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E-Government as a Lever for Modernizing the Public Sector in Algeria : The Electronic Public Procurement Portal as a Case Study

الادارة الإلكترونية كرافعة لعصرنة القطاع العام في الجزائر: البوابة الإلكترونية للصفقات العمومية نموذجا

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Abstract : This paper analyzes the role of e-government in modernizing the public sector in Algeria through the Electronic Public Procurement Portal as an applied model of digital transformation in public procurement management. Using a descriptive-analytical approach, the study examines the portal's organizational and economic functions and its impact on efficiency, transparency, competition, and public spending rationalization. The findings indicate that the portal contributes to simplifying procedures, reducing administrative delays, improving information flows, and strengthening accountability. However, its effectiveness remains relative due to organizational, human, and technical constraints, particularly limited system integration and digital capacity disparities.

Keywords: E-government; Public procurement; Public sector management; Electronic portal; Public spending rationalization
JEL Classification codes:: H57; H83; M15; L86

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1. Introduction.

The rapid technological transformations experienced by the contemporary world have generated a new administrative reality that has compelled public administrations to abandon traditional management practices and shift toward modern approaches based on the use of information and communication technologies (ICTs). In this context, **e-government** has emerged as one of the most significant modern tools for public administration reform, given its ability to enhance service delivery speed, processing accuracy, and transparency in information exchange. This, in turn, contributes to improving administrative performance, rationalizing the use of public resources, and strengthening efficiency-oriented management within public organizations.

Public procurement represents one of the administrative domains most closely linked to sound public financial management and economic development. However, it has long suffered from procedural complexity, lengthy administrative timelines, high transaction costs, and limited transparency at certain stages, all of which have negatively affected the effectiveness of public spending and the economic competition environment. In light of these constraints, modernizing the public procurement system has become an imperative driven by the requirements of digital transformation and administrative reform.

Within this framework, Algeria has adopted a policy of integrating e-government into public procurement through the establishment of the **Electronic Public Procurement Portal**, as a digital tool aimed at digitizing publication procedures, facilitating access to information for economic operators, expanding competition, and reinforcing the principles of transparency and equal opportunity. This approach is consistent with the objectives of good governance and public spending rationalization.

Nevertheless, the implementation of this electronic portal raises several questions regarding its effectiveness in achieving the expected economic and organizational outcomes of e-government, particularly in light of persistent technical, human, and organizational challenges that may hinder its full deployment within public organizations.

Accordingly, the research problem of this study can be formulated as follows :

- **Research Problem : How does e-government contribute to the modernization of the public sector in Algeria through the Electronic Public Procurement Portal?**

This central question encompasses an examination of the portal's capacity to enhance transparency, accelerate administrative procedures, expand competition among economic operators, and reduce bureaucratic practices, in line with the requirements of administrative reform and the transition toward performance- and efficiency-based public management.

- **Research Questions :** Based on the above research problem, the study seeks to answer the following questions :
- What is meant by e-government, and what are its objectives in the field of public administration ?
- What is public procurement, and what are the main problems associated with its traditional form ?
- What is the nature of the Electronic Public Procurement Portal in Algeria, and how does it operate ?
- How does the electronic portal contribute to enhancing transparency and promoting economic competition ?
- What is the impact of the electronic portal on improving administrative efficiency and reducing bureaucratic procedures ?
- What are the main challenges facing the effective implementation of the Electronic Public Procurement Portal in Algeria ?
- **Research Hypotheses :** Based on the research problem and questions, the following hypotheses are proposed :
- **Main Hypothesis :**E-government, through the Electronic Public Procurement Portal, contributes to modernizing the management of the public procurement system in Algeria.
- **Sub-hypotheses :**
- The Electronic Public Procurement Portal contributes to improving the efficiency of public procurement management.
- The electronic portal enhances transparency and economic competition in public procurement.
- The electronic portal contributes to public spending rationalization and improved governance.
- **Research Methodology :** To achieve the objectives of the study and address its research problem, a **descriptive-analytical approach** was adopted, as it is well suited to this type of research. This method allows for the description of the conceptual framework

of e-government and public procurement, as well as the analysis of the role of the Electronic Public Procurement Portal in modernizing this field.

