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Digital transformation, what place for the Moroccan public administration?

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Abstract

Nowadays, the concern for digitization has become omnipresent almost everywhere, including in the public administration which, until very recently, was not concerned by this new phenomenon that has very quickly taken the front of the international scene. The objective of this research work is to take stock of the Moroccan case by trying to determine at what stage the Moroccan public administration is in terms of digitization of services offered to citizens under the will, solemnly expressed, by the high authorities to see the Kingdom of Morocco endowed with a modern public administration capable of delivering quality services in accordance with the needs and aspirations of the citizens who have become more and more aware. To reach our goal, and after a theoretical exploration phase that focused on a review of the existing literature we chose to work with a qualitative approach using semi-directive interviews with a sample chosen to ensure a broad representation of the different social categories and whose analysis via the Nvivo20 software allowed us to identify the elements of response to our basic question by specifying that Morocco has the prerequisites for the success of such a project and that it is only a matter of time before the digitalized administration is a reality despite the different obstacles encountered and which are, among others, technical, sociological and deserve to be taken into consideration.

1. Introduction

Throughout the world, issues of technological progress and its impacts on all aspects of life have become one of the primary concerns of public decision-makers who try, according to powers granted to them, to guarantee better and decent conditions of lives for all citizens. In recent decades, the unprecedented expansion of technological innovations has completely changed the behaviors, relationships, structures, and rules of the game that until very recently guided interactions and exchanges worldwide (Strømmen-Bakhtiar, 2020). In such a context, and to adapt as quickly as possible, the question of digital transition has become a necessity, a requirement, and not a luxury choice, as was the case recently.

As a result, this phenomenon has gradually taken center stage worldwide and promptly became one of the most discussed themes by both practitioners and theoreticians interested in this phenomenon. Consequently, researches dedicated to this issue have quickly multiplied and formed the basis of an important academic reference seeking to treat the phenomenon in its various aspects to better understand it and assimilate the necessary conditions to ensure its success. Thus, the concern for digitization initially appeared within companies in the private sector, following the particularities of the commercial sector, among which, the high degree of competitiveness, the important place occupied by innovation, has constantly pushed them to adapt to new conditions imposed by technological progress. A few decades later, the public sector, which could no longer cope with the new situations and new challenges imposed by technological progress, witnessed a similar trend. Public administration, all over the world, has thus become obliged to take benefit of the advantages the technological innovations offer by making digital transformation an unavoidable choice to be able to offer quality services compatible with the needs and expectations of citizens.

Morocco, like all other countries, has clearly expressed its desire to be provided with a modern and digitized public administration able of confronting new challenges, and enable the country to guarantee the success of the new development model where an effective and efficient administration is one of its cornerstones. However, if this appears to be a glorious decision and an indisputable act paving the way toward more optimism, certain serious questions related to the outcome of this project are raised. In our case, we asked ourselves the following questions: Does Morocco have the necessary requirements to thrive in the digital transformation of its public administration? Is the will to succeed in this project sufficient on its own to see Morocco have a suitably digitized public administration? Have the initiatives taken over the past few decades achieved the desired objectives?

To provide answers to these questions, we decided to organize this work as follows: as a starting point, we chose to expose the basic concepts, which will subsequently constitute the foundations of the rest of our work, whose correct understanding seems essential. Subsequently, we opted for the contextualization of the phenomenon in order to adapt it to the Moroccan case, which constitutes our case of study. This will enable us to develop an adequate conceptual framework with our initial questions proposed as hypotheses. This will subsequently be confirmed or not, utilizing means of a qualitative study carried out within a sample of Moroccan citizens context.

2. The theoretical background

The existing literature discussing the subject of digital transformation is of an extraordinary richness. It suggests that the theme has become of crucial importance today not only because of what it represents as an advantage and added value but also because of the radical change that the whole world has experienced in recent decades and what this may have as an effect on

the performance of public administration (Babinet, 2020; Mergel et al., 2019; Scupola & Mergel, 2022; Tangi et al., 2020; Verdier & Siegrid, 2021; Vial, 2019). This consciousness of how the issue of technological progress is vital for public administration has grown in recent decades to become a primary concern, revitalized with more motivation and more commitment following the grandiose transformations at all levels and all aspects of daily life.

