

The modernization of the Moroccan public administration as a lever for improving the quality of public services

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Abstract:

After a series of successful implementations of management styles in private organizations, the concept of "new public management" officially emerged in the 1980s. Its main objective is to modernize administrative behaviors and management styles and to change the key success factors for both the private and public sectors.

On the other hand, the implementation of management styles in public institutions still raises many questions and doubts about their ability to improve public performance. Morocco has recently adopted a turnaround policy aimed at improving public sector performance and management, delivering performance and defining governance styles that meet the needs of Moroccan citizens. This is one of the countries where we are.

Today, our administration is faced with a demanding and more critical user with regard to the functioning of public services, it must meet major challenges and cope with demands and complex situations that require discernment, transparency, versatility, communication skills, dialogue and leadership. In this context, it is imperative that the culture of the public administration evolve to fit into the logic of management by performance and by results. Therefore, the objective of this paper is to show the difficulties and challenges of the Moroccan public administration and to propose ways to improve the quality of public services.

Keywords: public administration, public services, new public management, NTIC: New Information and Communication Technologies, modernization

JEL Classification: H83

Paper type: Theoretical Research

1. Introduction

For years, the Moroccan public administration has often been considered inefficient due to several dysfunctions, namely excessive bureaucracy, authoritarianism, centralization, poor reception of users, lack of ethics and slow administrative procedures. Recently, as a result of globalization and digital development, public sector service delivery has been impacted by New Public Management (NPM) practices, an approach imported from the private sector.

Morocco has not spared any effort to modernize its public administration, and has embarked on a series of structural reforms whose main goal is to improve the quality of public service delivery. However, these efforts are timid and insufficient in relation to the expectations of users.

Although, the legacy of inappropriate colonial models has seriously affected the development of the Moroccan administration, not to mention the varying capacities between the capital and the regions as well as the capacity gap between ministries that hinder the process of administrative modernization and affect the fate of reform projects.

Moreover, the studies conducted by the government on the situation of the administration as well as conferences, symposiums and forums, including the National Forum of the Senior Civil Service organized in 2018 in Skhirate, have highlighted the dysfunctions relating to the excessive concentration of services, decision-making powers, means at central level, the weakness of means and performance at the level of external service, the complication of administrative procedures, the management crisis, the lack of a national system of continuous training, the conflicting relationships between administration / employees. Faced with this situation, the public authorities have affirmed in recent years a political will to engage the public sector on the path to quality. The current parameters such as the anchoring of the pillars of democracy enacted in the 2011 constitution and the spread of the COVID-19 pandemic have forced the state to accelerate the process of modernizing the public administration, as the old ways of working can no longer ensure quality services to citizens and businesses.

All things considered, in order to increase the quality and efficiency of its public services, the Kingdom is obliged to take advantage of the expertise of countries that have succeeded in reorganizing and modernizing their public administrations, notably Canada and Denmark, which we take as references in this article. In addition, we will list and propose some suggestions likely to improve the quality of public services.

In order to achieve our objective, this article presents first an introduction to the new public management to situate and underline the importance attributed to this mode of governance. Then, the challenges and difficulties of the Moroccan public administration are presented. Finally, a comparative analysis (benchmark) is conducted to confirm with recommendations that can further improve the quality of public services.

2. The new public management and the modernization of the public administration:

To succeed in the desired changes, the public administration will be invited to go beyond its simple missions of producing non-market services or carrying out operations of redistribution of income and national wealth¹. The time when public service rhymed with immobility seems well and truly over, the State is required to reason like any company in search of performance. A set of practices that were reserved for the private sector must be transferred to the private

¹ *La norme européenne de comptabilité nationale (SEC 95).*

sector, namely the optimization of the research process, the implementation of the culture of objectives and results.

Applying the recipes and methods of the private sector to the public sector allows not only to rationalize administrative management but also to modernize administrative structures while meeting the new requirements of the citizen. Marketing, which was a method formerly used by the private sector, is still little recognized in the public sector. It remains an unavoidable necessity for the study of the user's needs, his information and the means of distributing the public service according to the needs. Today, we speak of "Public Marketing" which emphasizes the communication policy to consider the user's expectations.

