

The Role of Local Collectivities in Operationalizing Quality Paradigms within Algeria's Public Service Infrastructure

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Abstract:

Local collectivities in Algeria—encompassing municipalities and Provinces—constitute a structural cornerstone in the architecture of public service delivery and the orchestration of endogenous territorial development. In light of the escalating complexity of communal exigencies, the imperative to elevate the qualitative efficacy of these institutional apparatuses has become increasingly pronounced. Addressing such a mandate necessitates the reconfiguration and empowerment of local governance entities through the institutionalization of robust strategic frameworks, the allocation of adequate financial and logistical resources, and the systematic enhancement of human capital capabilities.

Keywords: Municipality; Public Utility Apparatus; Service Quality Benchmarking; Endogenous Development.

1. INTRODUCTION

In an era marked by accelerated global transformations, the centralized nation-state has increasingly proven insufficient in unilaterally managing the multifaceted demands of contemporary society. The proliferation of civic claims and the paradigmatic shift in the conception of public service—from mere provision to the attainment of quality, efficacy, and operational efficiency—have compelled diverse political systems, including that of Algeria, to institutionalize decentralization as a strategic vector. This governance modality enhances the performance of public administration and repositions local collectivities as pivotal agents in fostering sustainable territorial development.

Within this context, local entities—namely municipalities and Provinces—have emerged as the primary actors in the orchestration of localized public utilities, empowered through a framework of legislative prerogatives and instrumental resources designed to elevate the qualitative standards of service delivery. A particularly salient legislative milestone is Law No. 11-10 of June 22, 2011, which conferred expanded jurisdictional autonomy upon municipalities in managing local public affairs and delivering substantively improved public services.

Nevertheless, the realization of quality benchmarks within the domain of public utilities remains inextricably linked to a constellation of determining variables. Among the most consequential are the sufficiency of financial and human capital, the institutionalization of contemporary administrative doctrines (transparency, performance evaluation, digital governance), and the operationalization of local governance mechanisms. Far from being mere administrative appendages, local collectivities represent strategic instrumentalities for the localization of public policy and the generation of endogenous development dynamics capable of enhancing citizen well-being.

It is within this analytical framework that the present study is situated, aiming to elucidate the catalytic role played by local collectivities in upgrading the qualitative performance of Algeria's public utility infrastructure. Through an empirical interrogation of local governance practices and a critical appraisal of existing structural constraints, this research seeks to offer actionable policy recommendations conducive to reinforcing municipal and provincial capacities. Anchored in the critical importance of the local tier in public utility management, the study poses the following central research problem:

To what extent do Algerian local collectivities contribute to achieving qualitative thresholds in public utility services? What challenges obstruct this contribution, and which mechanisms are requisite for enhancing their institutional efficacy?

Study hypotheses:

1. **First Hypothesis:** The quality of the Algerian public facilities can be achieved depending on how the communities in Algeria embrace the modern ways of managing these facilities.
2. **Second Hypothesis:** One of the significant barriers to quality within local communities is the lack of good financial and human resources.
3. **Third Hypothesis:** The implementation of the principles of participation and strategic planning on the local level increases the quality of the public services.
4. **Fourth Hypothesis:** Digitization and e-government are key tools to obtain quality in the public services.

Significance of the study:

The relevance of the research is described in the following points:

1. Emphasizing the importance of local communities being the major stakeholders in enhancing the performance of people.
2. The comprehension of the connection between administrative decentralization and the quality of the public services.
3. Giving a scientific and viable vision of how to enhance the management of the public facilities in accordance with quality standards.
4. Helping local decision-makers with feasible offers founded on scientific studies.

Study objectives: This study aims at achieving the following objectives:

1. Define the theoretical and legal framework to local communities and public facilities in Algeria.
2. Analyze the concept of mechanisms of improving the quality of public facilities through local communities.
3. Highlight the direct and institutional methods of managing the public facilities and improving their services through local communities
4. Identify the challenges that inhibit quality local performance
5. The findings and recommendations are presented in order to improve the performance of the local communities.

Study methodology:

The study was based on the multi-method approach to the issue:

- **Descriptive-analytical approach:** to examine the fact of local community performance in Algeria.
- **Comparative approach:** to compare the Algerian experience with some successful international experiences on enhancing the quality of the local services.
- **Historical approach:** to demonstrate the process of transformation of the role of local communities in running of the public facilities.
- **Prospective approach:** to suggest future solutions in accordance with the current tendencies in the local administration.

Methods and research tools of data collection.

1. Primary sources:

- Local elected officials and administrative officials interviews.
- On-site observations on how some of the state services are run (water, electricity, transport, health, etc.).

2. Secondary sources:

- References and academic books.
- Special articles and works.
- Local community texts of the law and regulation.

3. Research tools:

- **Semi-structured interview:** to comprehend the perception of the local officials on quality standards.
- **Document analysis:** official reports Review and local development plans.

4. Approaches used:

- **Participatory approach:** to emphasize the significance of participation of people in assessing the services offered by the government.
- **Administrative approach:** to examine local mechanisms in organization, and management.
- **Legal approach:** to research the documents that regulate the activity of local communities.
- **Sociological approach:** to know the correlation between the citizens and the service of the populace.

First Section: The Conceptual Framework of Local Collectivities and Public Utility Institutions

Local collectivities in Algeria represent decentralized administrative entities endowed with legal personality and financial autonomy. These include municipalities and Provinces. As for public utility institutions, they constitute the functional infrastructure through which essential services—such as education, healthcare, and transportation—are operationalized and delivered to the citizenry. The State, through these mechanisms, seeks to instantiate principles of social equity and sustainable development¹.

Subsection One: The Juridic-Regulatory Architecture of Local Collectivities

Local collectivities are foundational constituents in the administrative topology of the Algerian state. They serve as instrumental vehicles for the materialization of participatory democracy and decentralized governance. These entities have undergone a discernible evolution, particularly within the ambit of administrative reform trajectories and constitutional reconfigurations, the most recent of which reaffirmed their catalytic role in fostering local development and upgrading the qualitative parameters of public utility services².

1. Definition of Local Collectivities in the Algerian Constitution and Statutory Corpus

Pursuant to Article 15 of the 2020 Constitution of Algeria, local collectivities are defined as follows:

“The municipality and the Province constitute the two territorial collectivities of the State. They enjoy legal personality as well as administrative and financial autonomy, and their affairs are managed on the basis of the principles of participatory democracy, transparency, and accountability.”

