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IQAC ORGANISES

2nd International Research Conference (Online) ICCSR2020

ON

Corporate Social Responsibility & Sustainable Development

(December 10-12, 2020)

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This is to certify that **Dr. Fouzia Chergui** of *University Mohamed Boudiaf- Msila* has participated and presented research paper *The Turbulence of digital transition in Algeria.* at the 2nd International Research Conference (Online) ICCSR2020 on Corporate Social Responsibility & Sustainable Development organized by **GLOBAL BUSINESS SCHOOL & RESEARCH CENTRE, PUNE**



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Sayali Karande	Ms. Sayali Karande	ICCSR2020_GBSRC_A059_2020	12.30am - 12.45am	10 Min +5 Min Q&A	
Vilis Pawar, Mohsin Shaikh	Mr. Vilis Pawar	ICCSR2020_GBSRC_A065_2020	12.45am -1.00am	10 Min +5 Min Q&A	
Dr.Fouzia Chergui	Dr.Fouzia Chergui	ICCSR2020_GBSRC_A063_2020	01.00am - 01.15am	10 Min +5 Min Q&A	



The Turbulence of digital transition in Algeria

Dr.Fouzia Chergui

Professor, Faculty of Law, Political Science and International Relations, University of Msila., Algeria

Chergui.fouzia@univ-Msila.dz

GLOBAL BUSINESS SCHOOL & RESEARCH CENTRE

2nd International Research Conference (Online)

on “*Corporate Social Responsibility & Sustainable Development*”

10th, 11th & 12th December, 2020

INTRODUCTION

Humanity is on the cusp of a fourth technological revolution that will change our behaviour and relations with others; this implies a fundamental change in the social organization and functions of institutions in a global way. Their metamorphoses seem to induce the globe into a very deep complexity, which requires the involvement of all stakeholders at the global level (the public sector, the private sector, the academic world and civil society). During the First Industrial Revolution, the steam engine mechanized production. The Second Industrial Revolution harnessed electrical energy to create mass production. The Third Industrial Revolution relied on electronics and information technology to automate production. The Fourth Industrial Revolution spreads across all systems imposing the era of a digital revolution, characterized by a fusion of technologies in the physical, digital and biological spheres.

- ◎ The digital economy is evolving at an exponential pace, not linear and increasingly, this Fourth Revolution is disrupting almost every industry, all sectors of activity, all over the world, organizational management systems, the roles and functions of institutions, and state development strategies.
- ◎ It should be noted that the consequences of such a transformation in all these chains of activities, the relationships and trade relationships, the regulations must also adapt to the new mode of digital investment. This transition boosts competitiveness in all sectors, opens up new opportunities for trade and entrepreneurship, and offers new ways to access foreign markets and participate in global electronic value chains, and also helps to address chronic development and social problems.

This direction has been reinforced by Mr. Guterres The Secretary-General of the United Nations, who should be supported in the process of digitization of investment because, according to him, it illustrates: "UnCTAD's Action Plan for Investment in the Service of Sustainable Development Goals. Moving forward on the path to sustainable development - and lasting peace".

Policymakers will need to master the challenges generated by the global digital divide or negative impacts on development and social issues, or complex regulatory issues unique to the Internet RAPPORT CNUCED 2017, [http://unctad.org/fr/PublicationsLibrary/wir2017_overview_fr.pdf]. [consulté le : 28/01/2017]. P.III.

Indeed, the economy of Algeria (the largest country on the black continent in terms of area) is totally dependent on hydrocarbons, which make up 98% of its exports and 60% of the state budget. After more than 51 years of independence, Algeria still cannot build a strong economy and diversify the sources of these revenues. Despite numerous opinions (from international specialized bodies and national expertise), which have insisted on the development and diversification of investment sectors, there are risks of a possible fall in oil prices.

- ◉ Now Algeria and its decision-makers must advocate a new formula, which is adequate with the trends of the world economy, which implies a mandatory transition to a knowledge-based economy, which wants to be digital in our era. More commitment to overcoming competitiveness and job creation, but also increased competition and emphasis on training and the development of human capital. This is the most appropriate form for supporting structures for the adoption of ICTs.