Furthermore, the transfer of management techniques from the private sector to the public administration can generate efficiency and quality objectives and indicators, such as the measurement of user satisfaction, cost per file processed and file processing times. The introduction of some numerical indicators may make sense, but on the condition that they are frequently changed to avoid their perverse effects.

The public sector is therefore essentially based on legal rationality, whereas the private sector is based on managerial rationality. The NPM therefore tends to substitute this latter type of rationality for the classical legal rationality. Thus, the adoption of the NPM can help to improve the sometimes-tarnished image of the public sector (Amar. A, Berthier, 2007).

3. New Public Management: A Review of Literature:

We Derived from contemporary private sector management theories, New Public Management (NPM) is first and foremost a form of "post-bureaucratic" management, which has been progressively adopted since the 1980s by OECD countries - as we have already seen- wishing to modernize their public administration (Michel St-Germain, 2001). This new public management (NPM) emphasizes the efficiency, quality and effectiveness of the services provided. It was Christopher Hood who proposed the name New Public Management in an article published in 1991. According to Christopher Hood, the doctrine of NPM refers to seven principles (Hood, 1995) namely the division of the public sector into strategic units organized by-product, the introduction of competition between public organizations but also between public and private organizations, a greater use of private sector management techniques, a more disciplined and parsimonious use of resources and an active search for alternative, lower-cost means of production, a move toward control of public organizations by visible managers exercising discretionary power, a move toward the adoption of more explicit and measurable (or controllable) performance standards, and an emphasis on measuring results.

However, it is difficult to transpose these elements in a crude way to the public sector, given that the public service is marked by the absence of competition in the exercise of this service, as well as by the accumulation of dysfunctions and the attachment to bureaucracy.

3.1. Theoretical foundations of this model:

distributed when the notion of New Public Management is discussed, there is no single theory explaining its foundations. It can be explained by a combination of different theories. In this case, the most frequent and therefore the most relevant ones are retained, namely

- The theory or ideology of Public Choice, which took shape in 1962 in the work of J.M. Buchanan and G. Tullock; the theory or ideology of Public Tullock;
- Neo-liberalism or neoliberal ideology comes from Friedrich von Hayek and Milton Friedman;
- Agency theory and transaction cost theory;

The NPM is based on specific operating principles and tools, as stated by Muller (2009): the theoretical foundations of the NPM are market forces, the reduction of the role of the State, decentralization and increased recourse to contractual arrangements that aim for economic and societal results. This discourse would thus lead to the production of new operating rules and tools, all of which would be the basis for the emergence of a new management reference system for public administrations. The notion of performance also remains an important component. Bartoli (1997) defines NPM as: the set of processes for finalizing, organizing, leading and controlling public organizations aimed at developing their general performance and steering their evolution in accordance with their vocation.

3.2. Traditional public management and new public management:

NMP emphasizes goals and performance measurement rather than compliance (Owen E. Hughes, 1994). In contrast to the traditional language of public administration, which conjures up images of rules, regulations and sluggish decision-making processes (Donald J. Savoie , 2006)The main idea of the NPM is that the public sector, organized according to the principles of Weberian bureaucracy, is inefficient, and that it is desirable to transpose private sector management methods into the public sector (Van Haeperen, 2012). The table below provides a comparative summary of the traditional public sector and the public sector reformed according to NPM principles.

Table 1: Comparison of Weberian and NMP administrations

	Weberian Administration	Administration NPM
Objectives	respect the rules and procedures	Achieving the objectives, satisfying the customer
Organization	centralized (functional hierarchy, pyramidal structure)	Decentralized (delegation of competences, network structuring, governance)
Sharing of responsibilities politicians/administrators	Confused	Clair
Execution of the tasks	division, parcellisation, specialization	Autonomy
Control	Monitoring indicators	Performance indicators
Type of budget	Means-oriented	Goal-oriented

Source : Amar A. et Berthie L., « Nouveau management public : Avantages et limites », p.3

4. Performance and quality of public services:

Public management that responds purely to an administrative context has shown its inadequacy to new objectives, and the adoption of concepts and tools derived directly from business management has reached its limits in the particular context of regalian and non-market activities. Some public organizations have opted for an ambition of performance, even excellence, while respecting their specificities; they favor the development of management by quality which, sometimes, takes up criteria common to private companies, and sometimes proposes its own criteria. This public performance consists of achieving a double reconciliation that of public agents with their job, and that of citizens with their administration, but also in finding new ways to involve in this logic the different levels of public intervention (associations, local authorities, State...) and to apprehend the problem at different territorial levels. However, the "Quality" approaches originating in the private sector are gradually reaching the entire public sector. It is not easy to transpose tools from the market sector, dominated by economic principles, to administration subject to a public management

philosophy.