2. Theoretical Framework.

2.1. E-Government.

a. The Concept of E-Government

- **Definition of E-Government :** E-government refers to the use of information and communication technologies (ICTs) to modernize administrative activities and transform traditional public services into electronic services that are faster, more efficient, and less dependent on paper-based procedures(Nations., 2020). It represents a modern administrative system that integrates digital technologies into core management functions, enabling service delivery without time or place constraints. The main objective of e-government is to enhance administrative efficiency, improve service quality, promote transparency, and reduce operational costs.(Layne, 2001)

- **Importance of E-Government :** E-government has gained increasing importance in light of the digital transformation experienced by public administrations. It contributes to improving service quality and delivery speed, reducing administrative costs, and limiting bureaucratic procedures. Moreover, it supports decision-making by providing accurate and timely information. E-government also enhances transparency, improves the relationship between public administration and citizens, and supports the national economy by encouraging investment in the information technology sector.(OECD, 2019)

The importance of e-government is particularly evident in the public sector, where it contributes to simplifying governmental procedures, improving the quality of public services, and strengthening citizens' trust in public administration.(Al-Shafi, 2009)

- **Objectives of E-Government :** E-government aims to achieve several key objectives, including improving the quality of administrative services and facilitating access to information, eliminating paper-based archives and replacing them with electronic archiving systems, reducing personal interventions and administrative corruption, ensuring fairness and transparency in service delivery, enhancing institutional performance efficiency, and strengthening the competitiveness of public organizations.(Moon, 2002)

b.Principles and Functions of E-Government

- Principles of E-Government : E-government is based on a set of fundamental principles that ensure the effectiveness and sustainability of digital transformation in public administration. Among the most important of these principles is the shift from a procedure-oriented approach to a results-oriented approach, focusing on efficiency and performance outcomes rather than formal administrative routines. It also emphasizes the delivery of high-quality public services that meet citizens' needs and expectations.(Dawes, 2008)

Another key principle is accessibility, which entails ease of use and equal access to electronic services for all users, without discrimination. E-government also aims to reduce administrative and transaction costs by optimizing resource utilization and minimizing reliance on paper-based processes. Continuous improvement and innovation constitute essential principles, as e-government systems must evolve in line with technological developments and users' needs. Furthermore, investment in information and communication technologies is considered a strategic pillar for achieving sustainable digital transformation in the public sector.(Gil-Garcia, 2012)

- **Functions of E-Government** : E-government performs the same core functions as traditional administration ; however, these functions are carried out through modern digital tools and platforms :(Heeks, 2006)

- Electronic Planning :Electronic planning is characterized by flexibility and dynamism, as it relies on continuous digital information flows. This enables ongoing planning processes and rapid adaptation to environmental and organizational changes.
- Electronic Organization :Electronic organization is based on flexible and networked organizational structures, reducing hierarchical levels and promoting teamwork through shared databases and integrated information systems.
- Electronic Leadership :Electronic leadership relies on knowledge-based and innovative leaders capable of motivating teams, managing change, and using digital tools to support effective decision-making.
- Electronic Control :Electronic control is distinguished by real-time and continuous monitoring, reducing time gaps between implementation and evaluation. It focuses on performance outcomes rather than inputs, thereby enhancing efficiency and accountability.

c.Requirements and Impacts of Implementing E-Government

- **Requirements for Implementing E-Government :** The implementation of e-government requires the availability of several key prerequisites. These include administrative requirements such as the existence of a clear digital transformation strategy, strong support from top management, and the restructuring of administrative and organizational frameworks. In addition, human requirements involve the qualification and continuous training of human resources, as well as the recruitment of specialized digital skills.

Technical requirements are equally essential and include the availability of adequate digital infrastructure, appropriate hardware and software, reliable communication networks, and information security systems. Furthermore, financial requirements are necessary to ensure sustainable funding for the development, maintenance, and continuous upgrading of e-government systems.(Al-Khouri, 2012)

- **Impacts of the Transition to E-Government :** The transition to e-government generates several positive impacts, including the acceleration of administrative procedures, increased accuracy and reliability of information, reduction of administrative and transaction costs, and simplification of bureaucratic processes. It also contributes to enhancing transparency, reducing administrative corruption, improving institutional performance, and supporting evidence-based decision-making.