Algeria, like other countries, has in the past implemented policies in certain sectors that encourage the use of these technologies and their integration into the economy, such as "OUSRATIC" the e-Algeria 2013 strategy, e-Algeria; it is this environment that we want to question in this communication; on the stakes of these ICTs and the impacts of Algerian public policy strategies. So it's all about:

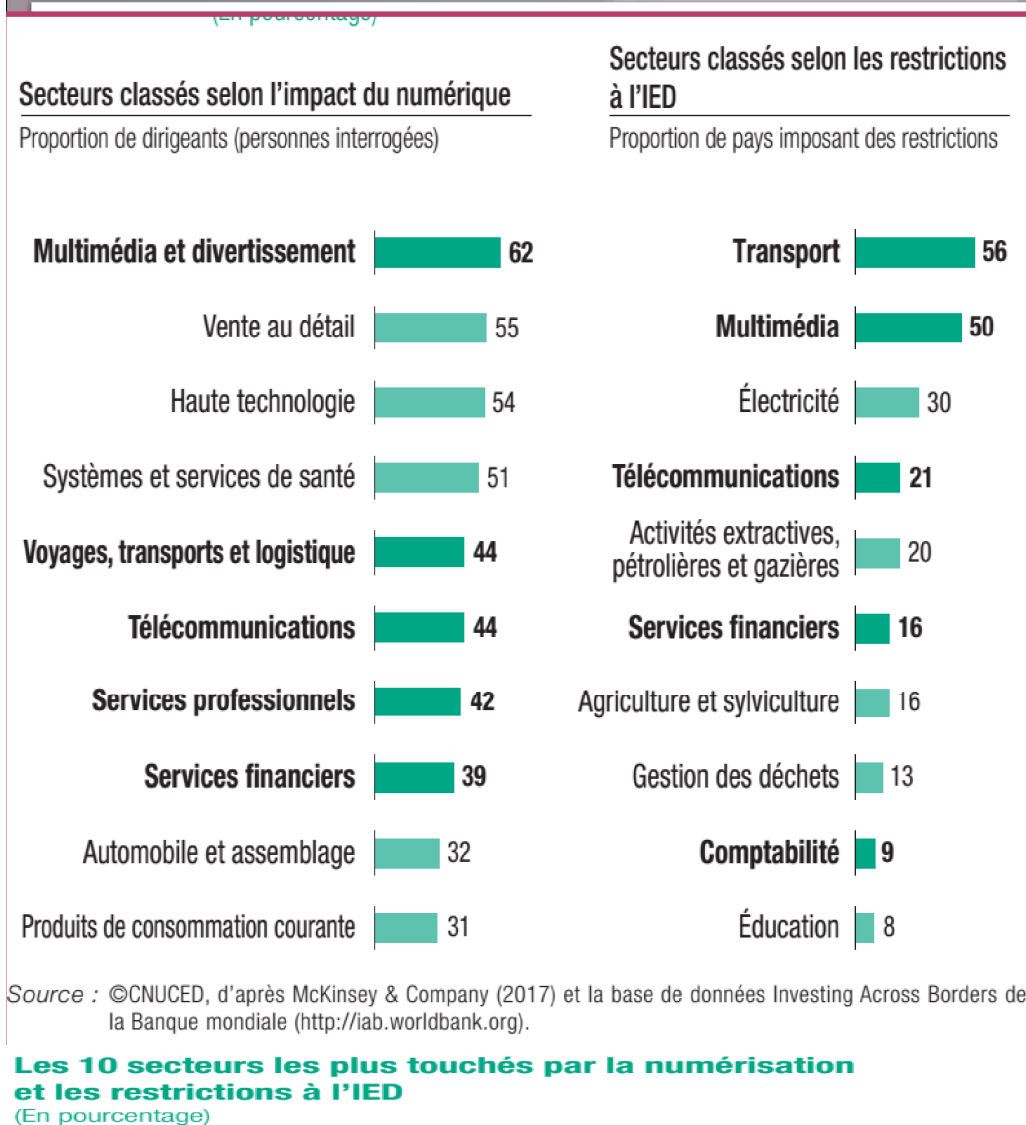
Objective of study:

- I. To outline the challenges of using ICTs in the development process;
- II. Relate Algerian public policies to promote the use of ICTs.

Methodology of research:

Our research methodology consists of analysing the contents of the state strategy on ICTs, as well as carrying out an organizational diagnosis at the local level, the first case digitization of the investment file within the headquarters of the wilaya of Medea 2006, and this, within the within the framework of e-government; the second case, the digitisation of the services of the DRAG e-Commune Msila directorate, within the framework of e-Government.

