The Digital Transformation of Morocco's Public Administration: Progress, Challenges, and Prospects

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Abstract

Since the early 2000s, the digitization of public services has become a key priority for governments worldwide, aiming to enhance administrative efficiency, transparency, and citizen engagement. Morocco has followed this global trend, initiating its digital transition with early efforts such as the creation of the Agence Nationale de Réglementation des Télécommunications (ANRT) in 1997 and the adoption of a national ICT development policy in 2002. This momentum intensified with the launch of the national digital transformation plan in 2016, which seeks to modernize public administration and stimulate economic growth through the dematerialization of services. Today, Morocco has made significant progress, offering a wide range of online services, from electronic signatures to digital portals for administrative procedures. This digital shift raises important questions about the impact of technology on administrative performance: Can digitization improve the quality and accessibility of public services, reduce bureaucratic delays, and enhance the transparency and accountability of public decisions? This paper explores how the digital transformation of Morocco's public administration contributes to a new model of administrative efficiency in the digital age.

Key words: *Digital transformation, administrative efficiency, public administration, Digital public services, Morocco*

Résumé

Depuis le début des années 2000, la numérisation des services publics est devenue une priorité pour les gouvernements du monde entier, dans le but d'améliorer l'efficacité administrative, la transparence et l'engagement des citoyens. Le Maroc a suivi cette tendance mondiale, initiant sa transition numérique avec des efforts précoces tels que la création de l'Agence Nationale de Réglementation des Télécommunications (ANRT) en 1997 et l'adoption d'une politique nationale de développement des TIC en 2002. Cette dynamique s'est intensifiée avec le lancement du plan national de transformation numérique en 2016, qui vise à moderniser l'administration publique et à stimuler la croissance économique par la dématérialisation des services. Aujourd'hui, le Maroc a fait des progrès significatifs, offrant une large gamme de services en ligne, de la signature électronique aux portails numériques pour les procédures administratives. Ce virage numérique soulève d'importantes questions quant à l'impact de la technologie sur la performance administrative : La numérisation peut-elle améliorer la qualité et l'accessibilité des services publics, réduire les délais bureaucratiques et renforcer la transparence et la responsabilité des décisions publiques ? Ce document explore la manière dont la transformation numérique de l'administration publique marocaine contribue à un nouveau modèle d'efficacité administrative à l'ère numérique.

Mots clés : *Transformation digitale, Efficacité administrative, Administration publique, Services publics digitaux, Maroc*

Introduction

Morocco's public administration has undergone a significant digital transformation, driven by the introduction of various applications and e-portals. These innovations aim to simplify access to essential documents and administrative procedures, while enhancing public services in key sectors such as education, vocational training, and healthcare.

Beyond improving service delivery, digital initiatives also play a crucial role in tackling social and economic exclusion. By fostering employment, investment, tax collection, and financial management, they contribute to economic revival. Additionally, these strategies have accelerated the modernization of public utilities, boosting the digitization and dematerialization of administrative processes.

Against this backdrop, our article attempts to provide some answers to the following question: **"How can digitization contribute to modernizing public administration? And what is the level of its implementation in Morocco?"**

Origins and Evolution of Digital Transformation

The digital transformation of Morocco's administration has progressively evolved at both structural and functional levels. Compared to traditional administration, this shift has led to significant qualitative improvements, particularly in governance and the quality of public services for citizens and businesses.

The modernization initiative began in the 1990s with the launch of the e-Government (eGov Morocco) program. As part of the Competitive Morocco Strategy of 1996, several projects aimed at dematerializing essential services were implemented to experiment with e-governance applications and adapt the institutional framework to digitalization challenges. This movement led to the establishment, in 1998, of a State Secretariat responsible for Post, Technology, Communications, and Information. Subsequently, the five-year plan (1999-2004) of the alternative government promoted the integration of modern technologies and the acceleration of organizational reform in public administration.

In the 2000s, the pace of digital transformation increased with the launch of the first national e-government initiative. Online platforms were introduced to facilitate access to judicial services (Ministry of Justice, mahakim.ma portal), while courts were equipped with information systems. In 2005, the implementation of the e-Maroc 2010 strategy enabled the creation of several digital platforms, such as the national digital administration system (idarati.ma), the public services portal (service-public.ma), and the spatial information portal (maps.service-public.ma). These initiatives aimed to simplify administrative procedures, address user complaints (chikaya.ma), and improve the quality of public services. Additionally, specialized platforms such as tax.gov were developed to digitize tax transactions.

