

Digitalization and New Public Management

Digitalisation et le Nouveau Management Public

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Abstract

The emergence of well-being and quality of life concepts in the workplace is driving significant changes in the public sector. This shift is characterized by the adoption of new labor standards that prioritize the holistic well-being of employees. This transformative approach is often referred to as "transformational management," and it aims to enhance the involvement of various strategic actors within the organization, as noted by Jacobsen in 2017. This transformation in the public sector reflects a broader evolution in the way work is structured, leadership is exercised, and organizational processes are managed. One of the key frameworks underpinning this transformation is the concept of "New Public Management" (NPM). NPM represents a set of principles and practices that seek to make public organizations more efficient, accountable, and responsive to the needs of citizens. It emphasizes results-oriented management, decentralization of authority, and a focus on customer satisfaction.

Moreover, digitalization plays a pivotal role in this ongoing transformation. The integration of digital technologies and data-driven approaches into public administration processes is reshaping the way services are delivered and decisions are made. It enhances efficiency, transparency, and accessibility for both employees and citizens.

Numerous studies have delved into the conceptual foundations and justifications for these changes introduced by NPM and digitalization in the public sector. These studies help provide a deeper understanding of how these frameworks can lead to improved public services, more engaged employees, and ultimately contribute to the well-being and quality of life of both the workforce and the citizens they serve. As the public sector continues to adapt to evolving demands and expectations, this research becomes increasingly valuable in shaping the future of public administration. In our article, we opted for the wealth of conceptual literature. Through in-depth essays, we explore the complex nuances of abstract ideas that shape our thinking.

Keywords: Digitalization – New public management – public administration.

Classification JEL: H111

Paper type: Theoretical Research

Résumé

L'émergence des concepts de bien-être et de qualité de vie au travail entraîne des changements importants dans le secteur public. Ce changement se caractérise par l'adoption de nouvelles normes du travail qui donnent la priorité au bien-être holistique des salariés. Cette approche transformatrice est souvent appelée « management transformationnel » et vise à renforcer l'implication des différents acteurs stratégiques au sein de l'organisation, comme le notait Jacobsen en 2017.

Cette transformation dans le secteur public reflète une évolution plus large dans la façon dont le travail est structuré, le leadership est exercé et les processus organisationnels sont gérés. L'un des cadres clés qui sous-tendent cette transformation est le concept de « nouveau management public » (NPM). Le NPM représente un ensemble de principes et de pratiques visant à rendre les organisations publiques plus efficaces, plus responsables et plus réactives aux besoins des citoyens. Il met l'accent sur une gestion axée sur les résultats, la décentralisation de l'autorité et l'accent mis sur la satisfaction du client.

De plus, la numérisation joue un rôle central dans cette transformation en cours. L'intégration des technologies numériques et des approches basées sur les données dans les processus de l'administration publique remodèle la manière dont les services sont fournis et les décisions sont prises. Il améliore l'efficacité, la transparence et l'accessibilité tant pour les employés que pour les citoyens.

De nombreuses études se sont penchées sur les fondements conceptuels et les justifications de ces changements introduits par le NPM et la numérisation dans le secteur public. Ces études aident à mieux comprendre comment ces cadres peuvent conduire à des services publics améliorés, à des employés plus engagés et, en fin de compte, contribuer au bien-être et à la qualité de vie de la main-d'œuvre et des citoyens qu'ils servent. À mesure que le secteur public continue de s'adapter à l'évolution des demandes et des attentes, ces recherches deviennent de plus en plus utiles pour façonner l'avenir de l'administration publique. Dans notre article, nous avons opté pour la richesse de la littérature conceptuelle. À travers des essais approfondis, nous explorons les nuances complexes des idées abstraites qui façonnent notre réflexion.

Mots clés : digitalisation – Nouveau management public – administration publique.

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Paper type: Theoretical Research

1. Introduction

The landscape of public governance. Digitalization, driven by advancements in information technology, has fundamentally altered how governments interact with their citizens, businesses, and other stakeholders. From e-government initiatives to harnessing big data analytics, governments are leveraging digital tools to streamline processes, enhance transparency, and improve service delivery. Simultaneously, the principles of New Public Management have redefined how public sector organizations operate. Decentralization of decision-making, a focus on measurable outcomes, and citizen-centric services are at the core of NPM, emphasizing a more efficient, responsive, and accountable government.