Moreover, e-government fosters innovation, facilitates knowledge transfer, and enhances the overall efficiency and effectiveness of public sector organizations, thereby strengthening good governance and improving the quality of public service delivery.(Scholl, 2005)

2.2.Public Procurement

a.Concept and Characteristics of Public Procurement

- **Definition of Public Procurement :** Public procurement refers to written administrative contracts concluded between a contracting authority and an economic operator for the execution of works, supply of goods, provision of services, or studies on behalf of public entities. It constitutes a key legal and administrative instrument for managing public funds and implementing public projects in the public interest. Legislative and judicial approaches classify public procurement as an administrative contract subject to administrative law and jurisdiction, while doctrinal analysis emphasizes its functional and developmental role, based on principles of transparency, competition, and integrity, as a means of translating public policies into concrete outcomes.(Arrowsmith, 2010)

- **Characteristics of Public Procurement :**

Public procurement is characterized as a specific form of administrative contract governed by public law, aimed primarily at serving the public interest rather than generating profit. It is subject to strict multi-level oversight to ensure the proper use of public funds and follows regulated procedures designed to guarantee transparency, competition, and equal treatment among bidders. Additionally, the administration retains the authority to unilaterally modify the contract when required by the public interest, provided that the financial balance of the contract and the rights of the economic operator are respected.(Thai, 2001)

b.Principles of Public Procurement

Public procurement is founded on core principles that ensure sound regulation of public demand, namely freedom of access, equal treatment, transparency, and fair competition. These principles aim to guarantee non-discriminatory access for all economic operators, ensure objective and pre-defined evaluation criteria, promote openness and accountability throughout the procurement process, and foster genuine competition based on efficiency, quality, and price, while preventing anti-competitive practices and administrative corruption.(Kwak, 2017)

c. Types of Public Procurement

The Algerian legislator classifies public procurement according to several legal and organizational criteria, including :

- **According to the Subject Matter**

- Works contracts : related to construction, civil engineering, renovation, and maintenance works.
- Supply contracts : covering the purchase or leasing of equipment and materials necessary for the operation of public services.
- Consultancy and studies contracts : including feasibility studies, design, and technical supervision of projects.
- Service contracts : relating to services such as transport, security, cleaning, and consultancy.

- **According to Specific Legislative Designation**

- Program contracts : instruments for multi-year programming of large-scale projects.
- Framework or call-off contracts : characterized by flexibility and allowing periodic procurement of needs.
- Delegated project management contracts : involving the delegation of project supervision tasks to a specialized entity**.**

- **According to the Nature of the Contract**

• Turnkey contracts : combining studies, execution, and sometimes operation.

• Divided contracts : where the project is divided into lots or segments**.**

This diversity reflects the Algerian legislator's commitment to achieving a balance between safeguarding public funds, efficiently meeting public needs, and promoting competition and investment.

2.3.E-Government as a Mechanism for Modernizing Public Procurement Management in the Public Sector

E-government has become a fundamental pillar in reforming the public sector and modernizing its management practices, particularly in areas directly related to public financial management and economic efficiency, foremost among them public procurement. With increasing demands for transparency, effectiveness, and rational use of public resources, traditional approaches to public procurement management are no longer capable of keeping pace with current economic and organizational transformations.

In this context, the integration of e-government into the public procurement system represents one of the most significant manifestations of administrative modernization. It constitutes a managerial tool aimed at improving institutional performance, reducing transaction costs, and strengthening governance within public organizations. This role is reflected in the reorganization of the public procurement process, shifting from a bureaucratic, procedure-based approach toward a results-oriented and efficiency-driven management model.

a. The Role of E-Government in Improving the Efficiency of Public Procurement Management

The adoption of e-government in public procurement contributes to a structural transformation in the management of public demand through the digitalization of all procurement stages, from preparation and publication to contract award, monitoring, and execution. This transformation leads to reduced administrative delays, simplified procedures, and lower costs associated with paper-based transactions, thereby enhancing the efficiency of resource management within public organizations.

From a managerial perspective, e-government improves procurement planning by providing accurate and up-to-date databases on public needs, economic operators, and awarded contracts. This supports

rational decision-making and limits discretionary and inefficient public spending. Moreover, digitalization strengthens coordination among administrative units, reduces task duplication, and enhances overall organizational effectiveness.

Accordingly, e-government represents an effective instrument for transitioning from traditional, procedure-oriented management to modern public management focused on efficiency, performance, and value creation in the use of public funds.(Tandian, 2025)

b. E-Government as a Tool for Strengthening Public Procurement Principles and Governance

The integration of e-government into the public procurement system serves as a key mechanism for reinforcing the fundamental principles governing public procurement, notably transparency, equality, and freedom of access to public demand. Through electronic systems, procurement-related information is published openly and simultaneously, ensuring equal access for all economic operators and limiting discriminatory practices and irregularities.