This definition foregrounds the strategic significance of local collectivities as institutional embodiments of good governance, sustainable local development, and qualitative enhancement of public utility delivery³. In alignment with this constitutional framework, Law No. 11-10 of 22 June 2011 concerning municipalities articulates the following:

“The municipality is a territorial collectivity endowed with legal personality and financial autonomy. It constitutes the territorial locus of decentralization and the primary space for the exercise of citizenship. It is entrusted with promoting economic, social, and cultural development and the advancement of local democratic praxis.”⁴

Complementing this legislative corpus, Law No. 12-07 of 21 February 2012 relating to the Province stipulates, in Article 2:

“The Province is a territorial collectivity of the State, possessing legal personality and

financial autonomy. It exercises the powers vested in it by this law within the geographic boundaries of its jurisdiction.”⁵

These statutory provisions delineate the scope of authority exercised by municipal and Province popular assemblies, define their modalities of governance, and codify their interactions with central authorities—thereby fortifying the efficacy of subnational administrative action⁶. Accordingly, local collectivities in Algeria are not peripheral administrative adjuncts, but rather integral agents in the evolution of public service governance and the entrenchment of participatory democracy. Realizing these ambitions necessitates addressing existing impediments, including the reinforcement of financial and human resource capacities, the clarification of institutional prerogatives, and the rationalization of bureaucratic procedures.

Subsection Two: The Conceptual and Normative Framework Governing Public Utility Institutions

The public utility (service) epitomizes the constructive facet of administrative activity, executed either directly by the public administration or in conjunction with private actors, with the primary objective of fulfilling overarching societal needs. The conceptual architecture of public utilities constitutes a cardinal domain within administrative law, encapsulating doctrinal constructs such as public contracts, state assets, and the civil service. It is within this framework that the majority of administrative jurisprudence has evolved.

I. The Concept of Public Utility

A public utility is construed as a positive manifestation of the State's regulatory interventionism, aimed at catering to public needs through institutional mechanisms. While traditionally managed by the administration itself, contemporary practice has witnessed the progressive involvement of private entities under stringent public oversight. The essence of the public utility lies in its teleological alignment with the public interest, making it an inherent vector of state intervention. Certain legal theorists have instead emphasized a material or functional criterion, focusing exclusively on the nature of the activity, whereby a public utility is defined as any operation aimed at advancing collective welfare, irrespective of the entity executing it⁷.

1. Definitions of the Public Utility: Dualistic and Hybrid Criteria

1.1 The Formalistic (Organic) Criterion:

This interpretive lens accentuates the institutional identity of the entity administering the service and its structural integration into the public administrative apparatus. Prevailing throughout the 19th century, this criterion resonated with the "watchman state" model, in which the state's remit was limited to core sovereign functions—security, justice, and foreign defense. The conceptualization of the public utility within French administrative law gained doctrinal traction following the seminal 1873 *Blanco* ruling by the French Council of State. Within this paradigm, a public utility is any state-established entity under its direct governance tasked with advancing collective needs—e.g., judicial services or law enforcement mechanisms⁸.

A public utility may be defined as "a service of public interest operated under public law modalities and subjected to the authority or control of a public entity." Legal scholar *Duguit* defines it as: "An activity conducted by a public authority in pursuit of a collective interest." Whereas *Deferreaux* describes it as: "An administrative activity entrusted to a public law entity

for the satisfaction of a public need.”

1.2 The Substantive (Material) Criterion:

Traditional legal theory advocates for a functionalist interpretation, whereby the defining feature of a public utility is its objective—namely, the fulfillment of general interest imperatives through administrative operations⁹. Legal scholar Ahmed Mahyou notably argued that the public utility cannot be conceptualized as a value-neutral or purely juridical abstraction; rather, its definitional contours must be grounded in the socio-economic purposes underpinning its existence, which in turn inform the legal regime and institutional body responsible for its creation and regulation.

1.3 The Mixed (Hybrid) Criterion:

This approach synthesizes the formalistic and material perspectives, conceptualizing the public utility as a hybrid construct—an initiative or activity instituted by the state or a public entity with the exclusive aim of fulfilling general interest objectives. Here, the establishment of the service must emanate from a public entity, whereas the management may be exercised either by the state or delegated to private operators, provided such delegation remains under public supervision and scrutiny¹⁰. Thus, the essence of the public utility resides not in the institutional identity of the service provider, but in the public-oriented purpose and the overarching public law regime governing it.

II. Legal and Regulatory Framework for Public Utilities in Algeria

Despite the absence of a codified, unified legislative corpus governing the entirety of the public utility system, the Algerian legislator has promulgated several pivotal legal and regulatory instruments to organize and oversee the administration of public services. Among the most consequential texts are:

- Presidential Decree No. 15-247 of 16 September 2015, which regulates public procurement and public service concessions, laying the legal foundations for entrusting public utility management to private or mixed-economy actors.
- Executive Decree No. 18-199 of 2 August 2018, which delineates the conditions and modalities for delegating the operation of public services under the authority of local collectivities. It supplements the aforementioned presidential decree by detailing the contractual mechanisms and oversight procedures governing such delegations.

In the Algerian context, the public utility remains a principal instrument for realizing the collective interest and delivering essential services to the citizenry. Although no single statute governs all dimensions of public service management, the existing legal and regulatory architecture provides a foundational framework that delineates operating procedures, affirms guiding principles, and safeguards continuity and effectiveness. The enhancement of this framework, coupled with the promotion of good governance principles, remains a pivotal determinant in the qualitative transformation of public service delivery in Algeria.

Second Section: Mechanisms for Enhancing the Quality of Public Utilities through Local Collectivities

Public utility institutions constitute a foundational pillar in the architecture of sustainable development and the elevation of citizen welfare. In the Algerian context, local collectivities

occupy a central role in upgrading the qualitative performance of these services by operationalizing a constellation of modern governance instruments and field-based initiatives. Among the most salient mechanisms are the institutionalization of good governance, the digital transformation of public administration, the reinforcement of continuous human capital development, and the activation of evaluation and oversight frameworks. In parallel, public-private partnerships (PPPs) are increasingly advocated as a strategic response to financial constraints and a safeguard for the continuity of service provision¹¹.

Subsection One: E-Governance as a Vector for Enhancing Public Service Quality

1. Challenges to the transformation of e-governance into visible changes in the public services:

Some of the challenges that hinder the transformation of e-government into the realization of visible improvements of the public service include: (1)- poor digital infrastructure in certain neighborhoods (internet/networking), (2)- local lack of expertise on the platform management and data analysis, (3)- absence of harmonized databases between ministries and municipalities, (4)- inadequacies in funding of actual facilities implementation, and (5)- cybersecurity and data protection issues. Such barriers make e-government in isolation not to transform into efficient maintenance and enhancement of facilities without financial and logistic contribution of municipalities.¹² In this regard, we are going to discuss the service quality and citizen satisfaction claims as well as illustrate how e-government influences the quality of public facilities in the municipality of Oran.

