



The New Public Management Movement As An Approach To Public Sector Reform-The Algerian Experience In The Modernization Of Public Administration As A Case

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Date of Reception : 15/05/2025 ; Date of revision : 19/09/2025 ; Date of acceptance : 01/12/2025

Summary

This research paper aims to show the role of using Information and Communication Technologies in the public sector as a mechanism for reforming and modernizing the Algerian public sector and its services in the light of embodying the principles of the new public management. Therefore, we will try through this research paper to study the impact of The New Public Management Movement in the Public Sector through ICT. To conclude, the majority recent reforms, under the influence of the New Public Management, have been driven by a combination of factors that led to the pursuit of efficiency and reduced the cost of providing public services. Also, Public sector reforms remain an integral part of government's efforts to modernize the public service through e- administration projects.

Keywords: Public sector; New public management; Public services; Modernization of administration; Information and communication technology.

Jel Classification : H83, M15.

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1.Introduction

In the 1970s, the global decline in public resources and the deteriorating quality of public services, coupled with widespread social dissatisfaction, marked the end of the prosperous era of the “Welfare State.” This shift ushered in a new phase in the production and delivery of public services. Although the pace of change varied across countries, significant transformations took place within the political and social structures of the Western world. Over the past two decades, these developments have driven major public sector reforms and reshaped government agendas on a global scale.

Amidst this wave of transformation, new approaches and models of management began to take hold within public administration, becoming increasingly dominant across the public sectors of many liberal democratic governments. These reforms shared several common features, which collectively came to be known as New Public Management

In this context, an ongoing debate has emerged among scholars and practitioners of public administration regarding the most effective strategies for revitalizing and reforming traditional bureaucratic systems. Since the early 1980s, significant advancements in both public administration theory and practice have sought to move beyond conventional, conservative approaches. Modern public administration has been increasingly called upon to embrace innovation and adapt to the demands of the twenty-first century, particularly the growing expectations for greater efficiency and effectiveness. Inspired by the private sector's experience in modernizing its operations through Information and Communication Technologies (ICTs)—such as in the fields of e-Business and e-Commerce—public administration has begun adopting similar technological tools to enhance service delivery and organizational performance.

On the other hand, the success of this experiment led in one way or another the public sector to adopt such experiences in order to modernize the public service and satisfy the citizens. In this way, ICT plays a key role in social and economic transformation. It makes possible the transformation of government services (public services), its business operations and enables open engagement with communities. Possibilities created by current and emerging technologies have also influenced and raised our expectations for dealing with government.

With the link at what is said above, the problematic that we can ask in this context is as follow: “ **What is the impact of The New Public Management Movement in the Public Sector through ICT? ”**

The remainder of this paper is structured as follows. We will start through the section 1 by the **Public Management: New context**. Section 2 we will focus on the **Public Sector in the 21st Century: NPM, ICT & modernization**, finally, we will finish in the section 3 by the **ICT strategy in Algeria: Towards the modernization of the public administration**.

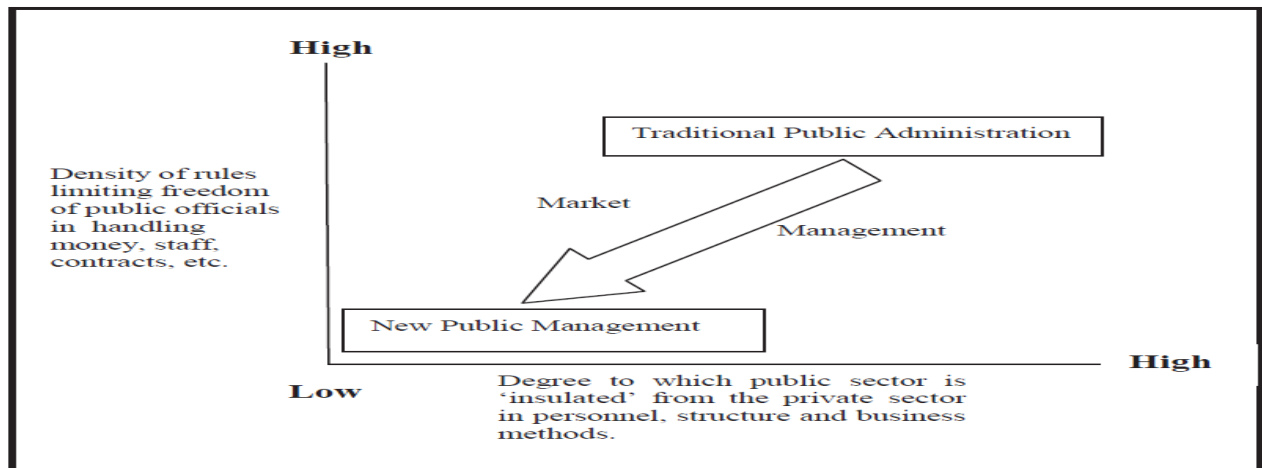
2. Public Management: New context

In this section, we aim to shed light on the evolving context of public administration, focusing on the transition from the traditional model to a more modern approach. The conventional form of public administration was largely shaped by the ideas of Max Weber (*Traditional (Weberian) Model*), known as the Traditional (Weberian) Model. Dominant throughout much of the 20th century, this model was rooted in a bureaucratic framework that emphasized hierarchy and meritocracy. It was initially introduced during the late 19th century in the United Kingdom and Prussia as part of comprehensive bureaucratic reforms, intended to dismantle patrimonial administrative systems characterized by favoritism and political patronage. This traditional approach exhibited several defining characteristics. Based on the work of Minogue (2001), McCourt (2013) outlines the key features of this model, as summarized by Robinson (ROBINSON, 2015, p.05): “ *A separation between politics and elected politicians on the one hand and administration and appointed administrators on the other ‘ Administration is continuous, predictable and rule-governed ‘ Administrators are appointed on the basis of qualifications, and are trained professionals ‘ There is a functional division of labour, and a hierarchy of tasks and people ‘ Resources belong to the organization, not to the individuals who work in it ‘ and Public servants serve public rather than private interest.*”