In this context, several critical questions arise: Can digitalization improve the quality of public services, reduce processing times for administrative procedures, and enhance transparency and decision traceability? How can digitalization contribute to better public governance and greater user satisfaction?

Furthermore, several challenges must be addressed: What are the obstacles hindering the digital transformation of Moroccan public administrations? How can the security and protection of

citizens' personal data be ensured? What impact does this transformation have on public service skills and professions? Lastly, how can digital inclusion be ensured to bridge the digital divide?

Analyzing these issues will provide a better understanding of the challenges and opportunities associated with the digital transformation of Morocco's public administration, as well as identify the necessary measures to ensure renewed and inclusive administrative efficiency.

Chapter 1. Digitization and Administrative Modernization

A. Literature of review

The rapid proliferation of digital technologies is reshaping the world, leading to what scholars and experts term Digital Transformation (DT) (Lanzolla & Anderson, 2010). This transformation is often compared to previous industrial revolutions, such as those driven by the steam engine, electricity, and automation. However, what sets DT apart is its unprecedented speed of innovation diffusion, a characteristic that aligns it with Industry 4.0, also known as the Fourth Industrial Revolution (Schwab, 2017; Chou, 2018).

The concept of e-government, also known as e-administration or e-government, emerged between the 1990s and 2000s. According to Dempsey (2003), it is defined as "the use of technology to transform government into one that is more accessible to citizens, more efficient and more accountable."

According to Vial (2019), "digital transformation" is a process aimed at improving an entity by bringing about significant changes in its properties through the integration of information technology, computing, communication and connectivity. This transformation is a strategy based on business intelligence, as it facilitates the access, processing and verification of large quantities of business information.

According to Bowersox, Closs and Drayer (2005), the digital transformation of an organization is the process by which an organization reinvents its operations and develops extended relationships within its supply chain. The main obstacle to digital business transformation is the revitalization of companies that have successfully exploited the full potential of information technology in their supply chain.

Stolterman and Fors (2004) define "digital transformation" as all the changes in human life induced or influenced by digital technology.

Digital Transformation has become a critical topic of discussion in both academic and professional spheres. The COVID-19 pandemic served as a significant catalyst, accelerating DT initiatives across various sectors (Soto-Acosta, 2020). On one hand, practitioners are leveraging DT to reinvent organizational structures and operational models. On the other, scholars are investigating the factors that contribute to the success or failure of these transformation initiatives (Mergel et al., 2019).

While the concept of DT is widely explored in literature, most definitions primarily focus on its implications in the private sector. There is no universally accepted definition, as each interpretation reflects the specific interests of the author. For the purpose of this paper, we adopt the definition provided by the OECD (2018), which describes digital transformation in the public sector as:

"A shift from e-government, or the digitization of paper-based business and service-delivery processes, to a 'digital by design' re-engineering of services and processes. It requires governments to take a user-driven approach, empowering citizens and businesses to interact and collaborate with the public sector to determine and address their own needs."

It is important to distinguish Digital Transformation from the related terms "Digitization" and "Digitalization." These concepts, though often used interchangeably, have distinct meanings:

- **Digitization** refers to the conversion of analog information into digital formats (Bloomberg, 2018).

- **Digitalization** describes the process through which digital technologies reshape existing processes and operations (Li et al., 2016).

- **Digital Transformation**, in contrast, extends beyond these concepts by addressing the broader economic and societal impacts of digital integration (OECD, 2018). It introduces new ways of interacting with customers, delivering products and services, and generating value (Janssens, 2019). Essentially, DT is not solely about technological advancements but rather how technology is utilized to transform work practices (Dunleavy et al., 2006).

Various perspectives on DT exist within the literature. For instance, Siebel (2019) characterizes it as both "one of the largest risks and greatest opportunities facing both public and private-sector organizations globally." Meanwhile, a literature review by Morakanyane et al. (2017) highlights that DT is often described as:

- **Radical** (Dubey, 2019; Reis et al., 2018)

- **Disruptive** (Berman & Marshall, 2014; Karimi & Walter, 2015)

- **Continuous and evolutionary** (Janssens, 2019; Mergel et al., 2019)

- **Complex** (OECD, 2018; Brynjolfsson et al., 2019)

As digital transformation continues to shape public and private sector landscapes, its implications on governance, business models, and service delivery will remain central to ongoing research and practical implementation.

