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"The Use of Artificial Intelligence in Algerian Administration: Between Transparency Requirements and Improving the Quality of Public Services "

"توظيف الذكاء الاصطناعي في الإدارة الجزائرية بين متطلبات الشفافية وتحسين جودة الخدمات العمومية"

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Abstract:

This paper explores the integration of artificial intelligence in Algerian administration as a means to enhance transparency and improve public service quality. It highlights Algeria's progress in digitalization through laws on electronic signatures, data protection, and cybercrime. AI contributes to faster procedures, better decision-making, and reduced corruption. However, challenges remain, including the absence of a dedicated legal framework and limited expertise. The study recommends adopting a comprehensive national strategy based on data governance, cybersecurity, and continuous training.

Keywords:

Artificial Intelligence, Algerian Administration, Transparency, Public Services, Digitalization, Data Governance.

ملخص:

يتناول المقال توظيف الذكاء الاصـــطناعي في الإدارة الجزائرية كأداة لتعزيز الشـــفافية وتحســـين جودة الخدمات العمومية. ويبرز التقدم المحقق في مســـار الرقمنة من خلال تشـــريعات التوقيع الإلكتروني وحماية المعطيات ومكافحة الجرائم المعلوماتية. كما يوضـح دور الذكاء الاصـطناعي في تسـريع الإجراءات ودعم القرار وتقليل الفسـاد. رغم ذلك، تواجه هذه العملية تحديات قانونية وتقنية، أبرزها غياب إطار قانوني خاص وضـعف الكفاءات، مما يسـتدعي اعتماد مقاربة وطنية قائمة على حوكمة البيانات والأمن السيبراني والتكوين المستمر.

الكلمات المفتاحية:

الذكاء الاصطناعي، الإدارة الجزائرية، الشفافية، الخدمات العمومية، الرقمنة، الحوكمة الرقمية.

Introduction*:*

The contemporary world is witnessing rapid development in the field of digital technology, with artificial intelligence becoming one of the most important tools on which states rely to modernise their public administrations. As Algeria strives to achieve digital transformation, artificial intelligence emerges as an effective means of improving administrative performance and enhancing the quality of public services. It also contributes to upholding the principles of transparency and good governance by reducing human intervention and curbing administrative corruption. The integration of these technologies is a strategic step towards building a smart and sustainable administration; however, this transformation faces several legal, technical and institutional challenges.

The significance of this study lies in highlighting the importance of artificial intelligence in the development of public administration, promoting transparency and curbing administrative corruption, improving the quality and efficiency of public services, and supporting Algeria's move towards a digital government.

This raises the following question: to what extent can artificial intelligence contribute to enhancing transparency and improving the quality of public services in the Algerian administration, and what are the main challenges hindering this move?

I. The conceptual and legal foundations for the use of artificial intelligence in public administration.

Artificial intelligence is considered one of the most significant outcomes of the digital revolution, which has affected various sectors, foremost among them public administration. Its use has become an absolute necessity for improving administrative performance and enhancing the effectiveness of public services, whilst also contributing to the establishment of principles of transparency and good governance through the reliance on smart systems. Accordingly, it is necessary to define the basic concepts associated with it and its relationship to digital administration.

A. What is artificial intelligence and digital administration:

Artificial intelligence is a set of technologies that enable systems to simulate human cognitive abilities such as learning, analysis and decision-making, with this concept evolving to encompass multiple applications within public administration, particularly in the areas of data processing and service improvement. Conversely, digital governance refers to the use of information and communication technology in the management of public services. The integration of artificial intelligence and digital governance forms the basis for the transition towards smart government, necessitating a re-evaluation of traditional models of governance.

1. Definition of Artificial Intelligence:

The concept of artificial intelligence is a relatively modern one, having emerged in the mid-20th century, specifically in 1956 during the Dartmouth Conference. It is defined as the ability of computer systems to simulate human intelligence through learning, reasoning and independent

decision-making, and encompasses a range of technologies such as machine learning, neural networks, and natural language processing.[1] John McCarthy defined it as the science and engineering of making intelligent machines, especially intelligent computer programmes.[2] It is clear from this definition that artificial intelligence is not limited to software alone, but also encompasses intelligent systems capable of interacting with their environment.
Some scholars also view artificial intelligence as a strategic tool for improving performance in organisations, particularly in the public sector, by streamlining administrative procedures and reducing human error.[3] Its importance lies in its ability to analyse vast amounts of data with high accuracy, thereby aiding administrative decision-making.

