

The governance of public organizations in digital era: case of Moroccan organization

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Abstract: The integration of a digitalization in the Moroccan public organizations has become more than ever a requirement, not a privilege, in order to increase its efficiency and, more importantly, to talk of an overall performance within it. It provides an incentive for public administrations to restructure and rethink their operations in terms of the benefits of agents and consumers of public services.

This transition can be brought about by establishing credibility for the digital transformation of the public sector by demonstrating its significant positive effects on policy success and administration-user relationships. This paper aimed to explain and clarify the important of using digital transformation in Moroccan public organization. The objective of this article is to study the digitization of public organizations, and to explore the role of digitization in the transformation of public organizations and the creation of value. So that these organizations can make significant progress in terms of development, improve their productivity and create value in this new era.

Keywords: Digitalization, Public administration, Governance, digital Era

1 INTRODUCTION

Following the massive development of digital uses in our daily life, digital transformation has become a priority axis for the different sectors of activity, and with the new forms of administrative governance and the different reforms of modernization that Moroccan public organizations have experienced in recent years, and under the combined effect of the LOLF of 2016, which is based on the strengthening of the performance of public management and the administration. The latter has become a priority and the concern of all decision-makers, and given the development of new information and communication technologies (NICT) and digital transformations, the control of performance has become a major theme of research.

Digitization is emerging as a major subject today and a strategic issue for organizations. Four factors are generally put forward to explain this situation: The rapid and increasingly complex technological developments, The advent of the connected consumer, The new competition of start-ups facing traditional businesses and The strategy of the giants of digital. Be advised that papers in a technically unsuitable form will be returned for retyping. After returned the manuscript must be appropriately modified.

In other words, organizations, whatever their nature, must converge their businesses and their governance systems with this new digital situation and adopting a digitalization strategy, since governance systems must aim to create value for all stakeholders. in the activities of the organization.

The general theme of this article is the contribution to the reflection on the transformations of the practice of governance, and management of the performance of public organizations. It will highlight the problems that can arise from the way digital is used.

2 LITERATURE REVIEW

The literature uses many terms to describe the use of information and communication technology (ICT) to modernize administrative work: E-government, E-governance, E-administration, E-service provision, E-democracy, digitization, digitalization, digital transformation, and digital government. Electronic government (e-government) and re-lated terms developed in the early 1990s, when governments began to enter the World Wide Web as a fundamental element of governing electronically (Coursey & Norris, 2008, p. 523). Broadly, e-government refers to efforts to make service delivery more efficient and accessible to citizens by using the web and ICTs (Meijer & Bekkers, 2015).

Digitization is understood as the pure conversion of analog data for digital storage, hence, the electronic replication of existing analog structures and processes without further changes in the administrative, organizational, and process structures (Mergel, Edelman & Haug, 2019, p. 12).

In a further step, digitalization relates to the transformation of analog processes in-to digital processes by revising these processes and introducing new organizational models (Heuermann, 2018, S. 1). When processes are not only digitalized, but a more comprehensive institutional change takes place, we speak of digital transformation.

2.1 The Conceptual Framework of digitalization

Over the last decade, technological evolution has forced companies to digitalise their activities in all areas, in order to strengthen their competitive advantages and differentiate themselves from their competitors; this is mainly due to the crucial importance of digitalisation in the collection, processing, storage and transfer of data. With the advent of digital technologies, a new social paradigm has emerged and disruptive changes have started to emerge to become an important part of every company's progress. Digitalization is playing an increasingly decisive role in the growth and evolution of companies and is leading to fundamental structural and strategic transformations.

Digitalisation is leading companies to administer radical transformations not only in their operational systems but also in their processes and ways of managing people. This digital transformation creates new opportunities and is a key driver for innovation and innovative value creation. Innovation research increasingly considers the role of values and normative orientations for innovation and its management (Breuer & Lüdeke-Freund, 2017).

2.1.1 Digitalization

Digitalization, digital transformation, e-transformation: each article uses one or other of these concepts to present the obvious, as organizations access this profound renewal that is part of the digital economy that punctuates people's daily lives and creates economic value.

