

## Creating digital platforms as a mechanism for achieving social justice in light of the digitization of Algerian public administrations - drawing on the experience of the Ministry of Social Solidarity–

إنشاء المنصات الرقمية كأحد آليات تحقيق العدالة الاجتماعية في ضوء رقمنة الإدارات العمومية الجزائرية - استحضار تجربة وزارة التضامن الاجتماعي-

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### ملخص:

في القرن الواحد والعشرين لم تعد التكنولوجيا محصورة في المصنع والورشات، بل تعدى استخدامها ليشمل باقي مناحي الحياة، فشكّلت بذلك معيارا حاسما لقياس فعالية وكفاءة المنظمات. وحتى تلتحق بركب الدول التكنولوجية سارعت الجزائر إلى تبني مفهوم رقمنة الإدارة العمومية القائم على آلية المنصات الرقمية كبديل استراتيجي للممارسات الإدارية القديمة.

غير أنّ لهذا التحول الرقمي تداعيات جمة، لعل أهمها ارتباط بتحقيق العدالة الاجتماعية وتجسيد مبدأ تكافؤ الفرص، وهو ما نحاول الكشف عنه من خلال استعراض تجربة منصات وزارة التضامن الاجتماعي.

وقد خلصت هذه الدراسة إلى وجود أثر إيجابي للتحولات الرقمية في الإدارات العمومية على تحقيق العدالة الاجتماعية من خلال السرعة في الولوج إلى المنصات الرقمية والسرية في حفظ وتخزين المعلومات الشخصية ناهيك عن الشفافية في تحليل البيانات والمساواة في الاستفادة من مختلف برامج وخدمات الدعم الاجتماعي.

**الكلمات المفتاحية:** الإدارات العمومية، الرقمنة، الإدارة الرقمية، العدالة الاجتماعية.

### Abstract:

in century One Twenty did not It is Technology confined in factory And the workshops, but rather Exceeded Using it To include rest Manahi life, It formed That Standard decisive To measure effectiveness and efficiency Organizations. Even Join I ride countries Technology I rushed Algeria to adoption concept digitization Administration Public Standing on Mechanism Platforms Digital As an alternative strategic For practices Administrative Old.

not that For this Transformation digital repercussions Numerous perhaps The most important of them linked By investigation Justice social and embodiment principle equivalent Opportunities, He is what We are trying Discovery About him from during review an experience platforms ministry Solidarity social.

And I finished This is amazing the study to presence effect positive For transformations Digital in Departments Public on investigation Justice social from during speed in Access to Platforms Digital And secrecy in save Storage Information Personality Not to mention on Transparency in analysis Data and equality in Benefit from various Programs Services Support Social.

**Words Key:** Departments Public, Digitalization, Administration Digital, Justice social.

## **Introduction:**

In the midst of the civilizational transformation that humanity is experiencing, we should ask: Where is automation heading? Technology has become a feature of the modern era and its most prominent characteristic. This new reality has changed the standard of strength of societies to be based primarily on the ability of individuals to use and benefit from technology. Perhaps digitization, which is one of the most important manifestations of technology, has produced new patterns of social interaction and reshaped social relations in line with the necessities of this era.

In order to keep pace with this major technological revolution and try to adapt to it, Algerian organizations have hastened to adopt a digitization and e-management approach to management that relies on digital data analysis, generative artificial intelligence, computing, and strengthening remote communication mechanisms.

The digital platform model adopted by the Ministry of National Solidarity, Family and Women's Affairs is a prime example of digital transformation in the management of Algerian government institutions. Our study was based on this ministry and its affiliated institutions in particular, given that the services provided by these digital platforms are closely related to the concept of social justice, as these platforms address the provision of material and financial assistance to large segments of society.

### **The problem addressed in the study:**

Like other countries around the world, Algeria has tried to bridge the gap between the classical management of its administrations and modern management. For this purpose, it established what is called the High Commission for Digitalization, which is an agency whose mission is to accompany public institutions in the transition towards the digitalization of their work mechanisms, and to supervise the launch of digital platforms and the development of programs generated by artificial intelligence, as well as to record the shortcomings and obstacles that may hinder the optimal application of the digital transformation process and to propose appropriate solutions for them.