B. Digitization and Administrative Efficiency

Due to travel limitations and social distancing measures that have forced businesses and organizations to come up with new ways to work and communicate, the COVID-19 pandemic has accelerated the digital transformation in many areas. For many businesses, telecommuting has become the standard, and videoconferencing platforms have evolved into vital communication tools. Online purchases also increased at a time when consumers were trying to avoid physical stores. The health crises have brought attention to how crucial the digital transformation is for businesses and organizations.

Businesses that had already made significant progress in their digital transformation process had more resources to meet the challenges posed by the pandemic, while those that had not

made the investment had to deal with more significant challenges to adjust to the new market conditions.

The COVID-19 pandemic increased the need for businesses to adjust to the demands of a constantly changing digital world and highlighted the need for businesses to invest in digital transformation to increase their resilience and ability to adjust to future changes.

The Moroccan administration has adopted several initiatives aimed at improving the efficiency of public services, simplifying procedures and reinforcing transparency in administrative management. This digital transformation is part of an overall modernization process, in line with public sector reform strategies and citizens' demands for efficient, fast services.

In his 2016 speech on administrative reform, King Mohamed VI highlighted the significance of using new technology for the nation's development in addition to a somewhat drastic shift in the way public services operate.

''Administrative reform requires a change in attitudes and mentalities, as well as high-quality legislation, to achieve an efficient public administrative service at the service of the citizen", stressed the Sovereign in a speech to Parliament, on the occasion of the opening of the first session of the first legislative year of the 10th legislature. We call on everyone - government and parliament, parties and trade unions, associations and civil servants - to demonstrate patriotism and responsibility in devising real solutions that will enhance the work of administrative services and improve the quality of services offered to citizens".

the digitization of the Moroccan public sector represents a strategic challenge for the country's development, both economically and in terms of governance and transparency

1.1. Implementing E-government

More than 600 administrative services in Morocco had been digitalized by 2024, greatly improving government operations' accessibility and transparency. Furthermore, Moroccan citizens have access to over 300 digital services, with over 200 of those services being tailored to businesses[6].

One of the main forces behind Morocco's administrative modernization is the growth of e-government. Online platforms that simplify access to administrative services have been made possible by the incorporation of digital technologies into public management. Among the noteworthy initiatives are:

The national portal known as **"Maroc e-Gov"** is a centralized platform that offers a variety of online public services, including the ability for businesses and citizens to track their requests, access administrative documents, and make payments online.

Dematerialization of administrative processes: A number of procedures, like renewing an electronic national identity card or obtaining birth and residency certificates, can be carried out remotely.

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[6] **Trade.gov**. (n.d.). *Morocco - Digital Economy*. U.S. Department of Commerce. Retrieved from
https://www.trade.gov/country-commercial-guides/morocco-digital-economy

Sector-specific platforms: Different sectors have their own portals, such as **"Massar"** for education, **"Chikaya"** for administrative claims management, and **"CNSS Direct"** for social security contribution management.

By introducing these tools, administrative resources are optimized, transparency is increased, and bureaucracy is decreased. There are still issues, though, particularly with cybersecurity, system interoperability across administrations, and accessibility for rural populations.

1.2. Adoption of performance management systems

The Moroccan administration has also introduced performance management systems to optimize the use of resources and speed up processing. This approach is based on several strategic axes:

- The introduction of digital dashboards: These tools make it possible to monitor changes in performance indicators in real time, measure departmental productivity and identify areas for improvement.
- Implementing document management systems (DMS): Electronic document management solutions facilitate the archiving, consultation and sharing of information between different administrations, thereby reducing processing times and limiting document loss.
- The development of decision-making platforms based on artificial intelligence: The analysis of administrative data makes it possible to anticipate citizens' needs and adapt services accordingly. For example, systems for predicting the flow of requests enable human and material resources to be adjusted to meet peaks in activity.
- Optimizing internal processes: The integration of resource planning software (ERP) within administrations promotes more efficient management of budgets, personnel and infrastructures.

These initiatives enable resources to be better allocated and administrative costs to be reduced. However, their implementation requires a far-reaching organizational transformation, involving the training of administrative staff in the new tools and the introduction of appropriate governance systems.

1.3 Impact on citizens and businesses

Digital adoption has also surged within Morocco's social landscape. As of January 2023, Morocco had 21.3 million social media users, representing 56.6% of the population[7]. This rise in digital engagement enhances communication between the government and its citizens through online platforms.

The adoption of E-government and performance management systems has a direct impact on users, including both citizens and businesses. Among the key benefits observed are:

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[7] **Datareportal**. (2023, February 16). *Digital 2023: Morocco*. Datareportal. Retrieved from
https://datareportal.com/reports/digital-2023-morocco

- **Improved accessibility to services**: Digital platforms allow citizens to avoid unnecessary travel and reduce waiting times.

