

# The Modernization of Public Administration in Morocco through New Public Management: A Theoretical Perspective

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## Abstract

This article examines Morocco's ongoing efforts to modernize public administration, with a particular focus on the New Public Management (NPM) framework. As Morocco faces growing demand for high-quality public services, complex public issues, budgetary constraints, and rapid technological changes, the Moroccan government has undertaken a wide range of significant reforms aimed at modernizing its public administration. This study assesses the current state of public administration modernization in Morocco and explores how NPM principles can contribute to this transformation. It also highlights the challenges and opportunities associated with implementing NPM in the Moroccan context. The hypothesis suggests that NPM can significantly improve service quality, responsiveness to citizens' needs, and resource efficiency. Our research provides practical insights for Moroccan public administrators and emphasizes the potential of NPM to enhance governance and public service delivery. It underscores the need for cultural alignment and tailored approaches to ensure the successful implementation of NPM in Morocco, ultimately contributing to a more efficient and responsive public administration.

**Keywords:** Modernization, Public Administration, Morocco, New Public Management (NPM)

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## 1. Introduction

For several years, Morocco has undertaken major reforms to modernize its public administration. These reforms are driven by the need to address the complex challenges facing Moroccan public administration, including the growing demand from citizens for high-quality public services, the increasing complexity of public issues, budgetary constraints, and rapid technological advancements (K. Lahjouji, K. El Menzhi, 2018).

In this context, New Public Management (NPM) has emerged as a modern and efficient public management model that can help Morocco overcome its administrative challenges. NPM is based on a customer-oriented approach, performance measurement, collaboration, and flexibility. This approach can enable Moroccan public administration to improve service quality, meet citizens' needs and expectations, and better manage its resources.

However, despite its potential benefits, the implementation of NPM may face obstacles and challenges, including resistance to change, the complexity of public organizations, the need for an appropriate organizational culture and leadership skills, and coordination issues among different public entities.

Given this context, this study aims to examine the modernization of Moroccan public administration through the theoretical lens of NPM. Specifically, it seeks to answer the following research questions:

- What is the current state of modernization in Moroccan public administration?
- How can NPM contribute to the modernization of Moroccan public administration?
- What are the challenges and opportunities associated with implementing NPM in Moroccan public administration?

The primary objective of this study is to provide a comprehensive theoretical analysis of the modernization of Moroccan public administration through the perspective of NPM. By conducting a literature review, this study aims to identify the key characteristics and potential benefits of NPM, as well as the challenges and opportunities

related to its implementation in the Moroccan public administration context.

The study is based on the hypothesis that NPM can significantly contribute to the modernization of Moroccan public administration by enhancing the quality of public services, responding to citizens' needs and expectations, and optimizing resource utilization. However, the implementation of NPM may encounter obstacles, such as the need for an appropriate organizational culture, leadership skills, performance measurement systems, and effective coordination among different public entities.

This research adopts a qualitative approach, firmly rooted in the interpretivist paradigm, to gain a nuanced understanding of the social, cultural, and administrative dynamics shaping the implementation of New Public Management (NPM) reforms in Morocco. Drawing on a comprehensive review of scholarly literature, policy documents, and official reports, the study investigates the complex interplay between Morocco's entrenched bureaucratic legacy and the innovative practices introduced through NPM. In particular, it examines how dynamic capabilities—such as digital transformation, decentralization, performance management, and increased transparency—contribute to enhancing the efficiency and responsiveness of public administration.

The expected contributions of this study are multiple. First, it will provide a better understanding of the challenges and opportunities related to the modernization of Moroccan public administration from an NPM perspective. Additionally, this study will offer practical recommendations for Moroccan public managers on how to effectively implement NPM principles in public administration.

## **2. New Public Management (NPM): Definition and Principles**

New Public Management is a public management model that has gained global significance due to its focus on efficiency, accountability, and citizen-centred service delivery. This section provides a definition and brief history of NPM, outlines its fundamental principles, and explores its applicability to the modernization of Moroccan public administration.