In an administrative context, artificial intelligence has become a means of enhancing efficiency, as it can be used to automate services, improve communication with citizens, and streamline administrative procedures; it also contributes to transparency by reducing human intervention in administrative processes.

2. The concept of digital public administration:

Digital public administration is a natural extension of the technological developments witnessed worldwide, as it relies on the use of information and communication technologies to manage public services and improve the quality of services provided to citizens. It has emerged as a result of the need to move beyond traditional bureaucracy and enhance efficiency and speed in administrative performance.[4]
Digital governance is defined as "the use of electronic means to deliver public services and manage administrative processes effectively".[5] This includes the digitisation of documents, the simplification of procedures and the adoption of digital platforms for dealing with citizens. Digital governance also contributes to transparency by making information available and facilitating access to it, thereby strengthening citizens' trust in the administration.[6] and is considered one of the key pillars of e-governance, which aims to improve the relationship between the administration and the citizen.

In Algeria, several programmes have been adopted to promote digital transformation, such as the "e-Algeria" strategy, which aims to develop digital infrastructure and improve public services.[7] Several legal texts have also been issued to regulate this field, including the law on the digitisation of public administration.

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1 Stuart Russell and Peter Norvig, Artificial Intelligence: A Modern Approach, 3rd ed. (New Jersey: Prentice Hall, 2010), p. 1.
2 John McCarthy, "What is Artificial Intelligence?", Stanford University, 2007, p. 2.
3 Abdul Rahman bin Saad, Artificial Intelligence and its Applications in Modern Management, Dar Al-Masirah, Amman, 2020, p. 45.
4 Mohamed Al-Saghir Baali, E-Government in Algeria, Dar Al-Ouloum, Algiers, 2018, p. 22.
5 Ahmed Maher, Modern Management: Concepts and Applications, Dar Al-Jami'ah, Alexandria, 2016, p. 130.
6 Mohamed Al-Saghir Baali, op. cit., p. 45.
7 Ministry of Post, Information and Communication Technologies, Algeria's e-Strategy 2013, Algiers, 2013, p. 10.

The importance of digital administration lies in its ability to improve administrative performance, reduce costs and speed up service delivery; it also paves the way for the adoption of artificial intelligence within the public administration, contributing to the development of a smart and sustainable administration.

B. The role of artificial intelligence in enhancing transparency:

Artificial intelligence is one of the modern tools that contributes to enhancing transparency within public administration by reducing human intervention in decision-making. It also improves the accuracy of data processing, provides real-time information to citizens, and helps track administrative processes and curb illegal practices. Furthermore, it strengthens trust between the administration and citizens by ensuring integrity and clarity, thereby demonstrating its importance in supporting the principles of good governance.

1. Mechanisms for utilising artificial intelligence to achieve transparency:

There are numerous ways in which artificial intelligence is used to enhance transparency within public administration, which relies on intelligent systems to process data and make decisions automatically. One of the most notable of these methods is the use of algorithms to analyse big data, enabling the early detection of administrative irregularities and abuses.[8] AI technologies also contribute to the digitisation of administrative procedures by relying on automated systems that reduce direct contact between staff and citizens, thereby limiting opportunities for administrative corruption.[9]

Furthermore, AI-powered e-service platforms enable citizens to track their administrative files transparently, thereby reinforcing the principle of the right to access information.[10] Predictive data analysis techniques can also be used to monitor administrative performance and assess the extent to which departments comply with applicable laws and regulations. Furthermore, AI technologies contribute to improving complaint and corruption reporting systems, as complaints can be analysed and categorised intelligently, which helps to speed up their processing.