Accordingly, our study came as an attempt to uncover the mechanisms for implementing social justice in digital transformation, by answering the following problematic question:

- How can digital platforms play a role in achieving social justice in light of the digitization of Algerian public administrations?
- What are the reasons and motives that hastened the adoption of the digital transformation option in Algeria?
- To what extent can it be said that the digital transformation in Algeria was not smooth, but rather faced a number of obstacles?

#### **Study methodology:**

In line with the requirements of our study and the nature of the subject, we have chosen the descriptive analytical approach, which seeks through our study to describe and analyze the dimensions and indicators of the subject of the study and to reveal the correlational relationship between its variables, represented by the role of digital platforms in promoting social justice amidst the digital transformation that Algerian public institutions are witnessing.

#### **Study objectives:**

Our study primarily aims to highlight the technological dimension in promoting social justice in Algeria to obtain social support resources established by the state in transparent conditions guaranteed by the digital processing of data. It also aims to achieve the principle of equal opportunities in accessing these digital technologies and benefiting from their services.

### **Firstly: the Departments PublicIts concept, its elements and its distinction from related concepts.**

#### **1. Definition of public administration.**

Public administration plays a crucial role as a link between the highest levels of government and society, working to implement public policies, plans, and development programs established by the government. Before defining public administration, we must first provide a general definition of an institution, as public administration is one form of institution within the state. In this context, a public institution is defined as:

According to Said Oukil: A set of human and material production elements that are used and operated with the aim of producing, selling, and distributing materials, goods, and services. (Okil, Functions and Activities of the Industrial Enterprise, 1992)

**This definition refers unto The organization is an open system and a place where the organization's material and human resources come together in order to achieve pre-defined goals. It is characterized by generality, meaning that it was created by and for the whole.**

As for concept Public Administration It consists of two parts, and in order to understand its meaning, it was necessary for us first to examine each word separately to know the origin and derivation of each:

The word management means Administration Its origin is Latin and it consists of two syllables. (Ad+ minister) which corresponds to in English (To+ serve That is, to serve. Accordingly, "service" means serving others through human efforts to achieve specific goals. (Popular, 2004)

The word "public" refers to government, and public administration is a government administration. This distinguishes public administration from other types of administrations, such as business organization administration and international organization administration. (Habtoor, 2009)

In this way, the public administration can be defined as an institutional sector that represents the sum of resident institutional units, whose basic economic function is to provide non-marketed services free of charge or almost free of charge to the public (education, internal and external security, justice), and to redistribute national income and wealth through (taxes, fees, and aid). This sector includes central administrations (ministries), local administrations, social security administrations, social institutions to serve families, (unions, sports associations). (kada Aqasim and others, 2002)

As defined by Leonard White (Leonard Dupee White He was the first to write a scientific work on this subject entitled “Introduction to the Study of Public Administration in 1936,” defining it as all the processes that would implement public policies and achieve their objectives. (Bouaissa, 2019-2020)

## **2. Public administration elements.**

The public administration implements the state's public policy, and this is based on two main elements:

**2.1. Human element:** The human element encompasses all employees in public administrations, who are subject to a distinct legal system different from that governing private sector workers. This means that the human element is a key factor in the progress of public administration and its ability to effectively carry out its heavy responsibilities and diverse tasks. Adhering to best management practices and utilizing optimal resources cannot truly lead to the smooth functioning of public administration and the regularity of its operations unless its employees possess high competence and sound training. (Al-Helou, 2004).

**2.2. Physical element:** If public administration relies on its employees who carry out its various tasks, then it must also utilize material resources to enable it to perform its duties, whether these resources consist of real estate or movable property, and whether they are reusable items such as furniture and machinery, or consumable materials such as paper and office supplies. (Al-Hilu, 2004, page 285).

The material element also represents everything that falls within the scope of public funds or national assets. Here, the role of the balance sheet in driving the wheels of

public administration becomes prominent, and it can be said that there is no public administration without a financial base that it follows in all its operations..

This Some thinkers add the legal element to the two previous elements, the human and the material, which is represented in The authority of the law, which grants those departments broad powers in carrying out their administrative activities.