I. Conceptualizing E-Governance and Its Localized Deployment

E-Governance refers to the integration of Information and Communication Technologies (ICTs) in the provision of public services, thereby streamlining administrative processes, minimizing bureaucratic inertia, and recalibrating the citizen-administration interface. The 2020 Algerian Constitution enshrines the principle of “public utility digitization” as part of its institutional reform agenda¹³.

In light of the paradigmatic shifts reshaping global public administration, digital governance has emerged as a strategic lever for optimizing the effectiveness and efficiency of public utility management¹⁴. For Algeria, the adoption of e-governance at the level of local collectivities has become an existential imperative to meet the citizenry's escalating expectations for swift, transparent, and high-performance services.

Several municipalities have already piloted digital infrastructures aimed at improving service delivery. Noteworthy examples include:

- The Municipality of Central Algiers, which digitized its civil status services via a dedicated online platform between 2018 and 2022.
- The Ministry of Interior, which launched the “Wathiqat” platform to enable remote access to administrative documents.
- The Province of Constantine, which implemented the “Ishaar” platform for real-time reporting of public utility malfunctions¹⁵.
- The Municipality of Douira, which introduced an electronic civil status system, significantly reducing wait times and enhancing citizen satisfaction¹⁶.

These exemplars, drawn from a subset of Algeria's 1,541 municipalities, underscore a

broader trend toward digitally enhanced governance at the subnational level.

And empirically speaking, we can say that statements about the quality of service and the satisfaction of citizens (There are some significant national statistics and numbers, e.g.:

Penetration Digital: there are an estimated 33.49 million Internet users in Algeria (January 2024), and this would be an approximate penetration rate of 72.9; estimates in 2025 would put the number at an estimated 36.2 million ($\approx 76.9\%$). This has a prudent technical background of municipal digital service projects.

National water security: It is forecasted that by the year 2024, Algeria will be supplying about 3.7 million m³/day of desalinated water, which is one of the critical signs of removing the burden on the systems of large coastal cities.

Water and sanitation access indicators (SDG6): Approximately 71 percent of the population have access to the safely managed drinking water services (SDG indicator 6.1.1, 2022 data); urban-rural disparity¹⁷.

II. Objectives and Impacts of E-Governance on Local Public Utilities

1. Strategic Objectives of E-Governance within Local Collectivities

- a) Administrative Simplification: One of the primary objectives is the eradication of procedural complexity through the digitization of bureaucratic workflows, thereby enabling citizens to access services without the burden of physical displacement or prolonged queuing.
- b) Expedited Processing Times: E-governance compresses administrative timelines by enabling real-time case handling, particularly in civil status departments, resulting in accelerated document issuance.
- c) Transparency and Anti-Corruption Measures: Digital transactions generate traceable data trails, enhancing accountability and mitigating discretionary abuses.
- d) Enhanced Citizen-Administration Relations: Digitization facilitates ubiquitous interaction, fostering citizen trust and reinforcing the legitimacy of the public sector¹⁸.

2. Impact of E-Governance on the Quality of Public Utility Services

Regarding demographics and infrastructure, the actual condition of the municipality of Oran as it relates to digitization and services is that the urban centre of Oran consists of some >900,000 (2022-2025 estimates) population, and high pressures on water, waste, and transportation.

Meanwhile, the actuality of local digitization: there exist local experiments with partial electronic windows and initiatives of digital administration at the level of individual departments; but the lack of a central portal, the absence of training, and the absence of a publicly available performance portal are significant challenges.¹⁹

The effects of e-government on quality of public services have a number of standard criteria based on empirical approach which include: (1) time of completion of the transactions, (2) percentage of transaction made electronically, (3) transparency and anti-corruption, (4) satisfaction by beneficiaries/citizens, and (5) cost efficiency. The connection between these indicators and the quality of physical facilities (roads, lighting, and garbage collection) is established with the help of a mechanism that helps to convert digital requests into municipal funding and implementation choices. The literature contains well-known models of measurement that are based on quantifiable and comparable key performance indicators (KPIs) prior to and following the application of digital solutions²⁰.

With that, Algeria has introduced national digital initiatives with the agenda to speed up public service digitalization (Unified Document: Digital Algeria 2030 / SNTN) and has created coordinating bodies of legislature and digital infrastructure. These strategies establish infrastructure, cybersecurity, national platforms, and development of digital human capital

priorities but experience local implementation challenges at the decentralized and municipal level²¹.

3. Some of those statistics include general findings concerning the effects of digitization on performance of services (lessons learned through experience).

It is demonstrated in comparative studies and practical experiments that the introduction of electronic services will considerably save time on completing some transactions (by 20-60 percent, depending on the service and the situation), cut the number of direct points of contact, and increase the transparency of tracking administrative files, which positively affect the level of customer satisfaction with the administrative services. Nevertheless, the effectiveness of such administrative enhancement on the quality of physical facilities will be contingent upon connecting the digital platforms to the local executive funding schemes²².

4. The fact of service delivery in the municipal level and in Oran (field observations and statistics): In big cities like the Oran, the national portals and e-services tend to be more accessible than in small municipalities. Nonetheless, not all municipalities regularly release detailed municipal data (percentage of transactions made electronically in each type of service, local response time, live satisfaction indicators) and it is challenging to objectively measure the effect without making specific field studies. We hence suggest that Oran be a prototype of a documented experiment which involves the baseline measurement before implementation.

It is founded on the population census (2025 estimate): the population databases are credible to show that the urban area of Oran is expected to comprise 966,494 inhabitants ([?] 966,000) in 2025. This is a size that puts a growing strain on the available facilities at the end of the government and makes interactive and effective platforms essential to enhance the response time when it comes to the infrastructure repair and urban services²³.

5. Proposed application model in the municipality of Oran (measurable implementation steps): Proposed pilot project (two neighborhoods in Oran -6-12-month application model): (a) The implementation of a municipal portal/application to take complaints about utilities (lighting, roads, drainage, sanitation) with request status monitoring, (b) Attach each request to a specific implementation budget and municipal emergency maintenance fund, (c) KPI dashboard measured on a weekly basis (response time, completion rate, user satisfaction rate), (d) Creation of digital and security municipal field teams Success of the model is evaluated based on comparison of standards of the baseline before/after implementation²⁴.