2. The contribution of artificial intelligence to combating administrative corruption:

Administrative corruption is one of the most significant challenges facing public administration, necessitating the adoption of modern mechanisms to combat it. Artificial intelligence is at the forefront of these mechanisms, as it helps to promote integrity by reducing human intervention in administrative processes, thereby limiting opportunities for the abuse of power.[11] AI technologies also enable the analysis of financial and administrative data to detect

8 Thomas H. Davenport, Artificial Intelligence for the Real World, Harvard Business Review, 2018, p. 3.
9 Abdelrahman Ben Saad, op. cit., p. 78.
10 United Nations, E-Government Survey 2020: Digital Government in the Decade of Action, New York, 2020, p. 56.
11 OECD, Artificial Intelligence in the Public Sector: Opportunities and Challenges, Paris, 2019, p. 21.

abnormal patterns that may indicate corruption, such as manipulation of public contracts or misuse of resources.[12]
Conversely, smart systems contribute to the accurate tracking of administrative processes, which facilitates monitoring and accountability and enhances the effectiveness of regulatory bodies. Artificial intelligence can also be used to support decision-making within regulatory bodies by providing accurate information and advanced analyses that help detect violations.

In Algeria, the legislature has strengthened anti-corruption mechanisms by enacting Law No. 06-01 on the prevention and combating of corruption, which can be supported by artificial intelligence technologies to increase its effectiveness.[13] These technologies also contribute to improving transparency in public procurement by digitising processes and subjecting them to automated monitoring. Consequently, the integration of artificial intelligence into the fight against corruption represents a fundamental step towards achieving an honest and effective public administration.

II. The current state of AI implementation in Algerian public administration and prospects for its development:

Discussions regarding artificial intelligence in Algerian public administration are no longer merely theoretical proposals or future visions; they have become part of the institutional debate surrounding the modernisation of public services and the improvement of the quality of public service provision. For years, the Algerian administration has been undergoing a gradual transition from the traditional paper-based model to a digital model based on data exchange, the dematerialisation of certain procedures, and the expansion of the use of e-services. However, artificial intelligence, as a more advanced stage of digitisation, is not limited to converting documents and procedures into electronic formats; it goes beyond that to include intelligent data analysis, administrative decision-making support, risk prediction, and the enhancement of public sector performance. Consequently, assessing the current state of Algerian public administration in this field requires distinguishing between the basic digitisation phase and the smart governance phase, whilst examining what has actually been achieved and what still requires legal, technical and human capacity-building. Reports from the United Nations and the Organisation for Economic Co-operation and Development confirm that the success of digital transformation and the transition to the use of artificial intelligence in the public sector is linked to interrelated factors, the most important of which are digital leadership, data governance, infrastructure, comprehensive government coordination, and mechanisms for accountability and transparency.

A. The reality of digital transformation in Algerian public administration:

The reality of digital transformation in Algerian public administration is characterised by a transitional nature; it is neither a rudimentary state lacking tools, nor is it, at the same time, a mature state having reached the level of comprehensive smart governance. There are notable legislative and regulatory efforts and significant institutional indicators, yet practical implementation remains

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12 Rose-Ackerman, Susan, Corruption and Government, Cambridge University Press, 1999, p. 91.
13 Law No. 06-01 of 20 February 2006 on the prevention and combating of corruption, Official Gazette of the Algerian Republic, No. 14, 2006, p. 3.

inconsistent across sectors and between central and local administrations. This is evident in the enactment of legal provisions governing electronic signatures and authentication, the regulation of e-commerce, the protection of personal data, and the fight against cybercrime; all of which constitute the initial legal framework necessary for building a secure and reliable digital administration. However, artificial intelligence requires a more integrated environment based on structured data, interoperability between departments, algorithmic governance, and oversight mechanisms for smart systems.

1. Manifestations of the digitisation of public administration:

The first manifestations of the digitalisation of Algerian public administration are evident in the transition from limited recognition of electronic means to their legislative recognition as means capable of producing legal effects. In this context, Law No. 15-04 of 1 February 2015 was enacted to establish the general rules governing electronic signatures and authentication; this is a landmark text as it confers legal certainty on electronic transactions and documents, and establishes e-government as a transition grounded in legal validity rather than merely the technical use of digital media. Without this legal recognition, digital transactions would lack the element of trust upon which modern administration is founded.[14] Digitalisation is also evident in the regulation of the digital economic and administrative environment surrounding public services, Law No. 18-05 of 10 May 2018 on e-commerce has not only had an impact on the private commercial sector but has also contributed to strengthening the legal culture of electronic transactions and enshrined the principle that transactions concluded via electronic means are subject to national law provided the prescribed conditions are met. This development is significant for public administration because the modern public sector does not operate in isolation from its economic and digital environment, but interacts with citizens and economic operators who increasingly rely on electronic channels. The proliferation of electronic transactions and their legal recognition are directly reflected in the administration's evolution towards more mature digital services.[15]

