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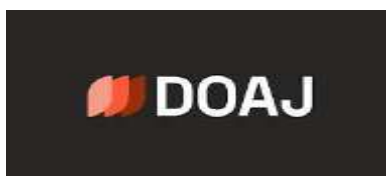# Revue Ivoirienne des Arts, des Sciences de l'Information, des Sciences Humaines et Sociales

ZAOULI

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L a revue a pour dénomination **ZAOULI** qui désigne à la fois une danse et une musique populaires pratiquées par les communautés gouro, dans les départements de Bouaflé et de Zuénoula, en Côte d'Ivoire. Hommage à la beauté féminine, le ZAOULI s'inspire de deux masques : le Blou et le Djela. Son autre nom, « Djela lou Zaouli », signifie « Zaouli, la fille de Djela ». Le Zaouli associe, dans un même spectacle, la sculpture (le masque), le tissage (le costume), la musique (l'orchestre, la chanson) et la danse. Le masque Zaouli se décline en sept masques faciaux traduisant chacun une légende spécifique. Les détenteurs et les praticiens sont les sculpteurs, les artisans, les instrumentistes, les chanteurs, les danseurs et les notables (garants des coutumes et des traditions de la communauté).

Dès lors, le ZAOULI possède une fonction éducative, ludique et esthétique. Porteur de l'identité culturelle de ses détenteurs, il contribue également à la préservation de l'environnement, et favorise l'intégration et la cohésion sociale. La transmission de l'élément s'opère à l'occasion des représentations musicales et des séances d'apprentissage. Les amateurs en apprennent la pratique sous la supervision de praticiens expérimentés. La viabilité du ZAOULI est assurée grâce aux représentations populaires, organisées deux à trois fois par semaine par les communautés. La chefferie traditionnelle, garante des traditions, joue également un rôle clé dans le processus de transmission. Les festivals et les concours de danse inter-villages constituent également d'autres opportunités de revitalisation.

En définitive, le ZAOULI est réputé détenir des pouvoirs permettant l'accroissement de la productivité du milieu dans lequel il est pratiqué. Inscrit sur la liste prestigieuse du Patrimoine Mondial de l'UNESCO, le ZAOULI est une synthèse de la sculpture, la musique et le tissage. Elle a donc pour but de mettre un point d'honneur sur la beauté féminine. C'est pourquoi, il se

distingue par la finesse des traits du masque, la beauté de la danse et la grâce qui en font un spectacle fort apprécié dans les manifestations publiques.

Cette nouvelle revue vise donc à promouvoir la recherche et la réflexion dans les domaines suivants :

- Arts et Culture ;
- Lettres et Langues ;
- Sciences de l'information et de la communication ;
- Sciences Humaines et Sociale ;
- Sciences Juridiques et Politiques ;
- Sciences Economique et de Gestion ;
- Sociologie ;
- Anthropologie ;
- Psychologie ;
- Criminologie.

Elle vise également à publier les résultats des recherches menées par les chercheurs et à développer la production scientifique chez cette nouvelle génération de chercheurs. C'est une revue pluridisciplinaire dont l'enjeu est de favoriser un enrichissement entre chercheurs dans une relation de mutualisation des connaissances tout en s'inscrivant dans les normes scientifiques et éthiques du CAMES.

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Les articles à soumettre à la revue doivent être conformes aux normes suivantes :

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La structure du texte :

La structure d'un article scientifique en Lettres et Sciences Humaines se présente comme suit :

Pour un texte qui se présente sous forme de contribution théorique et fondamentale : Titre, Prénoms et Nom de l'auteur, Institution d'attache, adresse électronique, Résumé en Français [250 mots maximum], Mots clés [5 mots maximum], [Titre en Anglais] Abstract, Keywords, Introduction (justification du thème, problématique, hypothèses/objectifs scientifiques, approche), Développement articulé, Conclusion, Bibliographie.

