



# Results-Based Management Model to Improve the Modernization of Public Management in Peruvian Local Governments

Marco Antonio, Lozano Ríos<sup>1\*</sup>, José Manuel Delgado Bardales<sup>2</sup>

<sup>1,2</sup>Universidad César Vallejo, Escuela Internacional de Posgrado, Tarapoto, Perú; c.gonzalez1189@icloud.com (J.M.D.B.).

**Abstract.** The objective was to determine a results-based management model to improve the modernization of public management in the District Municipality of Jepelacio in 2024. This is an applied, non-experimental, quantitative approach, cross-sectional, descriptive and propositional study, with a population of 51 workers and a sample of 39, to whom the survey technique and the questionnaire technique were applied as an instrument. Results: management by results was characterized as medium level with 50.98 %, and its dimensions are planning (50.98 %), program management (47.06 %), financial-budgetary management (50.98 %), monitoring and evaluation (49.02 %), and the characteristics of the modernization of public management indicate that it is at a medium level with 52.94%, and its dimensions are administrative simplification (52.94%), administrative areas (54.90%), management by processes (47.06%), and citizen participation (60.98%). In conclusion, the results-based management model to improve the modernization of public management is based on process optimization, quality management, and capacity building.

**Keywords:** Modernization of public management, Municipality, Results-based management.

## 1. INTRODUCTION

Results-based management is a tool that seeks the allocation of resources to achieve transcendent impacts, so it is essential in the development of this research work for its analytical approach to the functioning of the state apparatus based on the achievement of objectives through modern public management whose result should benefit the population, thus linking with the Sustainable Development Goal (SDG) number 8, which is decent work and economic growth, whose target is 8. 3) to promote development-oriented policies that support productive activities, as well as the creation of decent jobs, which will encourage entrepreneurship, creativity, and innovation, but also promote the formalization and growth of micro and small enterprises, through access to modern financial services that seek the common good and achieve results with public resources in an optimal manner in a modern state apparatus based on results.

From the perspective of the Inter-American Development Bank and the Organization for Economic Cooperation and Development (IDB/OECD, 2020), it is currently necessary that the State modernization programs implemented in almost all Latin American nations allow administrative systems to be articulated and that there are measurable mechanisms for the distribution of resources and their respective accountability. In this way, uniformity would be achieved in all instances and levels of government, which is currently not completed due to structural failures in public administration. It is necessary to control and monitor the use of these resources to evaluate whether their distribution meets common objectives and improves the living conditions of citizens.

Similarly, Gamboa and Zamitiz (2021) indicate that in results-based management, Mexico has not had the expected achievements because government planning systems are disconnected from the territorial and functional approach, and the organizational structure is bureaucratized and causes the disarticulation of the different government agencies, such as Congress, political parties and the authorities in office. External relations, among others, make the functions inefficient in producing goods and services. There is very little articulation among the entities, which causes the State entities to not synchronize with each other, and there are delays in each of the procedures, which makes it impossible to meet the needs that require immediate attention efficiently.

On the other hand, in our country, management by results is a governmental strategy implemented by law, as is the modernization of the State, as indicated by Murrugarra (2020), who points out that both processes must act in favor of the citizens. To this end, the mechanisms for allocating resources, formulating processes, and setting the products provided by the State must have the same criteria of understanding at the different levels of government. This is especially important due to the high heterogeneity of the entities, especially at the municipal level, where political criteria are often superimposed on technical criteria in decision-making, which leads to seeking political payoffs in the form of actions for the benefit of third parties and not for the benefit of the population in general, which has originated millionaire economic losses to the State through acts of corruption.

It is also necessary to understand the modernization of public action, which does not only consist of laws and how they are designed, as indicated by Llona (2022), since the real problem is how the rules are implemented, for which it is necessary to have adequately trained personnel to manage administrative systems from a shared value and results-based management approach. In addition, it is essential to allocate resources to implement logistical and operational aspects. For their part, Espino *et al.* (2024) add that it is necessary to implement internal processes in the entities that catalyze the production of services or goods demanded by the population, interacting with citizens, to have quality services, a condition that currently does not exist, precisely because the

State's intervention schemes, although set out in sectoral or territorial plans, are not always adjusted to comply with the established goals and guidelines fully.

Furthermore, at the regional level, a study on the modernization of the State, conducted by Garcia (2021) in an entity under the Regional Government of San Martín, which executes projects where management instruments are aligned with current administrative systems, reveals the existence of difficulties in meeting the institutional objectives programmed in operational plans and budgetary programs. The effectiveness indicators of management results are not met since the plans are not aligned with national, regional, and local development plans but rather respond to political situations (García et al., 2024). The achievement of common objectives is left aside to satisfy personal appetites that do not contribute to the satisfaction of primary needs, as is the case of providing quality of life to the citizens of our country.

Similarly, at the provincial level, research by Flores and Delgado (2020) indicates that results-based management in a municipal district in the province of San Martín is inefficient, mainly due to a lack of planning based on criteria for prioritizing interventions and a lack of organization that prevents the planned intervention capacity from being achieved. In addition, interventions and their achievements are not sufficiently socialized. The allocation of resources is carried out without considering the impact criteria, which is the result of the lack of planning and prioritization, as well as the lack of previous studies that justify the investment that is going to be made and that indicate the beneficiary population and the impact that such investment will originate according to its scope of intervention. In addition, it must be ensured that such investment complies with the conditions indicated in the technical file and that the execution deadlines are met.

In recent years, the management results of the District Municipality of Jepelacio have not been able to meet the primary objectives of guaranteeing optimal living conditions for its inhabitants due to a deficient administrative apparatus that is not in line with a modern administration that develops plans and projects to close social gaps. Within the framework of national public policies and concerted development plans, social gaps must be closed, and the correct use of the allocated budgeted resources must be guaranteed to ensure modern management that improves conditions for the citizens of the district of Jepelacio.

Likewise, in recent years, the district municipality of Jepelacio has had works paralyzed and, to date, has only executed 53% of its investment budget, which is worrisome since actions are not being carried out to guarantee results-based management. At the administrative level, there are many deficiencies in the entity's actions. There is no document processing system to ensure a more efficient citizen-oriented entity, nor is there a training plan for personnel to ensure that their actions and work are citizen-oriented. On the other hand, there are management instruments that are not updated, which makes it challenging to carry out actions under the modernization process sought in the state apparatus, which is why the present research work was carried out.

Considering the problematic reality, the following general problem is proposed: To what extent does the results-based management model improve the modernization of public management? And the following specific issues:

- i) What are the characteristics of results-based management in local governments?
- ii) What are the characteristics of the modernization of public management in local governments?
- iii) What is the design of the results-based management model to improve the modernization of public management in local governments?
- iv) What is the result of validating the results-based management model to improve the modernization of public management in local governments by experts?

On the other hand, the general hypothesis is that the results-based management model improves the modernization of public management in local governments.