Furthermore, Law No. 18-07 of 10 June 2018 stipulates that the processing of personal data must be carried out with due regard for human dignity, privacy and public freedoms, and sets as one of its objectives the establishment of rules to protect natural persons in the field of data processing. The importance of this legislation increases as the administration moves from simple digitisation to management based on automated data analysis and artificial intelligence; the issues of privacy protection, data circulation control, and the lawfulness of processing become central to the digital legitimacy of public administration. Furthermore, the introduction of regulatory

14 Law No. 15-04 of 11 Rabi' al-Thani 1436 (corresponding to 1 February 2015), laying down the general rules on electronic signatures and authentication, Official Gazette of the Republic of Algeria, No. 06, 10 February 2015, p. 5.

15 Law No. 18-05 of 24 Sha'ban 1439 (corresponding to 10 May 2018) on electronic commerce, Official Gazette of the Republic of Algeria, No. 28, 16 May 2018, p. 4.

decisions in 2024 relating to the Official Gazette of the National Authority for the Protection of Personal Data indicates the ongoing development of the institutional framework in this area.[16] Furthermore, digitalisation cannot be complete without preventive and repressive information security. This is why Law No. 09-04 of 5 August 2009 on the prevention and combating of crimes related to information and communication technologies was enacted to establish a framework for the criminal protection of the digital environment. Public administration, which relies on the exchange of data, documents and electronic platforms, is by its very nature vulnerable to the risks of hacking, attacks on automated processing systems, data manipulation, and data leaks or disruption.[17]

2. The State's efforts to adopt artificial intelligence:

Whilst the previous manifestations of digitalisation reflect the legal and technical framework, the state's efforts to adopt artificial intelligence signify a transition from e-government to smart government. What is meant here is not merely the use of computers and electronic platforms, but rather the deployment of tools capable of analysing, classifying, predicting, support decision-making, and detect unusual patterns in administrative, financial and service data. This level of development does not rely on a single text or platform, but requires an integrated system comprising reliable data, legal frameworks, regulatory bodies, human capabilities, and a coherent government strategy. Official and international indicators show that Algeria is gradually moving in this direction, but has not yet reached full institutional maturity.[18]

The state's efforts in this context begin with establishing the regulatory framework for digital trust. Artificial intelligence in public administration can only be operated legitimately and effectively if electronic documents are legally binding, data is protected, and digital crimes are addressed. For this reason, the aforementioned Algerian laws should not be viewed as separate texts but as interconnected links in the construction of an environment conducive to artificial intelligence. The Electronic Signature Act ensures trust in digital outputs; the Data Protection Act regulates the legitimacy of the inputs feeding smart systems; the Cybercrime Act protects the integrity of systems; and the E-Commerce Act expands the legal framework for remote transactions.[19]

The state's efforts are also evident in the implementation of the institutional dimensions of data and personal data governance, The launch of an official bulletin by the National Authority for the Protection of Personal Data in 2024 is not a mere formality, but reflects a move towards

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16 Law No. 18-07 of 25 Ramadan 1439 (corresponding to 10 June 2018) on the protection of natural persons with regard to the processing of personal data, Official Gazette of the Republic of Algeria, No. 34, 10 June 2018, p. 10.

17 Law No. 09-04 of 14 Sha'ban 1430 (corresponding to 5 August 2009), containing specific rules for the prevention and combating of crimes related to information and communication technologies, Official Gazette of the Republic of Algeria, No. 47, 16 August 2009, p. 3.

18 Law No. 15-04, op. cit., p. 5.

19 Law No. 18-07, op. cit., pp. 10-14.

strengthening the work of the competent authority, publicising its decisions and regulating its outputs – a crucial aspect in any system moving towards artificial intelligence.[20]

This idea is consistent with the United Nations' approach in its 2024 Digital Government Report, which linked effective digital transformation to a comprehensive, government-wide approach based on inter-ministerial and inter-agency coordination, secure data exchange, the adoption of a shared infrastructure, the improvement of digital culture, and reliance on unified strategic leadership. Consequently, the effort that the Algerian state must make in the field of artificial intelligence is not limited to acquiring software or launching isolated sectoral initiatives, but requires the establishment of an interconnected administration capable of exchanging data and knowledge among its components. A smart system cannot succeed within a fragmented administrative environment or one based on separate information silos.