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All of this eventually led to growing criticism of the traditional model and the emergence of a new, more effective and efficient model aimed at achieving better results. This shift is illustrated in the figure below, showing the transition from Traditional Public Administration to New Public Management.

Figure(1): From Public Administration to New Public Management According to Dunleavy and Hood, (1994)



The Source: (KALIMULLAH & others, 2012, p.04)

As illustrated in Figure (1), the transition ‘shift’ from traditional public administration to New Public Management represents a fundamental change in how public sector organizations are structured. On one side, the boundaries between the public and private sectors become increasingly blurred. On the other, public managers gain greater discretionary authority—especially in managing personnel, contracts, and financial resources—as centralized procedural controls are loosened. More precisely, FALCONER outlines this transformation as consisting of the following elements(FALCONER, p. 04): “*Reworking budgets to be transparent in accounting terms; Viewing organisations* as a chain of low-trust principal/agent relationships (rather than fiduciary or trustee-beneficiary ones); *Disaggregating separable functions* into quasi-contractual or quasi-market forms, particularly by introducing purchaser/provider distinctions; *Opening up provider roles to competition* between agencies or between public agencies, firms and not-for-profit bodies; and *Deconcentrating provider roles* to the minimum-feasible sized agency, allowing users more scope for ‘exit’ from one provider to another”

2.1- The New Public Management, Concept Clarification

Labeling an approach as “new” implies a significant break from previous practices. Advocates of New Public Management argue that it represents a paradigm shift, introducing a more modern and effective framework for achieving governmental efficiency. However, some scholars challenge this notion of novelty. As Page (2005) points out, this management style may not be entirely new, but rather an incremental development rooted in earlier administrative tradition

In the early 1980s, Garson and Overman characterized New Public Management (NPM) as an interdisciplinary field that addresses the general dimensions of administration, integrating core management functions—such as planning, organizing, and controlling—with the effective handling of human, financial, physical, informational, and political resources (VIGODA, 2003). Additionally, Hood outlined seven key doctrinal elements of NPM (see Table 1). This conceptualization suggests that NPM draws significantly from market-based theories and promotes a business-oriented culture within public sector institutions.

During the 1990s, several alternative definitions of New Public Management (NPM) emerged, building on a growing body of literature in the field. For instance, Hays and Kearney observed that a majority of NPM studies consistently emphasized five core principles, which they regarded as the foundational

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philosophy of the discipline (Vigoda, 2003). These principles include: **downsizing**, aimed at reducing the size and scope of government operations; **managerialism**, which involves adopting business methods and practices in public administration; **decentralization**, by shifting decision-making authority closer to the end users of services; **debureaucratization**, which restructures public institutions to focus on outcomes rather than processes; and **privatization**, referring to the transfer of public service delivery to external private entities.

Continuing the above, The following table provides a summary of the concepts of the new public management as presented by a group of authors.

Table (1): Conceptions of new public management by different authors

1994 Dunleavy & Hood ·1991 Hood	1994 & 1993·Pollitt	Osborne & Gaebler 1992.
hands-on professional management.	decentralizing management authority within public services	decentralized government: promoting more flexible, less layered forms of organization
shift to disaggregation of units into quasi-contractual or quasi-market forms	breaking up traditional . monolithic bureaucracies into separate agencies	catalytic government: steering not rowing
shift to greater competition and mixed provision, contracting relationship in the public sector; opening up provider roles to competition	introducing market and quasi-market type mechanisms to foster competition	competition within public services: may be intra-public or with a variety of alternative providers
stress on private sector styles of management practice	clearer separation between purchaser and provider function	driven by mission not rules
greater emphasis on output controls	stress on quality, responsiveness to customers	customer-driven.
explicit standards and measures of performance	performance targets for managers	result-oriented government: funding outputs not inputs
stress on greater discipline and parsimony in resource use; reworking budgets to be transparent in accounting terms	capping/fixed budgets	enterprising government: earning not spending
	changing employment relations	market oriented government: leveraging change through the market
		anticipatory government: prevention rather than cure

The

source: (ALEXANDRE, March 2007, pp. 48-49) [by acted of Researchers].

As a result, governments, which are far from being mere businesses, have been urged to operate and manage themselves in a business-like manner. An integrated definition of New Public Management (NPM), based on prior research, would therefore assert that NPM represents “*an approach in public administration that employs knowledge and experiences acquired in business management and other disciplines to improve efficiency, effectiveness, and general performance of public services in modern bureaucracies.*”

2.2- The term NPM: Theoretical Foundations & Characteristics

The term was first introduced in the late 1980s to emphasize a *new (or renewed)* stress on the importance of management and "production engineering" in the delivery of public services, often associated with doctrines of economic rationalism (see Hood 1989, Pollitt 1993). At that time, the noticeable rise of a more managerial 'mood' in several (mainly, but not exclusively, English-speaking) countries created a demand for a new label. This new term was meant to describe public service reform programs that were not limited to the "new right" in a narrow sense but also emerged from labor and social-democratic parties, thus aligning with what later came to be known as the "third way" (C.HALPERN, 2001, p.12553).