This leads to the reason to:

- 1. Elevate Citizen Satisfaction:** Efficient and user-centered digital services contribute significantly to public contentment and project an image of institutional competence.
- 2. Reduce the Operational Cost:** Digital infrastructures minimize reliance on paper-based systems, reduce staffing demands, and optimize office space usage, thereby enabling resource reallocation toward infrastructural enhancement.
- 3. Workforce Professionalization:** Engagement with digital systems necessitates continuous skill acquisition, stimulating employee productivity and adaptive capacity.
- 4. Institutionalizing Performance Monitoring:** Information systems allow for granular performance tracking, pinpointing strengths and systemic inefficiencies across the service delivery chain²⁵.

In sum, e-governance has demonstrably enhanced the qualitative attributes of public service provision in municipalities that have embraced its tenets. Nonetheless, the comprehensive success of such digital transitions remains contingent upon intensified efforts in staff training, technological investment, digital infrastructure modernization, and the democratization of citizen

participation in the digitization agenda.

Subsection Two: Public–Private Partnerships in the Governance of Public Utilities through Local Collectivities

In a bid to recalibrate public service provision and amplify operational efficiency, several Algerian municipalities have initiated Public–Private Partnerships (PPPs) as a structural modality for managing public utility infrastructure. A case in point is the Municipality of El-Maadhid, which outsourced the biometric services unit to private entities, resulting in tangible performance gains and elevated service delivery standards for citizens²⁶.

Local collectivities in Algeria, vested with legal personality and fiscal autonomy, are governed by directly elected bodies and operate within a decentralized framework—unlike administrative districts and sub-prefectures in the capital, which remain subordinated to a centralized logic under the authority of district administrators and delegated walis, respectively²⁷. Historical trajectories and comparative institutional praxis reveal that democratic engagement, particularly through collaborative governance models involving private actors or civil society organizations, has a substantial developmental payoff²⁸. The participatory inclusion of citizens in localized decision-making processes fosters productivity enhancement, territorial economic dynamism, and more precise alignment between public utility services and the granular demands of the population²⁹.

Empirical evidence suggests that proximity of service delivery mechanisms to the end-users significantly heightens the responsiveness of public utilities, thereby augmenting socio-economic development and citizen welfare³⁰. Consequently, both industrialized and developing states in the late 20th century gravitated toward decentralized administrative regimes and delegated public utility models, catalyzed by a confluence of political, sociocultural, and technological perturbations that reconfigured the epistemic foundations of local governance³¹.

This paradigmatic shift has expanded the remit of local administrative systems, positioning them not merely as regulatory organs but as developmental vanguards entrusted with the design and execution of economic projects. Such an evolution underscores the intrinsically economic and fiscal essence of local governance frameworks.

The local administrative architecture—encompassing municipalities, Provinces, and public utilities—must be understood as a complex socio-institutional ecosystem, integrally tied to the preservation of public order and acutely susceptible to both tangible and intangible pressures. These systemic pressures have engendered a precarious institutional landscape that necessitates rigorous analysis and strategic reengineering.

Given the stratified organizational landscape of local administration and utility governance—diverse in form yet integrated in function—there emerges a coordinated imperative for task specialization, interagency collaboration, and resource synergy. The collective performance of municipalities, Provinces, and utility services must be directed toward manifesting developmental mandates in a manner that is contextually grounded, resource-aware, and citizen-centric.

In this vein, the exigencies of contemporary governance demand the infusion of innovative financial and technological resources into local administrations and utility services. Academic research and empirical field studies can significantly contribute to enhancing institutional performance and preparing local governance structures to assume their core economic and fiscal

functions more robustly³².

To mitigate the institutional bottlenecks undermining the governance architecture at the local level, it is imperative to establish a centralized regulatory apparatus that coordinates private sector participation in public service delivery and infrastructural financing. This supervisory body must be oriented toward achieving the following strategic imperatives:

- Implementing structural reforms of economic public utilities;
- Establishing specialized technical, financial, and administrative capacities to regulate private sector participation across the lifecycle of infrastructure projects—from inception to operationalization³³.

This reform trajectory must be tethered to a broader economic development strategy at the local level, encompassing the reindustrialization of peripheral zones, the revitalization of agriculture in the interior and southern Provinces, the rebalancing of regional disparities, and the creation of a National Fund for Local Economic Development³⁴.

From this perspective, the functional scope of local administrations must be realigned with the exigencies of a rapidly evolving global context and harmonized with both domestic governance paradigms and transnational transformations. Local administration cannot live in isolation from current transformations and our reality. The world has seen a number of experiences in the field of partnership such as: **the Tunisian and Moroccan experiences in the Arab level. The Tunisian experience** underscored the role of partnership in the transport, water and energy sectors, where the state depended on the private sector to make investments, but where supervision and guidance were with the public authorities. However, despite their advantages, partnerships are faced with challenges such as poor management capacities at the local level, absence of specialized technical expertise, and different levels of oversight and transparency in the implementation of contracts³⁵.

As for Morocco's experience in the field of partnerships concession contract models have developed in Morocco, particularly in the areas of water, electricity and urban transport, which has allowed for the improvement of infrastructural and develop public services for the benefits of the citizens. Based on the Tunisian and Moroccan experiences, it can be said that success requires: A clear legal framework, effective oversight mechanisms, the involvement of civil society, units specialized in the preparation and monitoring of partnership contracts³⁶.

Comparative global experiences illustrate two dominant models of local governance: the **British and French systems**, both of which have succeeded in aligning economic, social, and administrative objectives. These systems have undergone iterative refinements, yielding local councils that are highly attuned to localized demands and capable of delivering cost-effective, high-impact services.

Despite divergences in ideological orientation and political structure across the global spectrum, there exists a striking convergence in the structural logic and operational modalities of local administrations. This convergence may be attributed to the universal nature of localized human needs, which in turn shape administrative morphology and dictate institutional behavior³⁷.

Empirically, the problem of public-private partnerships (PPP), the management of local authorities of Algeria, especially using specific figures, statistics, and data of the municipality/city of Oran.

Among the prominent national statistics and figures, there are:

It is assumed that by 2025 the agglomeration of urban agglomeration of Oran will have a population of 966,494 ($\approx$ 966.5 thousand). This population size indicates that there is high pressure on water, sanitation, transport and lighting facilities, so Oran is an appropriate market to PPP projects provided that they are developed to accommodate the population density and needs of the suburbs.

