PUBLIC MANAGEMENT OF SOCIO-ECONOMIC STANDARTS DEVELOPMENT: INSTITUTIONAL AND INNOVATION DESIGN FRAMEWORK

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Summary

The research aims to explore innovative approaches in the public management of social standards development, focusing on the integration of data-driven systems, inclusive governance and sustainable financing to promote fairness, equality and social well-being across diverse global contexts. This study examines the development of social standards as a core element of public management, emphasizing the importance of balancing political negotiation, evidence-based policymaking, and resource management. It highlights how public managers must engage with diverse stakeholders, navigate complex governance structures, and adapt to evolving societal needs to ensure social standards promote fairness, equality, and social well-being. Drawing on global examples such as the Nordic welfare model, Germany's social insurance system, and innovative programs like Brazil's Bolsa Família, the paper demonstrates the potential of inclusive governance and sustainable financing to enhance social standards. It also proposes the development of an integrated, data-driven social welfare system and a Universal Basic Social Service (UBSS) framework as innovative approaches to make social standards more responsive and adaptable. By leveraging advanced technologies and fostering cross-sector collaboration, these solutions have the potential to transform how governments address current and future challenges, ensuring social standards remain effective in a rapidly changing world.

Key words: inclusive governance, sustainable financing, data-driven systems, social welfare innovation, public policy, Universal Basic Social Services (UBSS), stakeholder engagement, adaptive public management.

1. Introduction

The development of social and economic standards is a cornerstone of modern governance, ensuring that citizens have access to basic rights, services, and protections that foster equality and well-being. Public management plays a crucial role in designing, implementing, and monitoring these standards, adapting them to meet the changing needs of society. In recent years, global trends such as digital transformation, economic crises, and demographic shifts have underscored the need for innovation in public management systems, especially in how social standards are developed and administered. This evolving context demands a more comprehensive and adaptive framework that can integrate institutional capacity with cutting-edge innovation strategies.

Institutional design forms the backbone of effective public management of social standards, providing the structures and mechanisms through which policies are created, enforced, and evaluated. Traditional models of social standards development, often characterized by hierarchical, bureaucratic processes, are increasingly being challenged by the need for greater agility, inclusivity, and responsiveness. The integration of innovative technologies, stakeholder collaboration, and cross-sectoral partnerships into institutional frameworks offers an opportunity to redefine how governments approach social standardization. These innovations can enhance the capacity of public institutions to address complex societal challenges, ensuring that social standards are equitable, adaptable, and sustainable.

At the intersection of institutional and innovation design lies the potential for transformative change in public management. By embracing new technologies such as data analytics, artificial intelligence, and digital platforms, public institutions can develop more dynamic and responsive systems for monitoring and updating social standards. Furthermore, innovation in governance processes, such as participatory decision-making and collaborative policy development, can ensure that social standards reflect the diverse needs of society. This research paper explores the institutional and innovation design framework necessary for advancing public management of social standards, focusing on the integration of new tools, practices, and governance structures that can elevate the effectiveness and equity of social policies.

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2. Literature review

Social norms are a promising mechanism for managing socio-economic standards development for several reasons. Collective issues such as poverty reduction, equal access to public services, and labor rights protection require collective actions to mitigate risks and improve overall welfare *(Diekmann, 2022)*. Social norms act as a key tool for coordinating such collective actions *(Gelfand et al., 2021)*, as they influence behavior across diverse social groups, setting the expectations for appropriate and acceptable conduct within society. In this context, socio-economic standards can be shaped and reinforced through societal expectations, providing a framework that aligns individual actions with broader public management goals aimed at creating more equitable and inclusive economic conditions.

Research demonstrates that the effectiveness of social standards in influencing behavior largely depends on how individuals perceive their own capacity to meet those standards. In a

study by Alden and Wallace (1991), it was shown that individuals with higher perceptions of their social abilities were more likely to persist in social interactions when they could meet established standards, whereas those with lower perceptions often withdrew, even when they met the required standards. This reflects the broader dynamic within socio-economic systems, where individuals or groups may align their behavior with societal norms if they feel capable of contributing to or benefiting from those standards. Conversely, individuals who perceive themselves as marginalized or incapable of achieving such standards may disengage from social and economic processes, exacerbating inequalities and undermining the effectiveness of public policies.