### *2.1 Definition and Historical Context*

New Public Management (NPM) represents a transformative paradigm in public sector management that emerged in the late twentieth century to address the perceived need for greater efficiency, effectiveness, and responsiveness within public services. This model, which has its roots in the managerial practices of the private sector, was introduced in the 1980s as governments sought to modernize traditional bureaucratic systems by adopting market-oriented techniques and customer-focused approaches (Forman, 2016; Lahjouji et al., 2018). At its core, NPM is defined by the integration of private sector principles—such as performance measurement, results-based budgeting, and decentralized decision-making—into public administration, thereby facilitating more agile and accountable service delivery (Hood, 1995; Lynn, 1998).

Early adopters of NPM, notably the United Kingdom and New Zealand, played a critical role in shaping its evolution. In the United Kingdom, for example, the Thatcher government implemented a series of reforms designed to reduce state control and increase competition within public services. These reforms involved privatizing certain public functions, restructuring government agencies, and instituting rigorous performance targets, which collectively contributed to a more dynamic and cost-effective public sector (Hood, 1991).

Similarly, New Zealand emerged as a pioneering example of NPM in practice by undertaking comprehensive public sector reforms that emphasized decentralization and the reorganization of administrative structures. Through measures such as results-based budgeting and the empowerment of individual managers, New Zealand successfully streamlined public service delivery and enhanced the responsiveness of government institutions to the needs of citizens (Christensen, et.al, 2022).

These early experiences have demonstrated that the application of market-oriented management techniques in the public domain can lead to substantial improvements in operational efficiency and service quality. NPM advocates for a performance control culture, where public organizations are systematically evaluated against clearly defined performance metrics and objectives. This approach not only encourages a rational allocation of resources but also promotes a greater focus on achieving tangible outcomes for citizens through mechanisms such as outsourcing and competitive tendering (Haque et al., 2007; Pollitt et al., 2011; Dass et al., 2008).

Over the decades, the principles of NPM have continued to evolve and spread across various countries, influencing public management practices around the world. The model's emphasis on innovation, accountability, and efficiency has prompted governments to reexamine and redesign their administrative systems in ways that are more adaptive and responsive to contemporary challenges. In this respect, the historical evolution of NPM—

particularly as demonstrated by the successful implementations in the United Kingdom and New Zealand—illustrates its potential to serve as a catalyst for public sector modernization.

By incorporating practices such as performance measurement and decentralization, NPM has established a framework that encourages public institutions to operate with greater agility, transparency, and focus on results, thereby contributing to the ongoing evolution of public administration in the modern era.

The table below presents the main differences between a traditional administration and a modern administration:

Table 1 – Comparison of Weberian and NPM (New Public Management) Administrative Models

Aspect	Bureaucratic Administration	NPM Administration	Key Differences
<b>Structure</b>	Hierarchical, centralized	Decentralized, flexible	Rigidity vs Flexibility
<b>Decision-Making</b>	Centralized decision-making	Decentralized decision-making	Slow, centralized decisions vs Quick, local decisions
<b>Accountability</b>	Limited accountability	Strong managerial accountability	Low accountability vs Enhanced accountability
<b>Performance</b>	Limited performance evaluation	Continuous performance evaluation with clear indicators	Minimal performance oversight vs Regular performance monitoring
<b>Orientation</b>	Process- and rule-oriented	Results- and efficiency-oriented	Rigid processes vs Results-driven approach
<b>Transparency</b>	Limited transparency, restricted access to information	Increased transparency, facilitated access to information	Restricted access vs Transparency and accessibility
<b>User Satisfaction</b>	Little attention to user satisfaction	Strong focus on user satisfaction, integrated feedback	Users overlooked vs User-centric approach
<b>Innovation</b>	Rigidity, low capacity for innovation	Flexibility, high capacity for innovation	Resistance to change vs Encouragement of innovation

Source: authors

## 2.2 Principles of New Public Management (NPM)

### Decentralization

Decentralization of public administration within the framework of New Public Management is considered a strategic shift aimed at improving the efficiency and effectiveness of public service delivery (Amar et al., 2007; Hope, 2000). NPM advocates moving away from centralized and bureaucratic systems toward more autonomous, market-oriented models that emphasize performance and results (Indahsari, 2023). This approach is characterized by the devolution of power and resources from central government to regional and local government bodies, adherence to the principles of decentralization, and the distribution of responsibilities between traditional public authorities and market-oriented or public structures (Olha et al., 2020).