According to official local sources and media coverage, the municipal budget of Oran during the first year 2024 will be between 700 and 776 billion centimes (between 7.00 and 7.76 billion dinars) allocated to various departments, with large amounts going to the sanitation sector (such as about 450 billion centimes reported in the media on some of the allocations). These values demonstrate the possibility of the municipality to invest a substantial amount of funds in operation and maintenance initiatives or fund certain collaborations. This 2024 budget of Oran contains important sums of money in the sanitation and disinfection sector. Local reports indicate that there is an approximate 450 billion centimes being allocated to waste collection/cleaning (including grants and facilities to private institutions and some contract awards). This statistic underscores the point that it takes up a large amount of the municipal expenditure on day-to-day services which can be governed on the basis of PPP performance contracts.

Some of the experiences and observations about PPPs in Oran: The water sector as a good example: Experiences with the management/delegation of water services in Oran was included in the management contracts as in the other large cities in Algeria (2005-2008 contracts), operational management was delegated to a group of companies (although at a fixed fee and variable fees depending on the performance). Some of the operating indicators improved as analyzed but price control and compliance with maintenance were fundamental aspects³⁸.

Among the advantages of the implementation of the PPP in the facilities of the city of Oran (with quantifiable data) are: It is anticipated that, upon the proper implementation of PPP, there will be the following benefits: (1) Added funds to the projects (enable the increased investment without direct pressure to the budget); (2) An increase in the quality of the functioning indicators (downtime, coverage of the location with light, etc.), (3) The introduction of technical and managerial knowledge and the training of the staff, (4) The ability to correlate performance with financial incentives. These advantages can be calculated with the help of specific indicators pre/after implementation³⁹.

Third Section: Direct Administration versus Institutional Modalities in the Governance of Public Utilities under Local Collectivities

The governance of public utilities is not monolithic; rather, it is characterized by a diversified array of institutional and managerial configurations. This variability stems from the intrinsic heterogeneity of public services and the differentiated nature of their operational scopes. Among the principal modalities employed in Algeria are: direct administration, institutional or public establishment management, and delegated or hybrid exploitation). The proliferation of such modalities reflects the multi-sectoral penetration of state intervention and the plurality of governance frameworks necessitated by the complex functional realities of sectors such as defense, justice, security, energy, and taxation.

Public services integral to sovereignty functions—notably internal security, judicial

oversight, and fiscal enforcement—are structurally unsuited for delegation and are thus administered under the exclusive aegis of the state. Conversely, services associated with commercial or industrial activities, such as petroleum extraction or utility distribution (electricity, gas, water), lend themselves to alternative managerial paradigms involving private-sector participation or autonomous public entities. This gives rise to a fundamental legal and administrative inquiry: *How does Algerian legislation architect the differentiated governance of public utilities through a multiplicity of modalities?*

Subsection One: Direct Administration and Institutional Governance of Public Utilities under Local Collectivities

I. Direct Administration (Gestion Directe)

Direct administration denotes a model wherein the public authority—whether at the central or local level—undertakes the full spectrum of governance, financing, and operationalization of the utility, employing its personnel, budgetary resources, and public law instruments. Utilities governed through this modality lack distinct legal personality and are fully subsumed within the juridical and financial identity of the parent administration.

Legal Implications of Direct Exploitation :

1. **Employment Relations:** Under this regime, employees are legally affiliated with the originating administrative entity (e.g., municipality, Province, or ministry). Consequently, the dissolution of the utility does not annul the employment relationship but merely reassigns personnel within the same administrative structure⁴⁰.
2. **Asset Ownership and Financial Regime:** All assets mobilized in the operation of the utility remain under the legal and financial ownership of the parent administration. As per Article 134 of the Municipal Code, municipalities may directly exploit public services, with related revenues and expenditures incorporated into the municipal budget and managed by the municipal treasurer, under public accounting rules⁴¹. However, provisions exist for the granting of autonomous budgets when necessitated by operational exigencies, as stipulated in Article 13, enabling local councils to adopt specialized budgetary frameworks for select public services⁴².

3: Litigation and Legal Standing: Given the absence of legal personality for utilities governed under direct administration, any litigation or judicial procedure must be conducted in the name of the parent administrative authority, represented legally by the mayor or wali, who assumes responsibility for all acts undertaken in the name of the utility⁴³.

II. Public Establishments and Institutionalized Governance (Établissements Publics)

In contrast to direct administration, institutional governance entails the juridical personalization of the utility through the creation of public establishments, which are endowed with legal personality and financial autonomy. This model provides an intermediate solution, balancing public accountability with operational flexibility.

Definitional Parameters:

A public establishment is a legally constituted utility entrusted with a public service mission, operating independently of the parent administration, yet remaining under its general supervisory control. This legal characterization, grounded in Article 50 of the Civil Code, entails⁴⁴:

1. **Financial Autonomy:** The establishment possesses a separate legal patrimony, capable of acquiring rights, assuming liabilities, and independently managing financial inflows and outflows.
2. **Administrative Autonomy:** These entities are governed by their own internal structures, including deliberative and executive bodies. For example, universities possess autonomous governance structures such as the University Council, Scientific Committee, and Rectorate, distinct from the Ministry of Higher Education.

Legislative Foundations:

- Article 136 of the Municipal Code authorizes municipalities to establish municipal public establishments with full legal and financial autonomy.
- At the national level, only central authorities (e.g., Prime Minister, sectoral ministries) may establish national public establishments, with the classification of establishment categories reserved for parliamentary legislation under Article 122, Paragraph 29 of the Constitution.
- Article 129 of the Local Government Law stipulates that the creation of local public establishments must be initiated via deliberation by the municipal or Province council and validated by the competent supervisory authority (wali or sectoral minister).

III. Typology of Public Establishments

1. Binary Classification: Administrative vs. Industrial–Commercial Public Establishments

The Algerian legislative framework recognizes a dichotomous classification of public establishments, grounded in the nature of the services rendered:

- **Administrative Public Establishments (EPA):** Oriented toward non-profit public interest functions such as public health, education, cultural services, and municipal sanitation.
- **Industrial and Commercial Public Establishments (EPIC):** These are engaged in activities bearing commercial or industrial characteristics, such as electricity and gas production, telecommunication services, urban transport, and potable water distribution.

This distinction is codified in Article 137 of the Municipal Code, which stipulates that public establishments may be administrative or industrial-commercial in nature, depending on their mission and operational domain⁴⁵.

2. Legal and Institutional Safeguards:

- Article 42 of the Blida Municipal Law provides that certain deliberations (e.g., budgets, institutional creation) require prior approval by the wali.
- Articles 127–128 of the Province Law affirm that Province public establishments must conform to one of the two aforementioned legal forms and must demonstrate financial equilibrium between revenues and expenditures.