E-government also contributes to expanding economic competition by facilitating access to public procurement opportunities, particularly for small and medium-sized enterprises, and by reducing information search costs. From an economic standpoint, this results in improved quality of submitted bids, lower prices, and more rational public spending, in line with the principle of "value for public money."

Furthermore, e-government strengthens public governance mechanisms by enhancing administrative and financial control, enabling real-time monitoring of procurement processes, and providing accurate data that support performance evaluation and accountability. Consequently, digitalization helps reduce corruption risks and mismanagement, fostering a more transparent and efficient public administration.(Omweri, 2025)

c.Toward Comprehensive Digitalization of Public Procurement and Improved Performance of Public Organizations

The transition toward comprehensive digitalization in public procurement represents a strategic step toward improving the performance of public organizations and achieving good governance. The role of e-government should not be limited to partial digitalization of isolated procedures, but rather requires a holistic approach encompassing all stages of procurement management, from planning to final evaluation.

Comprehensive digitalization enables effective monitoring of public project implementation, measurement of achievement levels, control of financial commitments, and assessment of procurement outcomes against predefined objectives. This enhances results-based management within the public sector. However, achieving this objective remains contingent upon several conditions, including the development of digital infrastructure, capacity building of human resources, and ensuring interoperability between public procurement systems and other financial and accounting information systems.

Accordingly, e-government constitutes a genuine lever for modernizing public procurement management, provided that it is embedded within a comprehensive reform vision for public sector management based on economic efficiency, performance, and good governance.

In this regard, the Electronic Public Procurement Portal emerges as one of the most significant applications of e-government in Algeria, serving as a practical tool for implementing digital transformation in public demand management. This portal will be examined in detail in the applied section of the study.(Publishing, 2025)

3. The Electronic Public Procurement Portal in Algeria as a Model for Implementing E-Government.

The adoption of the Electronic Public Procurement Portal represents one of the most significant steps taken by the Algerian state in its digital transformation and the modernization of public administration, particularly in the field of public procurement, which is considered one of the most complex and sensitive areas. This portal forms part of the efforts aimed at implementing the principles of e-government by digitizing procedures, enhancing transparency, and facilitating access to public demand.

3.1. The Conceptual and Functional Framework of the Electronic Public Procurement Portal.

a. The Conceptual Framework of the Electronic Public Procurement Portal

- Definition of the Electronic Public Procurement Portal : The Electronic Public Procurement Portal is an official digital platform dedicated to publishing and exchanging information and documents related to public procurement procedures through information and communication technologies (ICT). It aims to replace traditional paper-based processes

with a more efficient electronic system characterized by speed, accuracy, and real-time information sharing.

As a practical application of e-government, the portal connects contracting authorities with economic operators, contributing to the simplification of procedures, improved access to information, reduced administrative delays, and enhanced transparency. Although Algerian legislation does not provide an explicit definition, it regulates the portal's content and operation, allowing it to be considered an administrative information system that organizes public demand, unifies databases, and supports decision-making. Economically, the portal helps reduce transaction costs and improve the efficiency of public sector management.)Sengouga(2025 ،

- **Principles of the Electronic Public Procurement Portal :** The Electronic Public Procurement Portal operates according to key principles that ensure its effectiveness, including the integrity of electronic documents through secure formats and electronic signatures, confidentiality and data security via encryption systems, traceability of procedures through electronic audit trails, and secure electronic archiving for accountability and control purposes. These principles strengthen transparency, internal control, and efficiency in public procurement management.(Kadi, 2024)

b.The Functional and Operational Framework of the Electronic Public Procurement Portal

- **Operating Mechanism of the Electronic Public Procurement Portal :** The Electronic Public Procurement Portal is based on an integrated digital information system that enables the digitization of all stages of public procurement, from the publication of public demand to contract execution monitoring. As a core application of e-government, this mechanism aligns with modern public management principles centered on efficiency, resource rationalization, and transaction cost reduction.
- Access to the portal requires prior electronic registration for both contracting authorities and economic operators, through the creation of an official account and the designation of an authorized user. This process ensures stakeholder identification, enhances transaction reliability, and reduces organizational risks related to system misuse.
- Electronic publication constitutes the cornerstone of the portal's operation, as contracting authorities publish calls for competition and procurement documents electronically in

accordance with Presidential Decree No. 15-247. This contributes to faster information dissemination, lower administrative costs, and improved transparency and equal access to public procurement opportunities.

