مجلة المعارف للبحوث و الدراسات التاريخية
https://www.asjp.cerist.dz/en/PresentationRevue/111
ISSN: 2437-0584/ EISSN: 2437-0584

Digital Creativity and E-Image Building in Algerian Institutions

1 . Rouabhia Meriem (*)	2. Kharoubi Asma
University of May 8, 1945 Guelma (Algeria)	University of May 8, 1945 Guelma (Algeria)
rouabhia.meriem@univ-guelma.dz	kharroubiasma503@gmail.com

Received date: 26/08/2025 **Acceptance date**:18 /12 /2025 **Publication date**: 22 /12 /2025

Abstract:

Abstract:

In this study, we tried to address the problem from all its aspects, starting with addressing the concepts related to digital creativity and the electronic mental image, and ending with trying to link the variables of the study, relying on a set of information collection tools and drawing on a number of studies related to the subject, through which we reached a number of results, including that digital creativity contributes significantly to forming a mental image of the embassy The American Embassy relies on various creative technological methods and techniques to form its electronic image on its official Facebook page, and in the end we found that the Embassy has been very successful in forming a positive impression of it.

Keywords: Digital creativity, Electronic mental image, Creative technological methods and techniques.

* Rouabhia Meriem

1. INTRODUCTION

In light of the intense competition, institutions are more keen than ever to build their image in the minds of all parties dealing with them, because every institution has a mental image in the minds of all those dealing with it, whether it plans to do so or not. There is no doubt that a good mental image can contribute to the success and continuity of the institution.

Therefore, institutions realized the importance of studying their prevailing image in the minds of the masses, taking policies, and drawing up plans to form this image in the way they wish, and using the means to do so through good performance that is consistent with the needs of the masses, and working with great focus on developing various strategies to improve and confirm it Exploiting all creative techniques, means, tools and digital creativity, this study came in order to reveal how digital creativity contributes to the formation of the electronic mental image.

Contemporary institutions operate under changing and complex circumstances, which impose many major challenges on them that require them to adapt to them and face them efficiently and effectively This requires high creative capabilities in order to be able to develop and create new solutions and ideas that enable them to continue and grow. In light of the rapid technological and technological changes, interest in creativity has increased at all levels, as this concept has developed and become one of the most important components of development and progress for organizations, due to the important role it plays in their continuity. An organization that does not seek creativity and excellence in its performance is destined to decline and then disappear. Creativity has many types, perhaps the most prominent and important of which are: Digital creativity.

It expresses the outcome of creative activities that work to exploit modern technological developments in order to develop modern products, production processes and services so that they are able to satisfy the current and future needs and desires of customers The matter is no longer limited to the existing need, but has gone beyond this to the point of creating desire and to the point of elevating this need on the one hand and achieving the strategic goals of the institution on the other hand. Perhaps among these strategies we find improving the mental image of the institution and how to maintain it.

The mental image of institutions and their audiences is one of the foundations that the latter's management works to take into account, and all of this is thanks to the value they perform, as they work to form opinions and personal impressions on the one hand and create positive behavior among their customers on the other hand. With the technological development that has occurred, institutions have today rushed to exploit it as an institution to a new concept of the image, which is the electronic mental image. In order to build it, institutions exploit their various social networks and websites, using all their components.

The starting point for improving the image of the electronic institution is the use of digital creativity in all its methods and techniques, as it is the institution's path to excellence, uniqueness and prominence. Today, we find that there are many institutions seeking to adopt digital creativity in forming their electronic mental image, and perhaps the American Embassy in Algeria is one of them, as the latter is trying to exploit digital creativity in all its methods and techniques to form an electronic mental image of it among its audiences.

Therefore, we ask the following question:

- How does digital creativity contribute to building the

electronic mental image of the Algerian institution?

- Sub-questions:

- What are the dimensions of digital creativity in the US Embassy?

- How does the US Embassy create an electronic mental image among its audience?

- What technological methods and techniques does the US Embassy adopt in shaping and building its electronic mental image?

1.1 Importance of the study:

Our study gained its importance from the importance of the topic at hand, as digital creativity is considered one of the latest methods that advanced institutions have used, and the success and formation of the electronic mental image of the institution has even become dependent on it. The importance of the study also came due to the utmost importance of technological creativity in forming the mental image in Algerian institutions.

- Adding knowledge credit to the library, students, and the university as a whole.