From the dawn of time, impatience is everywhere, and it continues to evolve in other forms until today. It nourishes the hopes of tomorrow but hides the reality of the day, it destroys by believing to build by sowing disorder at the present moment in favor of a future random order. It goes from simple individuals who keep thinking tomorrow, politicians waiting for the next election to organizations that keep thinking about moving faster. It permeates all social bodies, all organizations, even if some have been able to keep their methods the old way. But on the other hand, this impatience has allowed the world to benefit from several advances and inventions. Indeed, this desire that drives individuals to always think about the following has allowed the world of organizations in particular to evolve in a surprising way in recent years. For a long time, public organizations have been showing failures related to malfunctions in their system. They had been assessed as ineffective because of their organizational nature and the purpose of their institution (Charreaux, 2006). Marked by an abusive, harsh, costly, non-creative bureaucracy and too centralized authority, the situation had led to enormous upheavals in terms of debt and deficit (Albouy & Obeid, 2009). A call for reforms was expressed at the time, and manifested itself under the expression of the new public management NPM with the aim of improving the performance of public organizations.

In the comparison between an old study conducted from 2010 to 2012 and a new study conducted from 2020 to 2022 on digitalization and New Public Management (NPM), significant differences emerge, highlighting the rapid evolution of these areas. The former study, focused on the 2010s, focused primarily on evaluating government websites and basic online services. In contrast, more recently, the field of investigation has expanded to include a more diverse range of technologies, such as artificial intelligence, the Internet of Things and blockchain, in addition to online services. While the old study focused on the effectiveness of government websites, the new study took a more holistic perspective, examining the impact of these emerging technologies on organizational transformation, citizen participation and operational effectiveness of public institutions. This evolution reflects the shift from a central approach on basic online services towards an integrated and technologically advanced perspective, thus reflecting the rapid rise of digital and new public management in the contemporary context.

As for the digital transformation of public administration, it is accompanied by this era of change experienced by public organizations.

Our problem then consists in defining the existing relationship between these two notions, materializing in the following question: **What is the relationship between the NPM and the digitalization of the Moroccan administration?**

This problem allows us to establish three hypotheses:

- There is a positive relationship between NPM and digitalization;
- There is a negative relationship between NPM and digitalization;
- There is no relationship between NPM and digitalization.

In order to properly address this issue, we will divide our article into two main parts. First, through a theoretical exploratory process, we will frame the article by providing a conceptual framework of the notions of NPM and digitalization. Second, we will shed light on NPM and

digitalization in the Moroccan public sector. And on the other hand, we will put in place an analysis with a detailed response to the problem.

In order to respond to the addressed problem, we will start with the conceptual framework of New Public Management and digitalization. Then, our reflection will focus secondly on the relationship between the New Public Management and the digitalization of the Moroccan administration. Finally, we will study the analysis of the consequences in our conclusion.

2. NPM and digitalization conceptual framework

With the emergence of concepts of well-being and quality of life at work, the public sector is moving towards the application of new labour standards. They point to transformational management that reinforces the involvement of different strategic actors (Jacobsen, 2017). This transformation is part of a progressive change in communication and leadership. To this end, various works explain and justify conceptually the changes generated by the implementation of new public management. The literature review now goes beyond these boundaries, and brings out new management principles that adapt to the new challenges facing public bodies (Pupion, 2015/3).

Therefore, in order to address an area as complex and vast as NPM as well as digitalization, it is necessary to provide definitions for each of the notions.

2.1 Conceptual frame of the New Public Management

As part of the contextualization of our subject, we will start by highlighting the theoretical basis and the reference framework of our theme which is constituted by the new public management and its contribution to the performance of the public administration and in this case the territorial administration; Indeed, the development of new forms of public management emerged during the 1980s in the same way as the various schemes set up by the Grande-Brittany in order to meet the various requirements of taxpayers and to improve the quality of public services. It is therefore undeniable to modernize public administration and to accompany the change of mentality of public officials to succeed in this challenge; As a forerunner in the field of new public management, various states have carried out actions under the benchmarking approach to transpose the successful experience of the Anglo-Saxon model.¹

The emergence of new public management is due to two factors, the first refers to the satisfaction of the citizen with a view to establishing trust between the latter and the public administration, propelled a new image and make the citizen adhere as a driving element see central service; the second element concerns public officials who, by virtue of their historical heritage of the performance of their duties, are devoted to the task, bureaucracy and respect for the hierarchy without taking part in the action, the expected results and the initiatives taken to put oneself at the service of the citizen.