- **Simplified procedures for businesses**: The digitization of administrative processes facilitates business creation, permit acquisition, and tax management.

- **Reduced risk of corruption**: Increased transparency in administrative transactions limits opportunities for fraud and illicit practices.

1.4 Failures and Setbacks in Implementation

Despite significant progress in digitizing Morocco's public administration, several obstacles have hindered the full realization of its objectives. These challenges arise from technical, institutional, and socio-economic barriers, slowing down the efficiency of digital governance.

1. Digital Infrastructure Gaps

The uneven development of digital infrastructure remains a major challenge. While urban areas benefit from high-speed internet and advanced IT systems, many rural regions still face poor connectivity. This digital divide restricts equal access to e-government services, leaving a significant portion of the population dependent on traditional administrative processes.

◆ *Example:* Many citizens in remote areas struggle to access online services due to unreliable internet and limited digital literacy, forcing them to rely on in-person administrative procedures.

2. Lack of Interoperability Between Systems

Although the Moroccan government has introduced multiple digital platforms, many operate in isolation without seamless integration. The lack of interoperability between government departments creates inefficiencies and redundancy, complicating service delivery.

◆ *Example:* Citizens often need to submit the same personal documents multiple times across different government platforms due to the absence of a centralized, unified database.

3. Cybersecurity Risks and Data Protection Issues

As Morocco's public administration advances in its digital transformation, cybersecurity has emerged as a growing concern (ELKHALKHALI et al., n.d.). The digitization of administrative services increases the exposure of sensitive data belonging to citizens and businesses, making it vulnerable to threats such as data breaches, cyberattacks, and violations of privacy. Safeguarding this information is vital to maintaining public trust in digital government services. To address these risks, it is essential to implement robust cybersecurity measures (EL ATTAR, 2021). These include the adoption of advanced security protocols, comprehensive training for public officials on cybersecurity best practices, and the development of monitoring systems capable of detecting and responding to threats in

real time. Additionally, clear and effective legislation must be enacted to regulate data management and uphold citizens' digital rights. A proactive approach to cybersecurity is crucial to ensuring that digital transformation does not come at the expense of data security (Benkada, 2024). By fostering a strong cybersecurity culture within public institutions, Morocco will be better equipped to navigate the digital era and reinforce citizens' confidence in government services.

4. Resistance to Change and Bureaucratic Culture

Resistance to change remains a significant barrier to digital transformation in Moroccan public administration (Rachad et al., 2024). This resistance often stems from both employees and managers, driven by fears of the unknown, skepticism about the effectiveness of new technologies, and concerns regarding data security. To address these challenges, effective change management strategies are essential (TAHTAH, 2022). These strategies should include awareness campaigns to inform public servants about the benefits of digital tools, alongside structured training programs to ease the transition to new working methods. Furthermore, actively involving employees in the transformation process can cultivate a sense of ownership, thereby reducing resistance and increasing engagement. Demonstrating concrete success stories where digital initiatives have led to measurable improvements in service delivery and internal operations can also help build trust and validate the transformation efforts (Lahlimi et al., 2023).

5. Inconsistent Policy Implementation and Political Challenges

While Morocco has introduced ambitious digital transformation strategies, implementation has often been inconsistent due to shifting government priorities, budget constraints, and administrative delays.

◆ *Example :* Several e-government projects were launched with strong political backing but later faced funding shortages or bureaucratic hurdles, delaying their full rollout.

Chapter 2. The impact of digitalization on administrative efficiency

The integration of digital technologies in Moroccan public administration has indeed brought about significant improvements. By leveraging tools such as e-government platforms, digital payment systems, and online service portals, Morocco has enhanced the accessibility and efficiency of its public services. Citizens now benefit from faster processing times, reduced bureaucracy, and improved transparency in governmental operations. This digital transformation also fosters a better relationship between the government and the people, as it facilitates real-time communication and feedback. Furthermore, it supports the decentralization of services, allowing people in remote areas to access essential services without the need for long-distance travel.

Additionally, Morocco's adoption of digital technologies in public administration helps streamline processes like tax collection, public health services, and business registrations,

reducing errors and ensuring greater accountability. Ultimately, these changes contribute to increased citizen satisfaction and trust in government institutions.