Gartner¹⁴ defines digitalization as the leveraging of digital technologies to change business models and provide new revenue and value creation opportunities. The process of upgrading a business to digital technologies is evolutionary and has indeed been occurring for decades. The process is enabled by increased interoperability, transparency of information across departments and industries, automated assistance and support, and a trend towards decentralized decision making. According to Gartner, the Internet of Things (IoT)¹⁵ is considered to be one of the major pillars of digitalization (cited in Firouzi et al., 2020).

It refers to the use of new digital technologies, such as social media, mobile (...), to improve the customer experience, streamline operations or create new business models (Singh & Hess, 2017).

For Vial (2019, p. 118), digital transformation refers to "a process that aims to improve an entity by triggering significant changes in its properties through combinations of information technology, computing, communication and connectivity".

Dörner & Edelman (2015)¹⁶ published an article that presents digital as a means of hedging for a context in which companies and organisations operate. They believe that for some managers it is about technology. For others, digital is a new way of interacting with customers. And for still others, it represents a whole new way of doing business. None of these definitions is necessarily wrong. However, such different perspectives creep into management teams, as they reflect a lack of coherence and consensus on the strategic direction of the business. This often results in incomplete initiatives or misguided efforts that lead to missed opportunities or poor performance.

The main focus of this paper is on e-government as the main trend in the digital transformation of the public sector. This transformation covers several electronic domains of the public sector such as health, justice, education..., via dedicated electronic platforms (e-health, e-justice, e-learning...).

2.1.2 Digitization as a tool of emergence:

Digitization has the potential to become a channel of industrial, economic and social emergence for Morocco. It opens new avenues for industrialization, and revolutionizes the economic activity of our country.

Digitization has made a significant breakthrough in the banking and financial sector. The last few years have seen a proliferation of digital solutions offered by Moroccan banks in their relationship with customers. Today, more and more operations can be performed remotely. Financial Technology (FinTech) is also making a tentative entry into our country and attracting prominent players from the public and private sectors. In this context, the Kingdom is the only African country to reflect on the adoption of a law aimed at facilitating "crowdfunding", also called crowdfunding. The experience acquired in the management of the economic effects of the Covid-19 pandemic has undoubtedly demonstrated to the State the potential that this technology can offer in order to provide aid to the most disadvantaged, in particular, to "non-Ramedists. ». From the informal sector. It was thanks to a website - www.tadamoncovid.ma - that the authorities were able to locate these people and come to their aid. This experience has also shown us that it is possible to follow informal sector operators through digitization. Thus, the transformation initiated could pave the way for control of this sector, with a view to its integration into the formal economy.

Digitization could significantly increase national production and present an opportunity for industrialization. In this context, Moroccan operators could open up on the semiconductor market (such as chip cards, SIM cards, etc.), essential tools for the use of digital, the demand for which will increase significantly in the coming months. These products would be designed for both local use and export.

The digital transformation also presents several challenges for the health, education and justice sectors.

The Covid-19 crisis has demonstrated the need to ensure the continuity of education. Morocco managed to quickly install a distance education system. However, only 20% of primary and middle school students attended the computerized classes. The results were significantly better for high school and college students, but the lack of access to the internet hampered the pursuit of schooling for many young citizens. Distance education has the potential to serve as a solution to the problem of education in

remote areas. For this, it would be necessary to integrate the connection to the Internet as a public service, to allow everyone to enjoy low-cost access.

In the healthcare sector, digital transformation will simplify contact between patients and doctors. It will also facilitate the follow-up of patients requiring the intervention of several specialists, or frequently changing attending physicians. In the justice sector as well as in the public administration sector, digitization will speed up several procedures, in particular the processing of legal cases and the issuance of certain administrative documents.

2.1.3 Digitalization and its risks: how to deal with it

According to a study by the Sapiens Institute, digital transformation has caused a sharp drop in employees in the banking and insurance sector in France. The study presents statistics clearly showing that the workforce in the aforementioned sectors fell by 39% between 1986 and 2016, and could disappear permanently by 2051.

