

## La vigilancia ciudadana; acciones de monitoreo en Ciudad Juárez, Chihuahua, México

*Citizen monitoring; actions of monitoring in Ciudad Juárez, Chihuahua, Mexico*

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### Resumen

Este trabajo de investigación en Ciudad Juárez, México aborda los resultados y el impacto que ha tenido la organización de la sociedad civil “Plan Estratégico de Ciudad Juárez” a través del proyecto “Así estamos Juárez”, el cual es una iniciativa de seguimiento y evaluación de las acciones del gobierno municipal. El procedimiento para realizar la investigación se hizo mediante un enfoque cualitativo por medio de la observación participante. Se hicieron doce entrevistas con los principales líderes de la organización.

**Palabras clave:** vigilancia, organizaciones de la sociedad civil, municipio y evaluación.

### Abstract

This research work in Juarez, Mexico City deals with the results and the impact that has had the Organization of civil society "Strategic Plan of Ciudad Juárez" through the project "We are thus Juarez", which is an initiative of monitoring and evaluation of the actions of the local government. The procedure for carrying out the research was done using a qualitative approach through participant observation. Twelve interviews were held with key leaders of the Organization.

**Key words:** vigilance, civil society organizations, municipality and evaluation

**Fecha recepción:** Enero 2015

**Fecha aceptación:** Junio 2015

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## Introduction

### **Formal or procedural democracy**

In Mexico, as in other countries that are democratic, has been the challenge of creating systems in order to make governance more effective in terms of the outcomes of public policies and greater responsibility in relation to the citizens.

The lack of clear mechanisms for accountability by Governments has given rise to various schemes are developed to ensure that society should intervene in an efficient and direct control of the activities of the municipal, State and federal Government. The objective of this research is to address the actions of surveillance from a qualitative perspective: who and how to participate, what means are used for the exercise of supervision and what are the results.

To lay the foundations of democracy in the local (municipalities) are required processes of reflection, analysis and struggle to balance power between citizens and those who wield the power. They are long and weary of bargaining and dispute processes, but at the end of the road achieved a public life free and fair. To achieve a democratic life historically different procedures are followed.

For Schumpeter, democracy is a way of proceeding; from it citizens obtained power through a competition seeking the popular vote (Schumpeter, 1952, p.269).

Kelsen (1977) conceived to democracy as the method allowing to select chiefs and their fundamental institution through the election. Linz says that democracy is the political system to govern based on the legal freedom to formulate and proclaiming policy alternatives, in a society that guarantees the freedoms of Association, expression, among other basics (Linz, 1987, p.17).

The definition of democracy of Bobbio is fairly basic: "it is a set of (primary or fundamental) rules laying down who is authorized to take collective decisions and under what procedures" (Bobbio, 1986, p.14).

On the other hand, it is the participatory democracy concept, which refers to the actual capacity of the majority of citizens to decide on major public affairs of the nation (Sousa, 2002). In participatory democracy, this capacity will not be temporary and exclusive to the political sphere, but will become permanent and extended to all spheres of social life; economic, political, social and cultural

From the perspective of Sousa, is necessary to reflect on the boundaries of democracy, what is democracy and what not? According to Robert Dahl, democracy ought to be a system with relatively high levels of "controversy" and "participation", in which certain political rights are guaranteed, in addition to freedom of expression, right to vote and the possibility of being elected. Democracy should also be a system in which citizens have access to alternative sources of information, where free and fair elections are held regularly and where government institutions are managed responsibly (Dahl, 1989).

Dahl It emphasizes the importance of having eight constitutional guarantees on democracy: a) freedom of association and organization; b) freedom of thought and expression; c) right to vote; d) right of political leaders to compete for electoral support; e) alternative sources of information; f) possibility of being elected to public office (passive electorate); g) free and competitive elections; h) the existence of institutions that make government policies depend on votes and other expressions of preference (Dahl, 1982, p.21).

Already presented some definitions of democracy, the question is: why each country applies according to its own criteria? Morlino believes that to make more concrete and empirical definition is necessary to ask for the rules and institutions that distinguish a democratic regime. "You can indicate at least the following: the set of formal rules or procedures that regulate the vote of universal suffrage: free, accurate, competitive, regular elections" (Morlino, 2005, p.37). But why do some countries have better results in the field of political, economic and social? Moreno makes an important to explain the over-interpretation of

democracy is that contribution is based on the skills and sources related to the social perception, judgment and information. "The concept of democracy varies according to the belief system (and culture) of a society, and mass belief systems depend on individual characteristics such as education, in the information context, perception skills, the degree of political sophistication etc. "(Moreno, 2007, p.43).