## 2. METHODOLOGY

The type of study was applied since the variables, after being analyzed, established a proposal for action that was complemented by existing theories. The research design was non-experimental, quantitative, cross-sectional, and descriptive in scope (Pilcher and Cortazzi, 2024). Regarding the variables, management by results was considered variable 1, and modernization of the State was considered variable 2, the content of which can be found in Annex 1 of the research work. The population is the total number of individuals with some characteristic of belonging to which the study was conducted (Jansen et al., 2023). In the present research, workers, authorities, and members of the local coordination council of a local government participated, and a total of 51 were involved. For the collection of information, the survey technique was applied, which López and Pérez (2021) use for studies in which it is necessary to obtain information on the characteristics of a variable. As an instrument, the questionnaires prepared by the researcher were applied, following the guidelines of López and Pérez (2021), who structured the questions according to the attributes that need to be known about each variable. Thus, for the management by results variable, 16 questions were considered based on what was determined by Alarcón et al. (2023). These were broken down into three questions for the planning dimension: 5 for the program and project management dimension, 4 for the financial and budgetary management dimension, and 4 for the monitoring and evaluation dimension. For the public management modernization variable, 26 questions were considered, based

on the provisions of Supreme Decree No. 030-2002-PCM, and these were broken down into three questions for the administrative simplification dimension, 16 for the administrative areas dimension, three questions for the process management dimension, and four questions for the citizen participation dimension. Both instruments used an ordinal Lickert-type response scale: 1 = very bad, 2 = bad, 3 = fair, 4 = good, and 5 = very good.

These instruments were subjected to a validation process that allowed us to verify that the information-gathering instruments allowed us to achieve the objectives of the study, which consisted of having professionals with research experience (methodologists) and professionals with extensive experience in public management give their opinion using the Ayken V technique, which was expressed in a coefficient that quantifies the relevance of each item of the questionnaire according to the experts' evaluations. In our case, the Ayken test yielded a value of 0.99 for the "management by results" variable and 0.98 for the "modernization of public management" variable.

Likewise, the reliability of the instruments was determined through Cronbach's Alpha test, which Haradhan (2020) indicates is a test that determines the capacity of an instrument to achieve similar values in the face of repetitive actions, that is, the assessment of the consistency of the results. This Cronbach's coefficient was calculated based on a pilot test in which 15 people participated, and the values obtained were 0.961 for the management by results variable and 0.931 for the State modernization variable. A form was also applied to estimate the viability of the proposed management model, for which the opinion of experts in results-based management and modernization of the State was requested on the applicability of the proposed model.

Regarding the diagnostic phase procedure, permission was obtained from the municipal authorities to use the institutional nomenclature in the study and to allow access to each member of the sample. Next, the necessary actions were taken to get each sample member to agree to participate in the study, and the pertinent adjustments were made to structuring the research instruments. In the propositional phase, the instruments were applied, and the statistical tabulation of the data was carried out. The data was organized to have systematized and organized information, which we present as tables and figures. In the prepositive phase, the diagnostic weaknesses were identified to design the proposed model, considering the findings related to results-based management processes and the modernization of public management, aligned with the strategies and their indicators.

Regarding the method of data analysis, descriptive statistical methods were first applied, in which the values of the results expressed in five scales were transformed into three using the scaling procedure. Next, the explanatory method was applied to describe the results using the causality criterion. The other method corresponded to the systematization of the ideas to configure the processes that facilitate the foundation of the proposed model from the management perspective by results and the modernization of public management in a local government.

### **3. RESULTS**

#### **3.1. Interpretation**

The values expressed in Table 1 indicate the characteristics of results-based management in the district municipality of Jepelacio. Regarding formulating sectoral plans, D1 obtained a very bad and bad level for 21.57 % of the respondents. In comparison, for the formulation of concerted development plans and the formulation of specific plans, a very bad and bad level was obtained at 21.60 %. In the case of D2, the Management of programs and projects, the management of infrastructure programs, and the measurement of the management of strengthening programs reach a very bad level of 25.50 %. In comparison, the management of social programs reaches a very bad and bad level of 23.50 %.

On the other hand, in the case of D3 (see Table 2), Financial and budgetary management, for the control of public funds in the municipality, there is a very bad and poor level of 23.53 %. In contrast, in the Budgetary management of the municipality and evaluation of budget execution, there is a very bad and poor level of 21.6 %. In the case of D3: Monitoring and evaluation, we have a very bad and poor level of 23.60 % for the assessment of the achievement of products and a very bad and poor level of 23.53 % for the evaluation of management processes, the assessment of the scope of intermediate results in the institution and the review of the result of the interventions in the municipality.

**Table 1:** Characteristics of results-based management.

Statement	Very bad/ Bad		Regular		Good/Very good		Total	
	fi	%	fi	%	fi	%	fi	%
D1: Planning								
Formulation of sector plans	11	21.57%	26	50.98%	14	27.45%	51	100.00%
Formulation of concerted local development plans	11	21.60%	26	51.00%	14	27.40%	51	100.00%
Formulation of specific plans (safety plan, environmental management plan, etc.).	11	21.60%	26	51.00%	14	27.40%	51	100.00%
D2: Program and project management								
Management of social programs	12	23.50%	24	47.10%	15	29.40%	51	100.00%
Management of productive programs	10	19.60%	26	51.00%	15	29.40%	51	100.00%
Evaluation of the management of infrastructure programs	13	25.50%	23	45.10%	15	29.40%	51	100.00%
Management measurement of strengthening programs	13	25.50%	23	45.10%	15	29.40%	51	100.00%
Value of public investment project management	11	21.57%	26	50.98%	14	27.45%	51	100.00%
D3: Financial - Budgetary Management								
Financial programming in the municipality	10	19.60%	26	51.00%	15	29.40%	51	100.00%
Municipal budget management	11	21.60%	26	51.00%	14	27.40%	51	100.00%
Control of public funds in the municipality	12	23.53%	25	49.02%	14	27.45%	51	100.00%
Evaluation of budget execution	11	21.60%	24	47.10%	16	31.30%	51	100.00%
D4: Monitoring and evaluation								
Evaluation of management processes	12	23.53%	27	52.94%	12	23.53%	51	100.00%
Evaluation of the achievement of outputs	12	23.60%	27	52.90%	12	23.50%	51	100.00%
Assessment of the scope of intermediate results in the institution	12	23.53%	27	52.94%	12	23.53%	51	100.00%
Evaluation of the final result of the interventions in the municipality	12	23.53%	26	50.98%	13	25.49%	51	100.00%

**Table 2:** Level of results-based management dimensions

Dimension	Categories	Frequency	% of Total
Management by Results	Under [ 16 - 37 ]	12	23.53%
	Medium [ 38 - 59 ]	26	50.98%
	High [ 60 - 80 ]	13	25.49%
	<b>Total</b>	<b>51</b>	<b>100.00%</b>

### 3.2. Interpretation

Table 1 shows the values of the dimensions of the variable "Management by results." The medium valuation achieved the highest score, with 50.98 % (26 respondents), followed by the high valuation, with 25.45 % (13 respondents), and the low valuation, with 23.53 % (12 respondents). This is due to a lack of planning, inadequate program and financial management, and lack of control.