B. Challenges and prospects for the development of smart governance in Algeri:

Despite its promise of increased efficiency, faster public services and more rational administrative decision-making, artificial intelligence raises complex questions regarding accountability, data protection, algorithm transparency and information system security. Furthermore, the success of this transition remains contingent upon the availability of a reliable digital infrastructure, qualified human resources, and an effective national data governance system.

1. Legal, technical and institutional challenges:

The first challenge facing the smart governance project in Algeria is a legal one, as the national legislative framework, despite significant developments in the areas of electronic signatures, personal data protection, e-commerce and the fight against cybercrime, still does not include a partial or comprehensive legal framework regulating artificial intelligence itself in terms of its definition, areas of administrative use, conditions of legitimacy and safeguards for its oversight. Law No. 15-04 on electronic signatures and certification established trust in digital documents, whilst Law No. 18-07 on the protection of natural persons with regard to the processing of personal data provided an important protective framework; Law No. 25-11 of 2025 then amended and supplemented the latter; however, these texts do not directly address the issues surrounding algorithmic administrative decisions, nor the citizen's right to understand the logic of automated processing, nor the limits of reliance on smart systems in the exercise of administrative authority.[21]

The protection of personal data and administrative data is a challenge that grows as the administration's reliance on big data expands, for artificial intelligence does not operate in a vacuum but feeds on a vast amount of data linked to individuals, documents, transactions, records and sectoral indicators. Whilst smart administration promises to improve public services through anticipation and precise analysis, in the absence of controls it may slide into excessive data

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20 Law No. 18-05, op. cit., p. 4.

21 Law No. 25-11 dated 28 Muharram 1447, corresponding to 24 July 2025, amending and supplementing Law No. 18-07 on the protection of natural persons with regard to the processing of personal data, Official Gazette of the Republic of Algeria, No. 48, 27 July 2025, p. 4.

collection, processing data disproportionately, or reusing it for purposes other than those for which it was originally collected. Hence the central importance of Law 18-07, as amended by Law 25-11, as it constitutes a fundamental pillar of privacy protection; however, its practical effectiveness remains dependent on the extent to which the National Data Protection Authority is empowered, its resources strengthened, and mechanisms for ex ante and ex post oversight of digital processing[22] within government departments developed.

Furthermore, the establishment of an official gazette for the National Authority for the Protection of Personal Data in 2024 is an indication of ongoing institutional development in this area; however, this alone is insufficient unless accompanied by a precise framework for the use of data in smart systems.[23]

As for the technical challenge, it lies primarily in the fact that smart management cannot be built on a fragmented or poorly integrated digital infrastructure. Administrative artificial intelligence requires clean, structured and interoperable data, secure data centres, and reliable cloud or semi-cloud infrastructures, and systems capable of interoperating across different sectors. Whilst Algeria has made progress in basic digitalisation, the transition to the stage of smart data usage continues to be hampered by poor integration between platforms, varying levels of digitalisation between central and local administrations, and differing data management standards from one sector to another. Hence, the national data governance framework, established by Presidential Decree No. 25-320 of 30 December 2025, is of paramount importance, as it reflects an official recognition that artificial intelligence can only flourish in a structured and institutionalised data environment. However, the true value of this framework will only become apparent if it moves from the conceptual level to sectoral implementation and practical coordination between public bodies.[24]

Furthermore, cybersecurity presents a critical challenge; there is no point in smart governance if the information systems on which it relies are vulnerable to hacking, service disruption, data tampering or data leaks. Whilst Law 09-04 established specific rules for the prevention and combating of crimes related to information and communication technologies, the rapid evolution of the nature of cyber risks necessitates moving beyond a purely punitive approach towards an integrated strategic approach combining prevention, preparedness, system auditing, and the protection of critical infrastructure. In this context, the importance of the adoption of the National Strategy for Information Systems Security for the period 2025–2029 by Presidential Decree No. 25-321 of 30 December 2025 is highlighted, as it provides a strategic foundation for securing the environment in which administrative artificial intelligence will be deployed. for no matter how

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22 Joint Ministerial Decree dated 17 September 2024, establishing an official gazette for the National Authority for the Protection of Personal Data, Official Gazette of the Republic of Algeria, 2024, no page number visible in the electronic index.