The COVID-19 pandemic highlighted the complexities of using social norms to support socio-economic standards. While social norms have the potential to guide collective action, the crisis revealed that they do not always align with strategic socio-economic objectives and, in some cases, can hinder progress. During the pandemic, alternative norms emerged, such as opposition to protective measures, stigmatization of those who deviated from accepted norms, and free-riding behavior *(Geber, 2023)*. These phenomena demonstrate that in managing socio-economic standards, especially in times of crisis, it is critical to ensure that social norms are carefully designed, communicated, and monitored to avoid unintended negative effects. The intersection of social norms and socio-economic standards presents a valuable area for further inquiry, particularly in the context of public management strategies aimed at fostering inclusive development and resilience in response to collective challenges.

In the study by Perederii (2024), it is argued that the timely and effective implementation of EU social standards in Ukraine is contingent upon the development and application of a specific legal mechanism, with the Association Agreement being at the heart of this process. This mechanism facilitates the alignment of Ukraine's social standards with those of the EU. Through an in-depth analysis of the Association Agreement, the most significant social standards that Ukraine is committed to implement have been identified. These include ensuring fairness and improving the quality of life for all citizens based on principles of equality and non-discrimination. Additionally, the Agreement outlines an enhanced social focus in state policies towards migrants, requiring innovative approaches to combating the illegal trafficking of narcotic drugs and psychotropic substances. This is essential to address both the health and social consequences of drug dependency. Furthermore, there is an emphasis on ensuring that current social policies consider the needs of future generations, promoting sustainability. The mechanism also stipulates the development of health risk mitigation strategies, particularly related to the nuclear industry, and emphasizes the importance of embedding social objectives into fiscal and economic policy frameworks.

Kostiuk's article (2018) delves into the legal features of European social standards and their influence on the formation of modern models of social security law. The research highlights the importance of European social standards, particularly in shaping the legal frameworks that govern social welfare and security across member states. Key European instruments, such as the revised European Social Charter and the European Code of Social Security, are central to the formation of these standards. Kostiuk underscores the critical role these documents play in guiding social policy, not only within the EU but also for countries aspiring to align with European norms. The article highlights the necessity of integrating European social standards into national systems of social security, especially in the codification process, which involves systematizing and enshrining these standards in national legislation. The article further explores the trends in modern social security law, identifying the movement toward a more cohesive and rights-based approach, underpinned by European legal traditions.

Hretska-Myrgorodska's (2018) study aims to trace the evolution of social rights within the institutional framework of the European Union. This research provides a comprehensive overview of the key documents that have shaped the institutionalization of social rights across the EU, starting from the European Social Charter adopted in 1951 to the "European Pillar of Social Rights," adopted in 2017. The analysis reveals that the standards for social rights have expanded significantly over time, with each new document introducing additional provisions aimed at enhancing the social and economic welfare of EU citizens. The expansion is particularly pronounced in areas concerning general labor and social rights, where the number of standards has grown rapidly. However, the standards that protect specific vulnerable population groups, such as workers and marginalized communities, have remained relatively stable. Hretska-Myrgorodska notes that employees' rights and working conditions have consistently been central to the evolution of social rights in the EU. The study concludes that the institutionalization process reflects an increasing emphasis on not only the rights of workers but also broader social protections that aim to ensure fair treatment and support for all citizens, particularly in the context of changing economic and social conditions across Europe.

As business conditions continue to evolve, there is a notable rise in the establishment of industry-specific and company-specific codes of conduct, as well as the development of social and environmental standards. These initiatives can be understood as self-regulating governance mechanisms, where firms voluntarily commit to adhering to certain principles or frameworks aimed at fostering a "good society." Among the internationally recognized standards, Social Accountability 8000 (SA 8000) and AccountAbility 1000 (AA 1000) stand out as prominent examples. These institutionalized approaches not only guide businesses toward greater corporate social responsibility but also promote ethical practices. They are assessed based on various factors, particularly how they encourage "reflexivity" in business decision-making processes and "dialogue" in stakeholder interactions. The effectiveness of these standards in fostering a responsible business culture is essential for their successful implementation, particularly in international markets and developing countries. This comparative analysis sheds light on which institutionalized standards may offer the most potential for businesses seeking to operate ethically in complex environments *(Beschorner & Müller, 2007)*.