Pour un texte qui résulte d'une recherche de terrain : Titre, Prénoms et Nom de l'auteur, Institution d'attache, adresse électronique, Résumé en Français [250 mots au plus], Mots clés [7 mots au plus], [Titre en Anglais], Abstract, Keywords, Introduction, Méthodologie, Résultats et Discussion, Conclusion, Bibliographie.

Les articulation du texte : A l'exception de l'introduction, de la conclusion, de la bibliographie, les articulations doivent être titrées, et numérotées par des chiffres (Exemples : **1. ; 1.1. ; 1.2 ; 2. ; 2.2. ; 2.2.1; 2.2.2.; 3. ; etc**.). (Ne pas automatiser ces numérotations).

La conclusion doit être brève et insister sur les résultats et l'apport original de la recherche.

La référence bibliographique adoptée est celle des notes intégrées au texte. Elle se présente comme suit : (nom de l'auteur, année de publication, page à laquelle l'information a été prise).

Présentation des références bibliographiques:

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Exemples :
Le processus du sous-développement résultant de ce choc est vécu concrètement par les populations concernées comme une crise globale (S. Diakité , 1985, p. 105).

En effet, le but poursuivi par M. Ascher (1998, p. 223), est « d'élargir l'histoire des mathématiques de telle sorte qu'elle acquière une perspective multiculturelle et globale ».

NB : Les sources historiques, les références d'informations orales et les notes explicatives sont numérotées en série continue et présentées en bas de page.

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<u>Exemples</u> :
AMIN Samir, 1996, *Les défis de la mondialisation*, Paris, L'Harmattan.
DIAGNE Souleymane Bachir, 2003, « Islam et philosophie. Leçons d'une rencontre », *Diogène*, 202, 4, p. 145-151.

Les tableaux, les schémas et les illustrations

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SOMMAIRE

Digital Management and its Role in Improving Public Services: A study of the Algerian experience

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Abstract:

In recent years, the topic of digital administration and its role in improving public services have received considerable attention, with numerous conferences and scientific forums being held to discuss how to activate digital public services and improve the implementation of this type of administration in various countries and organizations. It is therefore one of the modern topics up for discussion at the national, regional, and international levels, given its importance to countries, governments, and organizations alike. Management is an open system, as it is a product of its environment, influencing and being influenced by all the variables in its surroundings, and interacting with all political, economic, social, cultural, and technological elements. Therefore, the implementation of digital administration requires the creation of an environment suitable for its nature of work, to achieve success and excellence in terms of time, money, and effort. This study aims to highlight the Algerian state's initiative to implement digitization in public administrations, which has been successful in some sectors but has faced challenges and difficulties in others, as we have concluded in the results of our study.

Keywords: Digital administration, role, promotion, public service, Algerian experience.

Résumé :

Ces dernières années, le thème de l'administration numérique et son rôle dans l'amélioration des services publics ont fait l'objet d'une attention considérable, avec l'organisation de nombreuses conférences et forums scientifiques visant à discuter de la manière d'activer les services publics numériques et d'améliorer la mise en œuvre de ce type d'administration dans divers pays et organisations. Il s'agit donc d'un des thèmes modernes à l'ordre du jour aux niveaux national, régional et international, compte tenu de son importance pour les pays, les gouvernements et les organisations. La gestion est un système ouvert, car elle est le produit de son environnement, influençant et étant influencée par toutes les variables qui l'entourent, et interagissant avec tous les éléments politiques, économiques, sociaux, culturels et technologiques. Par conséquent, la mise en œuvre de l'administration numérique nécessite la création d'un environnement adapté à la nature de son travail, afin d'atteindre le succès et l'excellence en termes de temps, d'argent et d'efforts. Cette étude vise à mettre en évidence l'initiative de l'État algérien visant à mettre en œuvre la numérisation dans les administrations publiques, qui a été couronnée de succès dans certains secteurs, mais qui a rencontré des défis et des difficultés dans d'autres, comme nous l'avons conclu dans les résultats de notre étude.

Mots clés : Administration numérique, rôle, promotion, service public, expérience algérienne.