It is a vast variable that cannot be limited to a single domain or a particular field because of its various characteristics, the methods of its use, and the advantages it offers. Therefore, through this research work, we will try to focus on its integration into the field of public administration, which constitutes our field of study. At the same time, this cannot, in any case, save us from first explaining and trying to understand the concept as a whole to subsequently facilitate its interpretation in the field of public administration. So, we will, as a first step define the concept by referring to definitions that we have judged to be useful, then referring to the importance of its adoption and the reasons, which lead to this choice, before at a final stage approaching the issue of its adoption in the Moroccan public administration context.

2.1. Digital Transformation: Definition and principle.

Defining digital transformation, as a task, is not as easy as it seems. To do this well, it will first be necessary to define the term "Digital". Understanding this term first constitutes the cornerstone of the phenomenon of digital transformation.

2.1.1. Digital.

The term "Digital" has, over the years, been the subject of several definitions by a large number of authors and institutions who have taken an interest in the field because it has not, until now, been the subject of a definition widely accepted by the scientific community. It is a term used both as a noun and adjective, "polysemic" (Dubasque, 2019, p. 17) hiding behind it various meanings and giving rise to several interpretations. For the Larousse dictionary, Digital (le numérique) is defined as *« the representation of information or physical quantities by means of characters, such as numbers, or by means of signals with discrete values. This refers to systems, devices or processes employing this mode of discrete representation, as opposed to analog »*. Among the first definitions that we have retained is that of the High Council of Social Work in France which falls within the same framework as that of Larousse by considering the "Digital" as being *« all the applications that use a binary language which classifies, sorts and disseminates data. This term encompasses interfaces, smartphones, tablets, computers, televisions, as well as the networks that transmit data. It considers the tools, the content and the uses »*. This practical definition gives the term its purely technical vocation by linking it to media and forms that are closely related to data and technology.

Vitali-Rosati (2014) gave particular importance to the term and tried to define it precisely, starting from its strict meaning and its initial use which simply designates: *« the mode of recording sounds, images or videos as opposed to analog »* (Vitali-Rosati, 2014, p. 35), the author considered the digital, in a broader spectrum, following the progress of technologies, as being a culture in its own right that significantly modifies the way of looking at the world, the relationships established and the practices adopted.

Rieffel (2014), on the other hand, argued in his book "*Révolution numérique, révolution culturelle",* defining the term digital as not an easy task since it is a notion with a multidimensional form. For the author, to speak of digital is to speak of a process that is based above all, on new ways of doing things that require very specific knowledge and know-how skills, together with new references which weave their legitimacy from the accentuated technological advent (Bénézech, 2017). Being a set of techniques used to greatly modify and above all facilitate our ways of doing things, digital is a phenomenon with great effect whose acquisition requires a change of a whole culture. If the (Digital) is as complex to define as seen, what about (digital transformation)?

2.1.2. The digital transformation.

The phenomenon of digital transformation has constituted a very rich subject of study for both theorists and practitioners of the profession, which has produced abundant relevant literature. The review of the literature has enabled us to note the existence of a set of definitions among which we will cite only a few qualified as relevant. Generally speaking, we can say that « *the digital transformation can be understood as the changes that the digital technology causes or influences in all aspects of human life* » (Stolterman & Fors, 2004, p. 689). From such a definition we can bring out the fact that it is a multidimensional phenomenon that can introduce changes at several levels and significantly influence any aspect related to Man and his relationship with his entourage by referring to the use of technology. More specifically, « *digital transformation is the process of integrating digital technology into all functions of an organization to fundamentally change how it operates and delivers value to its customers, whenever and wherever they need it* » (Gilchrist, 2018, p. 2). Therefore, it is a process whose adoption requires the introduction of a radical change that opts for the use of technological means at all levels of the organizational structure to ensure a better service rendered to citizens in an increasingly competitive environment.