The 1980s marked a turning point in government reform and modernization around the world. According to Gerald Caiden (1991) "inherited administrative systems were slow, inflexible and insensitive to changing human needs and changing circumstances." (P: 1). Thus, the concept of "NPM" was the trend in many countries, especially in developed countries, especially England and the United States. This can be traced back to the political leadership that took office in these

¹ The Anglo-Saxon economic model was put in place in the 1970s and 1980s in response to the overly extensive Keynesian system and the relative decline of the United States and Great Britain (Reaganism and Thatcherism) compared to Latin countries (Italy, Spain) and countries in the Far East (Japan and Four Tigers). It draws on the work of neoliberal economists and that of international financial institutions (such as the International Monetary Fund and the World Bank). A case study of current US international trade policy shows the active role played by the administration, which however cannot counter the rise of the masters of growth and real capitalism in East Asia.

countries in the late 1970s and 1980s. Indeed, administrative states were characterized by pitiful flexibility and a lack of adaptation to political changes, market variations and citizens' attitudes. They were growing everywhere.

This is how the OECD describes the reform issue as “burning”. Internal imperatives pushed States to adhere to the reforms. These relate in particular to citizens' dissatisfaction with political services and administrations which seem unable to meet their demands for more widespread democratization and participation. The OECD cites other imperatives such as the development of the global market; national conclusions that the public sectors of member countries are underperforming and are accumulating more budget deficits and public debt charges (OECD, 1996). Changes in public management began in the UK in the early 1980s with widespread privatization; government cuts and downloads that began in the early years of the Thatcher government. In the United States, the key event was the publication of “Reinventing National Performance Review” led by Vice-President Al Gore (1993). The New Zealand reforms of the 1980s were the result of a serious economic crisis and not of a new type of public management.

Those involved were clearly trying to solve practical problems, did not consider standard approaches to public administration in depth, and consciously drew on other theoretical frameworks, including economics (Boston et al., 1996). In Japan, where bureaucrats are perhaps the most developed in the world, national insurance in the bureaucracy has collapsed. Brazil, Mexico, and other Latin American countries have been subjected to similar tensions from an increasingly demanding and insatiable public for the quality and responsiveness of public administration. Donors were also interested in the issue of performance. The OECD, the World Bank and the Government” by Osborne and Gaebler (1992), which culminated in the International Monetary Fund (IMF), were also interested in improving the public management of their member countries and clients.

This question is disseminated to beneficiary governments and integrated into public administration reform programs. For example, one of the World Bank's basic foundations for poverty reduction strategies is “results-oriented” and strategic poverty reports should incorporate: objectives, indicators and systems for measuring and evaluating performance. This trend or reform has had many names. After the popular term “post-bureaucratic”, others include “results-oriented public administration”, “managerialism”, “NPM”. The last name is that widely distributed. According to the OECD, the main conditions for reform. This “NPM”, although the direct causes were different, was born out of the belief that bureaucracy was outdated, existing models were inadequate and private sector solutions were key. This belief came from the idea that private sector management is superior to public management. The solution is to transfer government operations to the private sector through privatization and subcontracting. Since all government activities are difficult to transfer to the private sector, the best solution is to transfer management practices to government operations. As demonstrated by Andrew Dunsire (1995) for the UK, the goal is to replace “business, hierarchical and professional cultures” with “business culture (Saltmarshe, 2003)”²

2.2 Conceptual frame of digitalization

Digitalization has become an essential concept for a company or any type of organization. Indeed, it applies to all areas and also ensures an optimization of time and energy by making automatic tasks that were proven to be complex in the past. It has even taken the form of a

² “Greater emphasis on results and best value for money, delegation of powers and increased flexibility, greater accountability and control, customer focus and services, strengthening capacity for strategy and policy development, introduction of competition and other elements of the government market....” (p: 575). OECD Report.

competitive advantage in certain sectors where the digital shift has not yet been fully achieved by companies.