It is quite predictable that similar effects will be observed in Morocco. Moreover, employees in the banking and financial sector are not the only ones to be threatened by the secondary consequences of digitization. In the event that the transition even affects the public administration, the Moroccan state could find itself obliged to cut certain jobs, especially in the prefectures and districts.

It is possible that the solution for the victims of the digital transition comes from digitalization itself. Nowadays, several applications are revolutionizing the way certain businesses work, particularly in the transport and delivery sectors. This digitization of employment is expanding day by day into new areas. Thus appeared Fiverr, an application that can connect employers and self-employed workers from all over the world. In order to cope with the wave of unemployment that may result from the digital transformation, the Moroccan state could encourage the use of this type of application in order to boost employment.

The second major risk of digital transformation for the Kingdom would be linked to foreign competition. It is worth pointing out that the sector offers a great opportunity for Morocco to incubate innovation. This would be done through start-ups specializing in the digital sector, which by expanding would allow the Kingdom to develop its own brand, exportable abroad, especially in Africa and other countries in the South. However, foreign competition, strong from the years of delay accumulated by the Kingdom, would risk absorbing Moroccan SMEs, and lose the country a real opportunity to stand out and develop its own brand.

In order to prevent the national digital market from being swallowed up by foreign products, the Moroccan state must support start-ups in the sector. A financial aid program will solidify the latter during their construction phase. Lower taxes will encourage SMEs operating in digitization to expand. Finally, an opening towards Africa, guaranteed and supported by the State, would allow the Kingdom to shine through a Moroccan brand deployed on the continent.

2.2 The concept of governance

The term governance has become very widespread in our daily vocabulary, it defines the way in which power is exercised and is applied at different levels, namely the mode of operation and the decision-making processes of state institutions at all levels. (regional, local), as well as the relations of the State with the citizens and with the private sector.

Corporate or institutional governance ("corporate governance") includes the different processes, policies and habits, which influence the way an institution is managed, directed and controlled. This notion also includes the relationships between the different actors involved (management, staff, partners, beneficiaries) and the goals of the institution itself. The principles of accountability, risk and efficiency are central to this notion (Catherine Larouche, 2001).

Broadly speaking, **governance** refers to decision-making structures and processes that are oriented towards the conduct of various affairs that are not the exclusive domain of state organisations (Bruce-Lockhart, 2016). According to Fukuyama (2016), there are at least three different meanings of governance, among which public organisation, seen as an effective implementation of state policy, seems particularly relevant. It is often noted that the term itself has no precisely determined semantic boundaries (Welch, 2013, p. 255). However, governance is most often seen as actions and arrangements, formal or informal, rather than static institutional bodies (OECD, 2011).

The complex nature of governance implies its multidimensionality. Brunet and Aubry (2016) highlight three similar aspects of governance, effectiveness, legitimacy and accountability, in their conceptualisation of governance. However, the effort to identify the desired characteristics of governance has given rise to the concept of good governance. OHCR (2018) lists transparency, responsibility, accountability, participation and responsiveness as attributes of good governance. UNESCO (2018) expects good governance to be participatory, transparent, accountable, effective, and equitable. In particular, good governance is an essential condition for achieving development goals (Ghaus-Pasha, 2007).

In Morocco, the introduction in 2012 of the Moroccan Code of Good Governance Practices for Public Enterprises illustrates one of the founding principles of the 2011 constitution.

Today, the Moroccan public sector is characterised by an increased modernisation movement, an accentuation of the decentralisation policy, as well as an opening up to the international market, and above all the launch of a profound reform plan for the public sector.

In his speech from the throne on 29 July 2020, as well as in his speech to the parliament on the occasion of the opening of the first session of the 5th legislative period of the 10th legislature, His Majesty the King, may God assist him, insisted on the need for

reform of the public sector and a new social contract, the success of which remains conditional on a real change in mentalities as well as a real change in the level of performance of public institutions.