Figure : 01

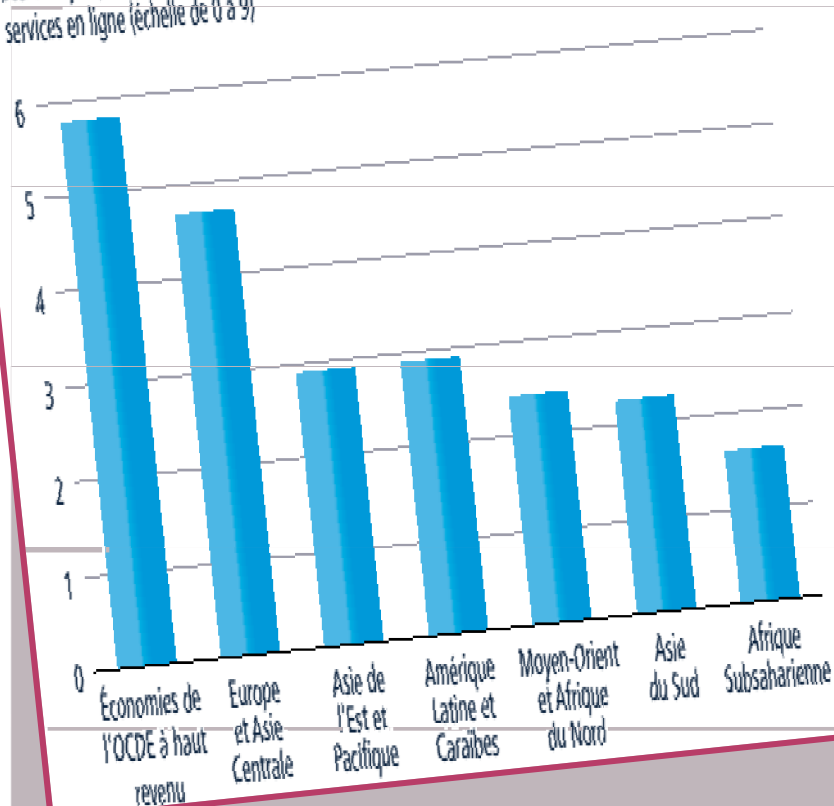


I. The issues of the use of ICTs in the development process:

a) Exogenous issues:

It is unavoidable to deny the benefits that ICTs have brought to all spheres of our lives, moreover the most renowned of international forums mention the importance of this transformation, such as **the Davos Forum meeting** organized by **the World Economic Forum**, held on January 23, 2018, to view plans for the future of humanity, the economy, integration inequality, during these days, a single watchword that came up in all the interventions: "the fourth industrial revolution", which is the theme chosen in 2016, a dominant theme in all sectors, requires a potential evolution in the process of digitization. The UNCTAD Conference report demonstrated this in its 2017 Annual Billon, as follows:

Score moyen pour l'utilisation des services en ligne (échelle de 0 à 9)



In the World Investment Report 2017, UNCTAD presents the findings from an in-depth study of the consideration of investment needs in more than 100 national and regional digital development strategies, prompting countries to invest in the digitisation of infrastructure biased by all economic and social actors.

Algeria, inevitably, must evolve at the pace of these transformations to keep pace with international requirements, to consolidate and integrate the world's economies, so that it is at the same pace as the other nations of the world. Indeed, the Doing Business 2016 report put Algeria in 163rd place out of 189 countries, two places lost compared to the previous year, a ranking that does not give a good image on the country's business climate and does not invite foreign investors to come to Algeria!^[1] the same report mentions the steady growth of online services in high-income economies of the OECD (Organisation for Economic Co-operation and Development) and the economies of the Europe and Central Asia region are the ones that use online systems the most for regulatory procedures. This ranking should encourage Algeria to implement strong public strategies for ICTs.

[1] Le rapport Doing Business 2016, [<http://www.doingbusiness.org/data>]. [consulter: le 28/01/2017]

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The reason why the world's largest operators are moving their networks to a multi-service network. This will lead to a convergence of networks to make investments profitable, facilitate their management, reduce operator and user costs, and prepare for access to other new services. Moreover, the Istanbul Resolution and the May 2002 theme Reducing the Digital Divide adopted, to enable developing countries to build the information society.