**Table 3:** Characteristics of the modernization of public management.

Statement	Very Bad		Regular		Good/Very good		Total	
	fi	%	fi	%	fi	%	fi	%
<b>D1: Administrative simplification</b>								
Customer service protocols	15	29.40%	27	52.90%	9	17.70%	51	100.00%
E-government implementation	13	25.50%	28	54.90%	10	19.60%	51	100.00%
Staff training	14	27.50%	27	52.90%	10	19.60%	51	100.00%
<b>D2: Administrative areas</b>								
Implementation of planning system services	13	25.50%	28	54.90%	10	19.60%	51	100.00%
Impact of the planning process	13	25.49%	27	52.94%	11	21.57%	51	100.00%
Implementation of budget system services	13	25.50%	28	54.90%	10	19.60%	51	100.00%
Budget programming	14	27.40%	29	56.90%	8	15.70%	51	100.00%
Evaluation of public investment projects	13	25.50%	28	54.90%	10	19.60%	51	100.00%
Impact of public investment projects	22	43.13%	20	39.22%	9	17.65%	51	100.00%
Implementation of human resources services	14	27.40%	26	51.00%	11	21.60%	51	100.00%
Evaluation of the processes of entry, permanence and termination of employees	13	25.50%	27	52.90%	11	21.60%	51	100.00%
Implementation of supply system services	14	27.40%	26	51.00%	11	21.60%	51	100.00%
Evaluation of procurement procedures	14	27.40%	26	51.00%	11	21.60%	51	100.00%
Assessment of the accounting system service	11	21.57%	26	50.98%	14	27.45%	51	100.00%
Information presented by the accounting area	12	23.53%	27	52.94%	12	23.53%	51	100.00%
Implementation of treasury system services	12	23.60%	27	52.90%	12	23.50%	51	100.00%
Procedure for the payment of employees, suppliers and third parties implemented by the treasury area.	14	27.45%	28	54.90%	9	17.65%	51	100.00%
Assessment of control system services	14	27.45%	28	54.90%	9	17.65%	51	100.00%
Impact of control reports	16	31.37%	26	50.98%	9	17.65%	51	100.00%
<b>D3: Process Management</b>								
Administrative processes in the municipality	17	33.33%	24	47.06%	10	19.61%	51	100.00%
Assignment of personnel roles	18	35.30%	25	49.00%	8	15.70%	51	100.00%
Customer service process	18	35.30%	25	49.00%	8	15.70%	51	100.00%
<b>D4: Citizen participation</b>								
Institutional mechanisms for citizen participation in the elaboration of the concerted development plan	15	29.40%	26	51.00%	10	19.60%	51	100.00%
Staff participation in the preparation of the participatory budget	18	35.30%	28	54.90%	5	9.80%	51	100.00%
Organizational procedures for achieving citizen participation in accountability	18	35.30%	28	54.90%	5	9.80%	51	100.00%
Actions developed by the personnel that have political impact on the population.	21	41.20%	25	49.00%	5	9.80%	51	100.00%

### 3.3. Interpretation

Table 3 presents the characteristics of the modernization of public management in the district municipality of Jepelacio from the perspective of municipal workers. In the case of D1: Administrative simplification, the levels of very bad and bad impact are 29.40 % for the public's attention protocols, 27.50 % for personnel training, and 25.50 % for the implementation of electronic government. For D2: administrative areas, the values of very bad and bad are 43.13 % for the impact of public investment projects and 31.37 % for the effects of control reports. For its part, the accounting system service rating is 27.57%.

Likewise, there are very low values for the implementation of the services of the procurement system and evaluation of contracting procedures, with a value of 27.50 %, and for the method of payment to workers, suppliers, and third parties implemented by the treasury area and the valuation of the services of the control system, with a value of 27.45 %. Similarly, implementing the services in the human resources area has a value of 27 %. Likewise, for the implementation of the services of the human resources area, there is a 27 %; for the implementation of the services of the planning system, there is a 25.5 %; for the impact of the planning process, there is a 25.49 %, for the implementation of the services of the treasury system there is a 23.6 %, on the other

hand, the information presented by the accounting area is valued with a 23.53 % and, finally, the valuation of the service of the accounting system is valued with a 21.57 % of very bad and bad.

About D3: Management by processes, the Assignment of staff roles, and the Customer service process have a very poor and bad value of 35.30 %, while the Administrative processes have a 33.33 %. For D4: Citizen participation, the actions developed by the personnel with political impact on the population have a very bad and bad level of 41.30 %. For staff involvement in elaborating the participatory budget and organizational procedures to achieve citizen participation in accountability, this is 35.30 %. Finally, the institutional mechanisms for citizen participation in elaborating the concerted development plan have a very bad and bad level of 29.40%.

**Table 4:** Level of modernization of public management.

Dimension		Categories	Quantity	of Total
Modernization of the State	Under	[ 25- 60]	15	29.41%
	Medium	[ 61 - 85]	27	52.94%
	High	[86- 130]	9	17.65%
	Total		51	100.00%

### 3.4. Interpretation

Table 4 shows the values of the level of the dimensions of the variable "Modernization of public management," where the medium evaluation is the highest score with 52.94% (27 respondents), followed by the low review with 29.41% (15 respondents) and the high assessment with 17.05% (8 respondents). 65 % (9 respondents), because no impact is observed in public investment projects or in the actions carried out by the personnel and their assigned roles, which directly affects the attention of the population, in addition to the scarce citizen participation in the elaboration of the participatory budget and accountability procedures.

Design of the results-based management model to improve the modernization of public management in the District Municipality of Jepelacio - 2024.

**Table 5:**

Home	Process	Results
- Poor prioritization of plans and projects	- Process optimization for management efficiency.	- Efficient plans and projects
- Investment projects with low impact on the population.	- Promote effective citizen participation in the preparation of the participatory budget.	- Investment projects that have a positive impact on the population.
- Poorly trained personnel	- Development of quality management to improve municipal services and resource allocation.	- Competent personnel.
- Staff with high turnover	- Development of competencies to improve the cognitive, procedural and attitudinal conditions of municipal employees.	- Reduced staff turnover
- Low budget	- Feedback on lessons learned and best management practices.	- Improved municipal revenue collection
- Deficient municipal services		- Efficient municipal services
- Deficient citizen participation		- Efficient citizen participation

### 3.5. Interpretation

Table 5 above presents the design of the results-based management model to improve the modernization of public management in the District Municipality of Jepelacio in 2024, in which the model is structured based on the problems identified to define the processes then and, therefore, the expected results. In the case of the initial actions, the following are detailed as problems: plans and projects with deficiencies in their prioritization; investment projects with low impact on the population; poorly trained personnel with high turnover; scarce budget to close social gaps; deficient municipal services; and deficient citizen participation.

For processes, the following aspects are detailed: optimization of processes to favor management efficiency; promoting citizen participation in the preparation of the participatory budget; developing quality management to improve municipal services and resource allocation; developing staff capacities to have better cognitive, process, and attitudinal skills; and feedback of lessons learned and good management practices. In terms of results, plans, and projects are proposed to close gaps efficiently, as well as investment projects that positively impact the population, skilled and trained personnel, improved municipal revenue collection, improved municipal services, and citizens participating in improving local governance.

**Table 6:** Validation by experts of the results-based management model to improve the modernization of public management in the District Municipality of Japelacio - 2024.

