-production, competence and user satisfaction in judicial (2020). *Revista de Administracao Publica*, 54 (3). 381-399.
- [12] <https://www.scielo.br/j/rap/a/fZ5q8FzpWBQcNjnWNtDYgDF/abstract/?format=html&lang=es>

- [13] Chacón, J. & Rugel, S., Review article. Theories, Models and Systems of Quality Management (2018). *Revista Espacios* 39 (50). 14.
- [14] <https://www.revistaespacios.com/a18v39n50/a18v39n50p14.pdf>
- [15] Juan Gustavo Corvalán. (2018). Artificial intelligence: challenges, challenges and opportunities – Prometea: the first artificial intelligence in Latin America at the service of Justice. *Revista de Investigações Constitucionais*, 5(1), 295–316. <https://doi.org/10.5380/rinc.v5i1.55334>
- [16] Clark, S. (2017). Better Representing the Diffuse and Collective Interests: Reducing Legalism in Brazil's Ministerio Publico to Improve Environmental Enforcement. *UCLA Journal of Environmental Law and Policy*, 35(1), 83–97.
- [17] Prates, A., Dutra Sallaberry, J., Flach, L., Ricardo Peleias, I., & de Souza de Lucena, R. B. (2020). Competency mapping: improvement needs of analysts from the area of expertise in accounting at the Federal Public Ministry. *Revista Ambiente Contábil*, 12(1), 215–233. <https://doi.org/10.21680/2176-9036.2020v12n1id17145>
- [18] Woodruff, E. (2011). Greening Justice: Creating and Improving Environmental Courts and Tribunals. *Denver Journal of International Law and Policy*.
- [19] Public Prosecutor's Office/Prosecutor's Office of the Nation of Peru. District Prosecutor's Offices. Retrieved November 4, 2021. https://www.mpfm.gob.pe/fiscalias_distritales/
- [20] Meyer, B., & Meyer Junior, V. (2021). Public Policies and Strategies of a Complex System: The Change in the Urban Mobility System of Bogotá. *Brazilian Journal of Management / Revista de Administração Da UFSM*, 14(3), 592–610. <https://doi.org/10.5902/1983465943626>
- [21] Doldán Breuer, M. N. (2020). Joint Investigation Teams - JIT in MERCOSUR. *Legal Review. Research in Legal and Social Sciences*, 2(10), 79-102. Retrieved from <https://ojs.ministeriopublico.gov.py/index.php/rjmp/article/view/178> <https://doi.org/10.18800/derechopucp.202102.012>
- [22] Busso, Giuliana. (2021). Dignity as a right in the Inter-American Human Rights System. *Journal of the PUCP Law School*, (87), 405-432. Retrieved from <https://revistas.pucp.edu.pe/index.php/themis/article/view/16730>
- [23] Osna, G. (2019). Access to justice, culture and online dispute resolution. *PUCP Law*, (83), 9-27. <https://doi.org/10.18800/derechopucp.201902.001>
- [24] Cassagne, J. C. (2016). The new constitutionalism and the bases of the legal order. *THEMIS Revista de Derecho*, (69), 219-241. Retrieved from
- [25] <https://revistas.pucp.edu.pe/index.php/themis/article/view/16730>
- [26] Jiménez Silva, C. (2021). Problems posed by productive decentralization: contracts for specific work or service and the objective cause of contracting. *Giuristi: Corporate Law Journal*, 2(3), 73-84. <https://doi.org/10.46631/Giuristi.2021.v2n3.05>
- [27] López Castro, F. C., & Arenas Estela, S. (2020). Management of the quality and satisfaction of users of free legal aid centers in Lima. *REVISTA GOBIERNO Y GESTIÓN PÚBLICA*, 7(2), 107 - 124. Retrieved from
- [28] <https://revistagobiernoygestionpublica.usmp.edu.pe/index.php/RGGP/article/view/177>
- [29] Landa, C. (2015). The constitutionalization of Criminal Procedural Law: the New Peruvian Criminal Procedure Code in perspective. *THEMIS Revista de Derecho*, (68), 181-191. Retrieved from <https://revistas.pucp.edu.pe/index.php/themis/article/view/15592>

- [30] Arocha Ramírez, D., De la Rosa Guzmán, E. A., & Molina Valencia, N. (2018). Retributive and restorative justice: Comparative analysis through case studies in Valle del Cauca. *Ibero-American Journal of Psychology*, 11(1), 55–64. <https://doi.org/10.33881/2027-1786.rip.11108>
- [31] Aguillón León, Ismael; García García, Raúl and Labra Cuellar, Jessica. The social worker as a facilitator in the Restorative Board of Alternative Means of Dispute Resolution. *Inclusiones Journal* Vol: 8 num Esp. (2021): 93-113. Retrieved from
- [32] <http://revistainclusiones.com/carga/wp-content/uploads/2021/09/5-Ismael-et-al-Vol-8-NumEsp-MEXICO-DOS-OCTDIC-2021-INC.pdf>
- [33] Zúñiga Rodríguez, L. (2018). Functionalist Dogmatics and Criminal Policy: A Proposal Founded on Human Rights. *PUCP Law*, (81), 47-92. Retrieved from <https://doi.org/10.18800/derechopucp.201802.002>
- [34] Terán Ayay , N. T., Gonzáles Vásquez , J., Ramirez-López , R., & Palomino Alvarado, G. del P. (2021). Quality of service in Latin American organizations. *Ciencia Latina Multidisciplinary Scientific Journal*, 5(1), 1184-1197. https://doi.org/10.37811/cl_rcm.v5i1.320
- [35] Burgos Chávez, S. V., & Morocho Revollo, T. C. (2020). Quality of service and customer satisfaction of the company Alpecorp S.A., 2018. *Value-Added Research Journal*, 5(1), 22 - 39. <https://doi.org/10.17162/riva.v5i1.1279>
- [36] Ferraris, S. (2021). The sense of the public in the territorial management of institutional practices with young people from Matanzas.. *Journal of Public Policy Studies*, 7(2), 10-24. <https://doi.org/10.5354/0719-6296.2021.63573>
- [37] Trujillo Sáez, F., & Álvarez Jiménez, D. (2021). Digital transformation of public administration: What skills do public employees need?. *Management and Analysis of Public Policies*, (27), 49–67. <https://doi.org/10.24965/gapp.i27.10923>
- [38] Loli Pineda, A., Del Carpio Gallegos, J., Cuba B., E., Vergara Villarino, A., Morales S., S. P., Flores D., M. C., & Lamas R., L. P. (2013). Satisfaction and quality of service in public and private organizations in Metropolitan Lima. *Journal of Research in Psychology*, 16(1), 171–190. <https://doi.org/10.15381/rinvp.v16i1.3926>
- [39] Malpartida Gutiérrez, J. N., Tarmeño Bernuy, L., & Olmos Saldivar, D. . (2021). Study on the quality of customer service to EsSalud patients. *Alpha Centauri*, 2(1), 43–51. <https://doi.org/10.47422/ac.v2i1.28>
- [40] Izquierdo, J.R. (2021). The quality of service in public administration. *Horizonte Empresarial Magazine*. 8 (1), 425-437. <https://doi.org/10.26495/rce.v8i1.1648>
- [41] Mendoza-Zambrano, M., & Villafuerte-Holguín, J. S. (2021). Evaluation of administrative systems of human resources: Chiavenato model applied to productive organizations in Manabí, Ecuador. *Journal of Research, Development and Innovation*, 11(3), 467–478. <https://doi.org/10.19053/20278306.v11.n3.2021.13344>