



"Digitalization Strategy in Algerian Administration for Enhancing Governance"

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Abstract:

The concept of digitalization and its implementation within institutions has introduced a novel approach to combating crimes occurring within their structures. The digital environment has become a key factor in fostering public trust and, consequently, promoting economic development by transitioning to electronic systems and enhancing public services in their digital form. This transformation allows for increased interconnectivity among administrative institutions, particularly between the administration and citizens, by instilling transparency in the services provided and imposing electronic oversight over completed tasks. These measures embody the application of e-governance, aimed at preventing and addressing various forms of corruption attributed to public administration

Accordingly, the institutional digitalization project in Algeria has significantly contributed to streamlining administrative procedures and transactions, thereby facilitating governmental operations and reducing the burden on state institutions. This shift aligns with the global digital transformation imperative to adopt and activate electronic administration in ways that ensure the rationalization of public services.

Keywords: Digitalization, Administrative Corruption, Electronic Oversight, E-Services, Anti-Corruption.

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Introduction :

Many countries face significant challenges that hinder the implementation of their adopted policies, among which

h administrative corruption stands out as a critical obstacle. It is a complex social phenomenon with economic dimensions and political underpinnings, and represents a fundamental barrier to the state's efforts to establish and enforce its foundational principles. Administrative corruption paralyzes public institutions, rendering them incapable of fulfilling their intended functions and public service missions.

The widespread nature of this phenomenon in Algeria has prompted the state to focus its efforts on combating corruption within its public institutions. This has been reflected in the proliferation of legal instruments introduced into the national legislative framework, all aimed at advancing reform policies and combating administrative corruption. The reality of the Algerian administrative system remains marked by practices such as bribery, favoritism, nepotism, and circumvention of legal rules, alongside other negative behaviors witnessed particularly in local administrations.

In response, the state has sought to modernize the administrative environment through the integration of digitalization and information technologies. This shift aims to promote administrative modernization, based on the understanding that embracing administrative technology and adopting digital strategies inspired by the information revolution can support the implementation of a modern digital administration. Such an approach serves as a mechanism to prevent and combat administrative corruption within institutions and public services.

Based on these considerations, this study is driven by the following central question:

To what extent can digitalization within the administrative environment serve as a safeguard to narrow the gap of administrative corruption?

To address this question, the study is structured as follows:

- **First Section:** A conceptual approach to the key terms of the study.
- **Second Section:** The digital era within administrative institutions: between prevention and enforcement.

THE FIRST TOPIC : A Conceptual Approach to the Study's Terminology

In contemporary times, the standard for evaluating a society's progress and development is increasingly measured by the extent to which it has embraced the digital revolution and the information network. This is due to the crucial role



played by digitalization in improving individual well-being and fulfilling societal needs. As a result, states have found themselves compelled to adapt their services by integrating digital solutions across various sectors, particularly within the administrative field, given its pivotal role in deterring violations and abuses within these institutions. Accordingly, digitalization has become a vital tool in addressing the widespread manifestations of administrative corruption.

FIRST REQUIREMENT: The Nature of Digital Transformation

The world has witnessed a remarkable evolution in digital information systems at various levels. Their integration has significantly facilitated the exchange of ideas and the transmission of information. This advancement has driven most public organizations to seek maximum benefit from the advantages offered by digitalization. In this section of the study, we aim to clarify the key concepts underpinning digital transformation.

Firstly: Definition of Digital Transformation:

Due to the magnitude of the ongoing technological revolution, there is no single, universally accepted definition of "digital transformation." Nevertheless, scholars and researchers in this field generally converge around the following understandings:

- It refers to the changes brought about by digital technologies in order to create new processes, cultures, and experiences that redefine how institutions operate, interact, and generate value within a digital system.
- It is a process aimed at improving entities and institutions by implementing substantial changes to their structural characteristics through a range of information, computing, and communication technologies.
- It may also be defined as a strategy for converting books, manuscripts, newspapers, and audiovisual materials into digital file formats that can be processed using computer technologies, such as scanners and other related devices.

In light of the above, digital transformation can be described as a comprehensive framework that seeks to bring about cultural, strategic, organizational, and operational change.

Secondly: Objectives of Digital Transformation

Digital transformation seeks to achieve a range of strategic objectives, including:

- Promoting the development of technological systems and a more innovative, collaborative financial culture at both societal and institutional levels.