In another relevant study, Urusova and Zubachova (2020) explore the development of social corporate responsibility as a key factor in promoting sustainable economic development. Their research systematizes different approaches and identifies critical areas where corporate social responsibility can drive progress toward sustainability. They argue that the implementation of the core principles of sustainable development can be facilitated by incorporating additional modules into corporate information systems (CIS) that provide firms with a comprehensive understanding of the main provisions of sustainable development. This approach allows businesses to align their operations with sustainability goals, thereby contributing to long-term economic stability while meeting their social and environmental responsibilities.

3. General issues of social standards development public management

The development of social standards is a critical aspect of public management, playing a vital role in ensuring equitable access to essential services and improving overall societal well-being. In today's complex and evolving world, governments face increasing pressure to create and uphold social standards that meet the needs of diverse populations while balancing economic constraints and social equity. Public management in this context involves not only the

establishment of these standards but also the mechanisms for their implementation, monitoring, and continuous improvement.

Social standards encompass a broad range of areas, including healthcare, education, employment, housing, and welfare services. These standards serve as benchmarks that guide public policy and governance, helping to reduce inequalities and promote social cohesion. The process of developing social standards, however, is not merely a technical exercise; it is inherently political and involves a variety of stakeholders, including government agencies, civil society, and international organizations. Public managers must navigate this complex web of interests while remaining focused on the public good.

One of the core challenges in the development of social standards is ensuring that they reflect the values and needs of the society they are intended to serve. This requires robust mechanisms for public participation and consultation, allowing citizens to have a voice in shaping the policies that affect their lives. Public engagement ensures that social standards are grounded in local realities and are more likely to be accepted by the public. It also helps to build trust in government institutions and fosters a sense of ownership among the population.

Another important consideration in the development of social standards is the role of data and evidence-based policymaking. Public managers must rely on accurate and timely data to identify gaps in service delivery and to monitor the effectiveness of existing standards. This requires a strong infrastructure for data collection, analysis, and dissemination, as well as the capacity to interpret and act on this information. In many cases, this involves collaboration with academic institutions, think tanks, and international organizations that can provide expertise and support.

In addition to data-driven approaches, the development of social standards must be flexible and adaptable to changing circumstances. Societies are dynamic, and the needs of the population can evolve rapidly in response to economic, environmental, and social changes. Public managers must be prepared to review and revise social standards regularly to ensure that they remain relevant and effective. This requires a governance framework that allows for ongoing evaluation and the incorporation of feedback from both service providers and beneficiaries.

International cooperation also plays a significant role in the development of social standards. Many countries look to international organizations, such as United Nations and World Health Organization, for guidance on best practices in areas such as healthcare, labor rights, and social protection. These organizations provide frameworks that can be adapted to local contexts while promoting global standards for human rights and social justice. For public managers, the challenge lies in balancing the adoption of international standards with the specific needs and conditions of their country.

Public management of social standards development is also deeply intertwined with questions of resource allocation. Governments must decide how to distribute limited financial resources in a way that maximizes social benefits while minimizing costs. This requires careful planning and coordination across different sectors and levels of government, as well as the ability to prioritize competing demands. Effective public managers must be skilled in budgeting, financial analysis, and strategic planning to ensure that resources are allocated efficiently and that social standards are sustainable in the long term.

4. World practices of social standards development public management

In the field of public management, the development and implementation of social standards is a critical issue that directly impacts the quality of life for citizens. Globally, several

countries have pioneered innovative approaches to managing social standards, and their experiences offer valuable lessons for other nations seeking to improve public welfare. One of the best examples of successful public management in this area is found in the Nordic countries, particularly Sweden, Denmark, and Finland, whose social welfare models have gained international recognition for their effectiveness, inclusivity, and sustainability.

The Nordic model is renowned for its comprehensive welfare state, which is based on the principles of universalism and equality. In these countries, public management of social standards is built around the idea that all citizens, regardless of their income or social status, are entitled to high-quality social services such as healthcare, education, and social protection. This approach contrasts with the means-tested systems common in many other parts of the world, where access to services is often conditional on income or specific social circumstances. By making social standards universally accessible, the Nordic countries have significantly reduced poverty, income inequality, and social exclusion, creating societies with high levels of trust, social cohesion, and overall well-being.