According to research by Moreno in Latin America, the view on democracy "is divergent depending on age, education, level of information, values and ideologies and context in which they live" (Moreno, 2007, p.45). The central argument is that the massive Moreno definition of democracy "varies depending on the levels of education and information. In other words, "democracy is a component of the mass belief systems" (Moreno, 2007, p.46).

#### Citizen participation

The findings of the research showed that Alexis de Tocqueville is in the field of local government where relationships between government and citizens can and often closer. And it is at the local level where the best school of democracy is given because through participation in local affairs, citizen includes virtually their rights and responsibilities, you become familiar with the rules of the democratic game and cultivates self respect by institutions (Ziccardi, 2004).

Another recent study on the subject is Robert Putnam, *Making Democracy Work; Civic Traditions in Modern Italy* (1993). The author investigates why public institutions such as the democratic system work so differently in the twenty Italian regions north and south.

According to Putnam's argument, people develop the capacity to participate in voluntary organizations, ie in local spaces individuals learn to respect the institutions and negotiate their needs based on collective rather than individual interests (Putnam, 1993).

Robert Putnam It states that the civic spirit of northern Italy is not caused by economic growth, but rather is the civic spirit that generates economic growth and democratic institutions that work. According to Putnam, participation in organizations generating social capital, allowing interaction between citizens is built on the basis of relations of trust between the citizens themselves and the rulers (Putnam, 1993).

What is behind citizen participation is necessarily the construction of democracy, this political positioning seeks a change in the authoritarian regime, this becomes democratic and where are the citizens and the government who designed public policy and how exercise the government. This means that policies are not designed from the desks of politicians but are the citizens who participate or influence the design of the public agenda.

The central strategy to promote citizen participation in local government policy requires a gradual process of opening up institutional spaces for citizen participation and collaboration, especially within public institutions. "The conditions of participation are preferably concern: consultation and collaboration on the development of public policies, developing proposals, promotion activities, monitoring and supervision of institutional roles and collaboration of government actions in certain areas" (Sanchez and Alvarez, 2003 , p.240).

Alicia Ziccardi, citizen participation, unlike other forms of participation, especially refers to the inhabitants of the cities involved in public activities representing (not individual) interests. But that such involvement is "effective commitments must be generated and institutional conditions and, above all, be convinced that public deliberation and social interaction, acceptance and respect for ideological pluralism, positive values and practices are essential to live in a democracy; values and practices that can and should be exercised primarily in everyday life and in the social space, where the greater proximity between authorities and citizens "(Ziccardi, 1998, p.33) occurs.

A definition of participation without adjectives the term is still the intervention of different actors in the definition of the goals of a collective action and the means to achieve them. To Arzaluz is a social process that generates the interaction with different actors for the definition of a collective destiny. "This interaction involves, power relations that occur in all areas where human relations are deployed and which have a higher or lower incidence in the interests, assessments and perceptions of those involved in the interaction" (Arzaluz, 1999).

In principle it is desirable to make clear the differences that have social, community and political participation. Arzaluz Socorro (1999) has long worked to distinguish the different types of participation listed as a conceptual framework.

Citizen participation has been seen from the assumptions of the modernization of the state in the sense that it should create a new relationship between it and civil society from policy formulation and development programs, where citizens participate in the design, coordination and oversight of government (Arzaluz, 1999).

Touraine is very important for citizen participation and awareness of the subject. "When the subject is identified with the modern idea of democracy, the fight for the protection of personal freedoms and participation in collective decisions, subjects may lead to new forms of power community all" (Touraine, 2000, p. 105).

Nuria Cunill is two-dimensional in the phenomenon of citizen participation: a) as a means of political socialization, and b) as a way to broaden the scope of the public to areas of civil society and, therefore, strengthen this (Cunill, 2004, p. 44).

Cristina Sanchez Mejorada and Lucía Alvarez Enriquez consider citizen participation as a practice that involves two movements: one that necessarily puts the company in contact with the state, and one that refocuses society itself, seeking its strengthening and self-development. The characteristic of this type of participation "is that unfolds in the intermediation of the State-Society and is based on the search for involvement of individuals in public activities, as carriers of particular social interests" (Sánchez and Álvarez, 2003, p. 206).