- Establishing and maintaining the infrastructure for digital communications, ensuring its management and accessibility, thereby achieving a balance between service quality and production costs.
- Strengthening digital data protection and transparency, ensuring autonomy requirements, and thereby enhancing public trust.
- Improving accessibility to services, and establishing regulatory mechanisms and standards to ensure the quality of digital services provided to individuals.
- Implementing modern and innovative business models, thereby improving the regulatory framework and technical standards.

SECOND REQUIREMENT: The Nature of Administrative Corruption

The term "administrative corruption" is frequently used across various sectors, as it represents both a criminal offense and a pervasive global phenomenon that spreads rapidly within societies. Its prevalence has prompted significant attention from legal scholars, governments, and international communities, leading to the adoption of preventive and enforcement mechanisms. This section will explore the conceptual foundations of administrative corruption, including its characteristics and defining elements.

Firstly: Definition of Administrative Corruption

Due to the diverse manifestations and broad scope of corruption, scholars have not reached a consensus on a single, unified definition of administrative corruption. However, several definitions have been proposed, including:

- Administrative corruption refers to the misuse of public office for personal gain or unlawful private benefit¹.
- It encompasses administrative and professional misconduct committed by public officials during the performance of their official duties, such as refraining from executing assigned tasks or disclosing confidential job-related information².
- According to Dr. Ahmed Rachid, "Administrative corruption is a deviant and unethical official conduct, aimed at deviation, illicit gain, and departure from the rules, all for personal benefit rather than reform"³.
- Dr. Salah El-Din Fahmi defines it as: "Any legal, material, or moral act by public employees within a bureaucratic environment that seeks to realize personal interests at the expense of the public good, resulting in the misallocation of

¹ Hanan Salem, **Culture of Corruption in Egypt: A Comparative Study of Developing Countries**, 1st Edition, Dar Misr Al-Mahrousa, Cairo, 2003, p. 3.

² Qasim Alwan Saeed, Suhad Adel Ahmed, **Administrative and Financial Corruption – Concept, Causes, Effects, and Means of Combating**, *Journal of Historical and Civilizational Studies*, Vol. 6, No. 18, 2014, p. 5.

³ Ahmed Rashid, **Administrative Corruption: The Ugly Face of Egyptian Bureaucracy**, Dar Al-Shaab, Egypt, 1986, p. 85.



economic resources, negatively affecting economic and social development, and ultimately undermining political stability”¹.

Accordingly, based on the aforementioned definitions, it can be inferred that administrative corruption encompasses a wide range of behaviors, deviations, and unlawful professional practices committed by public officials within government administrative bodies. These acts typically involve a deliberate deviation in the execution of official duties and the exploitation of public office for personal gain—objectives that diverge entirely from the overarching goals of serving the public interest.

Secondly: Determinants of Administrative Corruption

The determinants of administrative corruption can be clarified through the following components:

1- Characteristics of Administrative Corruption :

Administrative corruption involves the violation of professional duty and the exercise of illicit practices in contradiction to ethical standards, laws, and regulations. Such conduct prioritizes personal gains over public interest. It is marked by several distinctive features, which can be summarized as follows²:

- **Multiplicity of actors:** Administrative corruption usually involves multiple participants working in coordination.

- **High level of secrecy:** It is characterized by a high degree of secrecy, often relying on deception and manipulation.

- **Mutual benefits:** It typically serves the shared personal interests and reciprocal gains of the individuals involved.

- **Dual will:** Corruption often results from the convergence of two wills: one belonging to the decision-maker, and the other to the corrupt party, who exerts pressure to secure decisions that serve their private interests.

- **Disguised misconduct:** Administrative corruption often hides behind a façade of defending the public good and ensuring compliance with laws and

¹ Salah El-Din Fahmi Mahmoud, **Administrative Corruption as an Obstacle to Social and Economic Development Processes**, Arab Center for Security Studies and Training, Riyadh, 1994, pp. 40–41.

² Khribesh Abdelkader, Amina Ben Fabi, **A Sociological Study of the Phenomenon of Administrative Corruption**, *Journal of Social Studies and Research*, University of Hamma Lakhdar, El Oued, No. 11, June 2015, p. 138.



regulations. In reality, it entails violating legal frameworks and professional responsibilities, placing personal benefits above public interest.

2- Manifestations of Administrative Corruption

Administrative corruption is reflected in the unlawful and unethical exploitation of public office by individuals seeking to obtain personal benefits. The following are the main forms and manifestations of administrative corruption, as identified in practical and institutional settings:

- **Extortion:** This occurs when a public official coerces another party into providing a financial benefit in exchange for protection or non-interference¹.