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why the variations? There are various interpretations regarding the emergence of New Public Management (NPM). This section examines four traditional explanations for the transformation of the public sector, as outlined by HOOD (HOOD, 1995, p.99): *“Englishness” or “ English awfulness” ;” party politics”;* *“government size”;* and *“macroeconomic performance”*.

In the same context, Hood (1991) regards the emergence of NPM as a *“marriage of two different streams of ideas”*: The first stream is rooted in *“new institutional economics (NIE)”* encompassing theories such as: *“public choice”*, *“transaction cost economics”* and *“agency theory”*, all of which emphasize the importance of free choice and the use of market-driven mechanisms. The second stream is associated with *“the tradition of scientific management or business-oriented managerialism”* within the public sector, which advocates the notion that management principles are universal and transferable. It emphasizes managing by objectives and results, as well as granting organizations the autonomy needed to empower managers to lead effectively. As Hood points out, there is a definite conflict between them: the former's emphasis on being *‘free to choose’* is not the same as the latter's being *‘free to manage’*

Also, The question that must be asked is: *“What made paradigm shift any different from previous practices?”* At the forefront are the bureaucratic reforms championed by the NPM during the 1980s. (OKOTH, 2015, p.08): *“One element of the model is the shifting government roles accompanied by the diffusion of authority. Another is the application of new institutional economics (NIE) to improve the performance of government and to address the demands faced by the public sector”*.

This paradigm stands apart from earlier approaches through its distinct features, as demonstrated in Tables (2) and (3) below.

Table (2): Unequivocal Characteristics of the NPM

Budget cuts	Vouchers	Decentralization	Privatization
Contracting out	User charges	Competition	Improved accounting
Freedom to manage (flexibility)	Performance measurement	Changed management style	Accountability for performance
Performance auditing	Strategic planning/ Management	Improved financial management	Personnel management (incentives)
Separation of provision and production	Customer concept (one-stop-shops, case management)	Separation of politics and administration	More use of information technology

The Source: (EHSAN & others, july-september, 2003, p.37)

Table (3): Other Characteristics of the NPM

Legal budgets/ spending constraints	Improved regulations	Rationalization of jurisdictions
Policy analysis and evaluation	Rationalization or streamlining of administrative structure	Democratization and citizen's participation

The Source: (EHSAN & others, july-september, 2003, p.37).

As previously mentioned, Gernod Gruening (1998) identifies a set of clearly defined characteristics of the NPM, along with several additional features.

3. The Public Sector in the 21st Century: NPM, ICT & modernization

The problems of the public sector in the twenty-first century are still looking for solutions. The technology of this century (ICT) within the NPM has played an important role in addressing these problems and modernizing this sector.

3.1- General overview of Public sector

The term "public sector" is largely equivalent to "government." This paper specifically examines the executive branch, which primarily comprises government departments and agencies operated by public employees(Schacter, 2000, p.01). While, The following question can also be answered: *“What does the public sector look like?”* through: Figure (2) presents a general model of the public sector, specifically the “executive

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branch". The public sector is structured into various organizational units, each specializing in specific functions and carrying distinct responsibilities and authorities. Generally, these units can be classified into two primary types: "central agencies and line departments" There are also several different types of "specialized agencies, and state-owned enterprises".

Along the same line, "What Does the Public Sector Do?" This paper focuses on the executive branch of government, which is primarily responsible for formulating and implementing policies and programs aimed at achieving the state's overarching economic and social objectives. Especially, (SCHACTER, 2000, p.04): it "Makes economic and social policies; Designs and implements public programs; Raises revenue; & Manages accountability".

3.2- Public Sector Management: ICT & modernization

The four main strategies chosen by various countries help explain the nature and scope of the reforms they have implemented. Among these, modernization stands out as one of the primary strategies, as follows (QUINLIVAN, January 2008, p.23): "**Maintain:** tighten up traditional controls"; "**Modernise:** fundamental changes to the administrative system while retaining the distinctiveness of public provision"; "**Marketise:** more competition and market-type mechanisms in the public sector; & **Minimise:** reduce the state's remit to its minimum".

Therefore, Over the past two decades, public administration has experienced significant transformations driven by the evolving socio-economic dynamics of contemporary post-industrial societies. Traditionally, public organizations operated under a bureaucratic framework, which lacked the flexibility and capacity to effectively address the emerging needs of citizens. Increasing societal complexity, financial constraints, and the pressures of European political and economic integration have underscored the necessity for comprehensive modernization within public administration.

This process has had a significant impact on various perspectives (CALOGERO, 2010, p.31): "**The managerial perspective**", which steers public systems toward adopting new principles and tools to foster innovation in organizational, managerial, and information systems; "**The political perspective**", guiding the public sector toward new forms of legitimization and "**The juridical perspective**", urging the public sector to recognize socio-economic changes in society by implementing a new legal framework suited to the evolving conditions. The reform process outlined above was primarily grounded in the principles of New Public Management.