IV. Criteria for Differentiation between Institutional Typologies

Multiple legal criteria have been developed to delineate administrative from industrial-commercial establishments:

- a. **Functional Criterion:** Administrative establishments operate within the scope of traditional public functions—education, public health, welfare, etc.—while industrial-commercial establishments engage in market-oriented services, including manufacturing and service provision.
- b. **Teleological Criterion:** Administrative establishments are non-lucrative in intent and

geared toward universal access, whereas industrial-commercial establishments aim to achieve operational self-sufficiency and may levy fees reflective of service costs.

c. Regulatory Reference: Ordinance No. 01-01 of 20 August 2001 concerning the organization, management, and privatization of economic public establishments provides a regulatory blueprint for the governance and transformation of such entities⁴⁶.

Third: On an empirical note, the direct approach to dealing with a system of management of the public services using **the local communities in Algeria with specific focus on the most valuable figures, statistics, and data in the municipality/city of Oran.**

but why, then, in certain instances is the direct method justified? It still makes sense in sensitive services (drinking water quality control, health emergency, environmental safety) when the overall risk explains the necessity to leave the sovereignty and direct responsibility to the public authority. It is also desirable that there is a consistent financial ability and internal operational strengths that can perform the needed performance.

Estimates show that Oran has an urban population of 966,494 by 2025 which doubles day-to-day management and facility requirements as well as the workload on direct management.

The budget of the municipality of Oran and its effects on the direct approach also contain a number of figures, **as in the fact that the estimated budget of the municipality of Oran 2024 is estimated to have an approximate amount of 700-776 billion centimes**, with a significant portion going to the sanitation sector. Such numbers indicate a visible financial ability, yet also indicate that there is a high pressure on operations resources. **The operating expenditure items and sanitation in Oran have been described (2024 budget data).**

According to local sources, of the 2024 allocations, **some 450 billion centimes was to be allocated to waste collection (the private companies and, to a smaller degree, the public companies)**, and that, according to some statements, the wages were to take up about 80 % of the budget--which leaves little left to invest and maintain⁴⁷.

Practical finding: In the case when the municipality is determined by the operation of the service by large wage structure (~80%) and cost of operation, the profitability of investing in maintenance and renewal of the infrastructure becomes feeble. Hence, the direct strategy presupposes severe financial control and reorganization of operations (efficiency increase, wage control, regular maintenance plans) to ensure the continuation and the quality of service⁴⁸.

IV. General instruments in enhancing the direct approach of the municipality of Oran (immediate applications).

- Use elaborates operating budgets with indication of ratio of wages to investment.
- Create periodical maintenance schedules and connect them with key performance indicators (KPIs);
- Enhance the procurement and tendering systems to minimize costs;
- Establish informative teams within the train and form operations to boost productivity, rather than simply adding human resource;
- Openness and quarterly reports on financial and operations performance⁴⁹.

And, regarding the institutions of the people we put the following question: **Why should municipalities (as in the case of Oran) decide to create public institutions to operate**

facilities? (Practical motive): The practical motives include: **decreasing the cost to the municipal budget** of operating, getting investment funding, better maintenance and less service interruptions and continuity of operations due to professional contracts. Such mechanisms are desired in municipalities that are urban in nature and have a dense population (as in the case of Oran) so as to be able to handle the demand of daily services. **In terms of the figure's interpretation: what do they mean for public institutions in Oran? (Brief analysis)**

Practical analysis: high wages and the high proportion used for employment; this leaves little room for investment and maintenance. Therefore, local public institutions (public economic institutions or mixed companies) may be a way to increase the flexibility of investment spending, obtaining loans or investment grants, and the organization of regular maintenance that can be achieved through contractual mechanisms provided that there is a strict supervision and financial transparency⁵⁰.

Subsection Two: Concession-Based Management of Public Utilities under Local Governance Structures

In pursuit of enhanced socio-economic efficacy and administrative rationalization, public authorities—particularly at the subnational level—have progressively adopted concessionary modalities for the management of public utilities. This paradigm shift is predicated on the strategic outsourcing of service delivery operations to qualified private entities, thereby seeking to harness their managerial expertise, operational agility, and investment capacity. This form of delegated management emerges not only as a cost-containment strategy but as a mechanism for optimizing service quality and alleviating administrative burdens on local collectivities.

I. The Essence of the Concession Contract

A concession contract may be defined as an administrative agreement wherein a public authority entrusts the management and exploitation of a public utility to a private individual or corporate entity, for a temporally defined period. The concessionaire assumes full responsibility for operational expenditures, workforce recruitment, and risk allocation, in exchange for the right to collect service fees from users. The legal regime governing such contracts remains anchored in public law imperatives and is delineated by both contractual stipulations and unilaterally modifiable regulatory clauses.

II. Differentiation from Alternative Governance Models

The concession modality diverges fundamentally from direct exploitation and institutional governance models. Unlike direct administration, wherein the public authority retains full operational control, or public establishments, which are juridically autonomous but still publicly managed, concessions involve the complete delegation of operational control to private actors, albeit under public oversight. Importantly, concession-based utilities are not gratuitous; users must pay service charges calibrated to the economic equilibrium of the concessionaire⁵¹.

Concession agreements contain a dual typology of clauses:

1. **Contractual Clauses:** Governed by the doctrine of contractual autonomy, reflecting negotiated terms and reciprocal obligations.
2. **Regulatory Clauses:** Unilaterally modifiable by the grantor to ensure continuity, adaptability, and responsiveness to public interest exigencies. The concession does not constitute a transfer of sovereignty but a conditional delegation of management

responsibility.

III. The Concession Specifications Dossier

This dossier serves as the foundational instrument of the concession agreement. It codifies the technical, legal, and operational stipulations to which the concessionaire is bound. Drafted exclusively by the granting authority, it is typically non-negotiable and must be accepted *intuitu personae* by the private operator. According to Article 132 of the Municipal Code, concession contracts may encompass services such as potable water, sanitation, waste management, covered markets, municipal transportation, cemeteries, funeral services, local roads, elderly care, and environmental health services.

IV. Structural Components of the Concession Contract⁵²

1. Parties: The agreement is concluded between a public entity (state, Province, or municipality) and a private operator (individual or corporate).
2. Subject Matter: Typically entails utilities of economic character; administrative utilities such as policing or taxation remain excluded.
3. Form: Must be executed through an official administrative act that includes comprehensive provisions governing the utility's operation.