However, this phenomenon is not limited to such a description since « *digital transformation is not a software upgrade or a supply chain improvement project. It's a planned digital shock to what may be a reasonably functioning system* » (Andriole, 2017 in Vial, 2019, p. 6) The author clarifies the extent of the phenomenon by resorting to the use of the term "shock" which designates a sudden and violent feeling with a great disruptive effect requiring a change of mentality and principle. In our case, it is the way of doing things outside of the simple adoption and use of technology as a new digital-based design. The idea was shared by Henriette and others (2016) who specifies that digital transformation is « *a disruptive or incremental change process. It starts with the adoption and use of digital technologies, then evolving into an implicit holistic transformation of an organization or deliberate to pursue value creation* » (Henriette et al., 2016, p. 3). In addition to being a disruptive phenomenon, it is also a gradual process that starts with the adoption of technology, Digital transformation is not limited to this stage as it leads towards the adoption of a new organizational form producing added value for the organization.

In the same context, Demirkan (2016) specifies that « *digital transformation is the profound and accelerating transformation of business activities, processes, competencies, and models to fully leverage the changes and opportunities brought by digital technologies and their impact across society in a strategic and prioritized way* » (Demirkan et al., 2016, p. 14). So, it's always about something robust and solid that involves profound changes at several levels always under the influence of technological design to take advantage of the advantages that such an area offers to organizations wishing to offer a better product or service.

For Martin (2008), digital transformation is now commonly interpreted as « *the use of information and communication technology, not when trivial automation is performed, but in the case where fundamentally new capabilities are created in business, public government, and in the lives of people and society* » (Martin, 2008 in Kraus et al., 2021, p. 4), involving the introduction of a new culture that no longer relies on the standardization and repetition of tasks but rather on the adoption of innovative practices that have become possible thanks to technological progress significantly affecting human activity in its various demonstrations.

It remains to clarify that the various definitions presented yet, whatever the field of their use, all converge in the following points:

 - Digital transformation is a technological change, in one way or another, significantly relies on the use of new technology that forms the cornerstone of the new way of working;

- Digital transformation is a transformation of culture because it imposes the recourse to a new conception of things, which is no longer based on the same principles as before;
- Digital transformation is an organizational transformation because it affects the structure of the organization in question, which is, now obliged to modify its organization to take advantage of the technology recently adopted.

2.2. Why has it become so common to talk about digital transformation?

The quest for digital transformation has now become imperative for organizations in the commercial sector as well as for those in the public sector. If this choice was previously dependent on the will of decision-makers to take advantage of the benefits offered by technological progress, it has become today crucial without which the organization cannot succeed. So why has so much importance been given to this phenomenon in recent years?

2.2.1. Take advantage of the benefits offered by technological innovations.

Technological progress has considerably changed our daily activities as well as our entire world. Thanks to various technological innovations, information has become a variable accessible by everyone and always capable of allowing all people to be aware of everything that is happening globally. In the same way, the means of communication have multiplied and have become interesting tools available to each of us, ensuring the rapid and real-time circulation of information.

However, if this new reality represents a major advantage for citizens, enabling them to be always informed and aware of what is happening everywhere in the world and consequently contribute to modifying their needs and future aspirations, that seems to be the same case for organizations whether in the private or public sector. For companies in the commercial sector, the use of digital transformation is now an obligation imposed by the new constraints. The competition that marks this field of activity means that companies must always take advantage of technological advances to be always able to face others and thus ensure their survival. Talking about digital transformation for private companies means talking about the need to take advantage of the benefits offered by the new technological innovations introduced on the market.

In the public sector, organizations, and more specifically public administrations, the recourse to digital transformation is no longer a choice but rather an obligation. The benefits offered by technological innovations are numerous and have contributed significantly to changing the world in which we live. Thus, public administrations, in order to take advantage of its benefits have turned more towards the adoption of this strategic choice contributing to improving the quality of services provided to citizens and diversifying the nature of its services ensuring being increasingly more relevant.

2.2.2. Facing new demands and new aspirations.

The evolution and progress of technologies have considerably changed our world. The implications of such progress are perceptible in almost every area of our daily life. If new technologies have played an important role in facilitating the interactions of individuals between themselves, they have transformed the rest of the components of society by accentuating the rhythm of communication and by promoting easy access to information, changing their behavior consequently, the behavior that no longer seems to follow the traditional easily predictable paths. This new fact makes officials required to listen to the needs and aspirations of citizens.