Expert	Evaluates whether the theoretical conception of the proposal reflects the principles that would support it.	Evaluates if the structural conception favors the achievement of the objective for which it was elaborated.	Assess whether the stages stated in the process component for problem solving have been ordered according to the logical and methodological criteria of the discipline.	Assess whether the guidelines for the methodological treatment of the actions to be developed in each component of the proposal are reflected with quality and precision.	Assess whether the indicators and categories of the science, technology and research system are accurate and measure compliance with the expected objective.	To evaluate the level of satisfaction that the proposal could present as a solution to the problem and the real possibilities of its generalization in scientific practice.	Assess whether there is a correspondence between the complexity of the activities to be developed in the activities and the particularities of their scientific training.	To value the contribution made by the proposal to the formation of the personality qualities in the intellectual, affective, volitional and moral spheres.	To value the contribution made by the proposal to the knowledge of the processes and phenomena of social practice in the social, economic and environmental spheres.
E1	8	9	9	8	9	9	9	9	9
E2	9	9	9	9	9	9	9	9	8
E3	9	9	9	9	9	9	9	9	8
E4	9	9	9	9	9	9	9	9	8
E5	9	9	9	9	9	9	9	9	9
Σ	44	45	45	44	45	45	45	45	42
X	44.4	9	9	8.8	9	9	9	9	8.4
%	88.9%								

### 3.6. Interpretation

Table 6 shows the validation of the results-based management model to improve the modernization of public management in the District Municipality of Jepelacio in 2024, where the average of the five experts who evaluated the proposal is 44.4 on a scale of 1 to 10, which represents a validity of 88.9%.

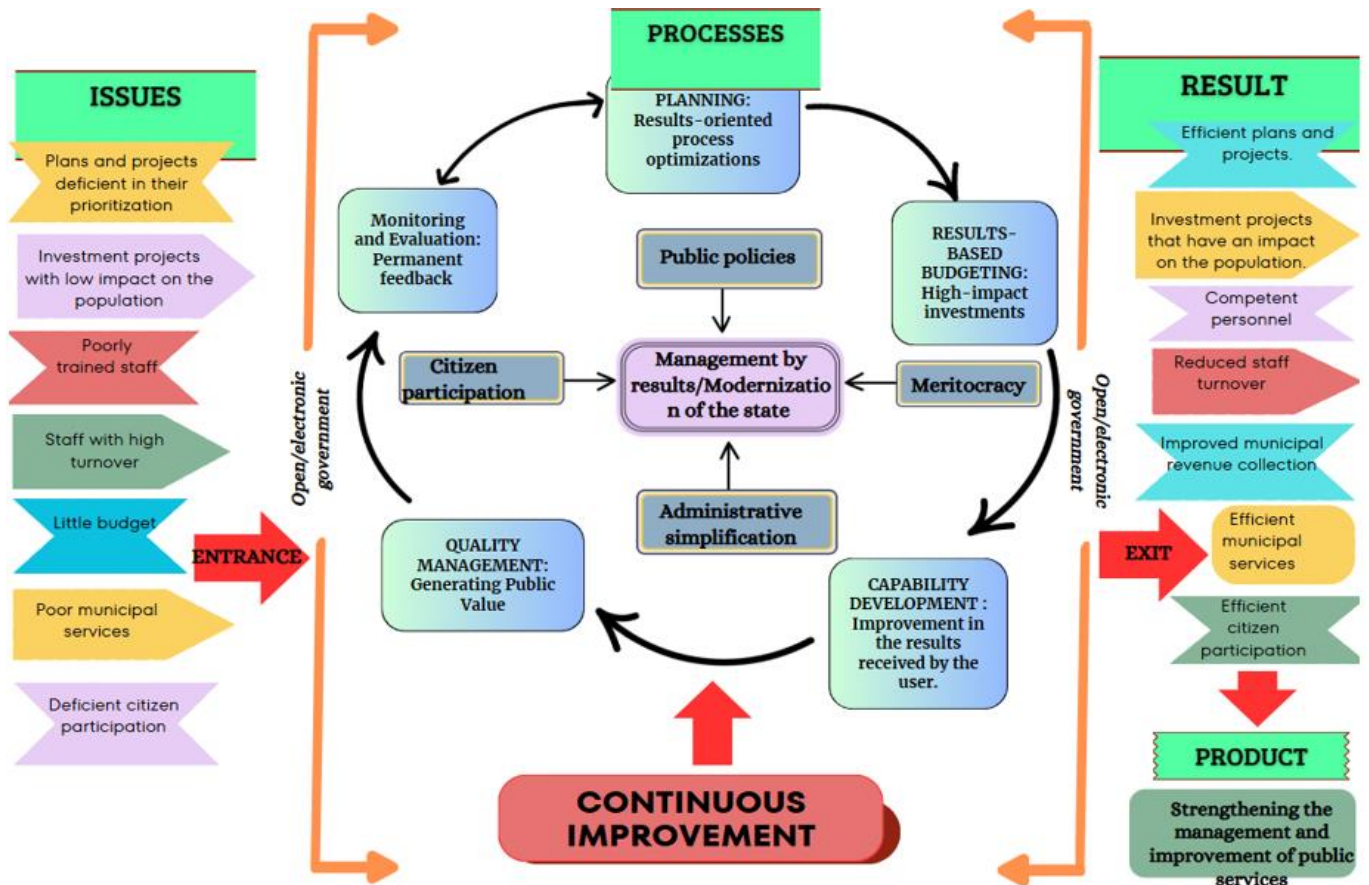


Figure 1: Results-based management model to improve the modernization of municipal public management.

### 3.7. Interpretation

Figure 1 shows the results-based management model to improve the modernization of public management in the District Municipality of Jepelacio for the year 2024. The process begins by identifying the original problems: plans and projects with deficiencies in their prioritization, investment projects with low impact on the population, poorly trained personnel with high turnover, low budget to close social gaps, deficient municipal services, and deficient citizen participation. To overcome these problems affecting results-based management and the modernization of the State, components are proposed that include cross-cutting areas of open and electronic government, planning with results-oriented process optimization, a results-based budget with high-impact investments, and quality management that generates public value. Capacities will also be developed to improve the results received by the user, and a monitoring and evaluation system will be implemented to allow permanent feedback and continuous improvement in a cross-cutting manner. These pillars will be based on public policies, citizen participation, merit-based personnel hiring, and administrative simplification. The expected results are plans and projects for closing efficient gaps, investment projects that impact the population, competent personnel, reduced staff turnover, improved municipal revenue collection, improved municipal services, and citizen participation in governance. In short, the objective is to strengthen management and improve public services.

## 4. DISCUSSION

Regarding the specific objective on the characterization of management by results, the study reflects that approximately 74.51 % of the workers consider that there are actions that need to be improved since they think they are at a low or medium level. 23.53 % consider it a low level, which coincides with what is pointed out by Blas *et al.* (2022), Dávila and Sánchez (2021), who say that not acting efficiently in results-based management limits the efficiency and quality of the spending achieved, since it does not provide guarantees for the entities to receive the budgets and logistics they require to make adequate use of public resources and, therefore, satisfy and improve the living conditions of the population.

On the other hand, Sancino (2023) states that, in all cases, the results-based budgeting dimensions score low in approximately one out of every four workers, which indicates that the improvement of processes to achieve more optimal interventions is not an isolated condition, but instead responds to structural elements of the entity

so that its improvement should include technical elements, processes and the ways of acting and behavior of workers. These results are consistent with Guerra and Palomino (2020) and Muñoz (2022), who point out that the results-based budget already has defined procedures and methodologies for designing, monitoring, and evaluating interventions. Still, in many cases, they are not applied.