Several measures have been taken to operationalize the high royal orientations, which consisted mainly in the adoption of two bills, the first concerns the creation of the national agency for the strategic management of state holdings and the monitoring of the performance of public enterprises, the second project consists in the substantial and balanced redefinition of the public sector.

The finance law PLF 2021, also took into consideration these instructions, emphasizing the importance of accelerating the recovery plan of the national economy, the preservation of jobs, as well as the integration of the informal sector.

2.3 Digital communication within the Moroccan public administration: a vital necessity that accompanies the evolution of society

The problems related to the communication of public services are among the most worrying because of their human consequences, i.e. their impact on the daily life of citizens and on the development of the State. Indeed, the objectives of the administration cannot be achieved if these structures reveal an inability to adapt to the technological changes that are taking place at high speed. Public administrations in different sectors of activity cannot ignore the new information and communication technologies, unless they risk being out of step with the changing needs of society and the demands of citizens. Experience shows that, if this is not the case, administrations experience a number of difficulties linked to the complexity of procedures, the slowness of operations, poor coordination or even the absence of it, and the massive loss of paper. Difficulties include problems of conservation, archiving, traceability and accessibility, and communication.

Referring to Article 27 of the Moroccan constitution which states that: "Citizens have the right to access information held by the public administration, elected institutions and bodies with a public service mission" (Constitution of Morocco, 2011), and with the ambition of making the services that citizens need accessible online, this article asks to what extent NICTs, made available to citizens, could create a favourable environment for better communication between the administration and users in times of numeric revolution?

In order to provide some answers to this question, this article will be divided into four parts.

The first part is entitled Generalities on NICTs and digital communication, in which we will try to explain the two notions of "NICTs" and "digital communication". In the second part, we will explain the different levels of embodiment of their use through examples of digital communication tools dedicated by the Moroccan Administration to the general public.

The General information on NICTs and digital communication:

2.3.1 The concept of ICTs

The acronym NICT (or "ICT", which stands for "information and communication technologies") refers to all the technologies that make it possible to process digital information and transmit it. The expression "new information and communication technologies" therefore refers to a combination of computing and telecommunications, but it has become more widespread in the context of the Internet and multimedia, i.e. digitised audiovisual information (images and sounds, as opposed to the less voluminous text and numerical data which constituted the bulk of the data passing through the networks until the development of the web and the http protocol). "From these definitions we can deduce that NICTs allow a wide distribution of information, which guarantees interactivity and encourages both individual and collective work.

Throughout the world, NICTs are considered a valuable tool for development. These technologies are beginning to become part of a digital system that underpins more and more development activities. In other words, these new technologies are now moving from a peripheral role to a fundamental role that will allow some to bring about development and others to experience it.

Within the Moroccan administration, NICTs are becoming increasingly important insofar as they embody logic of efficiency and responsiveness. Similarly, they provide increasingly exploitable opportunities. The use of NICTs by the Moroccan administration has for years been a key governmental orientation, the objectives of which are to promote the services offered, simplify procedures, reduce organisational complexity and move from bureaucratic administration (administration and citizen) to interactive administration (administration and customer), which is supposed to satisfy citizens who are increasingly demanding and informed about their rights and obligations.

It should be noted in this respect that the rapid development of citizens' demands has given rise in the countries of the European Union to the concept of "good administration". This states that: "Everyone has the right to have his or her affairs handled impartially, fairly and within a reasonable time by the institutions, bodies, offices and agencies of the EU. This right shall include in particular: the right of every person to be heard before any individual measure which would adversely affect him or her is taken; the right of every person to have access to the file concerning him or her, while respecting the legitimate interests of confidentiality and of professional and business secrecy; and the obligation on the part of the administration to give reasons for its decisions. (Official Journal of the European Union, 2007).