For both private enterprise and public administration, technological progress has paved the way for customers and citizens alike to have access to a large amount of important information in real-time and therefore has given them the possibility to get informed more than before. This has empowered them with the ability to communicate instantly and seamlessly from anywhere

in the world which has turned them into aware individuals more than ever. In such a situation, private companies, to face the fierce competition that characterizes the commercial sector, recourse to digital transformation which seems to be an unavoidable choice in order to be able not only to serve the needs of customers who are in continuous evolution but also to foresee their future aspirations, which will then allow the entity in question to have a competitive advantage compared to the others.

For public administration, which is the core of our research, things are not too different. Technological progress has allowed citizens who are now considered customers to have a clear and precise idea of the nature of the relationship that binds them to the public administration that is supposed to meet their needs in the best possible conditions by offering a service of quality while paying particular attention to their future aspirations, which are the result of abundant and easily detectable information. Thus, « *well more informed and less deferential* » (OECD, 2010, p. 35)*,* citizens who have become more active than before, demand a quality service easily comparable to that offered by other countries thanks in particular to the abundance of means of communication and flow of information. Faced with such a situation, the public administration has no other solution than to opt for digital transformation to be able to deal with citizens with increasingly diversified needs and higher expectations, varied more than ever.

2.2.3. The spread of the Coronavirus pandemic.

Among the factors having also stimulated this quest towards digital transformation was undoubtedly the proliferation of the Corona virus pandemic and its consequences as the measures taken by the authorities of all the world countries. The pandemic has drastically changed the world once and for all, causing the death of millions and affecting hundreds of millions all over the world (Hovestadt et al., 2021). Such a situation has required certain measures to be taken by officials to reduce the effects of such a pandemic. Consequently, severe measures were taken according to the situation of each country conducting ultimately to the same results.

Depending on the seriousness of the epidemic context and the large number of people infected, most countries were obliged to proceed to either complete or partial closures of their borders, even within the territory of each country to avoid the collapse of the capacity of health systems which varies from country to another (Hassanien & Darwish, 2021). In this sense, a large part of the activities has been strictly prohibited, whether economic like those of companies, social like those of schools and universities, or cultural like those of festivals and celebrations. In the same way, the restriction also concerned the movement of citizens who found themselves obliged to leave their homes only in very specific urgent cases. This led to a new reality that demanded the adoption of innovative measures as soon as possible.

As mentioned by the authors, « *companies seeking to succeed in today's marketplace are rapidly recognizing the need for a complete digital transformation roadmap that incorporates numerous technology platforms through the entire framework of the organization* » (Hassanien & Darwish, 2021, p.4). In this sense, companies have increased their efforts to guarantee the necessary conditions to ensure the pursuit of work by their employees from home together with redirecting the supply of produced goods and services in a new digital design. In the same way, schools and universities have turned more towards an innovative solution, which consists of distance education, using suitable technological tools in this direction.

This new situation has given rise to increasingly virtualized innovative economic activities, and diversified social relations influenced by the digital world, having accelerated the pace of the « *dematerialization of administrative procedures* » (Santiso, 2021, p. 249) having made digital transformation a crucial objective to be achieved by public administrations in all the world countries wishing to become more efficient.

2.3. Moroccan public administration and the digital transformation process.

In Morocco, as everywhere else, the digital transformation of the public sector, particularly of its administration, has occupied a prominent place in recent decades in the various reform policies concerning this sector. For public decision-makers, the adoption of digital has become an unavoidable choice. This fact is not due to chance but rather to a new context that imposes the transformation to public administrations including that of the Kingdom of Morocco. It remains to be clarified that this does not suggest that this question was not part of the concerns of decision-makers before this period, but it did not impose itself with the same intensity as in recent years following a very specific stressing context.

2.3.1. The current context requires the use of digital transformation.

As we had the opportunity to point out before, technological progress has radically changed the rules of the game shaping relations and interactions between the various stakeholders. By proposing successive and increasingly rapid digital innovations over time, technological progress has introduced far-reaching changes modifying, at the global level, not only the values, habits, and behaviors of citizens but also the foundations of the economy and society. Being part of this world that has become a small village over time, Morocco has not escaped these major effects and has also undergone a large-scale change leading to the transformation of Moroccan society as a whole and the transformation of its economy. As a result, to ensure an active escort for this shaking upheaval, and to take advantage of the benefits offered by the new technologies which are now available with increasingly reduced costs, the Kingdom of Morocco has set itself as an objective the adoption of digital transformation and its integration into its public sector, more particularly into the public administration which no longer seems to be able to cope with this new context marked by rapid and successive changes.