Today, service quality is integrated into public performance management and no longer depends solely on the theoretical standards followed, but rather on the perception of users (Plagnol H, 2003) who wish to be considered as citizen customers to be satisfied. Every organization, whether public or private, exists to meet the needs of its customers. As Marques defines (F.MARQUES, 2000) it "a customer is a person who buys company products, for his own consumption, or to distribute these products to final consumers, as the most important person in any type of company".

The great challenge of the public manager is to have the capacity to manage his or her sphere of activity, to offer an efficient and quality service with limited human and material resources. Unfortunately, one of the main bottlenecks in the public sphere is the lack of ethics, which makes it difficult to implement a quality policy.

5. The difficulties and challenges of the Moroccan administration:

The Moroccan administration is called upon to take up colossal challenges before embarking on a process of modernization that will enable it to heal and improve its image among citizens; by relying on the proximity approach and by adapting to the needs of users who are increasingly evolving.

Also, the public administration has faced new requirements of the contemporary world, the changes that the world had known impose themselves new modes of governance of public services, hence the need to establish a remodeling to overcome the difficulties that cautious since independence and to meet the recent challenges that the current administration faces.

In addition, "The traditional rules of administrative management, unchanging for many years, are not adapted to the new requirements of modern times" (Ali Sedjari, 2004). Therefore, we can describe the defects of the Moroccan public administration as structural and cultural.

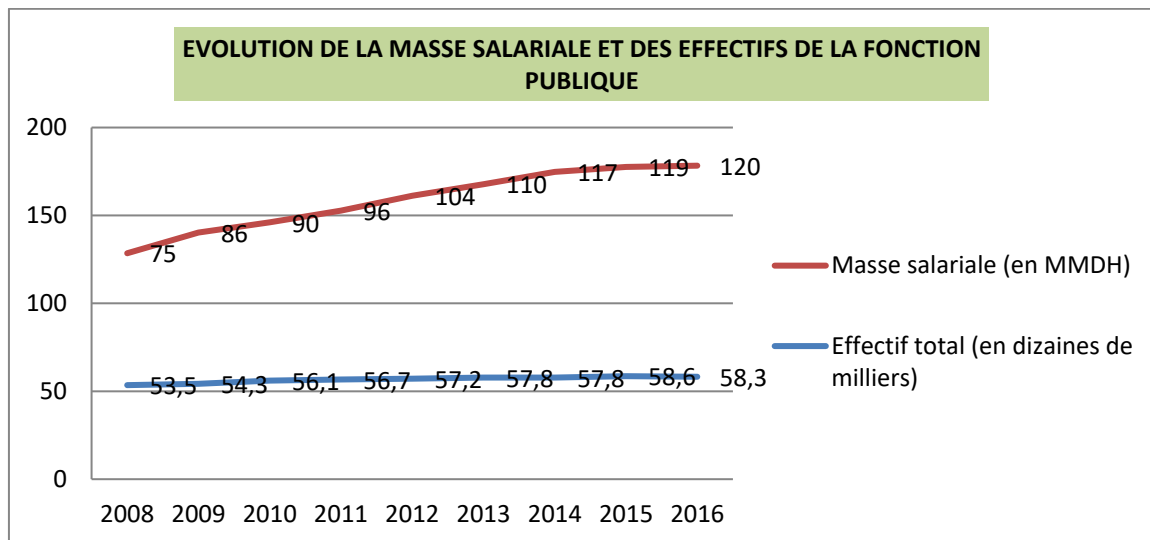
5.1. Structural difficulties:

The Moroccan public administration is in line with the Weberian bureaucracy for the simple reason that it suffers from excessive centralization and considerable hierarchization. Despite the process of deconcentration and decentralization started at the dawn of independence, the Moroccan administration remains marked by increased centralization and decision-making power through hierarchical control.