Citizen participation involves the creation of instruments and government procedures made available to citizens and social groups to facilitate their involvement in public affairs; and secondly, the creation of a new institutional framework aimed not only to turn governance into a more permeable to the demands emerging from society but also to withdraw the State the exclusive monopoly of the definition of the social agenda space.

Roberto Godoy Sources citizen participation includes the participation of individuals in public activities as carriers of social interests. "In strictest terms, it corresponds to private interests of civil, individual or collective society where public and political interest is recognized. In this view, the subject of the action carrier part can be a particular individual or a collective subject considering, since what characterizes this social intervention is the interest shown and not the person exercising the action "(Godoy, 2000).

Public participation requires the participation of institutions and mechanisms that have the power to regulate, coordinate, arrange and negotiate diversity and plurality of interests in society. It also requires the existence of free subjects aware of their rights and able to stake their claims and interests and willing to influence public decisions that result from the spaces of conduct of its own citizens (Godoy, 2000) .

Citizen participation José Elice Navarro implies the right and the opportunity, individually or collectively, of citizens to express their interests and demands through legal acts and to influence the formulation attitudes and government decision-making in different levels: national, regional or local; thus contributing to improving governance and the quality of life of citizens.

Citizen participation not always be rationed, but as that is not illegal, is an element that gives life to democracy, because it represents alerts citizens informed, aware of their rights and obligations, participating interested in conducting public appearance community (Elice, 2004).

Project Origin "So we Juárez"

The organization Juárez Strategic Plan (PEJ) began in 1999, focusing his first actions to discuss the social, political and economic life in Ciudad Juarez in order to think in a different city, a city of rights. To achieve its interests he had to build a strong institutional framework and organization of civil society. That plan was built with people from business, social and

political fields who wanted to converge under the conviction that it is possible to build quality standards very high for the Juarez life.

In 2001 the Strategic Plan Civil Association was formed with the union of multiple organizations and personalities of the city, which were called Partners boosters. Its mission was "to promote community organization to achieve, through the participation of public, private and social sectors, the development of a Strategic Plan for Juarez in order to substantially improve the quality of life of the city" (Strategic Plan for Juarez, 2010).

For 2002 to different sectors of society it was invited such as academics, businessmen, government officials and members of different sectors of civil society to shape query tables or tables of thematic work. Properly the Strategic Plan of Juarez "launched the activities of the planning process incorporating the due methodological rigor, while achieving the participation of more than 14 thousand citizens from all walks of the community. In 2004 he completed the process of elaboration of the Strategic Plan of Juarez with the publication of "The Proposal", which was identified and detailed the shared vision of "The Juarez we want"<sup>1</sup> (Plan Estratégico de Juárez, 2010).

The implementation of the Strategic Plan for Juarez was born in 2005 with the initial projects: Green and Ecological Network; Barrios Integral Development; Network equipment Science, art and knowledge; Board of Education; and Convention & Exhibition Center. It is coordinating how he began by assigning each group responsible with the idea of ensuring the continuity of project development.

However, between 2005 and 2006 Plan activities had strong difficulties to carry out the projects that were chosen, mainly governance problems, which started as a cross-cutting element of all initiatives PEJ is highlighted.

Given this scenario, the PEJ decided in 2007 to turn their activities to focus on a project, "The Pact for Governance of Juarez." The project addressed "the issue of governance specifically as the sum of the different ways in which citizens and institutions, both public and private, plan and manage the common affairs of the city" (Juárez Strategic Plan, 2010).

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<sup>1</sup> Plan Estratégico de Juárez. Valoración de una década y perspectivas de futuro. Resumen ejecutivo del Informe final. Septiembre, 2010.



As early as 2010 the Juarez Strategic Plan opened a process of reflection to assess the career of 10 years of civil organization with the aim of reaffirming their actions and propose new strategies to improve visibility in the public arena of the city .

Within this process of reflection, he leaned PEJ Naider, a consulting firm based in Bilbao, Spain. With the presence of technical equipment Naider in Juarez, "a series of reflection activities were conducted during the last two weeks of February 2010, which were openly with different people and organizations that participated in sessions of working groups or through individual interviews, giving their opinions and knowledge about the work of the Plan and the situation in the city "(Juárez Strategic Plan, 2010).