And the light of the foregoing, ICT is regarded as a key driver of public administration reforms, particularly by those who anticipate a technology-driven transformation across society. However, when discussing the origins or sources of public administration reforms, ICT is often overlooked. Şandor and Tripon (2008) identified several reasons behind the current wave of public administration reforms, with ICT not being one of them (ŞANDOR, 2012, p.160): "**Lack of citizen trust** in the public administration system"; "**Ideology** – usually conservative ideology, lately right-wing populism"; "**Democratization** –especially in former communist countries"; "**European Union integration; development** –especially in less developed countries"; and "**Economic crises** (like at the end of the '70s)".

So, it comes to mind the next question: "What are the challenges of public administration in the information age?" In the context of the arrival of a new society, public administration was supposed to witness (and to address or implement) changes at different levels, such as (ŞANDOR, 2012, p.157): "**Citizenship** (citizens becoming participants in governance or even a shift to e-democracy)"; "**The nature of public service jobs** (in terms of skills, work processes and job design)"; "**Organizational changes** (from a hierarchical to a more horizontal structure, to network or even virtual organizations)"; and "**The entire government** (from classic bureaucracy to New Public Management and to network and digital governance)". On the other hand, "what is the position of ICT in the NPM model?" Many of the activities within the NPM area can be addressed,

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grouped and categorized by function. The following table shows the strategic position of ICT within this management.

Table(4): The strategic position of ICT within the new public management area

Strategic Function	• Management by results; • Establishment of strategic planning; • Privatization of public enterprises, outsourcing (doing -doing); • Establishment of public / private partnerships; • Separation of political functions (design) and administrative (implementation); • Deconcentration and / or decentralization; • Use NICT (intranet helps break down barriers between services); • Generalization of evaluation (culture of performance); • Simplification of administrative formalities .
Marketing Function	• Development of public marketing (consultations, investigations, surveys, Opinion polls, etc.) • Use NICT externally (for better communication).

The Source: (GUILLLOT, 9 June 2010, p: 13) [by acted of Researchers]

In addition to the above, e-government appears in the heart or center of the four poles of the NPM, such as decentralization, efficiency, marketisation, accountability and transparency. (See NAVARRA & others, p.04)

4.The Algerian ICT strategy: Towards the modernization of the public administration

Information and Communications Technologies (ICTs) are fundamental to the strategies for public service reform and key of moderning governments, through improving them services and achieving quality and get speed in the completion of work, reducing the cost and then satisfying customers.

4.1-The Acceleration of The Use of ICTs In Public Administration: Major Axis of The e-Algeria 2013 Strategy

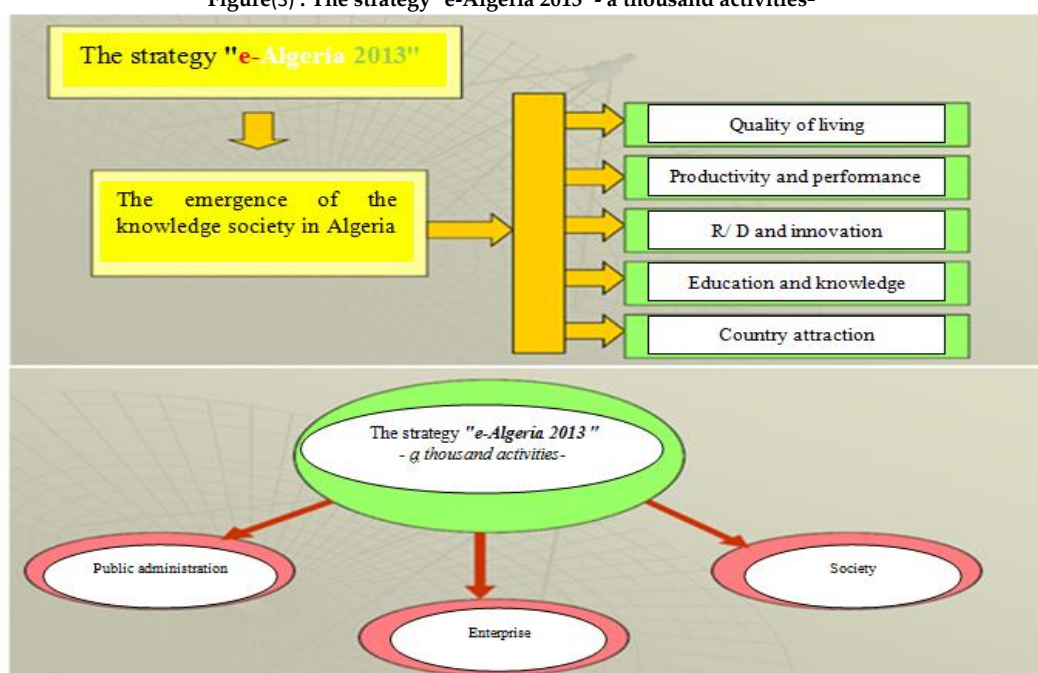
The Algerian action plan is organized around thirteen major axis, which are: (FORTAS, 2017, p56)

- ✚ **Major axis A:** Acceleration of the use of ICT in public administration;
- ✚ **Major axis B:** Acceleration of the use of ICT in businesses;
- ✚ **Major axis C:** Development of mechanisms and measures incentives allowing citizens access to equipment and ICT networks;
- ✚ **Major axis D:** Impulse for the development of the economy digital;
- ✚ **Major axis E:** Strengthening the infrastructure of high and very high speed telecommunications;
- ✚ **Major axis F:** Development of human skills;
- ✚ **Major axis G:** Strengthening research and development and innovation;
- ✚ **Major axis H:** Upgrade of the national legal framework;
- ✚ **Major axis I:** raising awareness of the importance of the role of ICT in improving the quality of life of citizens and development socio-economic status of the country;
- ✚ **Major axis J:** Promotion of international cooperation;
- ✚ **Major axis K:** define a system of monitoring indicators and evaluation to measure the impact of ICTs on economic and social development on the one hand, and to assess periodically the implementation of the e-Algeria 2013 strategic plan;
- ✚ **Major axis L:** setting up an institutional organization coherent around three levels: orientation, intersectoral coordination and implementation.;
- Major axis M:** Financial resources and planning.