However, the content of the numerous administrative structures leads the user into an opaque circuit and produces overlapping competences. Taking the example of the control of urban planning infractions, we note that there are many actors who can intervene, namely the local authority, the urban planning division at the level of the local authorities, the urban planning division at the level of the prefectures and provinces and the urban agencies. This multitude of administrative actors as well as the existence of duplicate structures is likely to lead to a complexity of procedures which hinders the relations between the administration and the citizens.

In addition, the most significant obstacle that influences the efficiency of administrative action is the weight of the wage bill, insofar as a fairly large proportion of state revenue is consumed by wages and contributions.

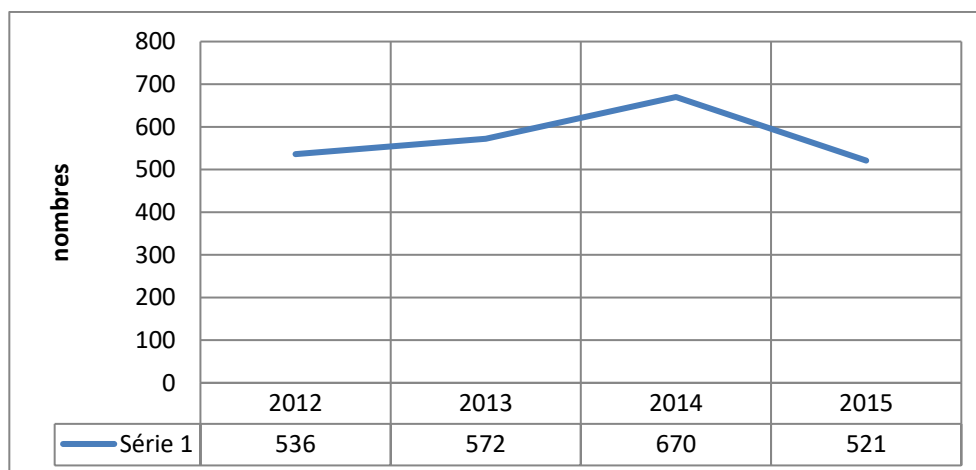
Figure 1: Evolution of the civil service wage bill and workforce



Source: *The Cour of the auditor’s report on the evaluation of the civil service system, January 2017.*

In addition to the unpaid civil servants who are paid, constitute an administrative aberration, from 2012 to 2015, about 2,299 “ghost” civil servants were counted (536 in 2012, 572 in 2013, 670 in 2014 and 521 in 2015) or an average of more than 574 civil servants per year.

Figure 2: “ghost” civil servants between 2012-2015



Source: *department of public service annual report for 2015.*

Consequently, the Moroccan administration's main mission is to control the wage bill and reduce the anarchic multiplication of administrative structures while reducing operating expenses, which are taking a dominant share to the detriment of public investments.

5.2. Cultural difficulties: ethics in public administration:

The European colonial powers bequeathed an administrative system that was not designed to meet the needs of the population, and the principles of transparency and accountability were respected even less.

It is recognized that unethical practices are not compatible with the achievement of effective and efficient administrative management. On the other hand, the consecration of ethics in the Moroccan public administration is the way towards the correction of administrative practices, through the moralization of the behavior of public agents in the accomplishment of their duties.

One cannot approach the idea of modernizing the public administration without establishing the values of ethics and eradicating the evils from which the public sector suffers such as corruption, abuse of power and the poor reception of citizens. These unethical actions lead to a loss of confidence in public institutions.

All in all, these structural and cultural difficulties hinder the public administration in accomplishing its missions to serve the general interest. "The reform of the administration requires a change in behaviors and mentalities and quality legislation to obtain an efficient public administrative service at the service of the citizen" (Speech of King Mohammed VI on the occasion of the opening of the first session of the first legislative year of the 10th Parliament on 14/10/2016) . Change in the Moroccan administration is only complete if the various challenges are met.