In these workshops where Naider had a strong showing, invitations to specialists in different subjects were made in order to generate indicators to provide continuous monitoring to the problems and needs of the city (Erika Donjuan).

We said, well we are recommending topics of binational, security, etc., then we begin to do is to convene technical tables, call them, we started to invite, for example, to the health issue, the leaders on that subject, IMSS both academic and health institutions, and so on. Ditto for the theme of education to economic development, urban planning and so on. Were about ten tables which we did and we started to call technicians. All this gives evidence of why minutes into is reached agreements, etc., and were told: "This is the issue we are invited, to make a system that generates and brings together all the information on economic development that is suggested here" (Personal interview, Erika Donjuan, May 5, 2015).

Between 2010 and 2011, was supporting a design Naider System Indicators Ciudad Juarez (SICIJ) serve to monitor the evolution of the Strategic Plan and the evolution of the city. In this sense, Naider supported the implementation of structural monitoring "Juarez we want" with the vision and model of the city, defining a set of indicators that measure the progress of each one of the strategic axes, their sub-strategies and policies cross.

What those coordinators "So we Juarez" was to create a system that feed is steady, not only in short-term events (Erika Donjuan),

One of the basic criteria we decided to put the system is that there was information that seemed really interesting, but there is no continuity, it was made by a doctoral study, for example, was done in 1996, but there is no continuity, there is no way to have it data on the panel or in the system. One of the most important criteria is to have continuity, so that it can be monitored, then that selection criteria was one of the first who wanted to put (personal interview, Erika Donjuan, May 5, 2015).

According to El Peje, the indicator system is a social reference for understanding the evolution of the city, the degree of progress on the major challenges facing it and an element of reflection and activation of critical thinking and commitment of authorities, citizens / as and organizations to move towards a greater social development of the city (Naider, 2015). For 2011 it was formally formed "So we Juárez" and launched its first publication in September. The main axes were "So are my rights" with sub-themes of health, housing, education, culture, recreation, discrimination, rights, and vulnerability; the second issue concerns "So is my city" with subtopics of population mobility, sustainability, utility and most sensitive problems; The third theme "So is my economics" treats topics: business, maquiladora, flows Juárez - El Paso and tourism; finally, "So they are my participation and my government" tries areas of citizen participation, civil society and governance.

Another aspect of the project "So we Juárez" is that it works with public resources of the state, but all projects by private agencies PEJ Mexico and abroad are funded. They have mainly been supported by USAID (United States Agency for International Development), which funded the first newsletter,

Surveillance and comptroller juareense

It is established in the Constitution that citizens have a right to know what is what our rulers or possibly those that perform with public funds. Therefore, officials must document all acts resulting from the exercise of its powers. Article 6 refers to this constitutional right:

**Article 6. Section.**

**I.** All information held by any authority, entity, body or agency of the executive, legislative and judicial branches, autonomous bodies, political parties, trusts and public funds, as well as any physical, moral or union who receives public resources and exercise or perform acts of authority at the federal, state and municipal level, it is public (Constitution of the United Mexican States).

Properly Article 6 refers to the process of access to public information, although there is a close relationship with citizen oversight. It is necessary to differentiate the right of access to information, citizen oversight, citizen participation, accountability (accountability) and social control. Where appropriate, the law on access to information makes itself the right of citizens can require public officials about the work of reference actions; citizen participation is more generic, as properly it refers to the process of involvement of citizens and groups in any public issue; accountability (accountability) refers to the action of the state to provide relevant information on the actions of the officials and the use of public resources; citizen oversight is defined as an activity that is performed repeatedly by a group of citizens who have interest on an axis or governance issue that concerns them; and social control is seen as control activities, monitoring and evaluation of policies, programs, projects and actions of governments.

Properly done so with the PEJ "So We Juárez" are actions comptroller and surveillance, implying that actions monitoring indicators changes are made on four themes that address the city; first health, housing, education, culture, recreation, discrimination, rights, security, vulnerability; the second issue concerns the population, mobility, sustainability, utility and most sensitive problems; the third with the themes: business, maquiladora, flows Juárez - El Paso and tourism; The fourth issue, with areas of citizen participation, civil society and governance.