The relevance of decentralization within the NPM framework is particularly significant in Africa, where it is seen as a means of ensuring efficient public service delivery (Hope, 2000). The African continent has faced administrative crises, prompting some countries to reassess their governance systems and adopt NPM principles to improve public sector structures and operations (Vyas-Doorgapersad, 2011).

Decentralization can be especially relevant for Moroccan public administration as it aligns with the country's efforts to transfer power to local authorities and strengthen their role in governance.

### Performance Evaluation

The New Public Management paradigm has significantly influenced performance evaluation in public administrations, emphasizing results rather than processes and fostering a results-driven culture (Verbeeten, 2015). This shift toward performance management includes setting objectives, monitoring and incentivizing performance, and decentralizing decision-making power (Putu et al., 2007).

However, the practical effectiveness of these NPM strategies has been subject to debate. When examining NPM reforms, contradictions emerge. While some studies indicate a positive correlation between a results-driven culture and public sector performance (Nguyen et al., 2020), others highlight NPM's limitations, such as its inability to fully achieve its objectives (Bojang, 2020) and the risk of excessive focus on efficiency at the expense of democratic accountability (Ferlie, 2017).

Furthermore, the application of NPM principles varies significantly across the world, with some countries embracing the model more than others (Ferlie, 2017). Resistance from certain professional groups to NPM reforms (Peter, 2019), as well as the possibility of integrating different management practices (Igor, 2018), complicates the evaluation of its impact on public administration performance.

#### Citizen-Centred Service Delivery

Citizen-centred service delivery within the New Public Management framework is a concept that emphasizes aligning public service mechanisms with citizens' needs and expectations. This involves adopting business-like practices in the public sector to enhance efficiency, accountability, and service quality (Setyono, 2019). The introduction of Citizen Shops in Portugal, as a form of agencification, illustrates an attempt to streamline services and reduce bureaucratic constraints, although the extent of NPM adoption was limited by existing institutional frameworks and cultural norms (De Araújo, 2001).

It is noteworthy that while NPM reforms have been widely implemented, they have also revealed tensions and challenges. For example, in Australia, the transformation of social services under NPM principles highlighted difficulties in balancing control with private-sector innovation (O'Sullivan, 2020). Similarly, the UK's experience with NPM in the National Health Service exposed its limitations, leading to post-NPM reforms aimed at addressing issues related to specialization and the blurring of public-private sector boundaries (Dalingwater, 2014).

For Moroccan public administration, adopting a citizen-centred approach can strengthen public trust and engagement. In a country where enhancing citizen participation is a priority, NPM principles can provide a framework for involving citizens in decision-making processes and tailoring public services to their needs.

#### Managerialism

Managerialism within the context of New Public Management represents a shift from traditional bureaucratic public administration to a performance-driven approach that integrates private-sector management techniques into the public sector (Hughes, 1998; Mahmudi, 2003). This transition, which accelerated in the 1980s and 1990s, aimed to address public sector inefficiencies by emphasizing the principles of economy, efficiency, and effectiveness (Seneviratne, 2017).

However, the implementation of managerialism has not been without criticism. It has been associated with increased centralization and control, potentially undermining democratic engagement and community relations (Maxcy, 2009). Moreover, the cultural shift toward managerialism in the public sector has been described as a "cultural shock" or a "cultural revolution," challenging traditional values and potentially serving as an ideology of a dominant elite (Sinclair, 1989).

