EVOLUTION OF PUBLIC MANAGEMENT MODELS: CHALLENGES AND TRANSFORMATIONS

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ABSTRACT
Public management has evolved over the years to meet the growing demands of society and global challenges. Models such as Results-Based Management (RbM) and New Public Management (NPM) have been adopted to promote greater efficiency, transparency, and improved citizen services. These models aim to decentralize processes, increase administrative flexibility, and encourage public-private partnerships to optimize resources and enhance the quality of public service delivery. Digital transformation, driven by the use of new technologies like artificial intelligence and big data, has also played a crucial role in modernizing public administration, facilitating decision-making, and making services more accessible and efficient. However, significant barriers still exist to the full implementation of these models, such as resistance to change, excessive bureaucracy, and the lack of an innovation-driven organizational culture. Overcoming these limitations requires continuous investment in technological innovation, managerial capacity building, and a cultural shift within public institutions. Research on the evolution of public management models indicates that constant adaptation to new social, economic, and technological realities is essential for building a more effective, inclusive, and people-centered public administration. Therefore, adaptation and innovation are crucial to ensuring that public management models can meet the needs of a constantly changing society, promoting a more agile and efficient government.

Keywords: Public management. Digital transformation. Results. Public-private partnerships. Administrative efficiency.

INTRODUCTION

Governance and administrative efficiency are crucial foundations for building a transparent, effective, and citizen-focused public sector. As the demand for better services and cost management continues to rise, governments worldwide have embraced innovative management models to streamline processes and enhance service delivery.

In the public sector, governance refers to the mechanisms and practices that ensure decision-making aligns with the public good. It is underpinned by principles such as participation, transparency, and accountability. Organizations like the OECD emphasize the importance of an efficient public administration capable of allocating resources effectively and providing quality services. In Brazil, the Federal Court of Accounts (TCU) sets forth governance principles such as integrity, reliability, and institutional capacity, which serve as a guide for enhancing public administration.

Among the management strategies aimed at improving administrative efficiency, the Results-Based Management (GpR) model stands out. This approach focuses on setting specific goals and performance indicators to ensure that public agencies are results-oriented. The widespread use of management contracts and evaluation systems are key strategies within this framework. Similarly, the New Public Management (NPM) model, inspired by the private sector, advocates for greater decentralization, flexibility, and higher-quality service delivery. NPM encourages outsourcing non-essential tasks and fosters public-private partnerships (PPPs), which help increase investments and promote innovation within the public sector.

Figure 1: Conceptualizing New Public Management.
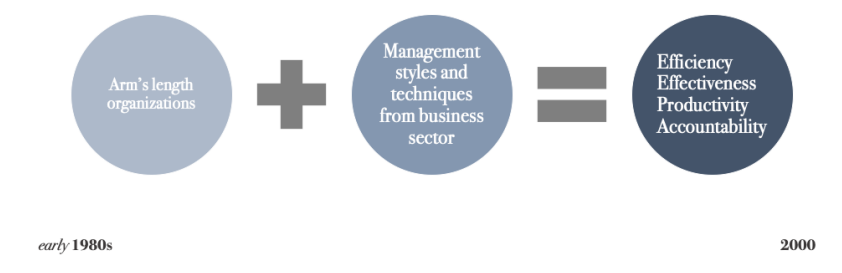
Source: Vignieri (2020).

Digital transformation plays a pivotal role in the modernization of public administration. The adoption of digital governance and open government frameworks improves transparency and efficiency by utilizing technologies such as artificial intelligence, big data, and automation to enhance decision-making and citizen services. Open government initiatives also encourage greater societal participation in the development and oversight of public policies. Shared and collaborative governance is another critical strategy, involving various stakeholders—such as civil society and the private sector—in crafting solutions to collective challenges, which strengthens democracy and boosts the legitimacy of government actions.

Despite the progress made in adopting more efficient management models, challenges such as excessive bureaucracy, resistance to change, and inadequate technical skills continue to hinder the modernization of the public sector. Overcoming these challenges requires a strong focus on innovation, managerial training, and fostering a governance culture. With these efforts, it becomes possible to create a more agile, effective, and citizen-centric public administration, ultimately improving the quality of life for the population.