In the global context of the high-speed expansion of technological innovations all over the world which made digital transformation one of the primary concerns of managers, the Kingdom of Morocco is halfway through its ambitious project of elaborating its own development model. A new model that marks the transition to a new decisive stage in the process of accumulating the progress made over the past two decades in various fields and which includes among its main axes of transformation, a structural overhaul of the Moroccan economy in transforming it into a more productive economy than before, capable of creating added value, something that can only be achieved by making the digital transformation of public administration one of the main levers of change. Thus, opting for the digitalization of public administration is once again considered not only as a matter of choice for the Moroccan State but rather an obligation, an essential condition without which the New Development Model cannot succeed. This was mentioned by Ms. Ghita Mezzour, Minister for Digital Transition and Administrative Reform who, during a meeting with the secretaries general of ministries and general managers of public establishments in Skhirat on the occasion of the discussion on the state of progress of the public administration digital transformation project argued that the efforts of the digitalization of the public administration are part of the realization of the main orientations of the New development model of the Kingdom.

The adoption of the digital transformation of the Moroccan public administration also occurs in a global and more particularly regional and national context marked by a succession of crises that have had adverse effects on all aspects of life. The economic sector which seems capable of redressing the country's situation has not escaped these effects and has found itself in a delicate situation that requires urgent measures to be taken to rectify the situation at the risk of suffering dangerous repercussions. Thus, efforts have been directed toward adopting measures capable of making the economic sector more competitive and capable of attracting both external and internal investments that can contribute to Morocco's growth. Once again, it is the recourse to the digital transformation of the public administration which seems to be the ultimate means

capable of encouraging investment and guaranteeing the competitiveness of the Kingdom by offering an environment marked by transparency, efficiency and transparency and a high degree of productivity.

In recent decades, the current ideas of the new public management have spread at a very important pace and have very quickly imposed themselves as new principles making it possible to redress the situation of the public sector and more particularly of public administration, which, according to the supporters of this trend, suffered from series of structural dysfunctions largely due to the flagrant discrepancy that exists between the operating principles of traditional bureaucratic administration and the current context marked by perpetual change. Founded on principles that are generally imported from the commercial sector, the new public management grants a primordial place to the citizen who is now considered a customer to whom the administration must give all importance to meet his needs in the best possible conditions, taking into account his future aspirations and expectations. This trend also focuses on terms such as competitiveness, flexibility, and innovation which are terms that, at one time, were reserved for private enterprise. Thus, by adopting, like many other countries, the principles of new public management as a new model for the management of public affairs, the Kingdom of Morocco has set itself new prerogatives and new roadmaps which seek, together with other elements, to establish a bond of trust between the administration and the citizen, to create a new relationship with companies based on transparency, efficiency, and innovation. This is how the digital transformation of public administration has been considered as a solution that can achieve all of these objectives at the same time while following the advantages it can offer in terms of public affairs management.

2.3.2. Efforts made in the context of public administration digitalization.

Confronted with such a context, the Kingdom of Morocco has undertaken considerable efforts in terms of digitalizing its administrative apparatus, solemnly expressing its desire to see the country acquire the necessary foundations for a digital administration capable of giving citizens and companies quality service. Throughout this work, it will not be a question of citing them all, but we will rather try to select some of them in harmony with the objectives of our research. Among the considerable efforts made in the context of the digital transformation of public administration, there is the very recent launch of the National Portal of Administrative Procedures and Formalities (idarati.ma) which effectively started on Wednesday, April 21st, 2021. A very important project which reflects the growing awareness of the need to take advantage of the benefits the technological advances provide to create a climate of trust between the administration, citizens, and businesses. « Carried out as part of a partnership between the Ministry of the Interior, the Ministry of Economy, Finance and Administrative Reform - Department of Administrative Reform -, the Ministry of Industry, Trade, Green and Digital Economy, the Digital Development Agency (ADD) and the National Telecommunications Regulatory Agency (ANRT) », the main objective of the portal is to present to citizens together with companies wishing to invest information relating to all the administrative procedures to which they need to deal with, therefore, try to improve the quality of the service rendered. It remains to be noticed that, to constantly improve the quality of the service provided, this portal will not be fixed but rather flexible, making it possible to ensure permanent updating with any new procedure to be simplified.