V. Legal Effects of the Concession Agreement

1. On the Public Authority:
 - Supervisory Rights: Enforcement of contractual terms, imposition of penalties (e.g., financial sanctions).
 - Regulatory Flexibility: Modification of regulatory clauses, particularly in pricing and access terms.
 - Early Reclamation: Right to unilaterally repossess the utility, subject to indemnification.
2. On the Concessionaire:
 - Revenue Rights: Entitled to levy user fees to ensure profitability.
 - Compensatory Rights: May claim indemnification for economic imbalance or unforeseen operational constraints.
3. On the Users:
 - Access Rights: Equal treatment and non-discriminatory access upon fee payment.
 - Recourse Rights: Entitled to seek administrative intervention or litigate in administrative courts in the event of breach by the concessionaire⁵³.

Subsection Three: Mixed-Economy (Hybrid) Models of Public Utility Governance

Hybrid governance models, often referred to as mixed-economy operations, represent a nuanced blend of public and private capital and administrative influence. In this schema, the public authority collaborates with private actors through joint-stock companies established to manage specific utilities. The public entity typically retains equity participation and oversight privileges, while private shareholders contribute capital, managerial expertise, and market-based operational models⁵⁴.

I. Mixed-Economy Corporations in Utility Management

This approach has gained traction particularly in sectors requiring high capital investment and operational flexibility, such as energy, telecommunications, and public transport. The hybrid

model is especially attractive for emerging economies, where public institutions face fiscal constraints and capacity limitations. It aims to remedy the inefficiencies of direct administration, especially bureaucratic inertia and low competitiveness⁵⁵.

II. Structural Constituents of Mixed-Economy Companies

Through studying the method, we conclude that the pillars of this method are:

1- Public facility management: It differs from the other pillars that it is related to facility management that enables the administrative authority to supervise it in its capacity to be a contributor or protector of the public interest. Second, Supervision is conducted by the representatives of the administration on the board of directors of the company in their capacity as representatives of the public shareholder in the company and as defenders of the public interest against individual shareholders seeking to make a profit.

2- Joint stock company: Mixed economy company and need to take the participation of the public and individual shareholders in the management of public facilities in the form of joint stock company that is in principle subject to commercial law. Given the difference in the rules of joint management privileges, this company is created by law or according to law⁵⁶

As for the empirical aspect of managing public facilities by concessions through local communities in Algeria, a special attention is paid to **the most important figures, statistics and data in the municipality/city of Oran.**

Algeria and cities such as the capital and Oran in particular, have had experiences of delegation/concession in the water sector (with mixed results): some contracts have improved operations and provided investments, but others have demonstrated problems with transparency or tariff review. Lesson: The key to making a concession successful is a comprehensive technical and financial feasibility study, rigorous monitoring mechanisms for performance, and clear terms for the facility return at the end of the contract. The province of Oran and the city of Oran have a large and dense population: Estimates for 2025 put the population of the urban agglomeration of Oran at **≈966,494** inhabitants; this density makes infrastructure and service projects more economically viable when designing an appropriate concession model.

Among the few specifications of the concession contract are: a concession period of 10-15 years, investment commitment (upgradation of modern equipment/ transfer stations), performance indicators (collection time, lighting coverage ratio, quality of the recycling services), and annual tariff review mechanisms.

for example, linked to clear price indicators, partial bank guarantee in favour of the municipality, a joint monitoring committee composed of municipality, civil society and technical experts and an explicit clause for return of assets in good condition at the end of the contract. Before bidding: social and environmental impact assessment and financials⁵⁷

Among the rapid suggestions on the practical level for the municipality of Oran before awarding the concession:

1. Prepare stand-alone technical, financial and social feasibility studies.
2. Establish transparency conditions - publish contracts (prices, KPIs, control mechanisms).
3. Establishing a mechanism for consumer protection (flexible tariffs, social assistance).
4. Require a bank guarantee and an annual review of performance and tariffs.

5. Establish a monitoring committee made up of the municipality, civil society and an independent expert. Implementing the following recommendations minimize these risks of the concession as well as maximize the likelihood of delivering actual benefits to citizens.

Section IV: Interview with the mayor of Oran on the role of local authorities in improving the quality of public services in Algeria

Background information:

1. Position: Mayor of Oran since his election in December, 2021
2. Political party: Rally for Culture and Progress (MSP)
3. Position: President of the Provincial People's Council since he was elected in December 2021
4. Political party: National Construction Movement ("El Binaa ")

Time and place of interview: The research was done in the province of Oran in the city center by visiting the chief of staff of the mayor's office and the deputy chief of staff of the provincial people's council as they are considered to be the most important members to know. We therefore identified research subject No. (01) A.A. and research subject No. (02) named M.S. In addition, the study period was done from Jan. 20, 2025, to Jan. 30 of the similar year and two visits every week to each member. We also observe that both have five years of experience, from the last term of 2021.

Interview technique and type: It consisted of asking the respondents oral questions, leaving the floor open for them to answer the questions freely and give their detailed explanations on the questions relevant to the research topic, so as to allow the respondents sufficient time. The interview consisted of six questions which were based on the research topics studied to emphasize the role of the municipality and the state as institution to achieve quality in public facilities.

Interview question guide:

First: Interview with Mayor of Oran:

Question 1: Mr. Mayor for Oran, how do you evaluate the role of local communities in improving the quality of public facilities?

Answer: Local communities have emerged as the primary players to bring public services close to citizens. We are working to improve the quality of facilities, introducing digitization in some departments, developing management mechanisms, and controlling the level of citizen satisfaction with the services provided.

Question 2: What are the most important projects that the municipality of Oran has been working on in the past few years to improve public services?

Answer: Some of the most relevant are: modernizing civil status and connecting it to digital processes, improving public lighting of neighborhoods, launching programs of urban development, and developing the collection of household waste through institutions with private companies.

Question 3: Do you think that coffer dome lack of funds is an obstacle in order to improve the quality of public facilities?

Answer: Funding is a huge challenge but we depend on the diversification of funding sources such as local taxes, joint investments, and from time to time through partnership agreements with private sectors. The idea is to make sure the high-quality services are sustainable.

Question 4: How do you keep track of how citizens are satisfied with the services that have been provided by the municipality?

Answer: We have set up processes of direct communication with the people through listening cells, digital platforms and periodic reception of complaints. We also carry out periodic field assessments to ensure the effectiveness of services.

Question 5 What steps do you intend to take in the future to ensure the quality of the public facilities in Oran?

Answer: We plan to increase the use of e-government, the establishment of model community service centers, strengthening of human competencies through an ongoing training program, and encouraging the establishment of local partnerships to achieve a comprehensive development.

Question 6: You are the MSP party--how does being in the party affect the way the municipality is managed and whether or not people enjoy good public facilities?

Answer: Party affiliation gives me a framework of values and principles that I stand by in my work: serving citizens, transparency and social justice. But, when dealing with managing public facilities, I try to avoid partisan disputes as much as possible and focus on the technical and organizational tasks, performance, maintenance, accommodating complaints, and improving infrastructure regardless of political affiliation.