- **Organizational and administrative misconduct:** These are violations committed by employees while performing their duties, primarily related to work performance—such as failure to comply with work regulations or deliberate refusal to carry out assigned tasks².

- **Negligence and job abandonment:** This refers to employees' disengagement from their responsibilities, failure to fulfill their duties, and a lack of actual effort or productivity in job performance. This behavior leads to organizational inefficiency and a decline in administrative competence.

- **Exploitation of public office for personal gain:** This involves the misuse of authority granted to a public employee in the course of duty, whereby power is exercised to serve private interests at the expense of the public good.

- **Lack of professional ethics and disregard for applicable regulations:** This is demonstrated when a public official neglects assigned responsibilities and fails to adhere to laws, regulations, and administrative instructions, thereby favoring personal interest over institutional integrity³.

THE SECOND TOPIC : Digital Transformation within Administrative Institutions as a Strategy for Prevention and Control

In light of Algeria's increasing focus on promoting efficient and effective institutional activities—aimed at ensuring greater citizen satisfaction—the country has gradually moved away from traditional administrative systems. Instead, it has introduced the concept of digital governance as a modern mechanism and a

¹ Nassima Boumaaref, *Manifestations of Administrative Corruption*, *Journal of Human and Social Sciences*, 2017, p. 129.

² Abdelkarim Kandouz, Boumediene Nouri, *Transparency and Accountability*, Paper presented at the 3rd National Conference on Ways of Applying Good Governance in National Economic Institutions, Faculty of Economic Sciences and Management Sciences, University of 01 August 1954, Skikda

³ Fatima Filali, *Administrative and Financial Corruption (Causes and Manifestations)*, *Journal of Quality Assurance Strategies*, Vol. 4, No. 1, April 2023, p. 7.



strategic approach to rationalize public services and bridge the gap between citizens and administration. This has been achieved through the establishment of a digital infrastructure, modernization of institutional structures, and reinforcement of the principles of transparency and oversight.

FIRST REQUIREMENT: The Preventive Role of the Digital Environment in Combating Administrative Corruption

Transparency and accountability are interdependent and mutually reinforcing concepts; the absence of one compromises the other. Both are difficult to achieve in the absence of a digital administrative system.

Firstly: The Contribution of the Digital Environment to Strengthening Administrative Transparency

Transparency is one of the core principles upon which many governance systems are based. It is considered a fundamental requirement for comprehensive development and must be present across all administrative functions and activities to foster the concept of good governance.

Broadly speaking, transparency involves removing ambiguity and vagueness from public policies, making them accessible and easily understood and implemented. In practical terms, transparency establishes the appropriate climate and essential conditions for successful institutional performance by promoting clarity and openness.

Administrative transparency, specifically, is one of the key tools of administrative oversight in combating corruption within institutions. It aims to foster development and improvement of public administration by ensuring that all relevant information, policies, laws, and decisions are disclosed and accessible at all levels. Moreover, as a modern administrative concept, transparency serves to reform and improve institutional systems by closing off avenues for corruption while simultaneously enhancing citizens' trust in the services provided by public organizations.

Administrative transparency operates on two levels:

- **The first is internal (or intrinsic) transparency**, which concerns the clarity of laws, regulations, and administrative procedures. This requires administrative bodies to publicly announce all relevant instructions and policies to their stakeholders, based on clear and objective standards that are free from favoritism and bias.

- **The second is external (or systemic) transparency**, which involves the transparency of processes through periodic and regular meetings between central administrative bodies and oversight authorities. These interactions facilitate institutional coordination, reduce corruption-prone areas, and support the evaluation of administrative leadership performance



Given the ease of information flow and accessibility, the digital environment offers significant opportunities to assess the effectiveness of administrative bodies and enhance citizens' ability to participate in governance processes. Accountability within the administrative system is closely linked to the availability of information concerning applicable laws, procedures, and institutional performance outcomes.

Accordingly, administrative transparency may be regarded as one of the most effective oversight tools, especially in terms of clarifying work procedures—an element that enhances efficiency, increases productivity, and supports sound decision-making. These factors collectively contribute to the institutional development of administrative bodies.

Ultimately, the activation of the digital environment within public facilities plays a key role in clarifying institutional goals and objectives. It also ensures the transparency of procedures, facilitates the seamless flow of information, and promotes the dissemination and sharing of administrative and financial reports via electronic platforms.