This study is of great importance and can be exploited in the future.

This topic or research can increase interest in the topic of digital creativity and electronic mental image.

Due to the weak interest of institutions in their electronic mental image, it can contribute to improving the point of view of institution owners regarding the mental image, the importance of digital creativity in building it, and the effectiveness of using technological means and methods.

1.2 Study objectives:

Through this scientific study, we seek to achieve a number of goals:

- Determine the importance of digital creativity in building an electronic mental image.
- Identify the role of digital creativity in building and shaping the electronic mental image and know how it contributes to building it.
- Analyze the technological creative methods and approaches used by the institution and evaluate their effectiveness in building the mental image.
- Proposing new methods that help the organization build and shape its image.
- Knowing the public's impression of technological creative methods and approaches and the extent of their contribution to building the image of the institution under study.

1.3 Study methodology:

In order to conduct a scientific and systematic analysis of the research problem related to digital creativity and electronic mental image in the US Embassy, we used a case study approach in our research.

1.4 Temporal and spatial framework of the study:

- Temporal domain:

The study period lasted approximately 4 months, starting from December 2024 until April 2025.

- Spatial field of study:

The study was limited to one institution, and we chose the American Embassy located in Algiers. For more information about the embassy, you can view the field chapter in this study.

1.5 Theoretical approach:

Our study seeks to reveal how digital creativity contributes to the formation of the electronic mental image. Because the mental image for the American embassy means creating a positive

impression about it by its audiences and seeking to continue to distinguish its electronic mental image through social networking sites, we find ourselves faced with the theory of "organizational image management."

Joseph Eric Massey As a perspective for our study, this theory was presented in April 2003 at the annual conference of the International Academy of Business Specialties and came as a framing addition to the deficiency that the field of corporate image suffers from, as well as the communication apparatus responsible for its construction and management.

The theory started from emphasizing the specificity of the "image of the institution" and its difference from identity and reputation, and the impermissibility of circulating them as synonyms, presenting the theory to show the dynamic nature of managing the image of the institution, which is a periodic and continuous process, and that it gives an understanding of the reasons according to which the institution may want to build and manage its image in a way that makes it desirable as an institution to its audiences Our topic deals with the contribution of digital creativity, which we mean the innovative methods and approaches that it uses to form an electronic mental image. We find ourselves faced with the theory of technological determinism by Marshall McLuhan, where we find that the digital environment is what imposed development, renewal, and attention to the mental image of the institution. In order to ensure this, institutions must exploit technologies in creative ways and methods to ensure excellence and uniqueness.

2. Study concepts:

This study contains four basic concepts, which we will try to define and adjust according to our perception of them based on the forms of study:

2.1 The concept of creativity:

According to Peter Dorker PETER DRUCKER: It is a change in resource output and a change in value and satisfaction, resulting from the resources used by the consumer.

2.2 The concept of digital creativity: According to Morin j: It is the implementation or exploitation of existing technology that is carried out under new conditions and translated into an industrial result.

2.3 The concept of mental image:

According to Ali Ajwa: It is the final result of the subjective impressions that are formed among individuals or groups regarding a specific person, a specific system, a specific people, an origin, an institution, or a local organization. These impressions are formed through direct and indirect experiences and are linked to the emotions and attitudes of individuals regardless of the accuracy of the information contained in the summary of these experiences. For their owners, it represents an honest reality through which they look at what is around them, understand it, and appreciate it on its basis.

2.4 The concept of electronic mental image:

These are the impressions, behaviors, ideas and mental perceptions that are formed in the minds of the masses about the institution, through the information, opinions and ideas that the individual acquires on various social media sites. This information may be in the form of identifying elements specific to institutions, special events, information about the institution's products and services, photos, videos and even comments from other individuals that will contribute to determining the individual's path towards the institution, whether negative or positive.

3. The electronic image between digital creativity and digital interaction

3.1 Factors for the success of new creative methods in shaping the electronic mental image:

There are many factors that enable the media to play this role, including:

First: The widespread spread of modern media and communication and their horizontal and vertical extension have a great ability to dazzle, as media and communication technology has contributed to the bank's forms through the ability to transmit events quickly, provide immediate coverage, and transmit and deliver information based on communication technology.

Second: Its seizure of individuals' time and intense competition in the field of mass influence, as it opened the way for the use of digital creativity techniques to highlight its image across its various sites.