Generically PEJ it makes actions for public involvement due seeking to influence public policy in the municipality of Juárez as an organization of civil society, also has shares of accountability because they seek the rulers accountable to citizens and proper "So We Juárez" comptroller performs actions because it has control activities, monitoring and evaluation of government programs and actions and this project is also an example of vigilante actions that have direct supervision and monitoring of the work of the rulers and the changes in the city.

## **Impact of "So We Juárez"**

A nearly fifteen years of creation is necessary to reflect on the impact and achievements of "So Juárez are" one draft Strategic Plan for Juarez. It should be noted that although it was not a project born with the PEJ, has been positioned socially with the actions of the organization because it has a presence in society. Therefore, it is necessary to dimension the impacts of the project achievements and constraints that refer to citizen oversight and comptroller actions.

In the beginning, the project objective "So Juárez are" focused on building a bridge between society and PEJ intended to serve data to make better decisions for the city and improve the quality of life of the inhabitants. However, a slow and gradual growth in the use of such data by the average citizen is displayed, as the project director says, Erika Donjuan Callejo:

It has been a slow, gradual growth, but it has, like everything in this life, and that was something that from the beginning saw it coming at the tables, in internal discussions with the view of associations, the things said as they are, whether they are good or bad. Unfortunately, children always focus on what you say is wrong, because it is what most are, but the system manages everything, or is there and is published, are well or poorly, and the objective from the beginning was were issues that citizens (Personal interview, Erika Donjuan, 5 de mayo de 2015).

One of the crucial issues on the analysis of "So We Juárez" is to see how much has impacted the political class of the city and public policy. In the case of organized civil society a close monitoring of the newsletter is perceived, but mainly a particular interest of the middle class is,

I believe very much in organized (civil society) and the middle class; We can not cover the sun with a finger. No resources or the budget to go to the communities of the city, the most scarce resources. I think that those who follow us, because it looks profiles, etc., is the middle class, business class, and schools, high school students, college, which are in some way to his studies, for their work (Personal interview, Erika Don Juan, 5 de mayo de 2015).

Another relevant issues has to do with changes in public policy from municipal scope of certain data that have been published in "So we Juarez." Above all, we speak of a process of improving information systems in the way the data is recorded. According to Erika Donjuan:

I think so, but did not want to recognize, of course not say it is so, but I think so, I think so some things have changed, even in the form of publishing, even in the form of saying them for situations that we have been following [...] I think so, in fact I was surprised because it impacts long as something is said or published, and the media are and contrast what you say in public servant (Personal interview, Erika Don Juan, 5 de mayo de 2015).

Looking back, the achievements made the project "So we Juarez", is the generation of databases that serve to identify the social needs of the city, that is, is a great diagnostic of the city, however, should consider errors or windows of opportunity to know what should be improved, according to Erika Donjuan:

It has been difficult, but gradually we are becoming a formal source. One of the things I most concerned me from the beginning and I remain concerned about the credibility of the system and the first year was very tortuous in its credibility, there were many decisions made by mistakes made, etc., then the be a data concentrator and generating own data from a survey, because you become source and that you use, you need to be credible, something that has been the most critical is the credibility (Personal interview, Erika Don Juan, 5 de mayo de 2015).

It is important to note that one of the criticisms commonly made to PEJ is that their work responds to the interests of the middle class, neglecting the interests or social needs of the most vulnerable sectors. According to Sergio Meza, to build the area of intervention of PEJ criteria that allow achieve success in their actions created

They think if the criteria with which we started to look for is "where it is less difficult" and what is making it difficult in some areas ?, have all the control and command of the sectional PRI, all work social development and social promotion of the municipality and the state, we have the community centers. Get into these areas, why ?, that is, the competition is very hard, are there areas where these are not ?, well yes, the idea was, and it was not easy, start building a set of criteria that allow us to think where work and then we said well, where there is no control of these organizations serving the party and the system ?, Where ?, are not those other criteria where there was fresh and citizen participation, and fresh because it is looking for people new things, the whole issue of insecurity was the whole issue of neighbors who came to put bars, and other criteria is where there are people with some information and some training, the assumption was that most educated could be a greater awareness review. (...) And another criterion was income, and another was to see in which areas there was higher voter turnout, then got another criterion, where is there were more vote no? (...) It was in 2011, when the team grows, there hired 4 people, that was wonderful, (hence several projects arose) (Personal interview, Sergio Meza, 14 de mayo de 2015).