Introduction:

During the last years of the twentieth century, the world has witnessed significant and rapid developments in various fields, with the major information revolution. This latter has forced various countries, whether developed or underdeveloped, to adapt to it and work on developing and modernizing their public administration and administrative systems through the application of the digital (electronic) management model in all government organizations. This model achieves positive results in improving the work and performance of these organizations in general and enhances the level of public services provided to citizens, creating new types of services that were not previously available, rapidly, at a lower cost, and with great precision and clarity. E-government emerged because of the information and communication technology revolution and the advent of information system. It serves as a new mechanism through which countries, governments, and organizations seek to enhance their operations and various administrative transactions. Therefore, e-government is considered as one of the main pillars of the e-government project, transitioning from paper-based government information to digital government (electronic information).

What encourages the adoption of electronic service systems is the shift toward digital administration and its global trend. Therefore, the Algerian state has undertaken several initiatives in this regard to implement digitization in administration, which has seen success in some sectors but has also faced challenges and difficulties in others. This

research paper addresses the reality of the Algerian experience in implementing administrative digitization and its contribution to improving public service, as well as examining the various challenges. Based on this, the research issue is as follows: To what extent has the implementation of digital management contributed to the improvement of public service in Algeria? And to answer this research question,

It is necessary to address the following points.

- **First –** An Introduction to Digital Management: Definition and Characteristics
- **Second -** The relationship between digital administration and public service in the Algeriam experience.
- **Third** Public service and electronic public service.
- **Fourth -** The project of implementing e-governance in Algeria to improve public service in Algeria.
- **Fifth -** Challenges and obstacles to the implementation of electronic management to improve public service in Algeria.

The aim of addressing this issue and its related axes is to understand the extent to which the Algerian administration has implemented the digital administration project to improve public service and the obstacles it faced. This is based on the main assumption that the Algerian administration has made significant strides in promoting and improving public service by relying on digital administration in its dealings with citizens. This reflects the importance of this topic and makes it worthy of study, given the interactive relationship between the two variables of this study (digital administration, public service). In this study, we rely on the descriptive-analytical method, which is the

most suitable for such studies that require an in-depth perspective and precise analysis to interpret their outcomes.

First Axis: Introduction to Digital Administration
1/ Definition of digital (electronic) management:

Many researchers define digital administration by its significant importance to the organization and its employees on one hand, and to the citizens benefiting from its services on the other hand. This includes the use of modern information technology to manage and enhance the effectiveness of administrative work or public services, and to reduce big administrative problems and errors caused using paper in administrative operations and transactions, as well as the spread of negative bureaucracy and administrative routine and their impact on the performance and delivery of services to citizens.

Digital management is defined as: "the transformation of all traditional administrative tasks and services into electronic services and tasks executed with high speed and utmost precision, through the use of paperless management technologies. It relies on the use of the internet and business networks to accomplish administrative functions such as electronic planning, organization,

leadership, and electronic supervision**."(Mustafa Youssef Kafi ,2011, p.54)** It is also defined as a managerial strategy in the information age, aimed at the optimal utilization of informational resources within a modern electronic framework, and under the consideration of proper operation of human and material resources and electronic methods, to achieve efficiency in harnessing efforts and spending money to reach the targeted goals of the concerned organization**.(**

Muzhir Shaaban Al-Ani and Shawqi Naji Jawad ,2013, p.33)

It is also defined as: "that administrative process based on exceptional capabilities such as the internet and business networks in planning, organizing, directing, and controlling the resources and core capabilities of management and the internet without borders in order to achieve management objectives**.(Mohammed Samir Ahmed,2005,p.43)** " Therefore, e-management is considered one of the features of applying e-business, especially after the spread of the internet and its use in changing and developing the foundations and principles of business management. It has opened numerous limitless doors for continuous entry into new fields, adding many advantages, maintaining competitive advantage, dealing with globalization, and adding new activities in current and prospective markets. **(Mahmoud Abdel Fattah Radwan,2013, p.19)**