- The portal also provides advanced electronic search tools that facilitate rapid and accurate access to information, thereby enhancing decision-making efficiency among economic operators, improving resource allocation within public organizations, and fostering information-based economic competition.
- Furthermore, the portal relies on secure digital technologies—such as encryption, electronic signatures, time-stamping, and audit trails—to ensure transaction security and process traceability. From a managerial perspective, these mechanisms strengthen internal control, limit irregular practices and corruption, and contribute to improved public governance.(Achour, 2024)
- **Electronic Services Provided through the Portal :** The Electronic Public Procurement Portal offers a comprehensive set of digital services targeting all stakeholders in public procurement, thereby enhancing the organizational and economic performance of public administration.
- For contracting authorities, the portal enables the electronic publication of tender documents, calls for competition, evaluation results, and provisional awards, as well as the monitoring of contract execution and the dissemination of indicative procurement programs. These services contribute to improved public project planning, rationalization of public expenditure, and strengthened accountability and transparency in resource management.
- For economic operators, the portal provides access to procurement announcements, downloading of tender documents, electronic submission of technical and financial bids, and tracking of evaluation outcomes and appeals. This reduces participation costs, broadens the competitive base, and facilitates the integration of small and medium-sized enterprises into the public procurement market.
- In addition, the portal offers informational and regulatory services, including the publication of legal texts, regulatory guidance, reference price indices, and lists of excluded operators. These services enhance the clarity and stability of the public procurement framework and reinforce trust in the public business environment.
- Supporting functional and technical services—such as electronic registration, advanced search tools, notifications,

electronic archiving, and digital signatures—reflect the transition from a procedure-based administrative model to a performance- and results-oriented management approach.

- Overall, the services provided by the Electronic Public Procurement Portal extend beyond a purely technical function, constituting a managerial and economic instrument that improves public sector efficiency, reduces transaction costs, and strengthens transparency and governance. The portal thus serves as a key lever for modernizing public resource management and accelerating administrative procedures.

3.2.The Role of the Electronic Public Procurement Portal in Modernizing Public Procurement Management and Improving Economic Performance

a. The Contribution of the Electronic Portal to Enhancing Transparency and Expanding Economic Competition

The Electronic Public Procurement Portal has fundamentally transformed public procurement procedures by institutionalizing digital transparency throughout all stages of the process, from the publication of procurement notices and tender documents to the disclosure of evaluation results and provisional awards. This digital openness has reduced procedural opacity inherent in traditional systems and strengthened economic operators' trust in public administration.

From an economic standpoint, equal and unrestricted access to information broadens competition in public procurement markets and limits contract concentration among a narrow group of firms. This increased competitive pressure improves bid quality, reduces procurement costs, and supports the principle of *Value for Money*, a key objective of efficient public spending.

Nevertheless, the portal's positive impact on competition remains conditional. Disparities in digital capabilities—particularly among small and medium-sized enterprises—may result in indirect exclusion from public procurement opportunities. Therefore, digital transparency alone is insufficient to achieve optimal economic outcomes without complementary public policies that promote digital inclusion and capacity building.

b. The Impact of the Electronic Portal on Administrative Efficiency and the Improvement of Public Governance

The adoption of the Electronic Public Procurement Portal enhances administrative efficiency by reducing procedural delays, limiting reliance on paper-based processes, and unifying procurement-related databases. This shift reflects a practical implementation of e-government principles, particularly procedural simplification and organizational resource rationalization.

From a public management perspective, the portal accelerates the procurement cycle, lowers administrative costs, and improves decision-making through timely and reliable information, thereby reducing discretionary practices. Moreover, electronic traceability strengthens administrative and financial control, enhances accountability, and supports public governance.

Economically, these improvements contribute to more efficient public spending and better compliance with contractual obligations. However, limited interoperability with budgetary and accounting systems constrains the full exploitation of data and reduces the overall economic impact. Consequently, the portal's effectiveness depends on its integration into a comprehensive framework of modern public management.