Thus, if we contrast these results with management theory, where Nabiyeva (2023) indicates that any action must include innovation and permanent improvement criteria to guarantee satisfactory results and the development of programs, projects, and strategies in the municipality of Jepelacio, these elements are not fulfilled in results-based management. As already indicated, none of the elements that constitute it is highly valued by more than one-third of those surveyed, which does not guarantee that the premise of efficient use of public resources to achieve significant changes in the demands of the population is fulfilled.

Results-based management already has defined performance standards, in which the improvement elements of each process are relevant in the municipality evaluated. This also indicates that the attitudinal elements apply these standards that have not been defined and developed and are appreciated by all workers. Including managers and authorities who have also participated in this study, it is necessary to create mechanisms to improve these deficiencies. Therefore, a proposal should be made to improve all these negative aspects and strengthen those that have obtained a favorable result but could be improved.

Thus, results-based management is a strategic framework that aims to help state organizations manage in an integrated and effective manner to create public value. To this end, processes must be reformulated to use state resources better and optimize them to close the gaps in favor of citizens. In this sense, improvement processes must be considered to optimize the interventions with the most significant impact on the population and, at the same time, to carry out spending with transparency since this must respond to the structural elements of the entity. Therefore, its improvement should include technical elements, processes, and ways of acting and behavior of workers, which will strengthen management and improve public services.

For specific objective 2, which consisted of identifying the characteristics of the modernization of public management in the District Municipality of Jepelacio for the year 2024, this is at a medium level for 52.94% of the respondents, highlighting that 29.41% define it with a low level, which indicates that the normative elements and how these are implemented are not being fulfilled in such a way as to have a modern entity and adequate processes for citizen attention. These results are very similar to those defined by Blas *et al.* (2022) and Dávila and Sánchez (2021), who state that in Peru, modernization is not optimally developed due to the high level of corruption present in the different levels of government. To combat this situation, a new modernization is needed that requires the population's active participation, with levels of transparency and optimal accountability, to report on the destination of public resources.

On the other hand, considering the dimensions, this is similar to what was pointed out by Díaz (2023), who states that, to be effective, the State modernization model must adapt to the new demands of results-based administration. Similarly, these results are compared with the provisions of the Framework Law for the Modernization of State Management (Law No. 27658), which seeks to achieve higher levels of efficiency throughout the public system, whose main objective is to improve user service conditions, taking into account the optimization of public resources, i.e., to be efficient in the development of our service, making reasonable and optimal use of economic resources.

We can also point out that the results obtained are supported by the theory of the non-existence of bureaucratic obstacles, where O'Mahony *et al.* (2023) point out that a State cannot place obstacles or limitations on access to services or goods but must be an agile State, with simplified processes. In current times, for example, computer processes, virtual databases, innovative technological packages, and the use of the "zero paper" criterion are used so that each service is obtained in the shortest possible time and at the lowest cost, and the modernization of the State is an administrative element par excellence (Salgado-García, 2024). This complements the statement by Díaz (2023), who says that administrative systems must be adequate to generate operational capabilities and thus have a significant impact on the provision of quality public services, overcoming the shortcomings of little articulation to achieve it.

Thus, the values obtained for the dimensions of the modernization of the State, which are administrative simplification, administrative areas, management by processes, and citizen participation, which also present values very similar to the mean of the variable, imply that the organizational models of the entity do not efficiently incorporate these elements, which, from our premise, we can affirm is due to the lack of definition of criteria for the quality of the interventions. Mechanisms should also be sought to improve the population's perception through optimal planning based on results-based budgets that allow the generation of impact projects that help improve the population's living conditions. In addition, the entity must train its personnel to enhance the quality of its service and provide adequate attention to the public.

Given the low implementation rates in the Municipality of Jepelacio, it is inferred that improvement processes should be approached integrally, both functionally and structurally. The results-based management model to improve the modernization of public management in the District Municipality of Jepelacio for the year 2024 is based on substantial changes in the organizational and functional performance schemes since the optimization of processes together with the application of quality criteria in each intervention are essential to

address resistance to change, which is always present in public environments. Therefore, their administrative systems must be designed to generate operational capabilities and significantly impact the provision of quality public services, overcoming the deficiencies of articulation, for which human resources are paramount.

Regarding the validation of the proposal, 88.4% consider it adequate since the model presented identifies that the interventions for both variables should be integral since there are levels of functional and role correspondence between them to contribute to the institutional purpose, a condition that is reaffirmed by Yunching (2022) and Vargas and Zavaleta (2020), who state that the existence of a significant, positive and direct linkage between the management of the budget for results, the adequate budget execution and the entity's mission objectives have been confirmed.

From the theory of adaptation to environments, Mendoza *et al.* (2024) define that all social or productive units, including State entities, do not act independently but interact with their environment. Therefore, environmental changes force the social entity to adapt as well. In this sense, the fact that information technologies are the ones that change the most nowadays implies that the municipality under analysis must always have this premise of adaptation or of being able to innovate or generate permanent changes to improve its processes to achieve better results through continuous improvement (Tafur-Puerta, 2022; Chiroque-Linares, 2024).

From the value-added approach, Gustia *et al.* (2023) state that government interventions are not only valued for the product generated, which is the work itself, but also for the effects generated by putting the work into operation since any intervention generates complementary or additional effects to the product itself. These effects can be tangible or intangible and generate total satisfaction with the service provided by the product since the objective is to satisfy a need and not just part of it. Therefore, the municipality of Japelacio must consider the added value in its interventions.

Regarding the general objective, the study set out to determine a results-based management model to improve the modernization of the public management of the District Municipality of Japelacio for the year 2024, where the evaluation results carried out by five judges indicate that it achieves a score of 88.4 % of the judges consider it adequate, which implies that, from their point of view, the proposed model is viable. The model is an integral action in both variables and dimensions in three components: process optimization, quality management, and capacity building. This model is in line with Yunching (2022) and Vargas and Zavaleta (2020), who state that it is not enough to comply with the processes and instruments established by the National Law for the Modernization of Public Management to contribute to better management criteria for innovation and transformation within the results-based process approach, but that quality criteria for interventions must also be in place.

The model proposes the optimization of processes so that the organizational structure of the municipality evaluated can develop them more efficiently, that is, using the same resources but adding criteria such as time reduction, streamlining of procedures, and improvement of operating systems, since, for both variables, the sound level of achievement of its interventions in the positive assessment scale does not even reach one third. Therefore, this proposal is complemented by what is indicated by Gravith and Haber (2021) and Cañari and Hannco (2020), who say that the expected changes have not occurred significantly according to the State's administrative management models. In fact, to date, an approach of minimization of the state structure has been applied, with a criterion that obeys budgetary issues and not innovation or process adequacy.

It also states that the quality management model requires that the intervention scenarios have indicators that make it possible to assess whether the actions carried out meet any quality or user satisfaction criteria since the population and its needs are the reason for the interventions. Technical criteria must also be added to this quality. For example, the technical work files and the consistency of the environmental reports that are issued, as complemented by Gravith and Haber (2021) and Cañari and Hannco (2020), who state that, although results-based management and modernization of the State have normatively identified the instruments and guidelines, such as planning, budgeting and systems for project management, etc., they have not been applied. The barriers arise in their implementation since the management paradigm is based on expenditure efficiency, and project prioritization is based on political bidding, limiting the achievement of the objectives they were created.