### **3. Distinguishing between public administration and government.**

The distinction between public administration and government can only be made by examining their relationship to the state. The latter represents a geographically defined society, organized on a legal basis under an existing constitution, whose members enjoy the rights and are bound by the duties granted to them by law, and which upholds the rights enjoyed by citizens and the duties they are obligated to fulfill. The government, on the other hand,–In its narrow sense, which reflects its executive nature–It is the body responsible for ensuring that applicable laws, rights, and obligations are implemented; in other words, government means the executive function. Public administration is linked to government in its narrow sense, yet it is distinct from it and, under its guidance, performs the public services that must be delivered daily. (Bouaissa, 2019-2020, page 13)

## **secondly: Digitalization and Digital Management: Concept and Drivers of Transformation.**

### **1. Definition of digitization.**

In order to understand the concept of digitizing public administrations, or rather the concept of digital administrations, we will try to introduce it by removing the ambiguity surrounding the concept of digitization, which means:

Digitization Digitalization It is the use of technologies and digital data, as well as their interconnectedness, which results in new changes or changes in current activities. (Mohammed, 2024)

It also means integrating digital technologies that facilitate the availability and processing of more reliable, up-to-date and accurate information in everyday life. (International Monetary Fund, 2018)

Digitization is also defined as the process of converting an information source from a paper or printed form to a digital form that can be handled by a computer. (Hadouch, 2021)

Based on the above, the digitization of public administrations can be defined as: changing the management style of public institutions from its traditional paper-based

form to a digital form based on smart computers and software, with the use of various modern technologies, in order to ensure easy access for individuals to the administrations and to benefit from their services with the least effort and in the shortest possible time, while reducing the pressure on these administrations.

Based on these definitions and amidst the digital transformation that organizations are witnessing, the concept of digital administrations has emerged as a strategic alternative through which countries seek to generalize the use of technology with, and below we will try to provide a definition of the term digital **administrations**.

## **2. Definition of digital administrations:**

The concept of digital management is a comprehensive guide and a well-established standard for digital transformation and the evolution of the business environment, and as such it means:

Use Technology Digital and data in to improve and conversion Operations Commercial and administrative in Institutions and organizations And it aims Administration Digital to Strengthening Efficiency Innovation and taking Decisions strategy building on Analysis minute For data. (Sorbonne Academy for Training)

As Digital management is known as No A: "The administrative process based on the out standing capabilities of the Internet and business networks in planning, organizing, and marketing J Monitoring resources and capabilities Essential For the organization and others without limits in order to achieve ah The organization"

As for the Organisation for Economic Co-operation and Development (OECD)(OECD lost I defined Digital management onthat it "Using information and communication technology, especially the Internet, as a tool to enable better management." (Hadouch, 2021, page 1164)

Some consider digital management to be the latest management model, based on the use of the internet and business networks to perform planning, organizing, leading, and controlling functions electronically. It encompasses two visions: the first is the management vision, and the second is the technology vision, which leverages all the capabilities and advantages of the internet, the digital space, business networks, hypernetwork technology, and software. (Najm, 2008)

What is noticeable from these definitions is that Administration It is not considered digital unless its work is based on digital technology and Information and Communication Technologyby world wide web and its use in the digital analysis of data.

## **3. Motives for switching to Digitalization of government departments.**

When discussing the drivers of digital transformation, we must not overlook the strong political will of the Algerian authorities, translated into concrete action through the development of projects and infrastructure ranging from basic wireless communication facilities and the launch of satellites for satellite communications to the laying of submarine fiber optic cables. This also includes opening the door to investment in

programming and internet cabling, while simultaneously supporting the sector with a comprehensive set of laws outlining the conditions and procedures for such activities. Chaouchi Khayra and others believe that there Mostly Three main drivers of digital transformation are:

- Increased costs and pressures on the budget, as the significant decline in revenues of many countries, especially oil-producing ones, particularly after 2014, made reducing their spending a top priority. Therefore, they resorted to measures to save costs and implement government operations more effectively, and they found that in digital technology.
- Citizen Customer Requirements: The spread of media, social media, and communication technologies among peoples has led to demands for a higher level of government services and products. It has also provided new communication channels for institutions and governments to learn about the requirements and opinions of citizens and customers, which has led to the development and upgrading of their digitalization aspect.
- Government directives: Given the government's adoption of a top-down, vertical planning approach in its decision-making, and in order to implement its plans more quickly and effectively, it finds itself obligated to...By including digital transformation among its priorities within the strategic vision and national plans (Khayra Chaouchi, Zahra Khalouf, 2023)

As for Ammar Bouhouch, he believes that Wave of change This has led to a transformation in the field of information provision and delivery across all governments. Towards digitization Departments.and Management approval Digital,In this context, he listed a number of elements that represented the motives for digital transformation, namely:

1. Accelerating technological progress and the associated knowledge revolution.
2. Globalization's trends towards strengthening human ties have been seen as an incentive for many countries to improve their services.Generally, and socially in particular.
3. Public pressure on governments is increasing, along with citizens' aspirations for better, faster, and easier access to information.And to increase their contribution and participation in decision- making.
4. Employees need quality support through solid information and a sophisticated and modern system.
5. Search for Transparency that It supports citizens' trust in the administration.