In the same context, the World Bank defines digital (electronic) governance as: "A modern term that refers to the use of information and communication technology to increase the efficiency, effectiveness, transparency, and accountability of the government in the services it provides to citizens and the business community, enabling them with information that supports all governmental procedural systems, eliminates corruption, and gives citizens the opportunity to participate in all stages of the political process and the decisions related to it." **(Mukhtar Hamid,2007, p.06).**

2/ Characteristics of Digital Administration:
- Digital management is characterized by a set of features due to its connection with modern

information and communication technologies, including the following **(Tariq Abdul Razzaq Amer,2007, p.18)**:

- Paperless management as it heavily relies on archives and emails, as well as electronic calendars and automated tracking application systems.
- A management without location, as it relies on electronic meetings and conferences, the use of mobile phones, remote work, and interaction with virtual institutions, meaning that management sites are available on various websites.
- Management without time because its work is continuous 24 hours a day, throughout the week, month, and year, and it is not bound by time limits.
- Management without regulations, as it operates thru networked and intelligent institutions that rely on knowledge production.
- Managing files and documents using email and voice instead of the incoming and outgoing mail register, and it requires electronic systems such as integrated collection systems, remote service, e-purchasing, real -time tracking systems, resource planning systems, electronic point of sale, e-commerce, and electronic banking.
- Relying on communication and information networks to provide public services to citizens and modern advanced means and providing good infrastructure for the internet as it is the backbone of electronic work in delivering services to citizens.

- E-government is characterized by flexibility due to technology and its capabilities in responding quickly to events and adapting and interacting with them.
- It does not rely on an organizational structure or job hierarchy as is the case in traditional management, as it depends on the management of the information it retains rather than on the efforts and practices of individuals.

The second axis: The relationship between digital administration and public service in the Algerian experience.

Digital administration represents a new phase in administrative development methods, as its reliance leads to changes aimed at increasing the efficiency of public service and improving the activities of public institutions that provide services to individuals. Therefore, this section will discuss the nature of the relationship between digital administration and public service by examining its impact on effectiveness and its ability to improve public service.

1/ The impact of applying digital management on the effectiveness of public service institutions:

The use of digital management with its tools and techniques in the field of public service has become highly advantageous, as it provides a high degree of comfort and convenience compared to face-to-face delivery or direct contact. It also records speed in task completion, service performance, and obtaining or requesting services, while ensuring satisfaction of citizens' needs.

Additionally, it leads to limited and reduced error rates in service performance and delivery due to the precision that

characterizes electronic activities. This includes saving and shortening time for service seekers, effectively eliminating administrative complexity issues. Digital management provides a comprehensive base of processing tools that can be deployed to address traditional development problems in innovative ways.

The shift toward electronic public services and bringing them closer to citizens will enable digital management to facilitate the delivery of services more effectively to individuals, as well as provide more efficient and committed management of government projects. Examples of success in this field can be seen in India and the United Arab Emirates, where there is a trend in both countries to offer public services electronically. It has become difficult to overlook the role of digital management in achieving a qualitative development in public service. And providing an alternative to traditional administrative models, as digital administration can change the way individuals work within the public institution and alter the institution's mission and objectives due to changing circumstances with the availability of electronic technologies. **(Cohen, Steven,1997, p. 103).**

2/ Digital management and improving performance in public service:

Considering the significant development in public service centers, which have been associated with technology, individuals can now fulfill their service and purchase needs electronically. This has led to a separation between the service requester and the service provider. Hence, the term "e-governance" emerged to denote the use of technological

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advancements to improve performance levels in public institutions, enhance their efficiency, and strengthen their role in achieving their objectives. Consequently, rationalizing public service necessitates adopting the principle of citizen service centers, which have the capability to connect with all state departments. These centers follow up on citizens' transactions, making it easier for citizens to move from one department to another **(Layan Qatini, 2006, p. 11).** To implement digital management to improve the performance of public services, it is necessary to achieve the following elements:

- There should be efficiency in public service and its contribution to providing service to citizens.
- To reduce service costs, as transitioning to electronic windows for obtaining
- services minimize the waste of time and effort.
- Speed of response and adherence to schedules, which is facilitated by electronic windows to obtain services quickly and respect time.
- Accuracy, as transactions are completed according to systems and standards that reduce administrative errors.
- Ease of accountability and clarity of service, the use of technology in delivering public services leads to the possibility of accountability for the details of those tasks and activities **(Saad Ali Al-Haj Bakri, 2019).**

Despite the positive relationship between digital management and the improvement of public service performance, and the development and enhancement of service quality it achieves, the matter is not without risks and drawbacks that may hinder and distort the essence of

public service. Perhaps the most prominent of these drawbacks are: **(Nawal Bint ali Al Balushi et al,2020).**

- The problem of risk and cybersecurity, these programs may be exposed to cyber-attacks.
- Increased dependence on foreign countries since Arab nations are not producers of technology but consumers, which heightens dependence on major countries, thereby jeopardizing national security.
- The service seeker does not feel personal attention and care due to the lack of personal interaction.
- The disparity in preferences between service seekers in light of technological illiteracy.
- Lack of maintenance and updates for the programs that provide services.

The third axis: public service and electronic public service.
1/ Definition of public service:

Electronic service is defined as "all those services that can be provided electronically, and it is also "the act or performance that creates value and provides benefits to customers through the process stored in the form of an algorithm and usually executed by network programs. **(Fatima Saïh, December 2018, p. 71).** " Public service is defined according to French administrative law as a traditional, technical service provided continuously by a public institution in response to a public need. **(El Morsi, El Sayed, 2004, p. 29).** Its provision requires that those managing it adhere to the principles of equality, continuity, and appropriateness to serve the public interest. On the other hand, public service is defined as: "the essential needs for preserving human life and ensuring its well-being, which

must be provided to the majority of the population., and the commitment to providing it in a manner that prioritizes the interests of the majority of society as the primary driver of all policies regarding services, with the aim of improving the standard of living for citizens." **(Mohamed El Saghir Baali, 2004, p. 208).**

Therefore, public service expresses that relationship which brings together government public administration and citizens, in terms of meeting desires and fulfilling the various needs of individuals by administrative authorities and public organizations.

2/ Definition of electronic services:

It includes all the public services provided by the government to citizens, such as renewing driver's licenses, issuing birth certificates, and various sectoral services like e-health, e-learning, and others. These services, which are

organized and bundled into service packages reflecting the needs of citizens and businesses, can be requested via the internet. Additionally, the government can offer some of these services through other channels such as mobile phones, public information kiosks, or through authorized offices for citizens who lack technological literacy. **(Adel Ghazal, 2014, Available at:**
http://www.journal.cybrarians.org/index.php)

3/ Characteristics of Public Service:

Among the most important characteristics of public service, we mention the following**: (Ammar Boudiaf, 2014, p. 414).**

- Public service corresponds to a general essential need; without this latter, the establishment of multiple

facilities to meet the various needs of citizens would not be necessary.

- The provision of public services aims to achieve the public interest, so they must be available to everyone without discrimination and under the same conditions and procedures.

- The goal of achieving public interest is to preserve human life and improve the standard of living because of the continuous enhancement of service quality. **4/ Types of public service: (Fatima Meshaala, 2016. Available at: https://mawdoo3.com)**

- Administrative service: such as services related to municipal and provincial councils.

- Mandatory services: These include social and knowledge-related services, such as school education and medical vaccinations against serious diseases and epidemics like polio, measles, and viruses that attack humans from time to time.

- Services related to essential life necessities: The most important of which are water service, electricity service, sewage, fuel and gas distribution, and others.

- Free services and paid services: These are the services provided by the official authority that do not receive money from citizens in return, such as street lighting and police work. As for the paid services that are provided in exchange for the citizens' commitment to pay the full costs, an example of this is the water service. There is also a type that combines both previous types, which are the services whose financial costs are shared by both the state and the citizen, such

as public transportation and providing an electricity network for homes.