The third element proposed by the model is the development of capabilities, that is, the theoretical, cognitive, procedural, and attitudinal criteria that the entity's collaborator must assume to face the changes in the environment, efficiently identify the requirements and gaps of the population and, through a criterion of technical prioritization and political incidence, serve to generate public value. The theory of the political-programmatic approach complements all this. According to Verploegh *et al.* (2022), although public interventions originate from the demands of the population or even the opinion of experts, their definition corresponds to those who can decide them: government bodies. These interventions take the form of strategic development plans and sectoral policies. Once these plans have been defined, it is up to each organizational unit to implement them, and it is necessary to strengthen capacities at all levels of public entities.

## 5. CONCLUSIONS

The results-based management model to improve the modernization of the public management of the District Municipality of Jepelacio -2024- was viable by the stages of the public management process.

The characteristics of results-based management in the District Municipality of Jepelacio—2024 indicate that it is at a very low level in the following dimensions: Planning, with an average of 21.6 %; program and Project Management, with 38.56 %; Financial-Budgetary Management, with 21.58 %; and Monitoring and Evaluation, with 23.55 %. These results reflect the municipality's current conditions, which require immediate intervention to improve their situation.

The results-based management model to improve the modernization of public management in the District Municipality of Jepelacio - 2024 consists of five intervention components: planning, which optimizes results-oriented processes; results-based budgeting, which allows for high-impact investments; quality management, which generates public value; capacity building, which improves the results received by the user; and monitoring and evaluation, which seeks permanent feedback. All these components must be applied to all dimensions of both variables.

The results-based management model, which aims to improve the modernization of public management in the District Municipality of Jepelacio (2024), was validated and scored 84.4 %, which makes its application feasible.

## REFERENCES

- Alarcón, N., Alarcón, O., Alarcón, J. D., & Alarcón, D. S. (2023). Process management in public entities, a literature review. *PODIUM*, (44), 103-118. <https://doi.org/10.31095/podium.2023.44.7>
- Alcalá Rodríguez, C. G., Rojas Yacha, E. L., Corpancho Carhuaz, J. C., & Cueva Quezada, N. I. (2022). Public investment for the development of decentralized transportation infrastructure Proviás in the Cajamarca region (2020-2022).
- Ana Lúcia da Silva Romão, & Ana Paula Ventura Ferreira (2023). The Portuguese public procurement system as a strategic instrument of public management. *Tendencias (Pasto, Colombia)*, 23(1), 198-225. <https://doi.org/10.22267/rtend.222302.221>
- Ardanaz, M., Otálvaro, S. & Scartascini, C. (2023) Does information on citizen participation initiatives increase political trust? ", *World Development*, Elsevier, vol. 162 <https://doi.org/10.1016/j.worlddev.2022.106132>
- Basantsov, I.E., Zubarev & Chernenko, Y.V. (2023) Modernization of the state financial control system of Ukraine in the conditions of the "Covid" economy. *EFR. magazine*, 8 (12) <https://doi.org/10.1051/e3sconf/202341201103>
- Blas, F. G., Uribe-Hernández, Y. C., Cacho, A., and Valqui, J. M. (2022). State modernization in public management: Systematic review. *Revista de Ciencias Sociales (Ve)*, XXVIII (Special 5), .
- Bravo, M. A., Flores, J. A. & Centurión, C. A. (2022). The Management of Budgeting for Results and the Quality of Spending, advances in Peru and Latin America. *Sinergias Educativas*. <https://sinergiaseducativas.mx.consultorioampuero.com/index.php/revista/article/view/259/690>
- Cañari, C. and Hancoo, P. (2020) Influence of results-based management on the effectiveness of state reform and modernization policies. *Polo del Conocimiento Journal*. 22(3), p.75-85. <https://polodelconocimiento.com/ojs/index.php/es/article/view/2310>
- Casteel, A., & Bridier, N. (2021). Describing populations and samples in doctoral student research. *International Journal of Doctoral Studies*, 16(1), 339-362. <https://doi.org/10.28945/4766>
- Chávez-Rivas, P. I., & Heredia-Llatas, F. D. (2024). Modernization of Public Management at different levels of government, a literature review. *Revista Nacional de Administración*, 15(1), 71-85. <https://doi.org/10.22458/rna.v14i2.3978>
- Chiroque-Linares, S. M. (2024). Use of information technologies to improve the quality of care in municipalities: A bibliometric study. *Revista Científica De Sistemas E Informática*, 4(1), e558. <https://doi.org/10.51252/rcsi.v4i1.558>
- Cocuy Espinosa, J., & Machado Santacruz, P. F. (2022). From the analysis of public policies to that of territorial management tools: a study of the formulation stage of the objectives of the project for the "Strengthening of the Veedor Exercise" of Yumbo, Colombia. *Revista Ciudades, Estados y Política*, 9(1), 91-106. <https://doi.org/10.15446/cep.v9n1.96853>
- Dávila, E., & Sánchez, D. K. (2021). Performance budgeting management to improve the quality of public spending in the local educational management unit San Martín - Tarapoto. *Ciencia Latina Revista Científica Multidisciplinar*, 5(4), 6248-6279. [https://doi.org/10.37811/cl\\_rcm.v5i4.769](https://doi.org/10.37811/cl_rcm.v5i4.769)
- De Araújo, S., Matos, L & Ensslin, S. (2020). Public Procurement from a Performance Appraisal Perspective: A Literature Review and Research Agenda. *Revista Gestão & Ampo; Conexões*, 9(1), 99-127. <https://www.diva-portal.org/smash/get/diva2:948640/FULLTEXT01.pdf>
- Delgado, M., & Boada, C. (2024). Social participation and governance in the formulation of public land use planning policies. *Revista Geográfica Venezolana*, 64(2), 1-13. <https://doi.org/10.53766/RGV/2024.64.2.13>
- Deza, M (2020) Suggestions for the modernization of the State. *Estudios Económicos del BCRP Journal*, 6 (6). <https://www.bcrp.gob.pe/docs/Publicaciones/Revista-Estudios-Economicos/06/Estudios-Economicos-6-6.pdf>
- Díaz, O.R. (2023) State modernization: a systematic review of the literature considering the progress achieved. *Journal of Climatology*, 23 (2) pp. 14-28. <https://doi.org/10.59427/rcli/2023/v23cs.14-28>
- Espino, V. C., Medina, C. G., Montoya, R., Quijano, F. & Jara, C. J. (2024). Modernization of Public Management in Peru from the experiences of Covid-19. *Prohominum*, 6(2), 77-93. <https://doi.org/10.47606/ACVEN/PH0236>
- Flores, C. A., and Delgado, J. M. (2020). Managing for results to improve the quality of care in public entities. *Ciencia Latina Revista Científica Multidisciplinar*, 4(2), 1226-1240. [https://doi.org/10.37811/cl\\_rcm.v4i2.150](https://doi.org/10.37811/cl_rcm.v4i2.150)
- Flores, S.P. and Núñez, L.A. (2022) Gestión por procesos en el marco de la Modernización de la Gestión Pública en el Perú. *Alpha Centauri*, 2(3), 140-164. <https://doi.org/10.47422/ac.v2i3.54>
- Gamboa, H. Z., & Zamitiz Gamboa, H. (2021). Un balance de gestión gubernamental: Enrique Peña Nieto (2012-2018) (1st ed., Vol. 40). Mexico: Bonilla Artigas Editores. [https://ucv.primo.exlibrisgroup.com/permalink/51UCV\\_INST/p5e2np/cdi\\_proquest\\_ebookcentral\\_EBC6992101](https://ucv.primo.exlibrisgroup.com/permalink/51UCV_INST/p5e2np/cdi_proquest_ebookcentral_EBC6992101)
- García, E. E., and Millones, D. Y. (2023) Prospective and modernization in public management in local government. *Revista Venezolana De Gerencia*, 28 (9), pp. 501-517. <https://doi.org/10.52080/rvgluz.28.e9.31>