The Moroccan public administration must act on several fronts at the same time to meet the new challenges it faces, because "the traditional rules of administrative management, unchanging for many years, are unsuited to the new requirements of modern times" (Ali Sedjari, 2004). The contemporary public administration is now called to provide services to populations informed of their rights and obligations and increasingly demanding. Then, globalization imposes a technological adaptation to the public administration while the penetration of NICT within the administration faces obstacles such as illiteracy, that is to say a rate of 32.2% of illiteracy of the population aged 10 years and over, according to HCP, Morocco's social indicators, 2018 edition. Costs related to the acquisition of equipment necessary for the development of the "E-administration" and the lack of qualification of human resources.

At the end of the analysis, the public administration needs a revolution and not a simple reform in order to face the structural and cultural difficulties and challenges, by making it as attractive as the private sector and by placing the citizen at the center of its concerns.

6. Morocco's efforts to modernize public administration:

Since independence, Morocco has attached great importance to projects aimed to structure the public administration and improve its performance. Moreover, globalization has made it necessary to adapt the public service to the expectations of the modern citizen and the modern enterprise through the modernization of the public administration. In this perspective, several efforts have been made to modernize this evolving administration through time namely, the creation of the Fund for the Modernization of Public Administration (FOMAP) in 2005 by Article 36 of the Finance Act for the 2005 fiscal year in order to modernize the administration and improve the quality of service delivery in the public sector. Then, the "Maroc Numeric 2013" Plan launched in October 2009, which aims to increase productivity and create added value for the economic sectors and for the public administration, this plan has established the famous e-government program of the Kingdom which aims to bring the administration closer to the needs of users through electronic portals (Service-Public.ma, consulat.ma, tele-declaration, tele-payment ...), as well as the implementation of the National Plan for the Reform of the Administration 2018-2021 which aims to develop public services and strengthen trust between citizens and the administration through an integrated and participatory approach, at last the national strategy "Morocco Digital 2020" which will allow the country to enter the digital economy through the digital transformation of the Moroccan administration and should allow the e-government program to take a new step in the coming years.

These efforts invested in the modernization of the Moroccan public administration are the

result of a gradual evolution of thinking around the optimization, rationalization and simplification of administrative services. However, the difficulty of access to public services and information is a real obstacle to the modernization of the Moroccan public administration, which implies the need for structural transformations of the administration on the organizational, managerial, digital and ethical levels.

7. The contribution of NICT to the process of modernizing public administration:

With the evolution of information technologies, public administrations are beginning to equip themselves with certain tools and means that guarantee the fluidity of information exchanges and communication between administrators and users. This recourse to new information and communication technologies (NICT) does not correspond to the implementation of teleservices for an electronic administration having a pure computer aspect, on the contrary, it is a tool of assistance to the administrative management eminently strategic for the improvement of the quality of the services rendered to the citizens and companies as well as the reduction of the times of treatment of the administrative affairs.

Indeed, there are four stages in the development of e-government (Saint-Amant, 2005), these stages are the phases of information, interaction, transaction and integration. In addition, e-government or electronic administration has several advantages, either the simplification of the life of citizens and businesses, better management of the budget and considerable savings for the State and an improvement in the principle of good governance by strengthening transparency and reducing corruption within public administrations.

On the other hand, in the era of the new coronavirus (Covid-19), the Moroccan public administration, with respect to other countries, has accelerated the digital transformation by turning to teleworking and dematerialization of its services as well as its correspondences by using the new information and communication technologies. This experience has encouraged the public administration to opt for the dematerialization of its procedures and it has presented assets to improve the performance of public services.

In short, the unexpected change towards digitization that the Moroccan public administration has experienced due to the pandemic has raised several dysfunctions that paralyze the digitization of the public administration. It is therefore necessary to redeploy and train human resources on digitalization and to allow access to e-administration to all citizens, including those living in "white zones" that are not served by internet coverage, as this burden is high for the rural population, given that the majority of digitized services are only administered in large cities.

8. Benchmark: comparison between other modern administrative models and the Moroccan model: the experience of Canada and Denmark in modernizing public administration:

In a changing world, the new global reformist trend inspired by the New Public Management (NPM) remains a necessity, as society is better informed and expects more from public administrations as well as the private sector. In this sense, we will list two key models, namely the experience of Canada and Denmark in modernizing public administration.