One of the key factors that have contributed to the success of the Nordic model is the integration of social services with a strong labor market policy. In countries like Sweden and Denmark, public management of social standards is closely linked to employment policies that emphasize active labor market participation. This is achieved through programs such as lifelong learning, vocational training, and re-skilling initiatives, which ensure that citizens have the necessary skills to remain competitive in the labor market. As a result, these countries have been able to maintain low unemployment rates while also ensuring that workers are protected by robust social standards, including unemployment benefits, health insurance, and pension systems.

The Nordic experience also demonstrates the importance of inclusive governance in the development of social standards. In these countries, public management of social services is characterized by a high degree of transparency and citizen engagement. Governments routinely consult with citizens, trade unions, and other stakeholders when developing policies related to social standards, ensuring that the needs and preferences of all segments of society are considered. This participatory approach not only makes social standards more responsive to the needs of the population but also fosters a sense of ownership and legitimacy, making citizens more willing to support and comply with social policies.

Another critical element of the Nordic model is the use of progressive taxation to finance social services. In these countries, the public management of social standards is supported by a tax system that redistributes wealth from high-income earners to fund public services that benefit everyone. This approach has proven to be sustainable over the long term, as it ensures that social services are adequately funded while also promoting greater social equity. The success of this model challenges the notion that high levels of taxation necessarily lead to economic inefficiency; in fact, the Nordic countries have demonstrated that it is possible to combine strong social standards with high levels of economic competitiveness and innovation.

Beyond the Nordic region, several other countries offer important lessons in the public management of social standards. For instance, Germany's approach to social standards is highly regarded, particularly in the areas of healthcare and social insurance. Germany operates a social insurance system that covers healthcare, pensions, and unemployment benefits, with funding shared between employers, employees, and the government. This system ensures that workers are protected against financial risks throughout their lives, while also promoting economic stability by linking social standards to employment.

Another example is found in Japan, where the public management of social standards has successfully adapted to the challenges posed by an aging population. In response to

demographic shifts, Japan has implemented a long-term care insurance system that provides elderly citizens with access to home-based care and nursing services. This system is financed through a combination of public funds and individual contributions, ensuring that elderly citizens can access the care they need without imposing excessive financial burdens on the younger generation. Japan's experience highlights the importance of adapting social standards to meet changing societal needs, particularly in the context of aging populations and shrinking workforces.

In developing countries, the experience of Brazil's "Bolsa Família" program provides a valuable example of innovative public management in the development of social standards. Launched in 2003, Bolsa Família is a conditional cash transfer program that provides financial assistance to low-income families, with the condition that they send their children to school and participate in regular health check-ups. This program has been credited with significantly reducing poverty and improving access to education and healthcare for millions of Brazilians. By linking social transfers to specific social outcomes, the program has effectively enhanced social standards in a cost-effective and targeted manner.

Similarly, South Korea's rapid expansion of social welfare programs following its democratization in the late 20th century offers important lessons. Korea has transformed from a society with minimal social welfare provisions into one that provides comprehensive healthcare, pensions, and unemployment benefits to its citizens. This expansion has been driven by a combination of economic growth and public demand for greater social protection, highlighting the importance of political will and public support in the successful implementation of social standards.

5. Innovation solutions of social standards development public management

In the realm of public management, the development of social standards is a crucial task that requires innovative approaches to meet the evolving needs of society. One complex innovation decision in this area could revolve around creating an integrated, data-driven social welfare system that uses digital technologies and cross-sectoral collaboration to enhance the responsiveness, efficiency, and fairness of social standards.

The core of this innovation lies in the development of a holistic system that leverages advanced data analytics, artificial intelligence (AI), and Internet of Things (IoT) technologies to optimize the provision of social services. By integrating these technologies, public managers could revolutionize how social standards are designed, implemented, and monitored. For instance, AI can help analyze vast amounts of data collected from different social sectors—healthcare, education, housing, and employment—enabling a more nuanced understanding of individual and community needs. This would allow for the customization of social services, ensuring that resources are directed where they are most needed and thus improving the overall effectiveness of social standards.

A data-driven approach also offers the potential to address inequalities more proactively. One of the persistent challenges in the development of social standards is ensuring that marginalized and vulnerable populations receive the support they need. With real-time data collection through IoT devices and digital platforms, public managers can track and monitor service delivery across various demographic groups, identifying gaps and areas of underperformance. This approach would not only ensure that social standards are equitable but also that they are flexible enough to adapt to shifting societal dynamics, such as demographic changes, economic crises, or environmental disasters.