Question 7: A final word?

Answer: I would say to citizens that we can also be successful in improving the quality of public facilities based on their cooperation. We work with them and for them, the participation of the population in the actions makes the success of all the projects.

Second: Interview to the President of the Provincial People's Council (M.C.)

Question 1: What is the significance of quality in public facilities and why are local communities the key to achieving it?

Answer: Quality in the public facilities is the provision of services which are according to the need of the citizen in an efficient manner, without any interruption, safe, and with the reasonable degree of comfort. This quality determines directly the quality of life of citizens and increases trust between the state and society.

Local communities are at the center because they are the closest to citizens; they see and feel their daily needs, and they manage the majority of the facilities on the ground. Therefore, if they manage to succeed in good organization and management, the results will be tangible and have a rapid impact, to monitor and improve performance in time.

Question 2: What are the key barriers that local communities in Algeria are facing in terms of quality public facilities?

Answer: There are a number of challenges, which include:

Lack of self-financial resources - Local communities are often reliant on state budgets or central support and that restricts their ability to plan and invest.

Human and training resources: Some communities do not have qualified and trained personnel in facility management, monitoring or modern administration. Studies have pointed to this.

Bureaucracy and centralized administrative representation In spite of the presence of laws that provide local powers, there are hindrances in their implementation which is related with central administrative supervision and oversight.

Weak monitoring, evaluation and follow-up: Lack of performance indicators, weak system for periodical monitoring & evaluating public facilities & services.

Digital timing and e-government: the transition to digital services is slow or incomplete in some municipalities and provinces, and this is related to the speed and accessibility of services.

Question 3: In daily activities, what are the initiatives or mechanisms that local communities can undertake to make public facilities better in quality?

Answer: Some of the useful mechanisms and initiatives may include:

Establishing a quality unit within the local community, the mission of which is to monitor the quality of the facilities, propose improvements, train staff, and provide compliance with standards.

Training of human resources, especially in the field of administrative management, finance, e-government, evaluation, and monitoring.

Use performance and monitoring indicators: define clear indicators to measure quality (such as time, continuity, citizen satisfaction), conduct regular monitoring and evaluation and provide transparent reporting to citizens.

E-government and digital management: digitize procedures and reduce their complexity, offer online services, facilitate relations with the citizen

Partnerships with the private sector and civil society: Entrusting ancillary services or cooperation in maintenance, investment, or delivery of services, quality control contract.

Sustainable local budgeting and strategic planning: elaboration of medium and long range local plans, investing own financial resources; local tax collection and expenditure rationalization.

Question 4: How does the Provincial People's Council manage or assist the local communities to ensure the quality?

Answer: we can do the following as a provincial council:

Monitor the implementation of local community programs and coordinate between them in order to ensure consistency of services and exchange of experiences.

Provide technical and training support to municipal communities in the form of training workshops or specialised administrative support

Offer financial or incentive support to local communities that meet certain quality standards.

Encourage and implement good practices in some municipalities and spread them as examples to other communities.

Facilitate monitoring and follow-up procedures, on the part of the state, to ensure local communities are in compliance with standards and laws.

Question 5: What legal or legislative reforms do you think, to strengthen the role of local communities in improving the quality of public facilities?

Answer: Some suggestions:

Amend or strengthen legislation to give more powers to local communities and less administrative oversight where possible and hold them accountable.

Clear legislation regarding quality indicators, monitoring and rights of citizens in case of poor service

Mandatory training or academic qualifications for some local officials to ensure their competences.

Laws that promote transparency and public community participation in the evaluation of public services.

Legislation stimulating sustainable local financing: improving local tax collection, facilitating local investment, partnerships, possibility of local borrowing on favourable terms ...etc

5. Conclusion

The findings derived from both theoretical inquiry and empirical investigation underscore the centrality of local collectivities as pivotal agents in the qualitative transformation of public service delivery. Owing to their territorial proximity and nuanced awareness of the micro-level needs of the citizenry, these subnational entities are uniquely positioned to calibrate public utility services in accordance with contextual exigencies.

However, the performance of local collectivities remains heterogeneous across regions, subject to a constellation of structural, institutional, and socio-political determinants. The Algerian experience has illuminated that the pursuit of quality in public utilities transcends the confines of legislative reform, necessitating a paradigmatic shift in administrative culture. This transformative agenda must be anchored in governance principles, strategic planning, digital modernization, and continuous performance evaluation.

The study further reveals that certain municipalities and Provinces have yielded demonstrable improvements in service quality through innovative managerial models, the mobilization of endogenous competencies, and the promotion of civic participation. Such outcomes attest to the catalytic role of political will and visionary local leadership in engineering a fundamental reconfiguration of public utility governance.

Key Findings

- **Inequitable Allocation of Resources:** Disparities in the distribution of financial and logistical capacities among municipalities generate significant asymmetries in service quality, exacerbating regional inequalities.
- **Digitization as a Strategic Lever:** While digital transformation constitutes a critical pathway for service enhancement, its diffusion remains constrained, particularly in rural and under-resourced collectivities.
- **Institutional Fragmentation:** The lack of systemic coordination between elected officials and administrative departments impedes the effective operationalization of local public policies.
- **Deficiencies in Continuous Professional Development:** The limited institutionalization of lifelong training for local government personnel undermines administrative performance and responsiveness.
- **Absence of Evaluation and Accountability Culture:** The nonexistence of embedded evaluation frameworks and accountability mechanisms within local governance structures curtails iterative improvement and policy learning.
- **Civic Disengagement in Local Decision-Making:** The exclusion of citizens from participatory governance processes diminishes public trust and undermines the legitimacy of local institutions.
- **Fiscal Constraints on Project Implementation:** Structural budgetary limitations circumscribe the ability of local collectivities to initiate and sustain transformative, high-

impact development projects.

Recommendations:

1. E-government as an administrative performance indicator and transparency means improvement but it cannot improve the quality of physical facilities without linking it to clear municipal financing and implementation mechanisms and local capacity building. Brief practical recommendations: Create linkages between digital platforms and municipal implementation budgets, establish documented experiments in Oran neighborhoods, create, clear and continuous training programs for employees Kpis.
2. Participatory budgeting for better participation of citizens and making the allocation of resources more transparent.
3. Performance based contracts for providers of services to improve accountability and efficiency.
4. Digital literacy training of both; administrators and citizens for equitable access t and use of e-government tools
5. Fiscal decentralization to allow local communities to have more powers in revenue collection and spending.

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