This assumes that NICTs play a predominant, even vital, role within administrations, a role that will become even more important in the COVID-19 era, in order to ensure the continuity of public service. Within administrations, a new management style has been introduced thanks to NICTs. Indeed, these technologies have made it possible to escape from the rigidity of bureaucracy and

to promote dynamic communication and information sharing. These last two elements establish interactivity between the administration and users, a response to real needs, a reduction in deadlines and costs, and consequently make it possible to initiate a process of modernisation and rationalisation of the administration.

From the administration to the citizens

In the era of COVID-19, Moroccan administrations are turning more and more to digital solutions in order to ensure the continuity of the service offer, to make contact with users at a distance, to help them complete their administrative procedures and formalities while limiting their movements and reducing paper-based correspondence that could be a risk factor favouring the spread of the epidemic. As for NICTs, they contribute to improving public services rendered to citizens thanks to the computer applications provided by the Administration, which facilitates interactivity, on the one hand, and the development of customised services, on the other.

From the Administration to companies

The relationship between the Administration and businesses has been significantly improved by NICTs, a fact that was highlighted during this period of the pandemic. Through this relationship, NICTs now allow the management of public contracts, the obtaining of various authorisations, and the putting online of technical documentation likely to help users carry out their missions under good conditions and at a distance.

From the administration to other administrations

NICTs help to improve interdepartmental relations; the objective is to share correspondence, experiences, practices and useful information of general interest.

Within the Administration

Within the Administration, NICTs enable the connection of personnel and the continuity of services. In addition to the objectives of improving coordination and the circulation of information, processes between different services, divisions and directorates have been made more fluid. In addition, several structures have launched projects, in the era of the Coronavirus, to dematerialise processes and exchanges (0 Paper).

2.3.2. The concept of digital communication

Digital communication can be defined as: "a new discipline of communication but also of marketing. The term refers to all actions (of communication and marketing) ²aimed at promoting products and services through a media or a digital communication channel, with the aim of reaching consumers in a personal, highly targeted and interactive way. The new objective of companies is therefore to target their consumers not only on the web but through all digital media" (Oualidi, 2013).

Indeed, these digital media allow to better respond to the exact needs and to deliver the right information at the right time, given that the information that was attached to a solid support, today, it is "liquid" and passes with fluidity from one support to another and from one network to another without the solid support being transmitted. All in all, digital communication can refer to all exchanges and information transmitted through the web, social media and mobile terminals.

For many years, the notion of digital communication has been reserved exclusively for private companies; that it is nowadays emphasised in the administration reveals an awareness and penetration of new values such as efficiency, effectiveness, relevance and relationships. And this is what makes it, from now on, a daily companion, a very powerful media means and therefore a great vector of opportunities and a major lever for simplifying procedures insofar as it makes it possible to ensure accessibility to more efficient and reactive services at any time and outside of rigid working hours.

2.3.3 Digital communication channels

Digital communication channels differ according to the objectives and the target population:

Table 1: Example of digital communication channels

Digital communication channels	The objectives
Portal	a web page with access to sites and services on the Internet
Social networks	in different forms, they reach a large audience and offer great visibility and interactivity
Website	a showcase for organisations' activities, products and services
Blog	a simplified website, used mainly as an information supplement
Computer applications	applications are mainly used to reach an existing population on one of the most used media in the world (the mobile phone)
Emailing	A means for organisations to send informational content directly to email boxes. This is considered to be a complementary medium.

The digital communication plan within the administration

A digital communication strategy requires first and foremost a formalised document, which is the communication plan.

There is no infallible method for building a communication plan. The way of working will strongly depend on the context (Adary et al.2018). In other words, digital communication does not have strict rules to follow, but is rather an art in motion as there are actions based on carefully made plans beforehand, as well as other actions prepared in the short and medium term, to respond to a need or a crisis. However, a communication plan must imperatively meet a number of requirements, which are:

- Strategically sustainable
- Conceptually explainable
- Socially responsible
- Managerially acceptable
- Administratively feasible
- Operationally achievable
- Financially feasible
- Competitively distinguishable
- Tactically scalable
- Objectively measurable.