Digitalization is an old term frequently linked to digitalization. It now designates a phenomenon assimilated to digital transformation, which designates mainly the changes of operating second, and this after the integration of the digital aspect in the organization. However, digitalization is linked to consumer usage and new objects that directly impact current business and organizational models.

Digitalization is therefore a process aimed at transforming any tool or a business line into IT code. This is either to replace it or make it more efficient. For example, emails have mostly replaced mail, e-commerce has taken over from stores and so on.

Digitalization has become a natural phenomenon since the use of automatic checkouts, automated answering machines and social networks is no longer something new.

Strengthening the competitiveness and ensuring the sustainability of an organization, whether public or private, requires the application of the notion of digitalization and must therefore go through a deep digital transformation. Indeed, creating a website or investing in social networks is no longer enough, it would be better to act within the organization.

Digitalization is often compared to the industrial revolution because they have in common the fact of being revolutionary, unavoidable and both put on the sidelines organizations that do not adopt it.

Digitalization has several objectives, namely:

A transformation strategy based on economic intelligence: “The Internet makes economic intelligence both more accessible and more complex” warned Christelle Urvoy. Because if we have access to much more information, we need Know how to look for it, do not let yourself be buried under too much data, and above all check it.

For example, many business leaders have limited social media practice, with unsuitable profiles that don’t track influencers, etc. » 2

Indeed, this is a double-edged sword, if the Internet helps us to have access to a greater amount of data and in a much shorter time than normal, then we must ensure the reliability and truthfulness of this data.

Customers are at the heart of the company’s concerns: Digitalization provides customers with several digital tools that enable access to knowledge at all times.

Digitalization has become an essential concept for a company or any type of organization. Indeed, it applies to all areas and also ensures an optimization of time and energy by making automatic tasks that were proven to be complex in the past. It even took the form of a competitive advantage in some sectors where the digital shift has not yet been fully achieved by companies.

Digitalization now refers to a phenomenon linked to consumer usage and new objects that directly impact current business and organizational models. It is in most cases assimilated to digital transformation. The latter refers to the changes that come second, that is, after the integration of digital technology in all aspects of the organization.

In other words, digitalization is the process of transforming a tool, a process or a business line in IT code to replace it or make it more performing. It started in the early days of the Internet, mail was replaced by e-mails, stores by e-commerce sites and forums by websites.

Digitalization has become a natural phenomenon since the use of cash registers automatic, automated answering machines or social networks are no longer new.

Certainly, there are many studies and research initiatives examining the impact of digitalization on governments and public services, there are a few examples, such as:

- **E-Government Adoption and Citizen Satisfaction:**

Study Focus: Analyzing the adoption of e-government services (such as online tax filing,

government websites, and digital public service portals) and assessing citizen satisfaction levels. Research might include surveys and interviews with citizens to gauge their experiences and opinions regarding digital public services.

Outcome: Insights into the effectiveness of digital initiatives, identifying areas of improvement, and understanding citizen preferences in digital service delivery.

- **Open Data Initiatives and Civic Engagement:**

Study Focus: Investigating the impact of open data initiatives where governments provide public data sets online. Research can explore how open data promotes transparency, civic engagement, and the development of applications and services by citizens and businesses.

Outcome: Understanding the extent to which open data encourages public participation, innovation, and economic growth.

- **Cybersecurity in Government Systems:**

Study Focus: Studying the cybersecurity measures implemented by governments to protect sensitive data and critical infrastructure. This research can assess the effectiveness of cybersecurity policies, incident response strategies, and the integration of emerging technologies like blockchain for secure transactions.

Outcome: Insights into the resilience of government systems against cyber threats, with recommendations for strengthening security protocols.

- **Digital Inclusion and Accessibility:**

Study Focus: Examining the efforts made by governments to ensure digital inclusion for all citizens, including those with disabilities or from marginalized communities. Research can evaluate the accessibility of government websites, online services, and the availability of digital skills training programs.

Outcome: Understanding the gaps in digital accessibility, suggesting policy changes, and promoting initiatives for a more inclusive digital society.