Third: The rhythm of the current era, which is characterized by speed on the one hand and the isolation of individuals from each other, which makes the media and communication a source of a feeling of participation and non-isolation, communication, and knowledge, formation, and sharing of opinions among them, which enhances an electronic image of the institution and the interaction of the masses, which is reflected positively on it.

Fourth: It meets a basic human need that has existed with man since the beginning of creation, the search for news. Man is a communicative being who seeks to know the truth about the events taking place around him. It also satisfies the curiosity of individuals to know what surrounds them, and this helps to form a point of view, take certain positions, and form an impression of them.

Fifth: Interaction: The user of communication technology can be both a receiver and a sender at the same time. Participants in the communication process can exchange roles, which allows for the

creation of a type of interaction between individuals, institutions, and other groups.

Sixth: Communicability, which is the ability to connect communication devices of various manufacturers, regardless of the institution or country in which they were manufactured.

Seventh: Global and universal: Information must be transmitted in different and complex paths that spread across different regions of the world. This allows capital to flow electronically, meaning the institution's reputation spreads, which enhances its image. Media and communication technology has also facilitated the transition from one language to multiple languages, allowing information to be delivered and communicated with different audiences and nationalities in all languages.

3.2 Creating the electronic image of the state through modern diplomacy:

To say that the danger of the media and the increasing needs of social circles for services, especially with the escalation of the march towards technological and civil developments in exchange for the confinement and erosion of traditional societies, does not require much effort or further explanation, as reality is the greatest and most certain witness to that.

Building a positive electronic mental image is one of the priorities of countries and societies, which have begun to work hard to form and activate it. Experts have recognized that a country's ability to build a positive image of itself among others is an effective basis for the success of its foreign policy and international relations This conviction has generated new concepts, including the electronic mental image of the state, to indicate that it is a tool capable of gaining a positive image of the state, its policy, and its people. The positive mental image of a state or people plays a diplomatic role in bringing the distant closer together and forming

between the conflicting ones. It can also achieve significant accomplishments in the field of preparation, introduction, and initial acceptance among others. The latter has received great attention from developed countries and their diplomatic institutions, especially embassies The latter exploited all technological techniques and used them in creative ways to promote the institution's image electronically through various social networking sites.

4. Applied framework of the study: case study and analysis of results:

4.1 Introduction to the institution under study: -About the US Embassy-

The United States Embassy in Algeria was officially opened on September 29, 1962, shortly after Algeria's independence. Before independence, the United States of America was represented by the Consul General in Algiers. After the severing of diplomatic relations in 1967, the United States was represented in the US Interests Section at the Swiss Embassy in Algiers. On November 12, 1974, diplomatic relations between the two countries resumed. The United States has maintained friendly relations with Algeria during the political turmoil of recent years, and continues to seek to consolidate economic and political relations. Algeria has been an active party in the war against terrorism, and its cooperation with the United States continues to develop.

A- Departments and offices:

- Public Administration Department:

The General Administration Service coordinates a wide range of services for all embassy departments under the supervision of the Ambassador in order to ensure the good and effective performance of the mission. The Service also provides services to

the Mission itself and to resident U.S. workers. Services provided by the Service include workplace and housing management, modern communications services, human resources, and financial planning, as well as a full range of general tasks related to housing and travel, procurement, customs and shipping, transportation, and a variety of maintenance services.

- Public Relations Department:

The Public Relations Department was formerly known as the Information Service, or USIS for short), and this department ensures the support of the Embassy of the United States of America in Algeria by promoting American foreign policy goals as well as promoting American culture and civilization. The Public Affairs Division is tasked with interpreting and advocating for U.S. policies.

The Public Affairs Department is responsible for maintaining the Media Resources Center in order to respond to requests for information that may be submitted to the Algerian public. Using the latest technologies, including CDs and online databases, the Media Resource Center provides Algerian government officials, as well as academic and media researchers, with up-to-date information about the United States.

- Entry visas section:

This department provides visa services for Algerians traveling to the United States. Purpose of travel, and Other data determines the type of visa required under US immigration law.

- A special section for American citizen services:

This department provides special services to the American people in Algeria.

B- Activities and services of the US Embassy:

- Entry visas.
- US Citizen Services.

- Business: (Supporting American companies to start exporting or increasing their exports to Algeria).
- Study and learning support:
- Study in the United States
- Scholarships and cultural exchange
- Learn English
- Cultural and other exchanges.