2.1 Saving time and increasing efficiency

One of the main benefits of digitalization is the dematerialization of administrative documents, enabling a significant reduction in processing times. Thanks to the automation of processes and the integration of online platforms, citizens and businesses can carry out a number of procedures without having to visit administrative offices. For example

Faster processing of requests: Digitization of official documents (birth certificates, residence certificates, driving licenses) reduces the time needed to issue them.

Simplification of procedures: Platforms such as "Maroc eGov" enable citizens to submit their requests and track their progress in real time.

Reduced administrative overload: The adoption of electronic document management (EDM) systems optimizes file storage, classification and access, reducing the need for repetitive manual processing (Benaissa et al., 2024).

2.2. Greater transparency and the fight against corruption

Digitization improves administrative transparency by limiting physical interactions between citizens and public officials, thus reducing opportunities for corruption. Administrations use digital platforms to:

- Provide free access to information: Government portals publish data on public spending, tenders and administrative services.
- Automate services: The use of artificial intelligence and chatbots ensures impartial, standardized processing of requests.
- Tracking and tracing procedures: As every request is recorded digitally, it becomes more difficult to manipulate or alter files without leaving a trace (Saida & Said, 2024).

Additionally, digital transformation lowers public administrations' operating expenses (NOKHAILI & LEMQEDDEM, 2024). Dematerializing services that once needed face-to-face interaction can lower the expenses of people, paper, and facility management. By doing this, money that could be used for other crucial facets of public service is freed up.

Lastly, increased accountability from civil personnel is a result of the openness that digitization brings (Nabaouia & Dounia, 2024). The public's access to administrative service data and outcomes motivates agents to uphold high performance and integrity standards. This supports the accountability culture that is necessary for public administration to function effectively.

2.3. Improved interaction with citizens

Digital platforms promote better interaction between the administration and citizens, offering them simplified ways of submitting their requests and obtaining rapid responses. Among the benefits observed

Reduced queues: Citizens can complete their procedures online without having to physically visit the administration.

24/7 availability of services: unlike administrative offices, which operate to restricted hours, online platforms are accessible at all times.

Improved communication channels: Tools such as forums, instant messaging and mobile applications enable fluid interaction with the authorities, ensuring that citizens' needs are better met (Aayale & Seffar, 2021).

2.4 Case studies illustrating positive changes:

The tangible effects of digital initiatives on the caliber of services provided to citizens are de monstrated by case studies that show the beneficial changes brought about by the digital revol ution in Moroccan public administration.
These illustrations show how digitalization has enhanced public services' accessibility and tra nsparency in addition to increasing administrative effectiveness.

A first significant example is The Caisse Nationale de Sécurité Sociale (CNSS) that has extended the range of "TAAWIDATY" services, as part of its drive to digitalize its services and make them easily accessible to users, the Caisse announced in a press release.

In its initial version, the portal was used to submit applications for family allowances, as well as to declare children's schooling. Today, the scope of TAAWIDATY has been broadened to include all family and social benefits paid by CNSS to its insured members, namely daily sickness and maternity allowances, compensation for loss of employment, old-age pension, disability pension and reimbursement of employee contributions, says the same source.

Policyholders eligible for these benefits can now submit their claims via the portal, without having to visit CNSS branches. This service reinforces the digital arsenal developed by CNSS over several years, in order to provide its customers with the best quality of service and the best benefit conditions.

Another practical online service is WATIQA.MA, the electronic order desk for administrative documents. Here you can order a birth certificate and a full copy of the birth certificate, to be sent by registered mail.

The service is "open to natural persons of full age who are registered in Morocco's civil status registers", and is also accessible to Moroccans living abroad "provided that Barid Al Maghrib delivers the mail in the country" of destination and that "the civil status office of birth provides this service", reads the portal. It states that 2,413 registry offices subscribe to this service, which has enabled 125,592 registered letters to be delivered.

Chapter 3. Challenges and constraints of the digital transition

Even though Moroccan public administration has made great strides toward digital transformation, a number of obstacles still stand in the way of this goal's complete fulfillment (HATTAB & EL HOUARI, 2024; Ouboumlik & Touhami, 2024). These challenges are diverse, encompassing organizational, human, and technology elements.

3.1 Insufficient technological infrastructure

The deployment of digital solutions is often hampered by a lack of suitable equipment and limited interoperability between administrative systems. The main challenges identified include

- Insufficient digital infrastructure: Many administrations lack high-performance servers and secure data centers to host and process administrative information efficiently.
- Limited systems interoperability: The absence of a harmonized framework between different administrative platforms makes it difficult to exchange data between institutions, resulting in redundancies and inefficiencies.
- Inequalities in access to digital services: In some rural areas, Internet access remains limited, preventing part of the population from benefiting from digital services (Cherrabi et al., 2020).