Secondly: The Contribution of the Digital Environment to Strengthening Administrative Accountability

Accountability is a fundamental oversight mechanism. It refers to a process through which individuals and institutions are held responsible for their performance, thereby assuring stakeholders that administrative practices are aligned with the public interest and implemented in accordance with established objectives and plans. Accountability also implies that issues are addressed equitably and fairly.

Moreover, accountability represents a core commitment of public administration institutions to justify and explain how they perform their assigned duties. It is a framework composed of essential principles such as transparency, integrity, anti-corruption, and the pursuit of the public good.

In this regard, the digital environment provides an appropriate structural framework that facilitates accountability within public administration. It enables regular reporting by employees on the outcomes and effectiveness of their activities, thereby enhancing the availability of critical information needed to evaluate projects and strategic plans. Additionally, the digital environment fosters regular, potentially remote, meetings within administrative units through the use of technical tools. It also facilitates the submission of complaints and suggestions from stakeholders through dedicated online platforms, such as electronic complaint boxes on institutional websites.

SECOND REQUIREMENT: The Current Integration of Information Technology in Addressing Administrative Corruption



In its efforts to improve and rationalize the services provided by its administrative institutions, Algeria has sought to enhance the quality of interactions between citizens and public bodies. This drive has led to the adoption of the e-governance project, which aims to establish digital interconnectivity between institutions—particularly ministries—through the use of advanced digital technologies¹. This initiative has come to be known as the Government Digital Gateway.

In parallel with the broader legal framework designed to combat corruption, Algerian legislation has introduced a new mechanism to enhance administrative performance through the use of computing technologies. This includes the application of information systems and the integration of modern digital developments into the work environment in order to establish an electronic oversight framework that meets contemporary needs.

Firstly: Activation of the E-Service Mechanism and Its Role in Reducing Administrative Corruption

Given the current state of e-services and their quality as delivered to the public by administrative institutions, it is evident that these services—characterized by speed, accuracy, and digital execution—can significantly enhance the efficiency of administrative operations. They improve employee performance, foster transparency, and thereby reduce the likelihood of violations and misconduct by public officials. Furthermore, digital services serve to combat pervasive forms of corruption in public institutions, such as nepotism, bribery, and favoritism.

The implementation of e-governance systems requires maintaining the continuity and regularity of public service operations, ensuring that service seekers can access administrative services electronically at the time they need them. This reduces dependency on physical office hours and eliminates the need to coordinate with employees' work schedules to access public services.

Additionally, aligning administrative work with e-governance standards minimizes the impact of strikes and reinforces employees' responsibility—disciplinary, criminal, and civil alike. Through e-service systems, public employees are empowered to perform their duties and deliver services to the public even outside of regular working hours. This also helps eliminate arbitrary practices, disregard for work schedules, and overall administrative negligence, thus ensuring the effective and consistent application of the principle of continuous public service.

While the **positive role of e-services** in managing public facilities is evident, one key aspect is their ability to help the administration overcome challenges

¹ Amina Hamdi, Issam Hawadek, *Digitization of Administration as a Mechanism to Improve the Public Service of Public Facilities*, *Journal of Emir Abdelkader University for Islamic Sciences*, Vol. 35, No. 2, Constantine, Algeria, 2021, p. 963



related to employee leave and excessive sick absences that exceed legally permissible limits. In such cases, electronic services become the most viable alternative to ensure the continuous and efficient functioning of public institutions, while simultaneously addressing recurring absenteeism. This ultimately serves to reinforce citizen trust in public administration and contributes significantly to eliminating internal corruption¹.

Moreover, e-services play a pivotal role in promoting the **principle of equality**, as they prevent any form of discrimination among users and ensure standardized fees and access conditions through digital portals. Consequently, e-service systems place all users on an equal footing when it comes to following procedures and benefiting from services, thereby limiting the scope for favoritism and administrative corruption. This is achieved through reliance on an integrated, technology-driven system grounded in advanced digital tools.

Secondly: Activation of Electronic Oversight and Its Role in Reducing Administrative Corruption

With the integration of oversight mechanisms into modern information technologies, monitoring within institutions has become significantly more effective. Internal institutional networks now allow for the detection of deviations, irregularities, and various manifestations of corruption through real-time information flow and digital connectivity among institutional actors—from supervisors to end-users. This enhances the role of **electronic oversight** in tracking institutional processes, overseeing the implementation of decisions, and correcting administrative errors.