4.2 Analysis of the essential data in the electronic form:

Table 1. Represents the respondents' access to the US Embassy's Facebook page

Answer	Frequency	percentage
Yes	*93*	***%83***
No	*19*	***%17***
Total	*112*	***%100***

Source: Prepared by researchers

Looking at the data of Table No (01), it is clear that 83% of the respondents are aware of the US Embassy page on Facebook. This may be due to the nature of our sample, as we meant individuals who we knew in advance were aware of the page. It may also be due to the nature of the embassy, which is widely accepted by the public, as it is followed by about more than a million followers, while we found that 17% are not aware of the embassy page.

Table 2. represents the reason that attracts respondents to choose the US Embassy page on Facebook

Answer	Frequency	percentage

Nature of publications	*54*	***%48.2***
Nature of the contents	*53*	***%47.3***
Image quality	*33*	***%29.5***
Video quality	*16*	***%14.3***
Other mentioned	0	***%5.4***

Source: Prepared by researchers

Table.2 shows that 48.2% of the respondents are attracted by the nature of the publications, while 47.3% are attracted by the nature of the content. The respondents' answers varied between the quality of the photos and videos from 14.3% to 29.5%, while 5.4% were represented in different answers, as their answers varied between their admiration for the personality of the contact person, Mr. Khaled, and the way he spoke, and the functions and services of the institution, where the percentage of each one was estimated at: 0.9%.

This can be considered one of the strategies for managing the electronic mental image that the American Embassy is working on, and this was stated in the study of researcher "Hamel Fatima" on managing the mental image of media institutions via social networking sites, that institutions today have begun to resort to methods such as the method of satirical support and institutional activity in order to attract the masses to the institution and improve its image among them.

Table3. represents the technological methods and techniques used by the embassy on Facebook

Answer	**Frequency**	**percentage**

Modern editing techniques	*59*	***%52.7***
Advanced cameras	*48*	***%42.9***
Advanced publishing devices	*44*	***%39.3***
Other mentioned	*3*	***%2.7***

Source: Prepared by researchers

According to the data of Table 3, 52.5% of the respondents chose modern editing techniques. This may be due to the fact that the embassy is affiliated with the United States of America, which is considered the cradle of technology. They can also be seen in the quality of the videos and sound effects used, which may be based on the use of editing methods, while 42.9% chose advanced cameras, which they may notice through the quality of the published images. As for 39.3% They chose advanced publishing devices, while we find that 2.7% had a diverse response.

Table 4. represents the impression formed among those searching for the electronic mental image of the American Embassy

Answer	Frequency	percentage
positive	*88*	***%78.6***
I have no idea	*21*	***%18.8***
negative	*03*	***%2.7***
Total	*112*	***%100***

Source: Prepared by researchers

Table 4 shows that 78.6% of the respondents have a positive impression of the electronic mental image of the embassy,

and this category may have preceded and had dealings with the embassy, and it may also be due to the trust that the communicator gives to the masses, which forms a positive impression, while we found a percentage of 18.8% Some of the audience have no idea, and it may be that they do not know the meaning of the term electronic mental image, or it may be that they do not care about the organization and what it offers. As for those who have a negative impression, their percentage was estimated at 2.7%.

Table 5. represents how to form a positive impression among respondents about the electronic mental image of the institution

Answer	Frequency	percentage
Good content	*58*	***%51.8***
Nature of publications	*57*	***%50.9***
Language used	*40*	***%35.7***
Characters	*30*	***%26.8***
Other mentioned	*08*	***%7.1***

Source: Prepared by researchers

Table 5 shows that 51.8% have a positive impression thanks to the good content they publish. We may find that the embassy is active in all fields, granting students English learning projects, while we find that 50.9% believe that the nature of the publications is what made them have a good impression. As for the language used, its percentage was estimated at 35.7% and the personalities at 26.8%. Finally, the answers of the respondents varied, as there were those who collected all the answers

Table 6. represents the extent of the role played by creative technologies in reflecting the organization's image externally

Answer	Frequency	percentage
excellent	*80*	***%71.4***
Average	*30*	***%26.8***
weak	*02*	***%1.8***
Total	*112*	***%100***

Source: Prepared by researchers

From the data of Table 6, it is clear that 71.4% of the audience believe that the role of technologies is excellent, while 26.8% answered with an average, while for a weak person, the answer rate was 1.8%.According to a study entitled "The Impact of Investment in Information Technology on Improving Institutional Performance" by researchers Wasfi Al-Kasasbeh and Souad Bernouti, information and communication technology came to accelerate the benefit from technological achievements and respond to the multiple requirements of the environment, as information technology allows for improving its performance, with the means it provides to improve and develop how to implement its various activities. On the global level, there is now a great demand for using information technology to support the internal and external operations of businesses, as it was stated that more than 50% of these companies allocate their annual expenses to information technology.