6. Providing public services Highly efficient and effective Efficiency takes several forms, including:
  - Error reduction.
  - Improving income, and also reducing costs.
  - Reducing bureaucracy through process re-engineering, Saving time and achieving goals.
7. The administration's endeavor to provide New and advanced services from Main motives For digital management, and is based on:
  - Improving individuals' experiences in dealing with the government when submitting applications or obtaining services.
  - These services can be improved through efficiency.
  - Increased surveillance.
  - Using technologies that improve service quality. (Bouhouche, 2006, adapted)

### **Third: Social justice: concept, foundations and dimensions.**

#### **1. Definition of social justice.**

Social justice is the foundation of states. History proves that the successful models of states are those that were founded on social justice, and that the absence of justice is the first sign of the fall of states and civilizations. Below we will present the concept of social justice as it appears in language and terminology:

As it consists concept Justice social from Two terms Justice I described it social, It is necessary from Standing when meaning Justice and fairness and justice language and Conventionally then Explanation concept Justice social.

**Justice** language According to what came With him where perspective in tongue Arabs That he what He did in souls that it straight, He is against injustice Injustice He is from justice , modify Justice He is fair, and justice he The ruling Rightly Its meaning Integrity And fairness and in names God Glory be to Him: Justice he that no tends With him passion Vigor in The judge He is in origin source Named With him He placed the position equitable, He is Report From him Because make The name same Justice.

As for equitable It includes he The other Meanings and indications The just he from It is characterized substantially Basma Formal abstract Its composition Abstention on any Purposes selfishness And what rulings biased And the just he man The capable on Confession Extent legitimacy He made him The other Respectful in His ideas in His feelings in His freedom in His ownership And the capable on Calendar The healthy For procedures The general public, He is that person The capable on Issue rulings Correct, Promenade on Purposes and tendencies not The good and There fore equitable owner will It aims to investigation Justice And fairness In the manner Suitability.

And it means **With justice** language Fairness, He is giving One what for him And he took what attic, And he knows it Dictionary Philosophical on that it"moderation

and integrity and the inclination to Right, as rose confirmation on that in book Definitions Al-Jurjani: that Justice she Integrity As for Justice He phrase on The matter average between My two ends Excess And negligence.

As for Meaning linguist **For justice** He points Dictionary Philosophical to that Justice not she has fact legitimacy and But Used To mean Uprightness And not crookedness and deviation It is not from Descriptions Psychology, But she characteristic Scientific.

And justice conventionally presumption from Definitions Linguistic Among them what He mentioned it The Guardian in tariff For justice That he"use Things In their proper place, times, aspects, and measures, without extravagance, negligence, advancement, or delay. (Dasi, 2021)

If we want to provide a comprehensive, technical definition of social justice, we will not find a better one than that of Ibrahim Al-Issawi, who sees justice as... Social: that the condition that It is denied In it Injustice and exploitation And oppression and deprivation from wealth or Authority or from Both of them, Which He is absent In it poverty and marginalization exclusion social And you learn Differences not socially acceptable between Individuals and groups and regions inside The state, And enjoys In it everyone rights Economic social and political and environmental Equal and freedoms Equivalent, And it prevails In it Feeling In fairness mutual support and solidarity Participation social, It is available In it For members the society Opportunities Equivalent For development Their abilities and their queens Launch Their energies from Its secrets And Hassan Employing it Interest individual gesticulate Guarantees for him possibility The movement social The rising from side, And the interest For the community in the time same from Entity Other, Which no He is exposed In it the society For exploitation Economic and others from manifestations dependency from side community or communities Other, Building on that for the society equitable he the society that no He is exposed injustice or oppression from inside or from Outside, And he does on principles Equality that she in reality essence Citizenship and equality on principles Solidarity social Respect rights man and his freedoms and his dignity.. (Al-Issawi, 2014)