Accordingly, electronic oversight seeks to transition from traditional monitoring systems to the use of modern information technologies. These include internal communication systems and computer networks, which facilitate access to relevant documents and information necessary for oversight operations. This approach enhances transparency across executive bodies, allows for the identification of corruption hotspots, and improves the effectiveness of decision-support systems.

Undoubtedly, **electronic oversight** enables the effective utilization of internet-based systems and information networks through precise, real-time monitoring, inspection, and detection of irregularities as they occur. It allows for the prompt implementation of necessary corrective actions and the imposition of appropriate sanctions against violators.

Furthermore, the reliance of public administration on **advanced technological tools** significantly enhances the work of inspectors and auditors by facilitating the digital linkage between oversight bodies and the executive entities

¹ Mokhtar Hamad, *The Impact of E-Administration on the Management of Public Service*, Master's Thesis, Political Science and International Relations, University of Youcef Benkhedda, Algiers, 2007, p. 81.



under their supervision. It also ensures the establishment of rapid communication channels among various departments within the oversight system, thereby improving the overall efficiency of their operations.

Finally, the activation of **electronic monitoring systems** within administrative units has encouraged broad institutional engagement and awareness of internal operations. This heightened visibility fosters a culture of responsibility, whereby employees are compelled to fulfill their duties lawfully, fully aware that they are subject to continuous monitoring¹. As a result, it becomes increasingly difficult for personnel to evade their professional responsibilities. These measures have been introduced with the express aim of deterring misconduct, addressing employee negligence, and ultimately sealing the loopholes and eliminating the sources and forms of corruption within public institutions.

Conclusion:

In conclusion, based on the findings of this study entitled "The Strategy of Digital Transformation in Algerian Administration Between the Requirements of Prevention and Control," it becomes evident that **digital governance represents the core of modernization efforts** undertaken by Algeria. These efforts aim to improve public service delivery by gradually abandoning traditional systems and paper-based procedures, which place significant burdens on both administrative institutions and citizens. The shift toward **electronic authentication** seeks to enhance public trust in administrative dealings.

Accordingly, in order for the state to offer concrete solutions to the challenges and complexities confronting administrative institutions—factors that contribute to the spread and entrenchment of corruption—it has become imperative to adopt **electronic service delivery mechanisms**. This necessity is dictated by ongoing digital transformations and the real developmental needs of public service institutions.

Moreover, the integration of such digital concepts necessitates the establishment of **specialized protection mechanisms** for data, information, and all administrative operations, through the activation of dedicated oversight systems rooted in **digital and information technologies**. In parallel, the implementation of **electronic monitoring** within administrative institutions facilitates managerial supervision over staff performance and their interactions with citizens. These developments significantly increase the likelihood of achieving genuine transparency and integrity, thereby reducing bureaucratic inefficiencies and eliminating corruption hotspots within public institutions.

¹ Najm Aboud, *E-Administration*, Dar Al-Mareekh Publishing, Riyadh, Saudi Arabia, p. 61.



In order to approach the subject comprehensively and address its most critical aspects, the study has arrived at the following conclusions:

- Despite the activation of digital mechanisms and information technologies within administrative institutions, **corruption continues to permeate many sectors of the administrative system.**

- Effectively combating **electronic corruption** requires the implementation of **robust digital administrative mechanisms** that encompass all aspects of institutional functions and services.

- **Digital transformation** enables the dissemination of information and facilitates easy access to electronic services by all citizens and service users.

- The **digital administrative environment** constitutes the only viable pathway to rationalize public services and ensure credibility and integrity.

- The **effective role of digital transformation** within administrative institutions lies primarily in the **implementation of e-services and their continuous electronic monitoring.**

In light of the aforementioned findings, the following recommendations are proposed:

It is essential to invest in human resources by providing continuous training and capacity-building programs for public employees within administrative institutions.

Awareness campaigns should be conducted to highlight the negative impacts of corruption within administrative and public service institutions. Simultaneously, there should be efforts to promote a culture of professional ethics and integrity among employees.

There is an urgent need to develop the necessary infrastructure for digitalization by ensuring the availability of all technical, financial, and human requirements.

Efforts must be made to generalize the use of digital tools across the national administrative landscape by extending e-governance practices to all units within public institutions and administrations.

It is necessary to clarify the conceptual framework of digitalization and e-administration to ensure the optimal implementation of electronic public management systems

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