3.2 Training and adaptation of human resources

The digital transformation of the administration requires civil servants to update their skills and adapt their working methods. However, several constraints remain:

Lack of training for civil servants: Many civil servants have not yet mastered the digital tools introduced, which slows down their adoption and limits their effectiveness.

Resistance to change: The introduction of new technologies is sometimes perceived as a threat by some administrative staff, generating a reluctance to modify their professional practices.

Need for ongoing support: It is essential to establish training and follow-up plans to ensure a smooth and gradual transition towards the complete digitization of administrative services (Amine et al., 2024).

3.3. Legal issues and cybersecurity

The rise of digital administration also raises crucial questions in terms of personal data protection and cybersecurity:

- Insufficient legal framework: Although Morocco has adopted a number of laws to regulate the use of digital data, there are still gaps in protecting citizens against the misuse of their personal information.
- Risk of cyber-attacks: The vulnerability of administrative systems to cyber-attacks represents a major threat, requiring increased investment in cyber-security.
- Data confidentiality and ethics: The increased storage and processing of administrative data poses ethical challenges in terms of accessing, managing and sharing information (Abdelkhalek & Ouafa, 2023).

3.4 Research data:

Incorporating quantitative data can provide a clearer picture of Morocco's digital transformation. Here are some key statistics:

- **Internet Penetration:** As of September 2024, Morocco's internet penetration rate reached 112.7%, with approximately 42.1 million subscribers, reflecting a 6.5% increase from the previous year[8].

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[8] **La Quotidienne**. (2023, March 13). *Taux de pénétration Internet au Maroc*. La Quotidienne. Retrieved from https://laquotidienne.ma/article/economie/taux-penetration-internet-maroc

- **Mobile and Internet Usage:** The number of internet users stood at 40.2 million in 2024, up from 103.4% in 2023 and 71.3% in 2019. This growth is attributed to the expansion of fiber-optic networks and increased reliance on online services[9].

- **Digital Public Services:** By 2024, over 600 administrative services had been digitized, streamlining processes for citizens and businesses.[10]

- Social Media Adoption: In January 2023, Morocco had 21.3 million social media users, representing 56.6% of the total population[11].

These figures highlight the significant strides Morocco has made in digital adoption, enhancing public service delivery and citizen engagement.

- Digital Public Services: Moroccans have access to more than 300 digital public services, while companies can utilize over 200 services tailored for SMEs[12].
- Digital Strategy Goals: By 2030, Morocco aims to be ranked first in Africa and among the top 50 globally in the UN's E-Government Development Index (EGDI)[13].

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[9] **7News**. (2023, April 5). *Morocco's Telecom Boom: Mobile and Internet Usage Reach Record Highs*. 7News. Retrieved from https://en.7news.ma/moroccos-telecom-boom-mobile-and-internet-usage-reach-record-highs

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Conclusion

Morocco's public administration's digital transformation marks a significant turning point toward more effective, open, and citizen-centered governance. The nation has made great strides in incorporating digital technologies into its administrative operations through programs like the "Maroc Numérique 2020" policy, the creation of online portals and services, and the digitization of internal processes. In addition to helping to enhance the services provided to residents, these initiatives have enhanced public administration's reputation as a cutting-edge, adaptable organization.

This process of transition is not without its difficulties, though. Problems include inadequate technology infrastructure, public officials' reluctance to adapt, and accessibility challenges continue to be significant barriers to effective implementation. Political decision-makers must be aware of these obstacles and act quickly to overcome them. This entails increasing spending on digital infrastructure. ensuring that public personnel receive proper training and that all citizens have fair access to digital services. This article has numerous ramifications. On the one hand, it emphasizes how crucial digital transformation is as a tool for social and economic advancement. However, it also emphasizes that in order to guarantee the durability of digital efforts, stakeholders—from citizens to governmental decision-makers—must have a strong commitment. Public administration can enhance the quality of services provided and boost public trust in organizations by incorporating user feedback and promoting active engagement. All stakeholders must work together for digital transformation to be successful. By resolving the issues noted and building on the progress achieved, Morocco can establish itself as a regional leader in upgrading public services by overcoming the obstacles found and building on the progress achieved.

In keeping with the expectations of the populace, this will support not only the nation's economic growth but also the advancement of more open, elusive, and effective governance.

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