- **Impact of Social Media in Governance:**

Study Focus: Investigating the role of social media platforms in government communication, citizen engagement, and crisis management. Research can analyze how governments utilize social media for disseminating information, gathering public opinions, and responding to emergencies.

Outcome: Insights into the effectiveness of social media strategies in enhancing government-citizen interactions and crisis communication.

- **Blockchain Technology for Government Services:**

Study Focus: Exploring the use of blockchain technology in government applications, such as secure document verification, identity management, and transparent voting systems. Research can assess the efficiency, security, and potential challenges of implementing blockchain-based services.

Outcome: Understanding the feasibility and benefits of integrating blockchain in public services, along with recommendations for overcoming obstacles.

- **Data Privacy and Legal Frameworks:**

Study Focus: Analyzing the legal frameworks and policies related to data privacy and protection in the context of digital government services. Research can assess compliance with international data protection standards and citizen awareness of their digital rights.

Outcome: Recommendations for strengthening data privacy laws, ensuring compliance, and enhancing citizen awareness of digital privacy issues.

These studies provide valuable insights into the digital transformation of government services, offering guidance for policymakers, administrators, and researchers on how to effectively implement and improve digital initiatives in the public sector.

3. Theoretical review of digitalization and NMP

We will focus on four theories which are the adoption-diffusion theory (ADT), van Dijk's theory on access to digital technology and societal impacts, the unified theory of acceptance and technology use (UTAUT) and the spatially aware technology use model (SATUM).

3.1 Adoption-Diffusion Theory (ADT)

ADT explores how innovations, including digital technologies, are adopted and spread within a social system. It categorizes users into innovators, early adopters, early majority, late majority, and laggards, based on their willingness to embrace new technologies. In the context of digitalization, ADT can help analyze the rate at which different segments of society or organizations adopt digital technologies. It provides insights into the factors influencing then early adoption and the diffusion of digital innovations.

3.2 Van Dijk's Theory on Access to Digital Technology and Societal Impacts

Van Dijk's theory emphasizes the digital divide, highlighting the disparities in access to digital technology and the resulting societal consequences. It examines how limited access can lead to social exclusion and affect areas such as education, employment, and civic participation. This theory is instrumental in understanding the social inequalities created by limited digital access. It informs policies aimed at bridging the digital divide and ensuring equal opportunities for all, especially in disadvantaged communities.

3.3 Unified Theory of Acceptance and Technology Use (UTAUT)

UTAUT integrates multiple factors, including performance expectations, effort expectancy, social influence, and facilitating conditions, to predict technology acceptance and usage. It emphasizes the role of user perceptions and social influences in technology adoption. Widely used in organizational contexts to assess employees' acceptance of digital technologies. It helps businesses and institutions understand the behavioral intentions behind technology adoption, enabling them to design interventions to promote technology use effectively.

3.4 Spatially Aware Technology Use Model (SATUM):

SATUM focuses on the spatial aspects of technology use, considering how geographical locations influence technology adoption and usage patterns. It explores how the physical environment and location-based services impact technology interaction. Is particularly relevant in fields such as geospatial technology, location-based marketing, and navigation systems. It aids in optimizing user experiences by considering the context of space and location in the design and deployment of digital technologies.

By focusing on these four theories, researchers and policymakers can gain a nuanced understanding of digital technology adoption, the societal implications of digital divides, the psychological factors influencing acceptance, and the role of spatial contexts. Applying these theories in tandem can provide comprehensive insights for crafting inclusive digital policies and fostering equitable access to technology across diverse communities and geographic regions.