## 2. Foundations of social justice.

when Hadith on Foundations Basic that It does On it Justice social The archer to Dimensions Multiple It is raised Controversy big About the nature The concept With Change Continuous As fruit For the system My values and cultural variable. And on Despite from that, pool Many Studies Research academy and the writings Scientific on Availability group Foundations as a basis To achieve Justice social And the most prominent of them:

**2.1. Equality and equivalence Opportunities:** It is this Principle As to forbid The corner in Justice social, but rather a lot what He looks to Justice social As a synonym For equality, But He should Attention to that Justice social no It means Equality The complete or The divorced woman.

And it is paired Equality in Opportunities three conditions Basic she:

- non Discrimination between citizens Removal all what leads To him from Factors and absence what It is required on Discrimination from results Negative, such as marginalization exclusion social and deprivation from some Rights.
- to provide Opportunities where no meaning To talk for example on equivalent in Opportunities the job if She was Unemployment rumor, He is what Arrange commitment on State By placing Policies and taking procedures The guarantor Availability Opportunities the job virtually.
- Enabling individuals from Benefit from This is amazing Opportunities And from competition on foot Equality.

**2.2. Justice Distribution:** It means Justice social also distribution equitable For resources and burdens and wealth and entry from during Organized Wages and support and transfers and support Services The general public, Especially Services Health And educational.

**2.3. Protection social:** It is Protection social One Pillars Basic For justice social, And it enjoys In a position in a guarantee dignity For all People as He enjoys this Corner Confirmed in Charters International rights man and programs organized the job International, as It is necessary The Covenant International private with rights Economic social For countries Parties In it from during Material Ninth ten"Rightfully all person in Warranty social In what in that Insurance social"It includes Warranty social Right in Get on entitlements in cash or Eyes and preserving On it Don discrimination To ensure Protection from Things include what Next:

- absence Income Related Working Because disease or Booking or Motherhood or Injuries the job or Unemployment or Aging or death One Individuals Family.
- to rise Cost Care Health.
- non adequacy Support family especially children or Adults Dependents.

**2.4. rights man:** in this In respect It indicates Rights to that an idea Justice social no separate on an idea rights man, Justice social merit Foundation for humanity Source from His merit As a human Enjoy With a variety from Rights.

**2.5. Justice between generations:** It revolves issue Justice between generations around three Axes Main The most prominent of them: **Sustainability development** meaning stay system economic Believes quantities abundant from Services In a way organized transformation Don that inherited For generations Next debts Economic and costs social He is unable on Confronting it.

in when He takes into account **axis the second** Sustainability environmental So that Keeps on life By its type And its diversity No It erodes Resources natural receptive To continue, no exploit Resources not The midwife.

As for **axis the third** It is attached Justice Resources Economic And it comes this Due to returns Growth And from wealth Nationalism, So that He should Taking in Calculation right Individuals The vessel and right generations in wealth from Don dissipation or embezzlement or waste For money Year. (Dasi, 2021, page 30.29)

**Perhaps our study came to reveal the fairness of the distribution of the various subsidies provided by the state for the benefit of vulnerable and low-income groups, which are supervised by the Ministry of National Solidarity in distributing them to those who deserve them, and the fairness of access to the various digital platforms and benefiting from their services.**

### **3. Dimensions of social justice:**

Perhaps It became clear from Definition that Suggest it Ibrahim Al-Issawi For justice social that, Its concept he necessarily concept wide and compound and multiple Dimensions Given to Considerations Many Including: multiplicity Sources and tributaries that feed concept Justice social, where that Justice social an idea Philosophical, as she an idea religious and value social and principle moral, Among them multiplicity Fields application Justice social and its inclusion Fields Economic social and political and legal and cultural Environmentally friendly Among them that Justice social in community what no Affected In what It is taking place inside this the society Just that, but rather that it Affected also In it It is taking place Outside in the world The wide ocean With him.as that range Time For justice social no It is limited in Time present lonliness, but rather that it range flat Includes present And the future, gesticulate It is required on that from Relationships via Generations, And he specified The book eight Dimensions For justice social:Distance Economic And distance social and cultural And distance human And distance class And distance regional/regional And distance Jelly And distance Political and institutional And distance External, And with breadth meaning Justice social And multiple Its dimensions, no He is surprised that contrast Choices Researchers in Dimensions Justice social First With attention And in procedures Achieving it, In line with contrast Their trends Intellectual And politically, And in accordance with Their locations and their interests Classism, and contact With models development that You are good Follow it. (Al-Issawi, 2014, page 06)