3.3. Challenges and Future Prospects of the Electronic Public Procurement Portal in Public Organizations Management

The Electronic Public Procurement Portal constitutes a key pillar of the transition to e-government and the modernization of public procurement management in Algeria. Its effectiveness, however, depends not only on technical deployment but also on its capacity to achieve concrete economic and organizational outcomes. This section examines the main challenges limiting its effectiveness and explores development prospects aimed at enhancing public organizations' efficiency, governance, and public spending performance.

a. Organizational and Economic Challenges to the Implementation of the Electronic Public Procurement Portal

Despite its contribution to transparency and procedural simplification, the effective implementation of the Electronic Public Procurement Portal faces several organizational, economic, and technical challenges. Organizationally, limited digital skills, weak e-management culture, and resistance to change among some public employees reduce the efficiency of portal utilization. Economically, high infrastructure costs, insufficient funding for training and

maintenance, and the absence of strategic planning for digital transformation constrain the sustainability and economic returns of the system. In addition, technical and cybersecurity risks—particularly data protection and bid confidentiality—affect user trust. These challenges are further compounded by legal constraints resulting from the incomplete digitalization of procurement procedures, which limits the overall coherence of electronic public procurement management.

b. Prospects for Developing the Electronic Portal to Improve Public Procurement Management and Economic Governance

The development of the Electronic Public Procurement Portal requires a shift from a purely technical approach toward a strategic public management perspective. This entails integrating the portal into a unified system linking procurement, budgeting, and public accounting, adopting performance-based management, and strengthening institutional coordination. Equally important is investment in human capital through continuous training, enhanced digital literacy, and support for digital innovation. Moreover, improving the economic use of procurement data would transform the portal into a decision-support tool for analyzing public expenditure and evaluating procurement performance. Finally, upgrading the legal and institutional framework is essential to ensure full digitalization and legal certainty of electronic transactions. Overall, the portal's development represents a comprehensive economic and organizational reform aimed at improving efficiency, governance, and transparency in public sector management.

4. Conclusion

This paper analyzed the role of e-government in modernizing the public sector in Algeria through the Electronic Public Procurement Portal as a practical model of digital transformation within public organizations. It addressed the extent to which the portal contributes to improving managerial efficiency, enhancing transparency, and rationalizing public spending from an organizational and economic perspective.

The analysis showed that the portal represents an effective tool for modernizing public management by shifting from a procedure-based administrative model to a performance- and efficiency-oriented approach supported by real-time information flows. The digitalization of procurement procedures also improves

organizational coordination, supports decision-making, and strengthens control and governance mechanisms within public organizations.

Hypotheses Testing

Based on the study's findings, the hypotheses can be assessed as follows :

- **Hypothesis 1 :***The electronic public procurement portal contributes to improving the efficiency of public procurement management.*

The results indicate that the adoption of the portal has reduced administrative delays, simplified procedures, and limited reliance on paper-based processes, leading to lower transaction costs and improved organizational performance. However, the realization of these benefits remains contingent upon human resource capacity and organizational adaptability to digital transformation requirements. **This hypothesis is partially validated.**

- **Hypothesis 2 :***The electronic portal enhances transparency and economic competition in public procurement.*

The analysis shows that the portal reinforces transparency and equal access by providing identical information to all economic operators, thereby expanding competition and improving bid quality, which supports public spending rationalization. Nonetheless, disparities in digital capabilities—particularly among small and medium-sized enterprises—limit the full impact of digital transparency. **This hypothesis is confirmed in principle, with challenges related to digital and economic equity.**

- **Hypothesis 3 :***The electronic portal contributes to public spending rationalization and improved governance.*

The study demonstrates that the portal provides accurate and timely procurement data, strengthening administrative and financial oversight and reducing mismanagement practices. However, limited interoperability with other financial and accounting systems, along with weak analytical exploitation of data, constrains the achievement of optimal economic outcomes. **This hypothesis is partially validated.**

In conclusion, the electronic public procurement portal represents a key pillar in modernizing public procurement management in

Algeria. Nevertheless, its effectiveness depends not only on technical deployment but also on comprehensive organizational and human resource reforms within public organizations. Therefore, public procurement digitalization should be embedded within a broader strategic framework for public sector management based on performance, economic efficiency, and accountability, ensuring optimal use of public resources and strengthening economic actors' trust in public administration.

This study opens avenues for future research using quantitative methods or statistical analysis of public procurement data to measure the actual economic impact of digitalization on public spending efficiency and management quality within public organizations.

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