The decision to implement such a system would also involve rethinking the structure of governance and service provision. Traditionally, the development and implementation of social standards have been siloed processes, where various agencies work independently, often leading to inefficiencies and overlapping responsibilities. The proposed innovation would require an integrated approach, where different government departments and social service providers collaborate within a unified framework. This would involve establishing cross-sectoral partnerships, not only between public agencies but also with private sector actors, non-governmental organizations (NGOs), and community-based organizations. By sharing data and resources, these actors could collectively contribute to the development of more comprehensive and responsive social standards.

Furthermore, this complex innovation would introduce a significant level of citizen engagement into the development process. A key weakness in many existing social standards frameworks is the limited involvement of citizens in shaping the policies that directly affect their lives. Through the use of digital platforms, governments could create channels for continuous feedback from citizens, allowing them to voice their concerns, report inefficiencies, and suggest improvements. This participatory model would make social standards more transparent and inclusive, while also fostering greater trust between citizens and government institutions. In turn, this increased trust could encourage more active participation, creating a feedback loop that enhances the quality and relevance of social standards.

Another dimension of this innovation decision involves creating mechanisms for real-time adjustments to social standards. Social issues are rarely static; economic downturns, pandemics, or natural disasters can quickly disrupt the social fabric, making certain standards inadequate or irrelevant. In a traditional model, revising social standards can be a slow, bureaucratic process, leaving vulnerable populations without adequate support for extended periods. However, with a digitalized, data-driven system, governments could develop adaptive social standards that are continuously updated based on real-time data and changing social conditions. This would allow public managers to respond more quickly and effectively to crises, ensuring that social protection measures are always relevant and up-to-date.

Implementing such a comprehensive system would not be without challenges. One major consideration is data privacy and security. With the vast amount of personal data being collected and analyzed, governments would need to ensure robust protections against data breaches and misuse. This would involve developing stringent legal frameworks and investing in state-of-the-art cybersecurity measures. Another challenge lies in the digital divide—while the system's effectiveness depends on widespread digital access, many marginalized groups may lack the necessary digital literacy or infrastructure to fully engage with these platforms. Therefore, the innovation would also need to be accompanied by significant investments in digital inclusion initiatives to ensure that all citizens can benefit from the system.

An alternative innovation decision in the public management of social standards development could involve the creation of a Universal Basic Social Service (UBSS) framework. This framework would aim to guarantee every citizen access to a core set of essential services—such as healthcare, education, housing, and social protection—regardless of their economic status, by rethinking how governments allocate resources and structure service delivery.

The UBSS approach would represent a departure from the current means-tested or income-based models of social welfare. Instead of relying on complex eligibility criteria that often exclude vulnerable populations, a universal system would ensure that all citizens, regardless of income, can access a minimum standard of essential services. This would significantly simplify the administration of social services, reducing bureaucratic overhead and ensuring that

no one falls through the cracks. Additionally, by focusing on services rather than direct financial assistance, this model would encourage long-term social and economic development, rather than short-term alleviation of poverty.

Implementing a UBSS framework would require a holistic restructuring of how governments plan, fund, and deliver social services. Traditionally, social standards have been fragmented across various departments and agencies, each operating under its own set of criteria and performance metrics. A universal approach would necessitate the integration of these services under a single governance framework, ensuring a coordinated and efficient delivery system. This would involve creating a central agency or digital platform that manages and monitors service provision across sectors, from healthcare to education, allowing for streamlined decision-making and resource allocation.

A key advantage of this model is its ability to address the growing inequality in access to social services. In many countries, the quality of services such as education, healthcare, and housing is closely linked to income and geographic location, with wealthier individuals and urban areas receiving better services than poorer or rural populations. A UBSS framework would standardize the quality of these services across regions, ensuring that everyone has access to the same level of care and support, regardless of their socio-economic status. This would also serve to reduce regional disparities, fostering greater social cohesion and preventing the further marginalization of disadvantaged groups.