Board 1: Syntheses of sources from the literature review

Auteurs	Titre de l'article	Année	Revue	Méthode
Alvarenga et al.	Digital transformation and knowledge management in the public sector	2020	Sustainability	Méthode quantitative
Alzahrani et al.	Analyzing the critical factors influencing trust in e-government adoption from citizens' perspective: A systematic review and a conceptual framework	2017	International Business Review	Revue de littérature systématique
Attour & ChaupainGuillot	Digital Innovations in Public Administrations: Technological or Policy Innovation Diffusion?	2020	Journal of Innovation Economics & Management	Méthode quantitative
Das et al.	A longitudinal study of e-government maturity	2017	Information and Management	Méthode quantitative
Dobrolyubova, E.	Measuring outcomes of digital transformation in public administration: Literature review and possible steps forward	2021	NISPAcee Journal of Public Administration and Policy	Méthode quantitative
Edelmann, & Mergel	Co-production of digital public services in Austrian public administration	2021	Administrative sciences journal	Méthode qualitative
Fadwa & Ez-zohra,	Etude Des Déterminants De L'usage Des Services De L'administration Électronique Par Le Citoyen : Revue De Littérature	2019	European Scientific Journal ESJ	Revue de littérature systématique
Gabryelczyk, R.	Has COVID-19 Accelerated Digital Transformation? Initial Lessons Learned for Public Administrations	2020	Information Systems Management	Méthode mixte
Gil-Garcia et al.	Digital government and public management research: finding the crossroads	2018	Public Management Review	Revue de littérature
Jarke, J.	Co-creating digital public services	2021	Public Administration and Information Technology	Revue de Littérature Systématique
Joshi & Islam	E-government maturity model for sustainable E-government services from the perspective of developing countries	2018	Sustainability	Méthode quantitative
Leão & Canedo	Best practices and methodologies to promote the digitization of public services citizen-driven: A systematic literature review	2018	Information journal	Méthode quantitative
Mergel et al.	Defining digital transformation: Results from expert interviews	2019	Government Information Quarterly	Méthode mixte
Naswir et al.	Towards a conceptual model to evaluate usability of digital government services in Malaysia	2019	International Journal of Advanced Computer Science and Applications	Méthode quantitative
Ouajdouni et al.	Transformation Digitale de L'Administration Publique au Maroc : Revue de la littérature et état des lieux	2020	European Scientific Journal ESJ	Revue de littérature
Pavlyutenkova, M.Y.	Electronic government vs digital government in the context of digital transformation	2019	Monitoring Obshchestvennogo Mneniya: Ekonomicheskie i Sotsial'nye Peremeny	Méthode mixte

Skargren, F.	What is the point of benchmarking e-government? An integrative and critical literature review on the phenomenon of benchmarking e-government	2020	Information Polity	Méthode quantitative
Ziyadin et al	Digital Modernization of the System of Public Administration: Prerogatives and Barriers	2020	EDP Sciences	Méthode quantitative

Source: Khalil Ibrahim, A., & Benabdelhadi, A. (2021).

4. Relationship between the NPM and the digitalization of the Moroccan administration

Morocco considers the delivery of public services to be a priority. Its determination to reform its model for delivering administrative services and to establish an administration serving users was anchored in the Constitution of 2011. The highest authority of Morocco does not fail to emphasize during public interventions. From this arises the notion of New Public Management which consists, as defined above, of changing the previously existing management method which has become obsolete and adopting a new one in order to obtain a more efficient administration. And this through several tools including digitalization.

In this part, we will first contextualize our two notions within the Moroccan administration, and then we will analyze the current situation.

4.1 POV Morocco

The malfunctions, The European Commission, the European Commission and the Member States, have drawn attention to the slowness and complexity of the administrative procedures, which have aroused the interest of the highest level of authority of the European Union to assess the state of play and to set up various projects which will make it possible the improvement of the public service is focused on the satisfaction of citizen users. Following Royal directives, a new paradigm in terms of territorial governance was supported by new public management and the institutionalization of fields of action under the cover of advanced regionalization. The latter relies on the involvement of citizens in local development projects resulting from the new development model that Morocco has adopted in order to support the requirements of users in a participatory logic.

Indeed, since 2004, the subject of public governance has been at the heart of cooperation between Morocco and the OECD, in the form of studies, as well as assistance in the implementation of reforms in priority areas. Morocco was also the first country in the MENA region to benefit from the status of participant in the OECD Public Governance Committee and has joined 28 legal instruments. Improving the quality of services provided to users is a priority for public authorities, but there is no coherent government strategy that would outline the objectives and actions to be implemented for all administrations. In fact, the Constitution and the King's speeches make up for it. In the digital field, the Maroc Numeric 2013 strategy ended without another taking over. The development of a new Morocco Digital 2020 strategy was announced in July the Digital Development Agency (ADD) created by the law of August 30, 2017, whose mission is to implement the State strategy in this area of digital development, should give new impetus to the modernization of service delivery digitally. She is responsible for quickly proposing a roadmap to the government and developing the master plan for the digital transformation of the administration. Morocco adheres to the recommendation of the OECD Council on digital government strategies. As a participant in the OECD Public Governance Committee, Morocco is a member of the OECD Working Group of Senior Digital Government Officials (E-Leaders).