It seems clear to me that the public policy that aims to introduce ICTs, its beginnings have developed in this global environment marked by these various developments.

b) Endogenous issues:

The heavy delay in the Internet and its services; by countless international bodies, Algerian expertise as well as societal demand, who did not want to remain on the margins of this digital revolution, As a result, "e-Algeria 2013" was born, and was the first comprehensive and ambitious strategy developed by the Government, to accelerate the development of ICTs, it was the subject of broad participation under the auspices of the Ministry of Post and ICTs. Its structuring is rigorous; it is divided into thirteen points, from A to M, dealing with the various aspects relating to this issue. It sets out major objectives, broken down into specific objectives; these are converted into concrete actions and quantified, to be achieved within well-defined deadlines.

The NTCI so strongly connoted of globalisation can paradoxically be one of the tools for the sustainable development of society, which can be summarized as follows:

- (a) ICT transforms the relationship with the territorial community and the relationships between actors within the community;
- b) Forge the spirit of good citizenship;
- c) ICT gives rise to an aspiration of society for a citizen debate and encourages through their network construction and interactivity a crossover of skills;
- (d) Unlocks isolated territories;
- (e) They are a way to better understand the complexity of existing interactions between these different levels;
- (f) They are an element that can lead to SD, for which it is necessary to think and act locally and globally.

- ◉ **The impact of ICTs on competitiveness:**

- ◉ (g) ICTs have been at the heart of business investment since the late 1980s, studies on the impact of ICTs have multiplied:
 - ◉ a) The key role of ICTs for industrial companies: maintaining the market and growing, optimizing the supply chain, moving towards e-business and setting up new ways of working (cross-cutting teams, collaboration between suppliers, etc.).
 - ◉ b) The effects of ICTs on business productivity and price competitiveness remain limited. It is in improving off-price competitiveness that ICTs play a major role.

Accompanying ICTs with organizational change:

Strengthen autonomy, reduce the number of hierarchical levels, set up a cross-cutting organization, and move from sequential management of activities to interactive or systemic management. The new TIC tools allow the company to become more efficient and competitive compared to its competitors (organizational productivity).

Organizational and human resources impacts:

- (a) Evolution towards more autonomy of employees where everyone has information can make decisions, making the company win in responsiveness.**
- b) Decentralization of decisions: ICTs formalize procedures and flows, unite the energies of geographically remote sites, and allow different modes of operation (using focus groups to continuously develop products).**
- c) Valuing human resources through training in the tools put in place: an employee acquires new skills and can perform value-added tasks.**

The impact of ICTs on management:

•Human resources management by ICTs

•The HR function is becoming more and more strategic and occupies a prominent place in the decision-making process of the company compared to the past. Human Resources Management (HRM) is conceived as a function integrated into the organizational structure and articulated to the company's strategy. The HR function has become professionalized and equipped, based on ICTs and especially on interactive technologies. The HR function has seen its activities and practices largely redesigned under the influence of two phenomena: the development of new forms of organization (the network enterprise) and the development of the use of ICTs by the members of the organization.

NEW HRM CHALLENGES:

- **More autonomy and more participation, which requires segmentation and personalization of personnel management practices;**
- **Knowledge workers.**
- **Knowledge management.**
- **Globalization.**
- **E-business.**
- **Change of configuration.**
- **Strategic change to gain a competitive advantage.**
- **Change in the HR function.**
- **The use of an ERP (Enterprise Resource Planning).**
- **Web solutions and the "self service HR".**
- **Decision-making tools.**

Wider participation in governance:

- ◉ The scale and importance of these changes herald the transformation of entire production, management and governance systems. The reform and modernization of the central and local public administration through the introduction of ICTs will contribute to the development of the country and institutions. Will provide citizens with a quality service;
- ◉ Introduce a new management framework focused on respecting the principle of efficiency and transparency in the execution of missions;
- ◉ Audit: Thanks to the Internet, the public can more easily monitor budgets;
- ◉ Monitor government projects and activities and have access to a variety of regulatory information;
- ◉ The Internet can be used to promote more direct interactions between governments and citizens, and to enable them to influence local government;
- ◉ Reducing lost time;
- ◉ Automation of certain stages of procedures;
- ◉ Start collective information processing processes;
- ◉ Improved receptions and accessibility of information;
- ◉ Identifying the results;

•**Education and Training:** Education and training become an issue of social project and territorial development. Communities need to be involved in equipping schools and training, for remote access to knowledge (tale-documentation, tale-teaching).

•**Tele-services and tele-procedures:** They concern relations between the deconcentrated communities and services of the State, relations with the user-citizen and businesses, improving the services and services rendered to the citizens (procedural guides, administrative procedures, issuing documents ...)