8.1. Canada:

Canada is a pioneer country in the modernization of public administration. The Canadian government regularly seeks to establish a culture of evaluation and innovation within its public

organizations. A set of operations have been made available to citizens to facilitate access to information and create a participatory dialogue, this governance doctrine launched in 2011 is called "open government" (Open Government) and is based on three pillars: open data (open dates), accessible information (open information) and open dialogue.

These three operations will enthrone public administration focused on transparency, accountability and citizen participation. "The open government portal, first launched in 2011, is now home to over 80,000 datasets. In 2018, the open government portal posted 3.4 million-page views from Canadians and more than 350,000 dataset downloads".

As the Canadian government continues to move into the digital age, this commitment is reflected in the significant increase in digital spending in the Canadian government.

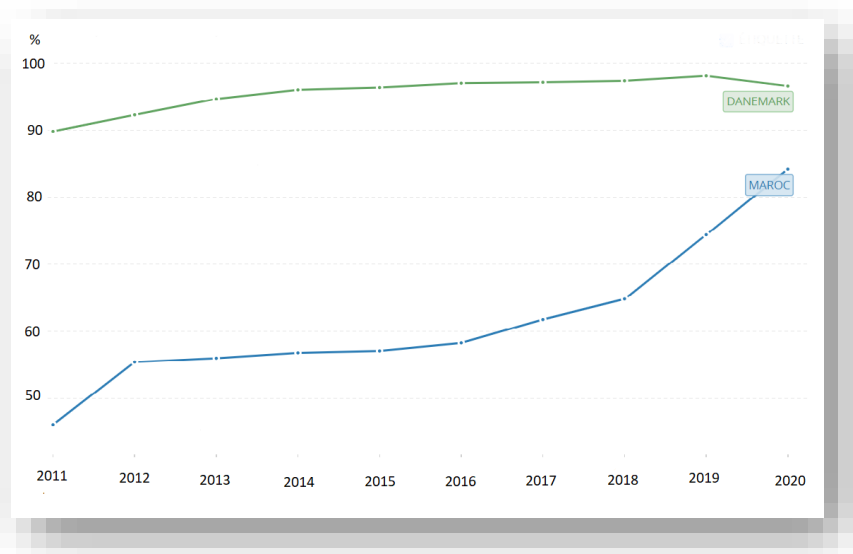
8.2. Denmark:

Finland, Norway, Sweden and Denmark are flexible countries to digital transformation within their public administrations; the progress made by these countries is numerous. We will cite a few examples to illustrate the achievements of Denmark as a leading Nordic country in the modernization of its public administration.

The Nordic kingdom ranks second, after Estonia, for its digital public services (Jean-François Adrian ,2016), its proactive and digital policy has been able to establish an extremely dematerialized administration, "Denmark continues its e-government Strategy 2011-2015 which aims to dematerialize all administrative procedures and to liberalize to the general public and businesses, the basic data of its public services" (Bruno Mouly ,2015). On the other hand, the Danish state has proportionally introduced a mandatory e-government for all, as an example, in 2014 the electronic mailbox and archiving (eBoks) was made mandatory for citizens.

In addition, the key factor of success of the modernization of public services is the cooperation between the public and private sector, the Danish public administration does not hesitate to draw on the expertise of the private sector in its dematerialization process. Not to mention that this modernization of Danish public administration is related to reinforced support that aims to make public services accessible to all citizens, without exception. "Internet access, whether in terms of equipment or coverage, is the first lever in terms of adoption of these new uses. In this area, Denmark is rather well provided with an internet coverage ranging between 88% and 92% depending on the region, as well as 97% of Danish households having internet access at home in 2017" In addition, Denmark has the highest mobile penetration rate in the world.

Figure 3: Morocco / Denmark: share of internet users in the population between 2011 and 2020



Source: <https://donnees.banquemondiale.org>

In 2020, the share of Internet users in the Moroccan population is 83% while in Denmark is 97% which explains the delay of the digital transformation within the Moroccan public administration, this delay is mainly due to the lack of network coverage in the territories that are not served by the telecommunications network and the lowering of the level of ability to use digital data and ICT (Smartphones, computers ...) by some citizens.

From the above, we can deduce that the progress of Canada and Denmark in the modernization of public administration is the result of several strategies and experiences that have followed one another. Thus, the rational and progressive injection of good practices, the introduction of NICT, the widespread use of the Internet by citizens and the qualification of human resources are decisive elements in the process of improving the delivery of public services.