Including *the acceleration of the use of ICTs in public Administration*. for each axis a portfolio was developed followed by a definition of specific and key objectives list to achieve by the year 2013 in this section we will present the axes briefly basing on the e-commission report (e-Commission, 2008).

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Figure(3) : The strategy "e-Algeria 2013"- a thousand activities-



The Source: (BOUKLACHI, 2018, p.314)

The axis of acceleration of the use of ICTs in public Administration is devoted to the involvement of the ICTs, the enhancement of their use in the public administration and to make important transformations in its work and of its organizational modes. These transformations will help the public administration rethink its organization and operating modes with what serves the citizen appropriately, including the put online of its various services.

The following presentation of the status of E-Algeria project progress until 03/31st/2018, detailed according to each axis in the table(6) below

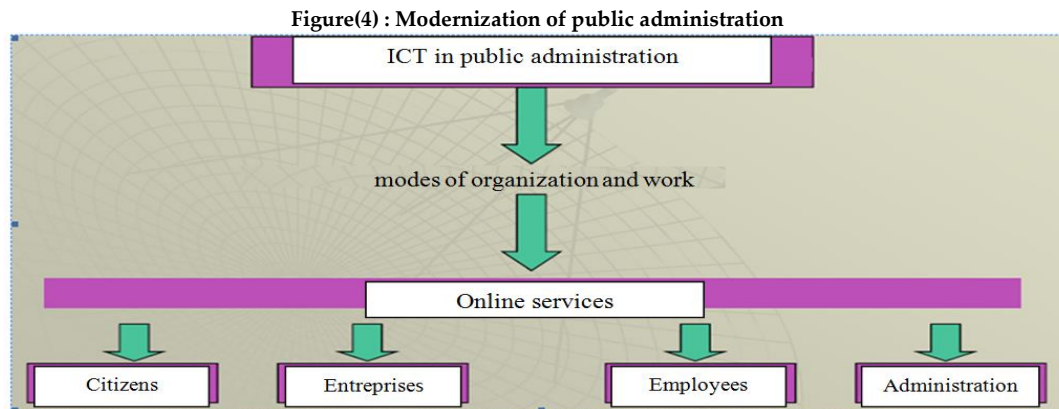
Table(6) : Status of the E-Algeria plan on March 31, 2018

Numbre of planified actions	Majors axe (Objectives)	Realised actions	%	Budget (Milion DZD)	%
868	Majors axe A	242	28%	81476	21,13%
13	Majors axe B	2	15%	29174,6	7,57%
14	Majors axe C	3	21%	150968,2	39,16%
26	Majors axe D	10	37%	13030	3,38%
21	Majors axe E	5	25%	104500	27,11%
8	Majors axe F	1	13%	1600	0,42%
21	Majors axe G	6	29%	950	0,25%
7	Majors axe H	3	43%	12	0,00%
5	Majors axe L	1	20%	1010	0,26%
7	Majors axe J	4	57%	300	0,08%
16	Majors axe K	7	58%	2500	0,66%
1006		284	28%	383020,8	100%

The Source: Ali Kahlane, Etat de réalisation e-algérie au 31 mars 2018
 (https://docs.google.com/drawings/d/1HxEBB06ANsxtM5evG_I8jvveN_RuGfW7_4WrKSEYor0/edit and
 https://docs.google.com/drawings/d/1rt17e5yev3eXr01vWnV-4SPSRzCu2O0CZFUIh41tbHQ/edit surf (01/06th/2022)) [by acted of
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In this context, specific sub objectives and occasionally mutual were set for each ministry department of the government. They concern the following aspects (IDOUGH1 & others, 2013, p.90): “*The accomplishment of networks and systems in both intranets and LANs levels; The establishment of an integrated information system; The deployment of industry-specific applications; Increasing human skills and knowledge; and The development of online services for citizens, the businesses, employees and other government departments*”.



The Source: (ADMANE & others, 2013, 13-14 May, p.16)

The new approach of the Algerian government to modernize its public administration and meet the needs of the Algerian society is based on the following principles (BOUHOUCHE, 2014, p.118): ***How to render huge services with a minimum of spending and without imposing new taxes.*** In other words, the Algerian citizens are afraid of paying very high prices in order to receive services of quality; ***Search for new partners*** from the private sector or even foreign enterprises to share responsibilities and present joint services to the public. This means that the Algerian citizens must accept the idea of better services and be ready to pay high prices for the quality; ***Introduce the principle of total quality management (TQM)*** by changing the old method of decision making in the top and inducing local councils to examine the social needs and take decisions on that level. This is sort of a new mechanism of the offer and demand; ***Empower municipal councils*** to study issues of local development and solve local problems without waiting for the approval of central authorities. Local plans of development have to be justified and the government finances them as much as possible; ***Reinforcing the new law of accountability and rewarding the functionaries*** who succeed in accomplishing their missions and punishing the individuals who fail in their tasks; Since ***October 2013, Algeria has created a new ministry of administrative reforms***, attached to the prime minister and this means that the ministry of Interior is no longer in charge of the civil service From now on, the decisions of reforms will be taken quickly by the prime minister and the new minister will have his autonomous institution and his financial means, which is essential for covering the expenses of reforms.