The challenges of ICT development in business:

- ◉ The emergence of telematics has led to the development of networks and in particular the internet network, which has changed the way companies work and communicate. These applications can cover trade, advertising or even other aspects such as finance or marketing. As such, the introduction of ICT in businesses has enabled:
- ◉ **At the internal level** to improve the optimal management of information and communication flows, thus facilitating decision-making and optimizing the management and development of human resources;
- ◉ **At the external level** to manage the best relations with all the stakeholders of the company: customers, suppliers, company, local authorities, administrative authorities, etc.

However, the challenges of ICT adoption lie at several levels that allow for internal and external development of the company. It is in this capacity that we develop in the points that follow the impact of ICT on the various functions of the company:

1. At the information system and economic intelligence level;
2. In terms of customer relationship management; It is for this purpose that companies have implemented a customer relationship management policy through the introduction of the Customer Relationship Management (CRM) software package.
3. In terms of marketing and trade policy; Creating a company-specific site greatly contributes to improving the company's sales to the company's database and informing customers as soon as possible.

II. Algerian public policies to promote the use of ICTs

The passage of Law 2000-03 of 5 August 2000 setting out the general rules on mail and telecommunications marks a new era, separating postal and telecommunications services. This restructuring has been very beneficial, particularly for the telecommunications sector, with the opening of the mobile phone market to competition. These reforms have not now been followed by a genuine and coherent strategy to foster the development of the information society and the digital economy.

In 2008 that Algerian decision-makers adopted a courageous and ambitious public policy. The Ministry responsible for ICT took the initiative to organize several meetings between the various stakeholders involved, from June to December 2008, 6 months were necessary to develop this programme entitled "e-Algeria 2013".

E-Algeria 2013:

After the World Information Society Summit in Tunis in 2005 where an action plan was approved with measures to popularize ICTs and combat the digital divide around the world, the Algerian government has launched several programmes in this direction, including the famous **OUSRATIC** (Arabic ICT family) programme undertaken in 2006 which aimed to equip more than 6 million Algerian households with at least one computer on the horizon. 2010, and this by granting a bank credit at 0 rates to every Algerian family wishing to benefit from this operation. This project has been a great failure.

The programme spanned 5 years, between 2009 and 2013, and is based on 13 major axes that bring together more than a thousand actions:

Major Axis A: Accelerating the use of ICT in public administration: the focus of the e-Algeria 2013 programme, e-government e-citizen e-enterprise.

Major Axis B: Accelerating the use of ICT in companies;

Major Axis C: Development of mechanisms and incentives to allow citizens access to ICT equipment and networks;

Major Axis D: Impulse for the development of the digital economy;

Major Axis E: Strengthening the high-speed and high-speed telecommunications infrastructure;

Major Axis F: Development of human skills;

Major Axis G: Strengthening research and development and innovation;

Major Axis H: Upgrading the national legal framework;

Major Axis I: Information and Communication;

Major Axis J: Valuing international cooperation;

Major Axis K: Evaluation and monitoring mechanisms;

Major axis L: Organizational measures;

Major axis M: Financial means and planning.

There are a lot of questions ... how such a well-developed program, at least in its design phase, has resulted in failure. No formal analysis has been established to explain this. The experts who participated in its development, such as Mr Ali Kahlan and Mr Younes Grar, talk about an achievement rate that does not exceed 30% and that until 2015. The causes of this failure are many:

- Bureaucracy and resistance to change at all levels of public administration;
- According to several observers, the lack of state involvement;
- The lack of real political will at the top of power to develop the digital economy, either through unconsciousness of the added value that ICTs can bring to the national economy and their role in improving the standard of living of the Algerian citizen;
- Out of fear, the impact of the digital economy and its transparency.

The President of the Republic of Algeria, Abdelmadjid Tebboune, gave his approval to the Ministry of Microenterprise, Start-ups and the Knowledge Economy to implement the Initiative for Digital Transition. The project was presented on 22 March 2020 during the Council of Ministers. The Digital Transition Initiative will focus on:

- Digitization of the central administration;
 - Documents and administrative forms;
 - Generalization of databases based on the National Identification Number (NIN);
 - Creation of a control panel for decision-making and monitoring government projects;
 - Modernization of the government Internet network to ensure liaison between departments.
-
- Including a digital service platform for citizens, that will allow them to carry out several types of online transactions such as booking;
 - The digital transformation process will contribute to the collection of economic data that will help in the preparation of budget forecasts.

Conclusion:

Thus there has been a great impact of digitalisation and use of ICT on business, human resource management practices and the government.