In the context of higher education, managerialism has been criticized for leading to stagnation in research, prompting calls for new theoretical frameworks to better understand its impact (Seneviratne, 2017).

For Moroccan public administration, adopting managerialism can lead to more effective and efficient governance. Developing management capabilities within government agencies can enhance their ability to deliver quality public services and manage resources efficiently.

### **3. The Modernization of Public Administration in Morocco**

The modernization of Moroccan public administration is a multifaceted process involving the adoption of new management principles and techniques, as well as the application of good governance standards and New Public Management (NPM) principles borrowed from the private sector (Hainous et al., 2021). This process is closely linked to the development of the country's higher education system, particularly in public administration education, which is crucial for preparing public administrators to tackle complex challenges and contribute to a more democratic government (Zemrani, 2014).

As Morocco adopts private sector management tools, such as internal auditing and management control systems, to enhance the performance of its public sector organizations, it is essential to consider the specific cultural and managerial determinants of the Moroccan context (Hainous, 2021; Arbaoui, 2020). This approach reflects a

broader trend in African countries, where NPM has been introduced through national governance programs aimed at reforming and improving state action (Tamekou, 2008).

### *3.1 Public Administration in Morocco from Independence to the Digital Era*

Since gaining independence in 1956, Morocco has undertaken a series of major administrative reforms aimed at modernizing its state apparatus and improving the quality of public services provided to the population. These reforms, often driven by the need to make the administration more efficient, transparent, and responsive, have evolved in response to various political, economic, and social contexts, ranging from early decentralization efforts to recent digitalization initiatives.

Following independence, Morocco inherited a highly centralized and hierarchical administrative system, heavily influenced by the legacy of the French protectorate. In the first few decades, the state apparatus was characterized by rigid bureaucracy, complex procedures, and concentrated power in Rabat. While this model was necessary to stabilize the emerging state, it soon proved insufficient to meet the demands of a rapidly changing society. By the 1990s, decentralization efforts began to take shape, particularly with the gradual establishment of administrative regions and the introduction of measures to transfer certain responsibilities to local governments. These reforms aimed to improve the state's responsiveness to local needs but often encountered institutional resistance due to deeply entrenched bureaucratic practices (Rhiani 2021; Arbaoui 2023).

A decisive turning point came in 2011 in response to the demands of the Arab Spring. The new Constitution adopted that year enshrined the principle of advanced regionalization and strengthened requirements for transparency and citizen participation in decision-making processes. These constitutional changes expanded the autonomy of local administrations and initiated a gradual overhaul of public governance, though the path to effective decentralization remains fraught with challenges (Chaouni, et al 2019).

In 2015, the Moroccan government took a significant step forward by formally integrating New Public Management (NPM) principles into its reform agenda. The enactment of the Organic Finance Law (Law 130-13) marked the formal adoption of a management model inspired by the private sector, emphasizing performance, transparency, and accountability. This model aims to replace traditional administrative methods with a results-oriented approach, encouraging decentralized decision-making and the use of performance indicators to evaluate the efficiency of public services (K. Lahjouji, K. El Menzhi, 2018; Bovaird, 2003). At the same time, the launch of the "Maroc Digital 2030" program sought to accelerate the digital transformation of public administration, improving service accessibility and governance transparency through the integration of information technologies (Tayazime, J et al. 2021).

Despite these advances, several structural and cultural challenges remain. For example, decentralization is still incomplete: regions continue to control only a limited share of the national budget, with just about 15% of funds allocated to local governments. Moreover, the digital divide remains a significant issue, particularly in rural areas where nearly 45% of municipalities lack adequate access to online administrative services (ANRT, 2024). Additionally, cultural resistance to reform continues to pose a significant barrier, making the transition toward modern public administration a complex and ongoing challenge.