Table 7. represents the success of these technologies in building a good electronic mental image of the US Embassy

Answer	Frequency	percentage
Yes	*105*	***%93.8***
No	07	***%6.3***

Total	*112*	***%100***

Source: Prepared by researchers

The table data shows that 93.8% of the respondents believe that the technologies used by the embassy succeeded in building a good electronic mental image of it, while 6.3% answered "no", meaning that the technologies failed to form an electronic mental image of the embassy. This may be because these audiences are loyal to the page they are looking at and know its secrets, and they may resort to all available technologies for positioning.

5. RESULTS AND DISCUSSION

– The US Embassy relies on linguistic mix in displaying its publications in order to attract different audiences.
– The US Embassy seeks to pay attention to the personality of the contact person and give him a large space in an attempt to create a public connection with the personality.
– The nature of the US Embassy's posts on Facebook is always mixed, which indicates that the Embassy diversifies its posts by mixing video, image, and text.
– The embassy relies on seriousness and formality in its publication methods, given the nature of the institution.
– There is a great deal of public interaction with the embassy's publications through comments and likes.
– The US Embassy targets all audiences through its publications and content.
– Through its publications, the embassy works to create trust with its fans, as it supports its official image by relying on links that take the browser to its official website, in order to confirm the credibility of its publication and their health.
– The US Embassy encourages cultural diversity and engagement

with various members of Algerian society.

– The embassy relies in its publications on novelty, innovation and creativity in all its methods and techniques.

– The US Embassy cares for students and universities by providing them with scholarships and projects.

– The embassy contributes significantly to social responsibility, which is one of the basic components that institutions adopt to form an electronic mental image among their audiences.

– The embassy primarily seeks to be unique and create a desirable mental image of itself among its fans, by relying on various digital creativity techniques such as montage applications and high-resolution cameras.

– In creating its electronic mental image on its official page, the American Embassy relies on measuring the trends of its general audience and studying them carefully to know their characteristics and methods of targeting them.

– In recent years, the embassy has followed forms and strategies in order to form its image as the way of speaking and the language used. All of these methods have contributed to increasing the number of followers of the page.

– The embassy succeeded in creating a positive electronic mental image of itself among its fans, as the good content, nature of the publications, and language used contributed positively to creating an electronic mental image of it among its fans.

– Creative technologies are considered one of the factors controlling the formation of a positive electronic mental image of the embassy among its fans

– Creative technologies are considered one of the factors controlling the formation of a positive electronic mental image of the embassy among its audiences, and creative technologies play an

excellent and effective role in reflecting the institution's image externally.

6. CONCLUSION

The study showed that digital creativity contributes significantly to building and shaping the electronic mental image because the advanced and competitive environment has today imposed the use of creative technological techniques for distinction and uniqueness, but managing the electronic mental image is a difficult process unless institutions are supported by technologies and creativity, which represent the basic pillar of any institution that wants to survive and create a good electronic mental image of itself among its external audience.

To maintain and preserve its image, the embassy relies on creating and publishing content that highlights its values that constitute its desired image, as well as its goals and institutional identity, without neglecting to enhance its social responsibility, highlighting its activities as outputs of the process of managing its image through its page, as the embassy activates digital creativity by exploiting the digital environment of social networking sites, especially Facebook. This is due to the interactive features and global social networking that this site offers to transfer and manage its image through it. The embassy has also moved towards creating new mechanisms and strategies that meet the requirements of managing its electronic image through its page, where it has attached great importance to creativity as a pivotal feature of the digital environment. Finally, we find that the embassy pays attention to digital creativity as well as its electronic mental image and exploits all creative methods and techniques for this purpose.

In this conclusion, we will now present the results of the

study and the recommendations that can be worked on and benefited from, whether at the level of scientific studies or trying to include them in the practical reality for Algerian institutions, especially the American Embassy Foundation, to achieve excellence and form an electronic image of it.