Digitization now constitutes a strategic direction for public authorities which is part of the “Digital Morocco 2020” program.

In June 2015, a report on the administration digitalization program presented by the Organization for Economic Cooperation and Development (OECD) was signed. Its objective is to “promote the efficient use of information and communication technologies (ICT), serving programs and policies for public sector reform, territorial development and social cohesion in the Kingdom”.

In June 2016, Morocco launched a new program, the Digital Plan 2020, since the one launched in 2013 could not achieve the expected objectives. This new program aims for a profound digital transformation of administrative processes. Something that would make it possible to follow the evolution of regionalization and position Morocco as the first digital hub in Africa. The establishment of the Digital Development Agency in December 2017 allowed the establishment of a single structure responsible for managing projects that tend towards digital within the public administration and therefore alignment with the recommendations of the OECD. This agency aims to implement new integrated approaches in the field of digitalization in Morocco, and to ensure that the integration of this notion is done in a coherent and sustainable manner in the public sector.

4.2 Discussion

The New Public Management marks the transition from a management mode focused on blind adherence to administrative procedures, to a quest for performance, governance and good practices. To achieve this, the NPM uses many tools, methods and practices including the digitalization of processes.

It should be noted that the emergence of new public management is the result of two factors, the first refers to citizen satisfaction with a view to establishing trust between the latter and the public administration, propelling a new image and adhere the citizen as a driving element see the service center; the second element concerns the public agents who to par their historical inheritance age of the exercise of their duties are devoted to the task, to bureaucracy and respect for hierarchy without taking part in the action. A change of mentality is necessary. The change has not been easy, as we are currently discussing a radical change that will affect all jurisdictions, and as a result, the officials working there will leave their comfort zones.

The ways in which digitalization has helped to structure the NPM are diverse. We can talk about the administrative documents that each citizen can obtain via a platform without having to physically move to the administration in question. We also have online complaint portals for some administrations, in addition to the toll-free number, which allow us to speak directly with a specialized unit in the case of unprofessional behavior. In addition to facilitating access to administration for the citizen, digitalization allows the official to focus on tasks that largely impact the performance of the administration, and thus achieve the objectives of the New Public Management.

Certainly, we have mentioned three possible hypotheses concerning the relationship between NPM (Net Profit Margin) and digitalization. Let's break down each hypothesis:

Positive relationship between NPM and digitalization: This hypothesis suggests that as digitalization increases, NPM also increases. In other words, companies that adopt digital technologies experience higher net profit margins. This could be due to increased efficiency, reduced operational costs and better customer reach facilitated by digital tools and platforms.

Negative relationship between NPM and digitalization: This hypothesis proposes the opposite: as digitalization increases, NPM decreases. This could imply that the costs associated with implementing and maintaining digital technologies exceed the potential benefits, leading to lower profitability. It could also suggest that businesses may be spending too much on unnecessary digital solutions without a corresponding increase in revenue.

No relationship between NPM and digitalization: This hypothesis posits that there is no significant correlation between digitalization efforts and NPM. In this scenario, a company's adoption or level of digitalization has no impact on its net profit margin. Other factors can influence the profitability and digitalization, in this context, plays a minor or even negligible role.

To test these hypotheses, you will need to collect relevant data on the levels of NPM and digitalization in a sample of companies. Statistical methods such as correlation analysis or regression analysis could be applied to analyze the relationship between these variables and determine if any of the hypotheses are true. The results of such an analysis would provide insight into the actual relationship between NPM and digitalization in the context you are studying.

5. Conclusion

In conclusion, the integration of digital and New Public Management (NPM) principles represents a transformative force that has the potential to reshape the very foundations of governance in countries like Morocco. This fusion of technology and management philosophy holds the promise of creating a public sector that is not only efficient and transparent but also deeply citizen-centric.