### *3.2 Institutional and Organizational Reforms*

Institutional and organizational reforms in Morocco have played a crucial role in modernizing public administration. The 2011 Constitution and legal frameworks, such as Organic Law No. 130-13 on Finance Law, have been central to introducing management principles and techniques to improve the efficiency and effectiveness of public administration (Hainous et al., 2021). These reforms were part of a response to political and social demands that emerged during the Arab Spring, as evidenced by the February 20 Movement, leading to constitutional and institutional changes aimed at reform and modernization (Al-Akhssassi, 2017).

However, while these reforms have established a solid institutional foundation, particularly in sectors such as water management, gaps remain in areas such as groundwater regulation and support for irrigated agriculture (Doukkali, 2005). Additionally, the adoption of management control systems in Moroccan universities highlights both managerial and cultural determinants that influence the implementation of such systems in the public sector (Arbaoui, 2020). From this perspective, although reforms have been initiated, their depth and effectiveness vary across different sectors and institutions.

### *3.3 Challenges of Modernization*

The modernization of Moroccan public administration remains a multifaceted challenge aimed at meeting the



needs of public service users. This includes the development of digitization programs to provide more efficient electronic public services that meet user expectations (Benaddi et al., 2022), the improvement of educational systems to train competent public administrators (Zemrani, 2014), and the integration of digital transformation strategies to address the demands of an increasingly technology-driven society (Nachit et al., 2021).

However, issues such as data inconsistency, lack of interoperability between government systems, and insufficient resources to initiate digital transformation in the public sector pose significant obstacles.

Overall, modernizing Moroccan public administration is a complex challenge that requires addressing both technological and educational issues. The successful implementation of e-government programs and digital transformation initiatives must be accompanied by improvements in the education system to train qualified public administrators capable of meeting the evolving needs of public service users. Overcoming these challenges is essential for the development of a more efficient, transparent, and responsive Moroccan public administration.

#### **4. NPM in Morocco: A Critical Analysis**

In recent years, Morocco has actively pursued the implementation of New Public Management (NPM) principles in its public administration. NPM, as an international approach to public management, emphasizes efficiency, effectiveness, and market-oriented reforms. However, the application of NPM in Morocco, as in other developing countries, is a multifaceted endeavor marked by both opportunities and challenges.

##### *4.1 Effectiveness of NPM in Morocco*

The scholarly investigation into the efficacy of New Public Management (NPM) practices within Moroccan public administrations has evolved into a critical field of study since the early 21st century, following the introduction of performance management systems (Rachid, 2021). This paradigm shift was premised on the adoption of market-oriented, private-sector management techniques, envisioned as a catalyst for modernizing state apparatuses and enhancing both administrative efficiency and operational effectiveness (Hainous et al., 2021).

Notwithstanding the theoretical promise of NPM, empirical evidence suggests that the outcomes of such reforms are markedly heterogeneous. Several studies contend that the transformative impact of these initiatives is significantly moderated by contextual variables, including fiscal constraints—such as elevated public debt levels—and complex political dynamics that characterize the Moroccan governance landscape (Belhassan et al., 2020). Moreover, the transplantation of private-sector methodologies into the public domain has elicited critical discourse regarding its potential to undermine quintessential public values, notably impartiality, transparency, and fairness, which have historically underpinned public service ethics (Lapuente et al., 2020).

Comparative analyses within the broader North African context further underscore that the formal adoption of NPM practices does not necessarily translate into tangible improvements in performance. These studies reveal that entrenched administrative cultures, coupled with socio-political resistance, often impede the realization of the anticipated efficiency gains, thereby perpetuating inefficiencies within public sector organizations (Eyamu et al., 2021). Such findings point to the conclusion that the mere emulation of private-sector strategies is insufficient; rather, the success of NPM reforms is inextricably linked to the broader administrative, cultural, and political milieu.

In light of these insights, it becomes imperative for future research to adopt a more nuanced analytical framework that rigorously interrogates the mediating factors affecting NPM implementation. A multidisciplinary approach that integrates theories of organizational change, political economy, and public administration is essential for developing reform strategies that are both contextually sensitive and aligned with the intrinsic values of public service. Ultimately, the sustainable improvement of Moroccan public administration may depend on the ability of policymakers to reconcile efficiency imperatives with the preservation of public sector ethos, thereby fostering an environment where reform is both innovative and ethically grounded.