9. Ways to improve the quality of public services in Morocco:

In order to optimize the quality of public services, the Moroccan administration, as a major player, must focus on two main areas: the first is to implement the quality approach within the public administration, while the second is based on the implementation of strategic projects to improve the quality of services provided to users.

9.1. The establishment of the quality approach within the Public Administration:

Long confined to the private sector, the concept of quality is becoming more important in the public sector by transforming the "user" into a "customer". The implementation of a quality policy within the Moroccan public administration will require the definition of standards and norms while strengthening the aspect of participatory management.

Introducing the quality approach to the Moroccan public sector will make it possible to base oneself on indicators in order to be able to analyze discrepancies and make precise decisions while ensuring that administrations are in a position to evolve towards fewer bureaucratic mechanisms (Michel Amiel, 2003). Moreover, the level of user satisfaction depends on the quality of reception, communication, processing time and availability of information.

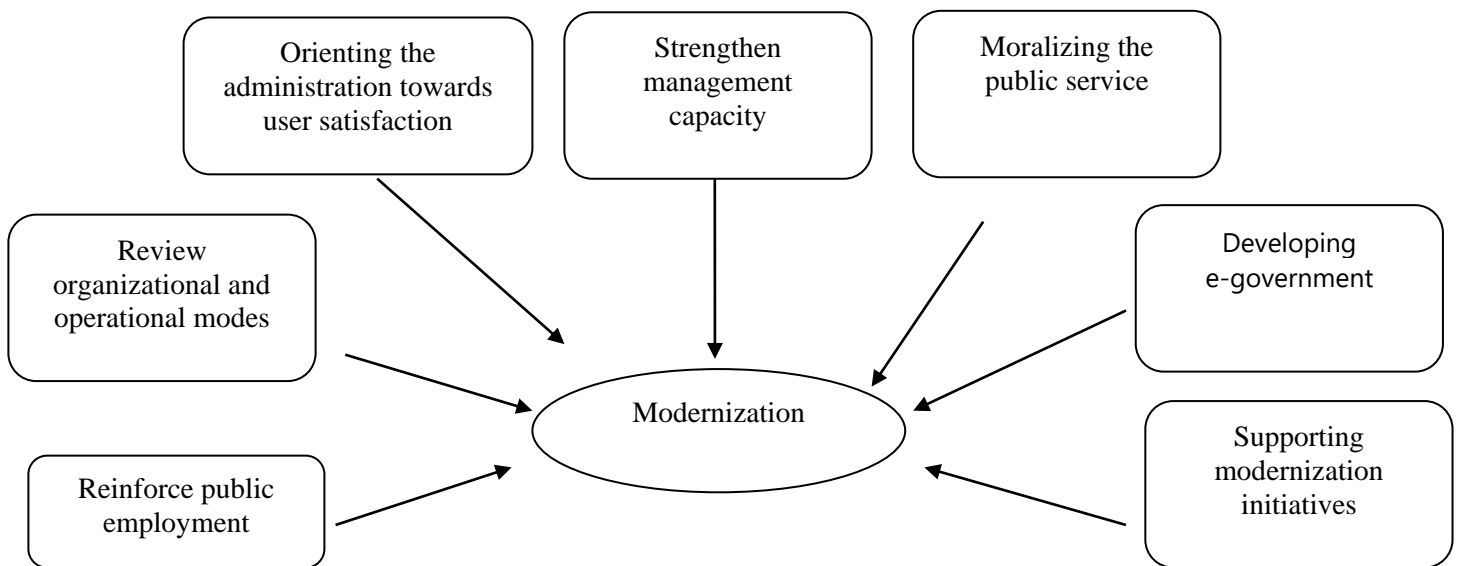
On the other hand, the Moroccan public sector needs to adopt the said quality approach while preserving the specificities of its missions. It is time to move from a classic public

administration to an administration with a culture of objectives and results. However, the quality policy must not be arbitrary; it must be managed, controlled and monitored to optimize user satisfaction and improve the quality of services provided by Moroccan public administrations.