5/ Public service standards:
- **Equality:** It is a fundamental principle in providing public service and a factor of administrative democracy. The essence of this principle is that all members of society should receive public services. All citizens have the right to receive public service without discrimination based on gender, color, race, or religion, and it must be provided without any shortcomings (equality in rights and duties).
- **Continuity:** What distinguishes public service is that it is never-ending, as it is
- linked to the continuous needs of the public. This requires the state to put plans in place to ensure the public service does not stop due to lack of funding, employe strikes, or severe weather conditions (continuity).
- **Development:** Public services must keep pace with forms of progress, especially technological ones, such as updating public transportation systems and methods of paying electricity bills, for example. (Adaptability and flexibility). Based on the above, it can be said that what the government and its public administrative bodies do, and the services they continuously provide to citizens to meet the general needs of all members of society without discrimination, is not aimed at achieving and maximizing material profit in this type of project. However, the absence of a profit motive in these projects carried out by various government public administrations does not mean they

operate at a loss; rather, the profit measure arising from the comparison between expenses and revenues is absent here.

Axis Four: The E-Algeria Project 2013.

The Algeria E-Government Project 2013 falls within the initiatives and developmental projects adopted by the Algerian government to achieve sustainable development in various aspects of life. It is part of the emergence of the Algerian knowledge and information society, which aims to establish a comprehensive and advanced electronic system and to generalize the use of modern technologies by promoting the information system in the sectors of telecommunications, banking, public administration, and education. This allows these sectors to provide their services better and more simply to citizens by making their services available on the internet for the benefit of citizens, companies, and administrations, thus becoming an interactive means of communication between the government and civil society.

The e-Algeria project is considered one of the major initiatives launched by the Ministry of Post and Information and Communication Technologies starting in 2008. It involved numerous parties, including public institutions and administrations, public and private economic operators, universities and research centers, and professional associations active in the field of information and communication sciences and technologies. And their number reached approximately 300 people, where ideas were proposed and discussed for a period of 6 months. (**Sid Ahmed Mesiridi and Khadija Saidi, (B.S.N.), p. 278).**

This action plan revolves around thirteen main axes, among which we mention: **(Adel Ghazal, op. cit).**

-   Accelerating the use of information and communication technologies in public administration.
-   Accelerating the use of information and communication technologies in companies.
-   Developing incentive mechanisms and procedures that enable citizens to benefit from information and communication technology equipment and networks.
-   Promoting the development of the digital economy by creating the appropriate conditions for the intensive development of the information and communication technology industry.
-   Enhancing the infrastructure for high-speed and ultra-high-speed communications, ensuring security and high-quality services.
-   Developing human competencies by implementing concrete measures in the field of training and proper supervision.
-   Adjusting the level of the national legal framework, considering the lived experience, all observed shortcomings, and recorded difficulties.
-   Evaluation and monitoring mechanisms, by accompanying all stages of the preparation, implementation, and achievement processes that would allow the realization of the objectives of the "Digital Algeria" strategy.
-   Financial resources, as the implementation of the programs requires substantial funds estimated at around four billion dollars, so it is essential to utilize all sources of financing.

1/ Objectives of the e-Government Project in Algeria:

The main objective of the e-Algeria project, particularly the e-Government project, is:

- Ensuring the efficiency in providing government services to citizens, making them accessible to everyone, by facilitating and simplifying the administrative stages thru which they seek to obtain documents or information.
- Coordination between various ministries and official bodies.
- Combating bureaucracy that hinders the country's development.
- Improving the quality of services provided to citizens in various aspects of our community's life and also contributing to the realization of the principles of social justice and equality, as well as achieving the national neighborhood policy by bringing the administration closer to the citizen.
- Protecting our society and country against the scourge of organized crime, especially transnational organized crime, as well as the phenomenon of terrorism, which often uses the forgery and counterfeiting of identity and travel documents as a means of spreading.