##### *4.2 Limitations and Challenges*

Although NPM is theoretically positioned as a means to enhance the efficiency and responsiveness of public

services, its implementation in Morocco reveals a series of complex, context-specific challenges. The market-oriented principles that underpin NPM often conflict with Morocco's deeply rooted cultural traditions and longstanding administrative practices. Many public institutions have developed established routines and bureaucratic processes over decades, which are not easily reconfigured to accommodate private-sector-inspired methodologies (Boubnad et al., 2021; Errami & Cargnello, 2018). Consequently, the transition from these traditional practices to a more performance-based, results-oriented framework is far from straightforward and necessitates substantial organizational change.

This challenge is not merely a matter of introducing new policies on paper; rather, it encompasses the human dimension of entrenched bureaucratic behaviour. Civil servants, who have adapted to a system characterized by hierarchical structures and rigid procedures, frequently exhibit resistance to changes that challenge their established modes of operation. As Boubnad et al. (2021) argue, integrating NPM principles requires not only a revision of administrative procedures but also a deliberate effort to address the inherent inertia and resistance to change within the public workforce.

A further impediment to the effective implementation of NPM in Morocco is financial constraint. The adoption of NPM reforms typically demands significant investments in advanced technologies, comprehensive training programs, and modernized human resource management systems. However, limited fiscal resources often restrict these investments, thereby undermining the potential impact of such reforms (Barodi et al., 2024). As a result, public institutions may struggle to meet the ambitious performance targets set by NPM advocates.

Furthermore, while the promise of a streamlined, efficient public sector is appealing in theory, the practical realities in Morocco—characterized by deeply ingrained cultural practices, human resistance to change, and fiscal limitations—indicate that reform efforts must be carefully tailored to the local context. For reforms to be successful, policymakers must consider not only the technical and managerial dimensions of NPM but also the socio-cultural and financial realities that shape its implementation.

#### *4.3 Criticism of NPM as a Universal Model*

The New Public Management (NPM) model has encountered substantial criticism regarding its suitability as a universal framework for public sector reform. Although proponents argue that NPM can drive efficiency gains through innovations like digitization and e-governance—as evidenced by its utility during the COVID-19 pandemic—its implementation is not without significant drawbacks. For instance, critics have noted that the market-based principles central to NPM may lead to a reduction in accountability and a weakening of core public sector competencies (Hood, 1991). Furthermore, challenges such as resistance to change, corruption, and fragmented organizational structures have been frequently cited as impediments to the effective adoption of NPM practices (Dunleavy et al. 2006; Pollitt & Bouckaert, 2011).

In the Moroccan context, these criticisms acquire additional layers of complexity. Scholars argue that importing NPM principles directly from Western contexts may fail to address Morocco's unique historical, cultural, and institutional realities. For example, Boubnad et al. (2021) contend that the deeply entrenched administrative practices and socio-cultural traditions in Morocco necessitate a public management model that is specifically tailored to its environment. This perspective is supported by research on other developing countries, which suggests that reforms successful in one national context may not be directly transferable to another due to differing political, social, and economic conditions Arbaoui (2023),

Thus, while NPM has undoubtedly introduced several useful managerial reforms, its universal application remains questionable. Critics advocate for a more context-sensitive approach, arguing that Morocco would benefit from developing an indigenous public management framework that harmonizes innovative practices with its distinct cultural and institutional characteristics.

#### *4.4 Morocco's Local and Cultural Contexts*

As a nation with a rich history and diverse culture, Morocco presents unique challenges and opportunities for the implementation of NPM. The country's specific local and cultural contexts should be at the core of any public management model.

For example, as suggested by Arbaoui (2023), Morocco's deeply entrenched tradition of centralized governance, based on the monarchy, requires careful consideration when introducing NPM reforms. While decentralization is one of the core principles of NPM, it must be adapted to align with Morocco's governance structure and the role of local and regional authorities.