### **Civil society and government relationship**

Think you can give a joint or pact between civil society and government is innocent sin. Civil society organizations seeking different interests it seeks the municipality, for example, civil society wants to have a say in the decisions of municipal and, meanwhile, city officials seek to represent their own interests, which may be mediated entrepreneurs, citizens, the media, among others. Thus, the proposed initiative in 2007 by the Strategic Plan for Juarez socially agree with the municipality was destined to fail, and only history will show, according to Francisco Pacheco:

Theoretically it looked very good, government and society have a deal, and then concluded that it is very difficult to agree among unequal because the government is very strong, have a group of paid working all day and we are few, then it is very uneven (Personal interview, Francisco Pacheco, 17 de abril de 2015).

However, it is necessary to learn from the past. What is the deal realizes the weaknesses of the organizations of organized civil society and the poor institutional design of the municipality. Each newly elected mayor can change all the projects that started in another administration with the permissibility of the law itself. We also realize that people are unprotected at this, so it must be clear that our public resources are dependent on decisions of a few, making clear that we have a bad institutional design of the municipality. According to Francisco Pacheco:

The design of the municipal administration is not their own, or not responding to the interests of citizens or an organization of that size (...) has no long-term planning, comes a new administration, a new mayor and alters all new budgets, does what he wants, and nothing happens and legally (you can do) (Personal interview, Francisco Pacheco, 17 de abril de 2015).

Large municipal problem not only has to do with problems of laws, regulations or codes; for example, when it is said that corruption is a cultural problem of our staff and citizens and it impedes economic, social and political development, in reality what is bottom line is that we have developed surveillance mechanisms that allow the institution works, that is, we must design insights with higher levels of complexity. It should strengthen the institution no more words but secure in its procedures, its inputs y outputs.

The problems are not solved with laws but with citizens, I am convinced. Let's try an experiment: we asked Aladdin to build us a very big plane and the plane we fit all Juarez, we got all Juarez and came to Japan, Switzerland or New York, we got all Juarez and all climb Japanese, Swiss and New Yorkers and our own houses are spread, our same factories, our same streets. And I said what will happen in 20 years? No, because this is going to be quite different and we will not have potholes. And I said that's interesting, and then wondered what will happen in Japan, Switzerland and New York with Juarez. No well now there are bumps, trees are over. Then there are laws, but citizens (Personal interview, Francisco Pacheco, 17 de abril de 2015).

### **Conclusions, seven challenges**

The first challenge we have organized citizens to promote the redesign of the municipal structure, that is, an institutional redesign, but does not involve creating more laws, we need to update what you already have, must be strengthened all procedures Township mechanisms citizen oversight.

Second, civil society must open its processes to the participation of all citizens through open calls.

Third, there must be transparent the use of both public and private resources, since it largely depends on their confidence, or even if you find that the government is transparent, must lead by example.

Fourth, organize and publish the successful social interventions as those where they might not meet the targets to serve as a lesson for other organizations and citizens.

Fifth, create discussion groups and discussion forum including the civil society, academics, public officials, citizens and other sectors of society in order to identify urgent needs of the city and the actions required to address them.

Sixth, ensure social and job security of workers of the organizations of civil society, since most do not have any minimum benefit that has any worker in formal employment.

Seventh, generate a constant training in current issues and problems that allows all personnel working in civil society organizations is updated.

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Participa Chihuahua. Iniciativa ciudadana que contiene la propuesta de una ley de participación ciudadana para el estado de chihuahua, así como diversas reformas a la constitución del estado y a las leyes secundarias en la misma materia recuperado en <http://www.participachihuahua.com/?wpdmact=process&did=Ny5ob3RsaW5r> (Consultado el 30 de junio de 2015).

### **Entrevistas**

Entrevista personal, Erika Don Juan, 5 de mayo de 2015 en el Plan Estratégico de Juárez, Ciudad Juárez, Chihuahua.

Entrevista personal, Francisco Pacheco, 17 de abril de 2015 en el Plan Estratégico de Juárez, Ciudad Juárez, Chihuahua.

Entrevista personal, Sergio Meza, 14 de mayo de 2015 en el Plan Estratégico de Juárez, Ciudad Juárez, Chihuahua.