3. DIGITIZATION AT THE SERVICE OF THE GOVERNANCE OF PUBLIC ORGANIZATIONS

According to the royal speech on the occasion of the opening of parliament in 2016: "The use of new technologies contributes to facilitating the citizen's access to services as quickly as possible, without the need to travel to the Administration often and to rub shoulders with it, as this is the main cause of the spread of the phenomenon of corruption and influence peddling.

there are major benefits to adopting digital government.

Three of its main advantages are (G. Labaki, 2018): the reduction in the time spent carrying out official transactions, the low cost and above all the absence of corruption. At first, easy online access is extremely convenient in correspondence between public administration and users especially with the fast pace of life nowadays. Instead of quitting their job and sometimes having to go out for a whole day in order to make a request or file a case with a public administration, citizens able to benefit from simple and easy access to the workplace. information you need online. This could easily be done during their working hours or wherever they might be. The efficiency and effectiveness of digital government save citizens a considerable amount of time and energy. In addition to saving time, numbering contributes to significant budgetary savings. Electronic governance drastically reduces expenses, some of which are related to the delivery of administrative documents to citizens. Thus, personal document deliveries are referred to by e-mails and other online services. Rather than investing money on ads, they can be posted on official government platforms. As for the costs of digital expansion, they are covered quickly thanks to the centralization of the government in this single digital body. By way of example and to be more specific, this saves the public costs of acquiring land, buildings and constructions, not to mention that digital technology can extend to all remote regions of the country.

During the last decade, digital communication in public administrations has attracted a lot of interest due to its great added value, as it allows for the reduction of costs and time of procedures, bringing services closer to the citizens and enabling a better response to their needs. In other words, digital communication allows for a radical transformation and modernisation of the administration. Given the multiple advantages mentioned above, the Moroccan administration should not consider the end of the health crisis and the COVID-19 pandemic as the end of the digitalisation period, but rather as a catalyst to recover the delay in the field and to redouble its efforts for a total digitalisation of the administration.

To this end, several multi-level action levers can be seen:

Figure 1: level action levers for acceleration of the digitalization

At the level of government strategy	In terms of user services	At the level of the legal framework
<ul style="list-style-type: none"> • Putting the digital sector at the heart of the priorities • Putting in place a master plan for transformation, improvement and acceleration of digitalisation • Draw inspiration from international best practice in this area • Ensure that administrations are equipped with adequate technological means to reinforce the use of NICTs • Generalise the introduction of remote services • Strengthen human capital with qualified skills • Communicate internally to mobilise civil servants and encourage them to implement strategies • Programme training sessions in digital professions to qualify human capital 	<ul style="list-style-type: none"> • Putting ergonomic, functional and 24-hour accessible administration portals online • Provide users with all the information they need (online) for procedures, and propose procedural manuals • Take regionalisation into account in the digitisation process, so that the public services offered in the major cities must cover the whole of the country • Allow users to carry out the majority of their procedures online • Inform all citizens, in a simple and understandable way (publicity), of the existence of communication tools that can be accessed remotely and allow them to pass through the administration's door without having to go anywhere 	<ul style="list-style-type: none"> • Draw up legislative texts that provide a framework for any transformation within the administrations • Require administrations to allocate budgets for digital development • Require administrations to set targets and deadlines • Give responsibility for implementing strategies to bodies with the right skills • Ensure regular reporting on each digitisation project (use of IT tools). • Encourage administrations that are committed and have reached digital maturity

4 RESEARCH METHODOLOGIE

For data collection, we used the quantitative method. For this, we developed a questionnaire that we administered online to the users of digitalization in Moroccan public organizations.

It was noted that the questionnaire is divided into three parts:-the first part in general questions which will give us an overall idea of the architecture and development strategy of Moroccan organisation.

-the second part of the questions allows us to know the usefulness of the information systems (IS) to ensure governance in the Moroccan public organisations..-and the third part shows us how the digital transformation as a governance and performance mechanism can respond to sustainable development issues.

Once the questionnaire was drawn up and distributed, the Responses were analyzed using Sphinx data processing software and the results to be presented in the form of graphs and in percentages.