Furthermore, Morocco's multicultural and multilingual society demands an inclusive approach that accounts for linguistic and cultural diversity. Moroccan public administration must strive to provide accessible services tailored to the needs of all citizens, regardless of their cultural or linguistic background.

Thus, the implementation of NPM in Morocco represents a significant step toward modernizing public administration and improving service delivery. However, a critical analysis of its effectiveness, limitations, and challenges must be conducted with consideration of Morocco's unique local and cultural contexts. NPM must be adjusted to align with the nation's traditions and values, ensuring that it is not merely a transplantation of Western models. By doing so, Morocco can harness the benefits of NPM while preserving its rich cultural heritage.

## 5. Conclusion

This study has provided a comprehensive analysis of the modernization of Moroccan public administration, with a particular focus on the adoption of New Public Management (NPM) practices. The shift from a traditional bureaucratic model to a more market-oriented and performance-driven approach marks a significant transformation in Morocco's public sector. The implementation of NPM principles, inspired by private sector management techniques, aims to enhance the efficiency, effectiveness, and responsiveness of public services. By prioritizing results-based governance, decentralization, performance measurement, and citizen-centred service delivery, Morocco seeks to modernize its administrative structures, improve public sector performance, and align with international best practices and governance standards.

However, while the theoretical benefits of NPM are widely acknowledged, several challenges hinder its full implementation in the Moroccan context. The complexity of the country's administrative system, institutional rigidity, cultural factors, and limited financial and human resources present structural and operational constraints that need to be carefully addressed. The adoption of NPM requires not only managerial and procedural changes but also a fundamental shift in organizational culture, which demands strong political will, administrative capacity building, and sustained institutional reforms. While Morocco has made notable progress in integrating performance evaluation, decentralization, and digital governance, ensuring the long-term sustainability and effectiveness of these reforms remains a key challenge.

Given the evolving nature of NPM in Morocco and its complex interplay with governance structures, further research is needed to deepen the understanding of its impact and improve its implementation. A sectoral analysis would provide insights into how NPM principles function in key public service domains such as healthcare, education, local governance, and infrastructure management, identifying best practices and necessary adaptations. Additionally, research should explore the extent to which NPM reforms enhance transparency and accountability in public administration, particularly through mechanisms like e-governance, citizen participation initiatives, and open data programs.

Decentralization, as a fundamental aspect of NPM, requires further investigation to determine how local and regional governments in Morocco are adapting these principles to strengthen governance at municipal and provincial levels. Understanding the capacity of local administrations to implement NPM reforms and the effectiveness of their decision-making processes can help refine strategies for improving governance and service delivery. Similarly, the digital transformation of public administration presents opportunities but also significant barriers, such as data inconsistency, lack of interoperability between government systems, and inadequate digital infrastructure. Future studies should examine how Morocco can overcome these challenges to maximize the potential of e-governance and artificial intelligence in public administration.

A comparative analysis of NPM implementation in Morocco versus other developing and developed nations would offer valuable insights into global best practices and potential pitfalls. Learning from successful strategies in other contexts can help Morocco adapt NPM principles in a way that aligns with its unique socio-economic and political landscape.

The modernization of Moroccan public administration through NPM represents an important step toward a more efficient, citizen-centred, and accountable governance system. However, for NPM to be successfully and sustainably implemented, it must be carefully adapted to Morocco's administrative, cultural, and political realities. Rather than merely importing Western models, the country should develop a hybrid approach that integrates its own governance traditions, maintains public service values, and balances efficiency with social equity.



By continuously evaluating the impact of NPM reforms, addressing implementation challenges, and fostering innovation in public sector management, Morocco can strengthen its administrative capacity, improve service delivery, and advance toward long-term governance excellence. Future research and policy discussions should remain flexible and adaptive, ensuring that Moroccan public administration evolves in response to both national priorities and global governance trends.

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