9.2. The implementation of strategic projects to improve the quality of services provided to users:

The evolution of the user’s expectations, the increased demands of society and the environment as well as the economic constraints encourage the Moroccan public administration to set up strategic projects that can improve the quality of public services provided by it. These strategic projects of modernization can be based on 07 aspects:

Figure 4: Strategic modernization projects



Source : Ministry of Public Sector Modernization, Les ressources humaines : levier de modernisation de l'administration, 16/10/2020.

First of all, in order to strengthen public employment, the public sector must think about modernizing human resources management by implementing new management tools such as human resources forecasting (HRPM), the elaboration of a jobs and competencies repository (JRC), the forecasting of manpower, jobs and competencies (GPEEC) and the implementation of a relevant and modern strategy of continuous training.

Secondly, the modes of organization and operation of the public sector require a revolution that will inject private sector organizational practices, namely the notion of periodic evaluation, the tools of NPM, audit and management control, into the public administrative system. It should also be remembered that the strengthening of the deconcentration policy is a key element in the modernization of the Moroccan public administration because it will optimize the proximity of public services to users.

As for the orientation of the administration towards user satisfaction, this orientation will be able to promote the simplification of administrative formalities and procedures in order to improve relations between the administration and its users. The elimination of the administrative machinery is based on the eradication of excessive bureaucracy, the harmonization of the modalities and deadlines of the administrative procedures, the

development of electronic administration by the digitalization of all procedures (Zero paper), the treatment of complaints and the improvement of the reception conditions of the citizens.

On the other hand, the objective of strengthening management capacities within Moroccan public administrations is to "create stable and predictable institutions, but flexible enough to adapt to the many challenges of society, open to dialogue with the public and capable of proposing new policy solutions and improving their services". In addition, the establishment of a modern and rational administrative management will improve the productivity of the administrations as well as reduce the waste of public money, which will undoubtedly impact the quality of public services in the Kingdom.

The moralization of the public service is a decisive step in improving the quality of services provided to users, this moralization is applied by promoting and consolidating ethics in the administration. All the rules of good governance, the fight against corruption, the transparency of the declaration of the assets of officials as well as the application of codes of conduct must be legally enforceable in order to develop the efficiency and the quality of public services.

Indeed, the development of e-administration remains an unavoidable necessity, Morocco must still provide efforts in this direction while spreading the tools and methods of teleworking and teleservices throughout the Kingdom. In addition, the Moroccan public e-administration must be founded on legal and regulatory bases by adapting a legal framework in which e-administration is inscribed to ensure the protection of personal data, standardize the method of work and computer use and prevent cyber incidents.

Finally, the projects to accompany the modernization initiatives of the Moroccan administration carried out by FOMAP must be supported by decentralized public entities, piloted by internal teams of the administration and external consultants whose main mission will be to support the organizational, digital and administrative transformations as well as to analyze the results obtained with regard to the initial expectations.

10. Conclusion:

In conclusion, it should be noted that the issue of resistance to change within the public administration has become a central concern of managers who are now required to provide citizens, who have become increasingly demanding, with a high-performance public administration, producing a quality service, capable of demonstrating effectiveness and efficiency in a particular context characterized by significant changes at several levels.

Morocco, like the rest of the world, is anxious to have a modern administration, to meet challenges and to keep up with political, economic and social progress, and for decades, reforms have been attempted. A management that, despite some progress, has not been able to achieve the expected results. This observation has led to the questioning of the causes of these persistent errors and the possibility of proposing solutions.

The interest of this work was therefore to sensitize public decision makers to the actions needed to make a real difference in Moroccan governance. The purpose of our study was to find out whether the reforms adopted have made a difference. The theoretical approach to institutional change and organizational change capacities highlights the state of institutional change in the public sector.

Digitization has brought about changes in the daily habits of the Moroccan population, but as far as the development of e-government is concerned, online services have a low level of maturity which reflects the way users can interact with public authorities. The fourth part of this article compares Morocco's performance with the benchmark countries (Canada & Denmark), which highlights the gaps in good administrative practices.

In short, the current national context, marked by technological evolution, is more favorable than ever for the Moroccan public sector to equip itself with an intelligent administration that

is adaptable to change. In addition, the situation during the state of health emergency has given a boost to the modernization of public services by improving services and their quality.

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