The study by Ingram and Nitsenko (2021) evaluates the significance of paradigms that drive the evolution of public administration models. Their research examines existing models from both professional and academic perspectives, including Traditional Public Administration (TPA), New Public Management (NPM), and New Public Governance (NPG), while also considering spatial factors that influence the development of new paradigms. They argue that public administration models are continuously evolving, particularly during crises, which results in the blending of characteristics from various paradigms and the emergence of hybrid models. This insight is crucial for understanding how current models can be applied to public sector governance and management. Additionally, the study underscores the significance of public administration in bureaucracies across different forms of government, highlighting its ongoing transformation.

Aristovnik, Murko, and Ravšelj's (2022) research explores the evolution of public governance models in a dynamic and evolving environment, focusing on how different principles and structures coexist within public administration institutions. Their study on Slovenia reveals that state administration institutions are largely influenced by Neo-Weberian principles, while local administrations show a stronger inclination toward

managerial public governance and Digital-Era Governance practices. These findings provide valuable insights for public managers aiming to enhance efficiency and democratic governance, while also offering policymakers guidance for future administrative reforms.

Stroińska (2020) explores the implementation of New Public Management (NPM) as a model that seeks to replace the traditional bureaucratic system with a managerial framework focused on efficiency, decentralization, and cooperation between the public and private sectors. The study emphasizes that integrating market mechanisms into public management improves service quality without increasing taxes, addressing citizens' growing expectations. The research concludes that transforming public administration requires applying business strategies and adopting managerial principles to achieve more effective, results-oriented governance. NPM, therefore, reshapes the role of public institutions, advocating for innovative strategies and enhanced service delivery efficiency.

Manliev's (2021) study traces the evolution of public governance models, highlighting the shift from Max Weber's administrative-bureaucratic system, which prevailed for many years, to the New Public Management model adopted in the 1980s. This transition introduced market-driven solutions and corporate management tools such as strategic planning, resulting in greater efficiency in public governance. However, the NPM model also sparked public discontent by sidelining social justice considerations. With globalization and technological advances, new paradigms emerged, crystallizing into the concept of "good governance," which combines social principles like transparency and openness with traditional values such as efficiency and rule of law. Good governance is treated as a normative concept, providing a set of principles that guide public administration practices.

The research by Сьомич (2019) examines the emergence of a new form of public administration, emphasizing the need to replace bureaucratic mechanisms with market-oriented social relations. The study highlights the hybridization of public administration systems, with new and existing concepts blending together. The author identifies essential features of various public administration models, distinguishing between Old Public Management (a classical bureaucratic system) and New Public Management, which emphasizes digital government, network governance, and open government partnerships. The research also suggests that no model exists in its pure

form in practice, but elements from these approaches are increasingly present across countries, signaling a convergence and diffusion of public administration models.

Finally, Vitanski and Vitanska's (2016) study delves into one of the core directions of administrative reform—the strategy behind the New Public Management (NPM) system. Emerging in the 1980s and 1990s as a response to the inefficiencies of traditional public administration, NPM aims to make the public sector operate more like the private sector. This approach involves breaking down large bureaucracies into smaller units, fostering competition among public organizations, and motivating employees. The model has become the dominant framework in countries like the UK, the US, New Zealand, Australia, and various EU nations. It emphasizes efficiency, effectiveness, and cost savings while shifting the welfare state's role from direct service provider to a coordinator of public policies. By promoting competition, regulation, and process improvement, NPM seeks to reduce state costs and redistribute resources toward social functions.

In conclusion, public management models have evolved over the years in response to new societal demands and global challenges. The adoption of approaches such as Results-Based Management (RbM) and New Public Management (NPM) aims to increase efficiency, transparency, and service delivery to citizens, promoting decentralization, flexibility, and public-private partnerships. Digital transformation has also played a central role in modernizing public administration, using new technologies to improve decision-making and service delivery. However, significant obstacles remain, such as excessive bureaucracy and resistance to change, which hinder the full implementation of more agile and innovative models. Overcoming these challenges requires investments in innovation, managerial training, and the creation of a solid governance culture. The continuous evolution of public management models, as demonstrated by various studies, shows that constant adaptation to new social, economic, and technological realities is essential for building a more effective, inclusive, and citizen-focused public administration.

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