2/ Work Program for Implementing the Algeria e-Government Project 2013:

The e-government program is part of the developmental initiatives and projects adopted by the Algerian government to achieve sustainable development in various aspects of life. The work program for implementing the e-government project includes:

- Legislative Development Program: which includes the preparation of a law
regulating electronic government transactions and the development of legislation.
- Financial Infrastructure Development Program: The program works on financially developing institutions to become more flexible.
- The Administrative and Executive Development Program: which includes the development of work methods in the entities designated for electronic transactions. - Technical Development Program: This program focuses on using digital technology in government entities to develop the necessary energies and capabilities to complete the project. The program also aims to improve operational efficiency, which includes using the latest devices and equipment, database systems, and updating the telecommunications and information infrastructure.
- Human Resources Development Program: This program focuses on developing the mindset of government leaders in line with the concept of e-government, and preparing an appropriate plan to train the teams formed from all government entities participating in the e-government project, with the aim of enabling each to manage it according to their specialization.
- Media and Awareness Program: The program involves preparing a plan to inform the community about the advantages of transitioning to a digital society and how to benefit from the e-government project. The Algeria Electronic Project relies on content creation and the application of modern technology in the daily life of the Algerian citizen, which necessarily requires the availability of basic infrastructure and additional time to achieve the

goal of e-government. To initiate the implementation of the program, the government appointed a committee comprising representatives from all ministries, in addition to experts in information and communication technologies. This committee is called the "Electronic Committee" and is under the supervision of the Prime Minister. Among the most significant operations that have been realized to activate the Algeria Electronic Strategy are the following: **(Sid Ahmed Mesiridi and Khadija Saidi, op. cit., pp. 280, 281).**

- The installation of an internal government network (RIG), which is a comprehensive system that includes a set of modern communication tools at the level of global governments.

- The IDARA program was implemented at the level of public service and the human resources department, and an information network was established to connect departments with the central and local bodies responsible for public service.

- The inclusion of numerous pieces of information related to government departments on websites such as the Tax Administration website, the State Council website, the Algerian Presidency website, the Ministry of Health website, the Senate, the National People's Assembly, and other government websites.

- The Ministry of Interior and Local Authorities is gradually adopting a national system based on two main pillars: the launch of the electronic biometric national identity card, which has been in effect since 2010-2011, and the launch of the electronic biometric passport, which came into practical use in the first half of 2010. Additionally, there is the process

of scanning civil status records in several model municipalities, the establishment of the Algerian health network connecting various health institutions, the preparation of the banking payment system and postal accounts, and the distribution of electronic withdrawal and payment cards. An academic and research network linking a group of higher education institutions has also been created, along with a network for accessing the results of the Baccalaureate and Middle School certificates and the initial registration for new Baccalaureate holders.

3/ E-government services in the justice sector:

Issuance of criminal record certificates: A national center for criminal records was established on February 6, 2004. This project serves as a true reference for the concept of reform and modernization of justice in the eyes of citizens. Its main objective is to provide an important public service, preparing and issuing certificate No. 03 of the criminal record in conditions characterized by speed and efficiency. At the beginning of 2010, every Algerian citizen who enjoys full material and moral rights can now request the issuance of the criminal record certificate No. 03 electronically via the internet by filling out the form below. **(Manal Kadouah, 2017, p. 50).**

- Remote services: We mention the following: **(Ibid, p. 52).**

 * The Official Gazette: This service provides access to texts, laws, decrees, instructions, and decisions published in the Official Gazette, with the option to download them.

* Criminal Record Certificate: This service provides the request for the Criminal Record Certificate No. by redirecting the browser to the Ministry of Justice website.

* Current account review: This service provides the ability to check the current account balance by entering the secret number.

* Public service competitions: This service allows the user to view all public service competitions in Algeria and their conditions.

*Internet and phone: This service allows the user to view the bill for the landline and Mobilis mobile phone.

* The Citizen Portal also provides a range of services such as news on agriculture, travel, airports, banks, insurance, university hospitals, institutions, and ministries by offering information and important links to institutions.

The portal also features a special section for weather conditions in some provinces and an opinion poll service.