5 RESULTS AND DISCUSSION

Finally we have managed 30 responses from respondents well-informed.

Results:

-The majority of population confirmed that the digitalization contributes to organization of tasks and works facility.

- 62% of the surveyed population agree that the use of the platform contributes to improving profitability.

-The questionnaire above clearly shows that the majority of respondents responded favourably to the positive impact of digitalization on the reliability of information.

-more than half of respondents agree on the digitalization's contribution to cost reduction.

-more than 52% of users believe that ICTS contributes to the management of time.

-We deduce that less than 50% of respondents agree that this IS promotes the transparency of information.

- 62% of respondents think of the use new technologies allow the involvement of the parties stakeholders in public organization governance.

-The majority of respondents think that the digital platform contributes to the democratization of information.

- The large part of the population affirmed that ICT made it possible to simplify procedures she follows to do her job.

-The digitalization facilitated easy access to information based on the response of over 90% of respondents.

So this digitalization has contributed to the improvement of public organization governance trough:

-Modernisation of administrative management

-Institutionalization of information

-Access to reliable information in a more timely manner

-Better structuring of the prerogatives of the administration's staff.

-To control the management of human resources and to better monitor their activities, travel, training leave and soon career development

-Controlling the financial management of the organization with the multiplication of missions and thus of the organization's income (State subsidies, own resources, etc.);

-To publish statistics and dashboards allowing establishing the culture of evaluation and quality assurance still weak at the level of Moroccan public organization.

The benefits of this information system are mainly felt in the way of managing the business bricks. The advantages are noticeable among administrative staff, since the new procedures make it possible to improve the quality of information and its management. The decision-makers are pleased with these new procedures, which the decision-makers accept the new procedures, which significantly improve the day-to-day work, the implementation and the strategy planning.

It is true that the introduction of change in any organisation is not always easy but there have been obstacles and/or shortcomings in this new digital era. Generally speaking, the real obstacles were resistance to change. This was resolved through awareness, information and demonstrations of the benefits of dematerialising management procedures This was resolved by raising awareness, providing information and demonstrating the benefits of dematerialising management procedures, reliability and saving time and effort.

6 CONCLUSIONS

The purpose of this study is to highlight the importance of ICTs and the digitalisation of public administration services in Morocco, which must respond to the needs of society and ensure its proper functioning. This administration must respond to the needs of society and ensure its proper functioning. By the same token, it must also respond to the political, social and economic specificities that are fundamental to the development of the State and the well-being of citizens. Therefore, the failure of its functioning can create huge obstacles with direct impacts on development. However, the COVID-19 health crisis has led to an acceleration in the use of information and communication technologies (Thiam & Ndiaye, 2020:236), which is why the administration is called upon to improve its services and promote proximity to the user in order to ensure administrative performance and good governance. However, digital communication should no longer be considered as a simple means of delivering information, but as a means of interactivity that provides solutions to the daily problems of users.

Notwithstanding the remarkable efforts made to strengthen the IT infrastructure and develop digital programmes and applications, there is still a long way to go because a significant number of useful services have not made the expected digital transition. In relation to the initial questions and the work of this article, it is clear that ICTs have an essential contribution to make in improving the performance and governance of the administration. The latter must imperatively be the subject of a continuous improvement approach through specific indicators in order to be able to maintain progress and project it into new perspectives.

To conclude, and from this article, we can say IT plays a positive role in the governance of public organizations in general. Digitization could be seen as a means of implementing a more effective economic development policy.

We can also conclude that with the technological revolution and in a context of national governance playing on the issue of sustainable development, the main contribution of the project is to have maintained the dynamic of collaboration between all Moroccan organizations to build a coherent national information system. Digitization will push to modernize the governance of Moroccan organizations by making it socially responsible. In general, there is a need to continuously measure overall progress in ICT adoption by collecting data and developing indicators to measure a wide range of data points. The ability to develop appropriate measures depends in large part on using such data to identify gaps and set goals.

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