4.2-"e-Algeria 2013" strategy: Dream evaporated or delayed justified?

In most Arab countries, including Algeria, the progress in their e-strategies is still limited in the absence of a clear vision on ICTs, And therefore the absence of real strategies in this field, with Except for the few of those strategies. This is what the following table has attempted to gather information in this regard.

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Table(5) : Status of national ICT strategies in some Arab region 2013

Country	Title of current strategy	Status	Year of adoption	Implementing entity	Progress
Algeria	e-Algérie-2013 (http://www.mptic.dz/fr/?e-Algerie-2013,43)	Adopted	2008	Ministère de la Poste et des Technologies de l'Information et de la Communication	Limited
Bahrain	Third National Telecommunications Plan (Update) (http://goo.gl/y5XpV)	Adopted	2012	Telecommunication Regulatory Authority (http://goo.gl/bMw61)	Excellent
Egypt	National ICT Strategy (2013-2017) (Update) (http://goo.gl/qYBOR)	Update in progress	Update in progress	Ministry of Communications and Information Technology (http://www.mcit.gov.eg/)	Fair
Iraq	No national policy: various sector-specific ICT strategies adopted by several public entities	N/A	N/A	Various ministries, municipalities and public works (health, interior, communications)	N/A
Jordan	Jordan National ICT Strategy 2013-2017 (Update) (http://goo.gl/m8BKe)	Adopted	2012	Ministry of Information and Communications Technology (http://goo.gl/iwGxM)	Good
Kuwait	National Strategy for Building an Information Society	Adopted	2010	Central Agency for Information Technology (http://goo.gl/H3e6w)	Good
Lebanon	National e-Strategy for Lebanon (http://goo.gl/3s8el)	Adopted	2003	Presidency of the Council of Ministers (http://goo.gl/BF8YI)	Limited
Libya	National ICT Strategic Plan for Libya (http://goo.gl/5ONUj)	In Progress	In Progress	Ministry of Communications and Informatics (http://www.cim.gov.ly/)	N/A
Morocco	Maroc Numeric 2013 (Update) (http://goo.gl/Oikwt)	Adopted	2009	Ministry of Industry, Commerce and New Technologies (http://goo.gl/sGJT9)	Good
Oman	eOman Strategy (http://goo.gl/BqPGk)	Adopted	2002	Information Technology Authority (http://goo.gl/vm31a)	Good
Palestine	National Strategy for Information Technology 2013-2015 (Update) (http://goo.gl/2p1Fa)	Adopted	2013	Ministry of Telecom and Information Technology (http://www.mtit.gov.ps/)	Limited
Qatar	Qatar's National ICT Plan 2015: Advancing the Digital Agenda (Update) (http://goo.gl/YyyOv)	Adopted	2011	Supreme Council of Information and Communication Technology (ictQATAR) (http://www.ictqatar.qa/en)	Excellent
Saudi Arabia	The National Communications and Information Technology Plan (NCITP) (Update)	Update in progress	Update in progress	Ministry of Communications and Information Technology (www.mcit.gov.sa)	Good

The Source: (ESCWA, 2013, pp.11-12) [by acted of Researchers]

The Progress in national e-strategies is still broadly limited in Arab countries such as Algeria in the absence of a clear vision of the future of ICT in the country. Therefore, The main difficulties encountered in the implementation of the "e-Algeria 2013" strategy should be noted. In this case, a question can be asked as follows: *What are the difficulties facing the implementation of the strategy "e-Algeria 2013"? And any justification for its failure?* The reasons for the failure of the "Algeria e-Strategy 2013" can be summarized in the National Economic and Social Council's prior opinion on this vital strategy, and Calling upon the Ministry of Post and Information and Communication Technologies to reformulate the "e-Algeria 2013" strategy that aims to enter Algeria in the world of information society and digital economy.

In its report published in the Official Gazette, the Mohamed Seghir BABÈS Commission also criticized the axes and tools for implementing the strategy Such as (CNES, 2009, modify by the researcher), the challenges facing this project in Algeria can be explained in the following points:

-How to use ICT tools: The use of the private internet is still limited to certain groups of society, e-illiteracy is widespread among officials, the university community and even among some university professors. So how do other community groups. The high cost of the media is hindering the process of promoting the use of ICTs in everyday life. Therefore, it was worth considering the status of the digital divide at the country level as a holistic indicator that reflects or explains how to use ICT tools (BOUKLACHI, 2018, p.318). The researcher then had to compare Algeria, UAE and Singapore in the Network Readiness Index 2007-2015.

In light of this, it can be noted that the digital divide widens significantly between Algeria and the UAE - which ranked 23 globally and the first Arab according to the index of network readiness for 2015, and also between Algeria and Singapore, the first country in the world according to the same index and for the same year, and cannot determine the number of years in which Algeria lags behind About them because of the depth and severity of the digital divide. On the other hand, if the UAE continues to do so, it will reduce the gap in the future with Singapore. The difference between Algeria and North Korea was 75.5 points in the Global Innovation Index in its related section of ICTs for 2015(The Global Innovation Index, Online).