- **Recommendations and suggestions:**

Based on what was mentioned in the results reached, we have arrived at a set of proposals and recommendations that can help the institution adopt digital creativity in a scientific and practical way that enables it to form an effective electronic image of it among its audiences, and we will present them in the following points:

- Create an application specific to the organization that facilitates work for the public and reaches them with ease.

- The necessity of exploiting all technologies and using them in creative ways and methods. This is due to their great importance in forming a positive mental image, through which the organization can be distinguished and unique.

- Establishing effective mechanisms to support digital creativity by encouraging creative individuals and exploiting them to serve the organization.

- As for the institution under study, it must intensify its activity on various social media networks alike and use them to reach the largest possible audience.

- Concluding agreements with universities and opening the way for students and researchers to acquire special knowledge in the field.

7. Bibliography List :

1. Abbas, B (2005), Electronic Marketing Communications: An Analytical and Applied Approach. Al-Warraq Publishing and Distribution, Amman, Jordan.
2. Ahmed, M. F. A. R (2020), A Proposed Strategy to Transform Minia University into a Smart University in Light of Digital Transformation Trends and the Emirati Model of Hamdan Bin Mohammed Smart University. Journal of Educational and Psychological Sciences, 14, Egypt.
3. Al-Haik, Y. A. M (2024), The Impact of Digital Transformation on Administrative Affairs in Municipalities: Opportunities and Challenges, Arab Society Journal for Publishing Scientific Studies, Issue 69.
4. Bakka, M (2025), What are the Challenges, Obstacles, and Failure Methods of Digital Transformation and How Can They Be Overcome? Abi Bakr Al-Siddiq, Riyadh, Saudi Arabia.
5. Bara, F., & Bouchari, S (2022), Challenges and Stakes of Applying Digital Platforms in Higher Education Institutions: Moodle Platform at Blida 2 University, Journal of Studies in Economics and Business Administration, 5(2).
6. Berbah, A, The Role of the Internet in Marketing. (2011), Master's Thesis, Mentouri University, Constantine, Algeria.
7. Boutarous, N (2024), Algerian Digital Media Platforms between the Challenge of Reality and the Aspiration towards the Future, Journal of Media and Society, 8(1).
8. Brahimi, S (2005), The Internet System of the University Institution and Its Relationship with Functional Objectives, Master's Thesis, University of Hadj Lakhdar, Batna, Algeria.
9. Farouk, A (2010), Studies in Public Relations and Advertising. Al-Arabi Publishing House, Cairo.

10. Fatima Hamal, Kamal Bougherra (2020), Smart Public Relations and the Mental Image of the Institution in the Age of Digitization, Biology Magazine, Issue 27.
11. Ghassan, K., & Al-Muqaddadi, Y (2013), The Revolution of Social Networks. Dar Al-Nafaes Publishing, 1st ed, Jordan.
12. Hammati, A (2012), The Impact of Electronic Marketing Communications on Attracting Tourists, Master's Thesis, University of Algiers.
13. Ibrahim, K (2005), Public Relations in Algerian Tourism Institutions. Master's Thesis, University of Algiers.
14. Jamal bin Ammar Al-Ahmad (2016), The Mental Image in Philosophy and Human Sciences, 1st ed., dar Al-Ayyam Publishing, Amman. Jordan.
15. Kaouja, B (2013), The Role of Information and Communication Technology in Improving Internal Communication: A Case of Algerian Public Healthcare Institutions, Master's Thesis, Kasdi Merbah University Ouargla, Algeria.
16. Mohamed, M. E (2021), Towards Building a Digital Transformation Roadmap for Strategic Civil Society Organizations: Digital Egypt, Egyptian Journal of Information, 26(26).
17. Outcomes (2003), The International Academy of Business Disciplines Annual Conference,Orlando.
18. Yass, N (2015), Requirements of Digital Transformation for Arab Information Institutions. Journal of Libraries and Information, Issue 13, Dar Al-Nakhla Publishing, Libya.
19. Susan B Rifkin (2025), Paradigms lost: Toward a new understanding of community participation in health programmes, http//: ScienceDirect.com (consulted on 09/06/2025.

20. Zeinat, A., & Zebouch, M (2025), The Role of Digital Transformation in Enhancing Interaction between Government and Citizens and Improving the Quality of Public Services. Algerian Journal of Public Finance, 15(1).