At its core, digitalization brings with it a wealth of possibilities. It offers the potential to streamline bureaucratic processes, reduce inefficiencies, and significantly enhance the delivery of public services. Through digital platforms and data-driven decision-making, governments can gain invaluable insights into citizen needs and preferences. This level of understanding, previously unprecedented, can lead to policies and services that are tailored precisely to meet the requirements of the people.

When coupled with the principles of New Public Management, where emphasis is placed on results, accountability, and customer satisfaction, digitalization becomes a powerful tool for fostering a culture of innovation within the public sector. By setting clear objectives, measuring outcomes, and encouraging continuous improvement, NPM provides the framework within which digital initiatives can thrive. Moreover, the focus on decentralization and empowering local authorities aligns perfectly with the potential of digital technologies, allowing for agile, responsive, and context-specific solutions.

However, amidst the promises, challenges abound. Policy implementation, as the linchpin between vision and reality, demands careful attention. Policies need not only to be well-crafted but also consistently executed, necessitating continuous evaluation and adaptation. Moreover, the development of robust digital infrastructure is paramount. Without a strong technological backbone, the lofty goals of digitalization and NPM remain elusive. Investments in technology, cybersecurity, and high-speed connectivity are not just expenses but strategic necessities.

Equally crucial is the human element. Capacity building within the public administration is vital to harness the full potential of digital tools. Training programs, workshops, and upskilling initiatives are indispensable. Beyond technical skills, fostering a culture of digital literacy and adaptability is essential. Embracing change and being open to innovation are attitudes that need to permeate the entire workforce.

In essence, the fusion of digitalization and New Public Management represents a paradigm shift. It signifies a departure from traditional bureaucratic models to agile, citizen-focused governance. However, this shift is not effortless; it demands strategic planning, significant investments, and, most importantly, a change in mindset. The countries and regions that successfully navigate this transformation will not only enhance their public services but also strengthen the social contract between the government and its citizens. The potential is vast,

and the stakes are high, making the pursuit of this integration a definite challenge and opportunity for contemporary governance.

The integration of digitalization and New Public Management (NPM) principles signifies a profound shift in the way governments operate and interact with their citizens. At its core, digitalization brings forth a world of possibilities. It allows for the collection, analysis, and utilization of vast amounts of data, enabling evidence-based decision-making. This data-driven approach is fundamental to the principles of NPM, emphasizing results and effectiveness.

One of the pivotal aspects of this integration is the transformation of citizen-government interactions. Digital technologies create avenues for direct citizen participation, breaking down traditional bureaucratic barriers. Through social media platforms, online forums, and mobile applications, citizens can voice their concerns, engage in policymaking, and contribute to the governance process. This level of direct engagement aligns seamlessly with the NPM principle of customer orientation, making public administration more responsive to citizen needs.

Moreover, digitalization facilitates agile governance. Cloud computing, mobile solutions, and automation enable governments to respond swiftly to changing demands. Administrative tasks can be automated, freeing up human resources for more strategic endeavors. This agility is in harmony with NPM's emphasis on flexibility and adaptability, ensuring that the public sector can swiftly adjust its strategies to achieve desired outcomes.

However, amidst these opportunities, challenges arise. The digital divide, the gap between those with access to digital technologies and those without, remains a significant concern. Addressing this gap is not just a matter of providing internet access; It involves digital literacy initiatives and ensuring that marginalized communities have the skills to leverage digital tools effectively. NPM's principle of equity underscores the importance of ensuring that the benefits of digitalization reach all segments of society.

Furthermore, the ethical implications of digitalization cannot be overlooked. Issues such as data privacy, cybersecurity, and the ethical use of emerging technologies demand careful consideration. Regulatory frameworks must evolve in tandem with technological advancements to safeguard citizen data and ensure the responsible use of technology. NPM's focus on accountability and transparency aligns with the need for robust regulations, ensuring that governments are accountable for their digital initiatives and that the use of technology is transparent and ethical.

In essence, the integration of digitalization and NPM principles heralds a new era of governance characterized by efficiency, responsiveness, and inclusivity. It demands a holistic approach, where technology is harmonized with policy, and where human capital is nurtured to adapt and innovate. Governments that navigate these complexities thoughtfully, embracing the opportunities while addressing the challenges, are poised to create a governance paradigm that is not only effective but also fundamentally empowering for all citizens.

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