Fifth axis: Challenges and obstacles to implementing digital management to improve public service in Algeria.

Despite Algeria launching the e-government project, it has not materialized due to a set of difficulties manifested in the following reasons: **(Abdelmoumen Ben Seghir, 2016, available at: https://democraticac.de/?p=38171**).

- The postal and information technology and communications sector has failed to meet customer demands for telephone connectivity, which is considered one of the most important channels for online communication.

- The delay in completing the telecommunications infrastructure, and its disparity from one region to another, has resulted in a significant gap to bridge the digital divide with the advanced countries in this field.

- The limited spread of the internet in Algeria, where the percentage of users of this widely used technology globally

remains weak in Algeria compared to even neighboring countries.

- Electronic financial transactions are still in their infancy despite several years having passed since the Algerian authorities began to promote electronic financial transactions across various financial and commercial institutions.

- The limitation of the legislative aspect in this field, due to the absence of appropriate regulations, as electronic businesses require the establishment of systems and regulations that match their nature, which necessitates precision and full awareness of all aspects of the technology used in these applications, to achieve information security.

- The high cost of investing in information technologies, especially in the long term, and if it is on a large scale at the national level.

- The dominance of traditional concepts represented by negative bureaucracy and the inability to overcome them.

- The lack of coordination between the devices and other administrations related to e-government activities, which possess the same types of devices and software, so that sharing and exchanging information between these groups can occur.

- The lack of social awareness regarding the advantages and benefits of egovernment applications has been an obstacle in the path toward transitioning to electronic work and an information society.

To face these challenges and obstacles, it is necessary to: **(Maki Draji, 2011, p. 36).** - The government must prepare a preliminary strategy for administrative reform and digital transformation.

- Developing the legal framework to support the transition to electronic administration.

- Providing a strong and high-level infrastructure that aligns with the importance of this project. Providing strong and high-level infrastructure that matches the importance of this project.

- Providing training and development centers for employes, which ensures a qualified human resource.

- Allocating financial amounts commensurate with the importance of transitioning to the world of modern technology and communications.

- Working on direct investments in the field of information technologies.

- Integrating information technology into all educational curricula in the country.

- Providing the essential basic environment for the success of e-government applications.

- Coordination and cooperation between the government and the private sector, between various government departments, and with the electronic government department. The electronic phase during the implementation stages of the project.

- Improving service quality, reducing error rates, and increasing response speed while delivering services and information on time via the internet.

Conclusion:

In conclusion, based on the pivotal importance that digital administration has begun to acquire as a managerial strategy for the information age, under which better and faster services are provided to citizens, organizations, and institutions, while ensuring the rational and prudent exploitation of available information sources by using available material, human, and moral resources within a modern electronic framework. The Algerian state has undertaken several initiatives in this regard to implement electronic administration, which, as we mentioned earlier, has seen success in some sectors and faced challenges and difficulties in others. This is what we attempted to address in this research paper by highlighting the reality of the Algerian experience in the field of administrative digitization and its contribution to improving public service, as well as identifying the various challenges that this process faces. It has been concluded that:

The Algerian Digital Project relies on content creation and the application of modern technology in the daily life of the Algerian citizen.

The primary goal of the Algeria Digital Project, particularly the e

government initiative, is to ensure the efficiency of providing government services to citizens and to make them accessible to everyone by facilitating and simplifying the administrative processes thru which they seek to obtain documents or information. The goal of all this is to achieve sustainable development in various aspects of life.

The e-Algeria project succeeded in incorporating a lot of information related to government departments on websites,

as well as succeeding in important sectors such as justice and local communities, not to mention remote services which varied and provided great satisfaction to the Algerian citizen who appreciated this positive step and considered it a helpful factor in eliminating the bureaucracy he was suffering from.

However, these efforts undertaken by the Algerian state to bring the administration closer to the citizen faced many difficulties and obstacles, posing significant challenges for the Algerian administration, which managed to overcome these hardships despite limited resources and a lack of experience among its employes.

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