Moreover, this decision would allow public managers to focus on preventative measures rather than reactive responses. By ensuring universal access to high-quality education, healthcare, and social protection from an early age, the UBSS model would work to reduce long-term dependency on welfare systems. For example, guaranteeing access to comprehensive healthcare could prevent chronic diseases that often lead to financial hardship, while universal access to education could equip future generations with the skills needed for sustainable employment. This focus on early intervention and universal access could help break the cycle of poverty and reduce overall public spending on social assistance in the long term.

To finance such a comprehensive system, governments could explore progressive taxation models, where higher-income individuals and corporations contribute a larger share of the funding required to maintain the system. This would not only ensure the financial sustainability of the UBSS framework but also promote greater social equity by redistributing wealth in a way that benefits society as a whole. Additionally, public-private partnerships could be leveraged to enhance the efficiency and quality of service delivery, with private companies contributing technological and operational expertise to improve outcomes in areas like healthcare or education.

Public engagement would also be critical to the success of a UBSS model. A significant challenge in implementing such a system would be gaining public and political support, particularly from wealthier individuals or groups who might perceive universal access as a threat to their existing privileges. Therefore, governments would need to engage in extensive public consultation and communication campaigns to explain the benefits of a universal service model, emphasizing its potential to create a more just and resilient society. Furthermore, public managers could develop participatory governance mechanisms that allow citizens to provide feedback on the quality of services, ensuring that the system remains responsive to their needs.

One of the primary innovations within the UBSS framework would be the use of digital platforms to streamline service provision. By digitizing social services, governments could make it easier for citizens to access healthcare, education, and social protection remotely, reducing the need for physical visits to government offices and making the system more efficient.

Digital platforms could also be used to monitor service delivery in real-time, allowing public managers to quickly identify gaps or inefficiencies and make necessary adjustments. The use of artificial intelligence (AI) and data analytics could further enhance the system's ability to predict and address emerging social challenges, such as rising unemployment or health crises, before they become widespread problems.

However, like any large-scale reform, the UBSS framework would face significant challenges. Ensuring equitable access to digital platforms, particularly in rural or underserved areas, would be critical to preventing new forms of inequality from emerging. Governments would need to invest heavily in digital infrastructure, including internet access and digital literacy programs, to ensure that all citizens can fully benefit from the system. Moreover, while universal access to services would reduce administrative costs in the long term, the initial implementation of such a system would require substantial upfront investment, particularly in terms of building the necessary infrastructure and training public managers to operate the new system effectively.

6. Conclusions

The development of social standards is a multifaceted and dynamic process that lies at the heart of public management. It requires a careful balance of political negotiation, evidence-based policymaking, and resource management. Public managers must be adept at engaging with diverse stakeholders, navigating complex governance structures, and adapting to changing societal needs. By focusing on inclusive, data-driven, and flexible approaches, public management can play a crucial role in developing social standards that promote fairness, equality, and social well-being.

The global experience in public management of social standards offers a range of valuable insights. The success of the Nordic model demonstrates the effectiveness of universalism, inclusive governance, and progressive taxation in ensuring high levels of social welfare. Germany's social insurance system and Japan's response to an aging population provide further examples of how social standards can be integrated with employment policies and demographic challenges. Meanwhile, initiatives like Brazil's Bolsa Família and South Korea's welfare expansion show how innovative and targeted programs can enhance social standards in developing countries. Collectively, these experiences highlight the importance of combining strong social policies with inclusive governance and sustainable financing to ensure that social standards remain responsive to the needs of all citizens.

A complex innovation decision in the public management of social standards development could center on the creation of an integrated, data-driven social welfare system. By leveraging advanced technologies, fostering cross-sectoral collaboration, and enhancing citizen engagement, this approach has the potential to make social standards more responsive, equitable, and adaptable. However, it also requires careful attention to issues of privacy, security, and digital access. In a rapidly changing world, such a system would enable governments to not only meet the current needs of their populations but also to anticipate and respond to future challenges, ensuring that social standards remain a cornerstone of a fair and just society.

Development of a Universal Basic Social Service framework represents a bold and innovative decision in the public management of social standards. By guaranteeing access to essential services for all citizens, the UBSS model would not only reduce inequality and promote social cohesion but also create a more efficient and effective system for service delivery. Though challenging to implement, the long-term benefits of such an approach could transform

how governments manage social standards, ensuring that they remain adaptable and responsive to the needs of all citizens in a rapidly changing world.

Acknowledgment

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