- García, G. (2021) Gestión del presupuesto público y objetivos institucionales en la Unidad Ejecutora N° 0989, Gerencia Territorial Bajo Mayo, Tarapoto - 2019 [Master's thesis, Universidad César Vallejo, Tarapoto, Perú]. <https://repositorio.ucv.edu.pe/handle/20.500.12692/55440>
- García, V. H. B., Martínez, F. de M. G., Llamas Félix, B. I., & Esparza, R. M. V. (2024). Measuring multidimensional poverty in Mexico using bibliometric and structural equation analysis. *Iberoamerican Journal of Science Measurement and Communication*, 4(2), 1–23. <https://doi.org/10.47909/ijsmc.1354>
- Germán Darío Valencia Agudelo, & Restrepo-Cano, D. (2020). Participatory Democracy and Development Planning in Development Programs with a Territorial Approach. *Fields in Social Sciences*, 8(1), 115-. <https://doi.org/10.15332/25006681/5260>
- Gravith, J. and Haber, U. (2021) Reinventing the square wheel: public employment in the modernization of the Argentine state (2015-2019). *Electronic Journal of Administration* 25(2), 40-62. <https://doi.org/10.1590/1413-2311.244.90047>
- Guerra, I. and Palomino, G. (2020) Results-based management model to improve the quality of spending in the Unidad de Gestión Educativa Local, San Martín. *Ciencia Latina Revista Científica Multidisciplinar*, 4(2), 738-758. [https://doi.org/10.37811/cl\\_rcm.v4i2.112](https://doi.org/10.37811/cl_rcm.v4i2.112)
- Gustia, R., Karunia, L. & Rahayu, S. (2023) Budget Implementation Performance at the Directorate of Prevention and Control of Direct Communicable Diseases within the Ministry of Health. *International Journal of Economics Development Research*, Volume 4(2), pp. 1042-1053. <https://yripku.com/journal/index.php/ijedr/article/view/2542/1867>
- Haradhan, M. (2020). Quantitative Research: A Successful Investigation in Natural and Social Sciences. Munich Personal RePEc Archive, 9(4), 52-79. Retrieved from [https://mpra.ub.uni-muenchen.de/105149/1/MPRA\\_paper\\_105149.pdf](https://mpra.ub.uni-muenchen.de/105149/1/MPRA_paper_105149.pdf)
- Huamani, J., Caballero, S., Contreras, L., León, J. L., Gauna, G., & Valdez, G. S. (2022). Administrative systems and management by results in local government. *Ciencia Latina Revista Científica Multidisciplinar*, 6(6), 286-303. [https://doi.org/10.37811/cl\\_rcm.v6i6.3487](https://doi.org/10.37811/cl_rcm.v6i6.3487)
- Hütt-Herrera, H. (2023). Community Social Responsibility: diagnostic management as a pillar of strategic planning. *Revista Nacional de Administración*, 14(2), 89-102. <https://doi.org/10.22458/rna.v14i2.4933>
- Jansen, B., Jung, S. and Salminen, J (2023) Employing large language models in survey research, *Natural Language Processing Journal*, 4,e100020, <https://doi.org/10.1016/j.nlp.2023.100020>
- Law N° 27658 (January 17, 2002) Framework Law for the Modernization of State Management. *Diario Oficial El Peruano*. <https://cdn.www.gob.pe/uploads/document/file/861199/-455746778136619647320200617-18907-1xj6tyx.pdf?v=1592448918>
- Law No. 28411 (December 08, 2004) General Law of the National Budget System Official Gazette El Peruano. <https://cdn.www.gob.pe/uploads/document/file/1389306/Ley%20General%20del%20Sistema%20Nacional%20de%20Presupuesto.pdf?v=1603151760>
- López, V. and Pérez, J. F (2021) Data collection techniques in scientific research. *Revista de Actualización Clínica*, 10 (23) [http://www.revistasbolivianas.ciencia.bo/scielo.php?lng=pt&pid=S2304-37682011000700008&script=sci\\_arttext](http://www.revistasbolivianas.ciencia.bo/scielo.php?lng=pt&pid=S2304-37682011000700008&script=sci_arttext)
- Marinho C, Carvalho M & Filho F (2021) Public management by results: an instrumental perspective for dynamics in processes. *Brazilian Journal of Development*, Curitiba, 7(8), p. 429-450 <https://brazilianjournals.com/index.php/BRJD/article/view/35183>
- Matas, A. (2018). Likert-type scale format design: a state of the art. *REDIE*, 20(1), 38-47. [doi:https://doi.org/10.24320/redie.2018.20.1.1347](https://doi.org/10.24320/redie.2018.20.1.1347)
- Mehmet, Z(2018) Theory-Based Evaluation of Public-Private Partnership Projects and Programmes. Middle East Technical University, Ankara, Turkey. <https://nec.undp.org/sites/default/files/2021-07/Theory-Based%20Evaluation%202017.pdf>
- Mendoza, R.P., Vela, L, Dávila, J.D. (2024) Governance and optimization of public expenditure. A literature review Governance and optimization of public expenditure: A literature review *Suma de Negocios*, 15(32), 59-69. <https://doi.org/10.14349/sumneg/2024.V15.N32.A7>
- Muñoz, P. (2022). Influence of performance budgeting on the effectiveness of public management. *Ciencia Latina Revista Científica Multidisciplinar*, 6(5), 4736-4757. [https://doi.org/10.37811/cl\\_rcm.v6i5.3434](https://doi.org/10.37811/cl_rcm.v6i5.3434)
- Murrugarra, B.I (2020) Modernization Process of State Management. *IUS Veritas*, 17, (9) p. 89-94. <https://ius360.com/proceso-de-modernizacion-de-la-gestion-del-estado-brenda-murrugarra/>
- Nabiyeva, I. (2023) The evolution of management theory and practice as the basis of modern management. *Journal of Azerbaijan State University of Oil and Industry*, 8 (12) <http://dx.doi.org/10.2139/ssrn.4719784>
- Noemí Carla, V. S., & Torres Casas, P. E. (2023). The management of budgeting for results in the quality of public spending in the health sector. *Contemporary Dilemmas: Education, Politics and Values*, X(2). <https://doi.org/10.46377/dilemas.v2i10.3512>
- O'Mahony C, Brassil M, Murphy G, Linehan C (2023) The effectiveness of interventions to reduce belief in conspiracy theories: a systematic review. *PLoS ONE* 18(4): e0280902. <https://doi.org/10.1371/journal.pone.0280902>
- OECD (2020) Guidelines for Collecting and Reporting Data on Research and Experimental Development, The Measurement of Scientific, Technological and Innovation Activities. Paris, France. <http://dx.doi.org/10.1787/9789264239012-en>
- Organization for Economic Cooperation and Development - Inter-American Development Bank - OECD-IDB (2020) Panorama of Public Administrations: Latin America and the Caribbean 2020. <http://dx.doi.org/10.18235/0002232>
- Palomino flores, H. (2022). Influence of public procurement on the effectiveness of institutional strategic planning compliance. *San Gregorio Journal*, 1(52), 203-219. <https://doi.org/10.36097/rsan.v0i52.2050>
- Pilcher, N., Cortazzi, M. (2024) Qualitative' and 'quantitative' methods and approaches across subject fields: implications for research values, assumptions, and practices. *Qual Quant* 58, 2357-2387. <https://doi.org/10.1007/s11135-023-01734-4>
- Pinedo López, J. W. (2021). Strategies for national and local development: A proposal for public management with an ethical approach. *Cooperativismo & Desarrollo*, 29(119), 1-16. <https://doi.org/10.16925/2382-4220.2021.01.07>
- Pliscoff, C. (2017). Implementing the new public management: Problems and challenges to public ethics. The Chilean case. *Convergencia Revista de Ciencias Sociales*, (73), 141-164. <https://doi.org/10.29101/crcs.v0i73.4241>
- Pourghaffar, J., Mohammadzadeh Salteh, H., Zeynali, M., & Mehrani, S. (2023). The Relationship between Performance-based Budgeting Characteristics with the Integrated Reporting Approach in the Public Sector. *Iranian Journal of Accounting, Auditing and Finance*, 7(4), 57-75. <https://doi.org/10.22067/ijaaf.2022.42760.1173>
- Rejas, A. F., Diaz, E. R., & Troya, H. (2022). The evaluation of performance budgeting and its impact on citizen security in Peru. *Ciencia Latina Revista Científica Multidisciplinar*, 6(1), 2995-3010. [https://doi.org/10.37811/cl\\_rcm.v6i1.1701](https://doi.org/10.37811/cl_rcm.v6i1.1701)
- Rodríguez, L. R., & López, R. del P. (2023). Digital government, state modernization and citizen service: Considerations in a digital government strategy in Peru. *VISUAL REVIEW. International Visual Culture Review Revista Internacional De Cultura Visual*, 13(2), 1-8. <https://doi.org/10.37467/revvisual.v10.4567>