### **4. The Ministry of National Solidarity's pilot program.**

It is considered The experience of the Ministry of National Solidarity, Family and Women's Issues is one of the pioneering experiences in the field of digital transformation that Algerian public administrations are experiencing, as the Ministry concluded a cooperation agreement with the High Commission for Digitalization in order to contribute and work together on the digitalization of the departments and services affiliated with the Ministry.

Furthermore, the digitization of the Ministry of Social Solidarity is a fundamental step towards achieving effective and sustainable social justice by facilitating access for vulnerable groups and people with special needs to various support and

assistance programs, reducing bureaucratic procedures, ensuring the speed and accuracy of file processing, and enhancing transparency in the distribution of aid. This is for the citizen.

As for management, it ensures the reorganization of administrative processes, the development of human capital, and the adoption of a digital culture that aligns with the aspirations of Algerian society towards a more efficient and effective administration.

It should be noted that the cooperation agreement concluded between **ministry** Solidarity National Family and women's issues Governorate A For Samia For digitization This included the following:

- Digitization scholarship arbitrary For solidarity.
- Digitalization of personal cards Those needs Private.

In addition to new services that have been fully digitized and will be launched, including:

- digitization School grant.
- Digitalization of the labor-intensive public works program.
- Digitizing the "Collective Development" program"
- Digitizing the Neighborhood Solidarity Cells Program and Creating a National Database
- Creating a national digital map specifically for people with special needs who benefit from the special needs card..
- A digital platform dedicated to accompanying elderly people.

In contrast, the ministry has launched several new digital programs and applications aimed at facilitating citizens' access to and benefit from the various services provided by the solidarity sector.:

- Digitizing the public support program for associations,
- Creating a digital platform for Requests Employment At the level of the national solidarity sector.
- Creating a digital platform for marketing products productive families and woman rural "**marketing**"
- Creating a digital platform dedicated to family counseling requests, "Sanadkum""
- Creating a platform for reporting violence against woman "My protection"
- Creating a digital platform for reporting corruption: "Integrity""
- guide Institutions Specialized. (Directorate of Social Activity and Solidarity of the Wilaya of M'Sila, 2025) .

## **Conclusion:**

In the conclusion This study concluded to The creation of digital platforms is one of the most prominent aspects of digital transformation in Algeria, as it allows Enhancing transparency and combating corruption through the adoption of digital systemsIt allows trackingthe Operations Administrative, and Viewvarious Treatment stages the File This was recorded social justicein view of Digitalization of public administrations Opportunities for investigation are greater than ever before..That is because Transformation Digital is notmerely Use of technology Rather, it is a comprehensive reform process aimed at improving the quality of public services and enhancing transparency by facilitating access to services for all citizens without discrimination., However, Achieving the desired goals of digitization can only be accomplished by providing a suitable environment and instilling a digital culture that aligns with it.Ensuring equal opportunities in accessing services Digital technology, especially in remote areas andFrom one sidevulnerable groups,As requiredInvesting in human capital By training and preparing him to be able to work in this modern style of management.

Based on the above, it was possible Presenting a set of recommendations and suggestions to enhance the achievement of social justice in light of the digitization of public administrations in Algeria :

- The need to expand internet coverageand improvingIts flow Especially in the villages and areasremote areas, ensuring Access fairness To digital services for all citizens.
- InvestmentIn the human element, by training and qualifying it, whether this element is an ordinary citizen or an employee.Within public administrations, in a way that strengthens Performance efficiency and the quality of services.
- Creating a database of personal information and linking public departments together, to ensure easy and seamless access to information.
- Simplifying administrative procedures and abandoning paper,So that digital platforms are accessible to all groups, includingelderly category And the one Special needs.
- Programming awareness days for training and education How to use electronic servic esand Spreading digital culture.
- Enhancing Citizen confidence in dealing with digital servicesfora guarantee Confidentiality in use Personal data andto provide Cybersecurity.
- Taking into account the opinions and suggestions of citizens regarding the difficulties of using digital technology.

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