23 Law No. 09-04 dated 14 Sha'ban 1430, corresponding to 5 August 2009, containing specific rules for the prevention and combating of crimes related to information and communication technologies, Official Gazette of the Republic of Algeria, No. 47, 16 August 2009, p. 3.

24 Presidential Decree No. 25-320 of 10 Rajab 1447 (corresponding to 30 December 2025), establishing a national data governance framework, Official Gazette of the Republic of Algeria, No. 87, 31 December 2025, p. 4.

effective an algorithm may be, it remains useless if the data feeding it is insecure or susceptible to manipulation.[25]

2. Prospects for the development of smart governance in Algeria:

The prospects for developing smart governance in Algeria are vast if it is considered a comprehensive national project rather than merely the digitisation of isolated services. This requires the enactment of specific legislation regulating the use of artificial intelligence in governance, and the responsibility of the administration and the right to human review of automated decisions must be defined. Success depends on striking a balance between supporting innovation and managing risks.[26] Smart governance also relies primarily on accurate, up-to-date data that is shared across public bodies. Presidential Decree No. 25-320 is an important step towards national data governance, but its success requires the standardisation of criteria and the achievement of interoperability between institutions; furthermore, the 'once-only data' principle should be adopted to facilitate citizen services.[27]

Digital trust and cybersecurity are essential elements for the success of smart governance, and the National Strategy for Information Systems Security 2025–2029 represents a crucial foundation in this area, requiring regular audits of systems and effective protection measures; furthermore, possession of technology; therefore, staff must be trained in data, artificial intelligence and its ethics, and cooperation between the administration, universities and research laboratories must be strengthened in order to transition to a management style that relies on analysis and knowledge in decision-making.[28]

Conclusion:

In light of the findings of this study, it is clear that artificial intelligence represents one of the most important tools for the transition towards a modern public administration based on efficiency, transparency and improved service quality. The study has shown that Algeria has made significant strides in the field of digitalisation by establishing a legal framework relating to electronic signatures, the protection of personal data, and the fight against cybercrime, alongside the adoption of modern national strategies in the field of digital transformation and information system security. However, the transition to smart governance still faces multiple challenges, particularly at the legal, technical and institutional levels, which calls for the adoption of a comprehensive and integrated approach.

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25 Presidential Decree No. 25-321 dated 10 Rajab 1447, corresponding to 30 December 2025, approving the National Strategy for Information Systems Security for the period 2025–2029, Official Gazette of the Algerian Republic, No. 87, 31 December 2025, p. 5.

26 OECD, Governing with Artificial Intelligence: Are Governments Ready? Paris: OECD, 2024, pp. 22–23.

27 Presidential Decree No. 25-320, op. cit., p. 4.

28 Law No. 25-11, op. cit., p. 4.

It has also become clear that artificial intelligence is not merely a technical tool, but represents a profound transformation in the nature of administrative work, necessitating a re-examination of the concepts of administrative decision-making, transparency, accountability, and the protection of rights and freedoms. Consequently, the success of this transformation depends on the state's ability to strike a balance between the demands of innovation and the safeguards of legitimacy.

We have therefore reached the following conclusions:

1. Artificial intelligence contributes to enhancing transparency by reducing human intervention and improving the tracking of administrative procedures.
2. The current legal framework in Algeria provides an important basis, but it is insufficient to comprehensively regulate artificial intelligence.
3. Weak digital infrastructure and a lack of integration between systems represent one of the main obstacles to the implementation of smart governance.
4. The Algerian administration suffers from a shortage of specialised expertise in the field of artificial intelligence.
5. Data governance plays a key role in the successful implementation of artificial intelligence within the public sector.
6. Cybersecurity is a key element in ensuring the continuity and reliability of digital services.

Recommendations.

1. The need to enact a specific law on artificial intelligence to regulate its use within public administration and define the associated legal responsibilities.
2. Strengthening digital infrastructure, particularly in the areas of data centres and cloud computing.
3. Developing specialised training programmes in artificial intelligence for civil servants.
4. Supporting and implementing a data governance framework across different departments.
5. Strengthening coordination between government bodies to ensure the integration of information systems.
6. Drawing on international experience in the field of smart governance and adapting it to the Algerian context.
7. Integrating the principles of transparency and accountability into the design of smart systems within the public administration.

- **Biliography.**

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