-The difficulty of understanding the content: Not everyone who has access to the network is able to understand the content, paper handling knows several challenges, the problem will be more complex when talking about interactive reading and electronic documents. And getting more complicated When combined with

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cybersecurity, The fear all the fear is that information will not be protected and that personal life will be violated. Some statistics can be included in this area (Cybercrime Police Department, Online):

“During 2015, the Directorate General of National Security, which specializes in combating crimes related to information and communication technologies, recorded 567 cases of cybercrime involving 543 people. Where Specialized teams in the fight against cybercrime for national security and through the processing of all technical data and physical evidence, was able to deal with 385 cybercrime out of 567 registered cases and follow-up to decode them (about 68%). While, there was an increase in the number of registered cases to 2040 cases, which claimed the lives of 1,023 people involved 946 people in 2016.”

-The problem of access to ICT: Mainstreaming the Internet still faces the challenges of poor infrastructure. Not all families in Algeria are connected to the telecommunications network. Here, the problem is not limited to remote areas, but even major cities where it is difficult to obtain a telephone line, so the Administration equipping by informatics must be accompanied by the expansion of the base of beneficiaries of this technology easily and affordable, by reducing or eliminating customs taxes Applied to computer hardware, as well as a review of the telephone tariff that makes the Internet connection is very difficult (BOUKLACHI, 2018, p.322).

Moreover, In the latest years –(especially in 2019 to 2021) we find lots of index can help Algerian authorities for reviving the E-Algeria 2013 project, like: (The Global Innovation Index of Algeria, 2019)

- GII strengths for Algeria are found in six of the seven GII pillars, and mostly on the innovation input side of the GII;
- Several of these strengths are in Human capital & research (rank 74 vs 129 country);
- Here Algeria's strengths are sub-pillar Tertiary education (rank 36) and indicators Tertiary enrolment (rank 62), Graduates in science & engineering (rank 9), Researchers (rank 54), and Gross expenditure on R&D (rank 58);
- In Infrastructure (81), GII strengths for this country are sub-pillar General infrastructure (rank 10) and indicators GDP per unit of energy use (rank 47) and Gross capital formation, where Algeria positions 2nd globally;
- In Market sophistication (rank 122), the only GII strength for Algeria is indicator Domestic market scale (rank 34);
- In Business sophistication (rank 126), indicator High-tech imports (rank 53) is a relative strength for the country;
- In Knowledge & technology outputs (rank 113), Algeria has strength in indicator Labor productivity growth (rank 50);
- In Creative outputs (rank 117), indicator Industrial designs by origin (rank 53) is a strength for Algeria.

Also, Algeria noted an improvement in the international indicators of the use of information and communication technologies, especially on the United Nations indicator of the communication infrastructure in 2020 presented in the table(7) below.

Table (7): Telecommunication Infrastructure Index (TII) and its components

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Country	Telecommunication Infrastructure Index (TII)	Mobile cellular telephone subscriptions per 100 inhabitants	Percentage of Individuals using the Internet	Fixed (wired) broadband subscriptions per 100 inhabitants	Active mobile-broadband subscriptions per 100 inhabitants
Afghanistan	0.1762	59.12	13.5	0.04	18.82
Albania	0.5785	94.18	71.85	12.56	62.79
Algeria	0.5787	111.66	49.04	7.26	81.65
Andorra	0.8372	107.28	91.57	46.31	60.44
Angola	0.1364	43.13	14.34	0.36	18.89
Antigua and Barbuda	0.6176	120	76	9.43	50.3
Argentina	0.7265	120	74.29	19.1	80.65
Armenia	0.6536	120	64.74	11.77	75.87
Australia	0.8825	113.58	86.55	30.69	120
Austria	0.824	120	87.48	28.35	87.95
Azerbaijan	0.6528	103.92	79.8	19.01	59.59
Bahamas	0.6739	98.95	85	22.58	60.85
Bahrain	0.8319	120	98.64	11.76	120
Bangladesh	0.3717	100.24	15	6.34	41.24
Barbados	0.7523	114.89	81.76	31.17	59.94
Belarus	0.8281	120	79.13	33.87	86.34
Belgium	0.8033	99.7	88.66	39.22	75.74

The Source: (E-Government Survey 2020, 2020, p288).

And, The improvement in indicators of the use of information and communication technology contributed to the improvement of Algeria's ranking in the United Nations e-governance development index (EGDI), from medium level in 2018 to high level (H1) in 2020, which is presented in the table(8) below.

Table (8): Countries in Africa with the highest EGDI values.

Country	Rating class	EGDI Rank	Sub-Region	OSI value	HCI value	TII value	EGDI (2020)	EGDI (2018)
Mauritius	HV	63	Eastern Africa	0.7000	0.7911	0.6677	0.7196	0.6678
Seychelles	H3	76	Eastern Africa	0.6176	0.7660	0.6925	0.6920	0.6163
South Africa	H3	78	Southern Africa	0.7471	0.7371	0.5832	0.6891	0.6618
Tunisia	H3	91	Northern Africa	0.6235	0.6974	0.6369	0.6526	0.6254
Ghana	H2	101	Western Africa	0.6353	0.5930	0.5596	0.5960	0.539
Namibia*	H2	104	Southern Africa	0.5235	0.6558	0.5447	0.5747	0.4554
Morocco	H2	106	Northern Africa	0.5235	0.6152	0.5800	0.5729	0.5214
Cabo Verde*	H2	110	Western Africa	0.5000	0.6337	0.5476	0.5604	0.498
Egypt*	H1	111	Northern Africa	0.5706	0.6192	0.4683	0.5527	0.488
Gabon*	H1	113	Middle Africa	0.3235	0.6719	0.6250	0.5401	0.4313
Botswana*	H1	115	Southern Africa	0.3647	0.6911	0.5591	0.5383	0.4253
Kenya*	H1	116	Eastern Africa	0.6765	0.5812	0.3402	0.5326	0.4541
Algeria*	H1	120	Northern Africa	0.2765	0.6966	0.5787	0.5173	0.4227
Zimbabwe*	H1	126	Eastern Africa	0.5235	0.6135	0.3688	0.5019	0.3692

* Countries that moved from the middle to the high EGDI group in 2020.