- Rodríguez, V. R. (2022). Effectiveness of results-based management in the framework of state reform and modernization. *Ciencia Latina Revista Científica Multidisciplinar*, 6(5), 2061-2078. [https://doi.org/10.37811/cl\\_rcm.v6i5.3230](https://doi.org/10.37811/cl_rcm.v6i5.3230)
- Romero Silva, C. M., Escudero Vilchez, F. E., & Salazar Llerena, S. L. (2022). Review of strategies used in public management during the covid-19 pandemic.
- Salgado-García, J. A., Terán-Bustamante, A., & González-Zelaya, V. (2024). Digital transformation in management and accounting sciences: Research trends in Scopus. *Iberoamerican Journal of Science Measurement and Communication*, 4(1), 1-10. <https://doi.org/10.47909/ijsmc.884>
- Sancino, A., Carli G., Giacomini, D., (2022). Relational leadership in local governance: the engagement of mayors with citizens, public managers and politicians. *Public Management Review*. <https://doi.org/10.1080/14719037.2022.2039274>
- Supreme Decree N° 030-2002-PCM (May 2, 2002) Approves the Regulations of the Framework Law for the Modernization of State Management <http://www.ipd.gob.pe/images/documentos/normas/general/Decreto%20Supremo%20N%20030-2002-PCM.pdf>
- Tafur-Puerta, J. (2022). The right of access to information, transparency of public management and open data in the local governments of Peru. *Revista Científica De Sistemas E Informática*, 2(1), e274. <https://doi.org/10.51252/rcsi.v2i1.274>
- Tamayo, P., & Lazo, T. D. (2020). The modernization of public management. Una mirada desde la Inmótica. *Folletos Gerenciales*. <http://eds.b.ebscohost.com/eds/pdfviewer/pdfviewer?vid=1&sid=9a2a6b07-71a5-43a4-afab-c0976f9a7c6d%40pdc-v-sessmgr01>
- Toledo Meza, E. E. (2023). Presupuesto por resultados en el Perú: Una herramienta de modernización del Estado. *Revista de Climatología*, 23, 1653-1662. <https://doi.org/10.59427/rcli/2023/v23cs.1653-1662>
- Tomassini, L., and Armijo, M. (2002). Reform and Modernization of the State: Experiences and Challenges. Institute of Public Affairs, University of Chile.
- Torres, E. H., Peralta Tapia, M. E., Torres, E. H., & Heredia Llatas, F. D. (2023). Relationship between public management and sustainable development, literature review. *Podium*, (44), 81-102. <https://doi.org/10.31095/podium.2023.44.6>
- Tozzi, J. (2021) Management of the Administrative State *Journal of Economics Development Research*, 4 (2), <http://dx.doi.org/10.2139/ssrn.3644797>
- Trejo, J. E., & Peñalver, M. J. (2024). Budgeting for results in the public sector. *Revista InveCom / ISSN On-line: 2739-0063*, 5(2), 1-15. <https://doi.org/10.5281/zenodo.12738733>
- Vargas, M. J., & Zavaleta, C. E. (2020). The management of budgeting for results and the quality of spending in local governments, *La Libertad-Peru. Revista Científica "Visión de Futuro"*, 24 (2), pp. 37-59, <https://doi.org/10.36995/j.visiondefuturo.2020.24.02.002.es>
- Vegas, M. H. (2017). Public policies and governance: Articulation for an autonomous local public management. *Latin American Journal*, 48, 155-172. <https://www.scielo.cl/pdf/polis/v16n48/0718-6568-polis-16-48-00155.pdf>
- Verploegh, R., Budding, T. and Wassenaar, M. (2022). Policy monitoring as an alternative approach to results-based budgeting (RBB) to strengthen the link between policies and financial means. *Public Money & Management*, 43 (8), 816-824. <https://doi.org/10.1080/09540962.2022.2062162>
- Voinea CF, Neumann M, Troitzsch K, G (2022) The State and the Citizen: Overview of a complex relationship from a paradigmatic perspective. *Qual Quant*. 2023;57(Suppl 1):1-17. <https://link.springer.com/article/10.1007/s11135-022-01474-x>
- Yunching, A. (2022) Modernizing public management to democratize the state. *Ciencia Latina Revista Científica Multidisciplinar*, 6(4) 2601-2623. [https://doi.org/10.37811/cl\\_rcm.v6i4.2783](https://doi.org/10.37811/cl_rcm.v6i4.2783)
- Zegarra, W. E., Olano, D. A., Lluncor, M. A., & Cacho, A. (2023). Public value, a fundamental characteristic in the new public management. *Revista Científica Pakamuros*, 9(1). <https://doi.org/10.37787/wyy2vz83>. <https://doi.org/10.37787/wyy2vz83>.