The Source: (E-Government Survey 2020, 2020, p44).

In the other hand, Algeria noted also an improvement in the indicators of use ICTs in 2021 like: (Simon Kemp, 2021)

- 59.6% of total population in Algeria use the Internet (almost 26 million user);
- A speed of internet connection become 13.23 MBps for mobile phone (+67.9% vs 2020) and 5.29 MBps for fixed phone (+34.9% vs 2020);
- Increase of the devices used for the internet connection, +53% for mobile phone in 2020 vs 2019, +45.4% for laptops and desktops, +1.6% for tablet computers in 2020 vs 2019;
- The number of used mobile phones increased to 46.82%, which represents more than 105% of the population, of which 80.2% are used 3G-5G;

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- 42.8% of population has an account with a financial institution, and 3.2% has a credit card and 4.6% makes online purchases on /or pays bills online.

And some indexes from Global Innovation Index (GII) in form of the strengths of Algeria in the GII.

It is clear from the above, Algeria has the capacities to revive and continue on its project of E-Algeria, provided, of course, developing a clear strategy supported by effective supervision and control.

4.3 The National Digitalization Strategy 2025–2030 ; The Outcome of the Public Policy Adopted in the Field of Digital Transformation

Since September 2023, the *High Commission for Digitalization* has undertaken the design and follow-up of the implementation of the national digitalization strategy, following the dissolution of the Ministry of Digitalization and Statistics. This initiative has been developed in consultation with relevant sectors, economic actors, and civil society.

In a statement following its adoption, **BENMOULOUD** emphasized that the new strategy will serve as *“the national reference and the guiding framework for implementing the digital transformation process in Algeria,”* describing its adoption as a *“historic event,”* as it is the first of its kind in the country.

The digital transformation strategy is based on five main strategic pillars:

- Core infrastructure of Information and Communication Technology (ICT);
- Human resources;
- Training, research, and development;
- Digital governance and;
- The digital economy and society.

The strategy also includes two fundamental components: *the legal and regulatory framework*, and *information security*.

The primary goal of the strategy is to unify efforts to *improve administrative performance and direct public services*, while also *achieving economic objectives* such as expanding employment opportunities and reducing isolation.

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The main pillars of the strategy focus on foundational infrastructure and connectivity, as well as the modernization of public administration with the goal of achieving a paperless system. In addition, the strategy emphasizes the digital economy, investment in the digital industry, the strengthening of human capital, and national digital sovereignty.

As part of the strategy's preparation, fourteen **(14) specialized workshops** were organized, bringing together more than 360 participants, including experts, academics, activists, and key stakeholders in the field of digitalization. These workshops covered the following topics:

- Computerization of the public sector
- Digitalization of the public sector
- ICT infrastructure in Algeria
- Algeria's international ranking in the field of digitalization
- The digital market in Algeria
- Digital financial services and financial inclusion
- The current state of the digital economy sector
- The weight of the digital sector and the role of startups in developing the national economy
- Basic ICT training in the education sector
- The certification framework in digitalization and employability in the digital sector
- Digital inclusion
- The impact of ICT on Algerian society
- The digital society

These workshops produced approximately **300 recommendations**. Following this, a draft version of the strategy was prepared and presented in an initial presentation on January 2, 2024. The next day, this version was sent to all relevant sectors to gather feedback and suggestions. The process continued until the fourth version was approved by the Steering Council of the High Commission in May 2024. A fifth and final version was then submitted to the Presidency of the Republic in June 2024.

In August 2024, the Presidency officially approved "**the National Digital Transformation Strategy for Algeria 2025–2030**". The official launch of the strategy, under the slogan "**Towards a Digital Algeria 2030**," took place on May 12, 2025, at the Abdelatif Rahal International Conference Center in Algiers.

5. CONCLUSION

New Public Management represents "*an approach in public administration that employs knowledge and experiences acquired in business management and other disciplines to improve efficiency, effectiveness, and general performance of public services in modern bureaucracies.*" Despite contradictory views about the meaning and implications of this doctrine, there is no doubt that it has become extremely influential in public administration theory and practice since the 1980s. Then this reform movement spread throughout the world in the form of different models that worked to develop the public sector by taking advantage of the successes of the private sector

The case of Algeria which is the same as the other developing countries in the field public service Reform is still depend on the classical public service, which reflects the bad situation of the public service in this country, So have to push the Algerian authority to give a priority on the penetration of ICT in the several public administration who is responsible of the delivery of the service to their citizens. whereas, Information and Communication Technologies (ICT) today offer a new framework for the Modernization of Public Administration in Algeria.

As it has been said previously, that the introduction of the ICT in the improvement of the public service will be an obligation for the Algerian authorities to facilitate the life of their citizens in several areas, and

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Modernization is the solution that the government could Adopt it in this context by giving the priority to facilitate the penetration of the several tools of the ICT such as internet and mobile services.

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