Besides the launch of this portal, it is important to specify that the creation of the Digital Development Agency (ADD) is among the most significant actions undertaken as part of this process of digital transformation of public administration. The basic idea behind this creation is to propose a high-level body with legal personality and financial autonomy armed with the necessary skills and prerogatives allowing it to act independently of any other entity, which is capable of guiding and coordinating the efforts made toward the digitalization of public

administration. Thus, created under Law No. 61.16 published in Official Bulletin No. 6604 of September 14, 2017, the Digital Development Agency is responsible for any mission closely related to the promotion of digital in Moroccan society, particularly in public administration. As a result, this instance is in charge, among other attributions, of « implementing, on behalf of the State, Morocco's digital strategy and proposing to the government the general guidelines to be followed in terms of digital development in order to define a clear, objective and integrated vision, consistent with current sectoral and territorial strategies ».

Among the most significant initiatives, there is also the launch of the program to strengthen the skills of public officials at all territorial levels in terms of the digitalization of public administration. In perfect collaboration with the implementation partners of the Moroccan-Belgian bilateral cooperation, the program with an overall budget of 3.5 million Euros financed entirely by the government of Belgium spanning several years from 2018 till the end of 2022, very quickly integrated with the strategic orientations of the Kingdom of Morocco in terms of modernizing its administrative apparatus through the use of digital technology. The program intervenes within the framework of the strengthening of the skills of public officials in close connection with the modernization of the public service to be provided to citizens and businesses and which is based on the adoption and use of technological advances.

The efforts undertaken within the framework of the reinforcement of this new digital culture within the Moroccan public sector have also manifested, even if this is a symbolic act, with the creation, since 2005, by the Ministry of Digital Transition and Administration Reform of the National Prize for Electronic Administration "Emtiaz". An event that finds its legitimacy in its ability to incite and encourage public administrations to be more open to innovative solutions made possible by technological progress allowing them to constantly modify the quality of the services provided. Former Prime Minister, Mr. Saad Dine El Otmani said on Wednesday, January 29th, 2020 on the occasion of the award ceremony of the 13th National Prize for Electronic Administration "Emtiaz 2019" in Salé, that the event constitutes « an emblematic annual event to encourage public administrations in their efforts to improve the level of services provided to citizens and businesses through the use of information and communication techniques, following the strategy of the government in e-government ».

Thus, these efforts made in the context of strengthening the digitalization of public administration, solemnly expressing the will of the Kingdom of Morocco to position itself among the countries paying the most attention to the integration of technological innovations to improve the quality of service provided to citizens and businesses within the framework of a new pact dictating new orientations and making the citizen and the business the center of interest, despite their importance, face the risk of not being able to achieve the expected results due to the probable absence of the necessary conditions for their achievement, which leads us to ask the following questions: does Morocco have the requirements required to succeed in the digital transformation of its public administration? Is the will to succeed in this project sufficient on its own to see Morocco have a suitably digitized public administration? Have the initiatives taken over the past decades achieved the desired goals?

Answering these questions has guided us toward the choice of certain hypotheses that we will try to confirm or not during practical research work. These assumptions are as follows:

H1: Morocco has the necessary conditions to succeed in this project of digital transformation of its public administration, which has now become a requirement on a global scale.

H2: Morocco, despite the officially expressed desire to be provided with a highly digitized public administration capable of improving the quality of the service provided, cannot achieve this end due to the lack of preconditions for its success.

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3. Research methodology

The digital transformation of public administration has now become an obligation imposed by the radical change in our societies. Throughout the world, having a digital public administration capable of taking advantage of the multiple benefits offered by new technological advances is a luxury that is not within everyone's reach. Morocco, like other countries, legitimately seeks, within the framework of its new strategic orientations which place the citizen and the company at the center of its interest, to acquire an effective and efficient public administration capable of making quality service following the needs and expectations of citizens and businesses. Therefore, the arising question is whether the Kingdom has the necessary prerogatives for the success and accomplishment of such a mission that many other countries still find difficult to achieve?

In this sense, we have adopted a conceptual framework corresponding to the Moroccan context capable of guiding us thereafter during the continuation of our research work.

Figure 1: The conceptual framework.
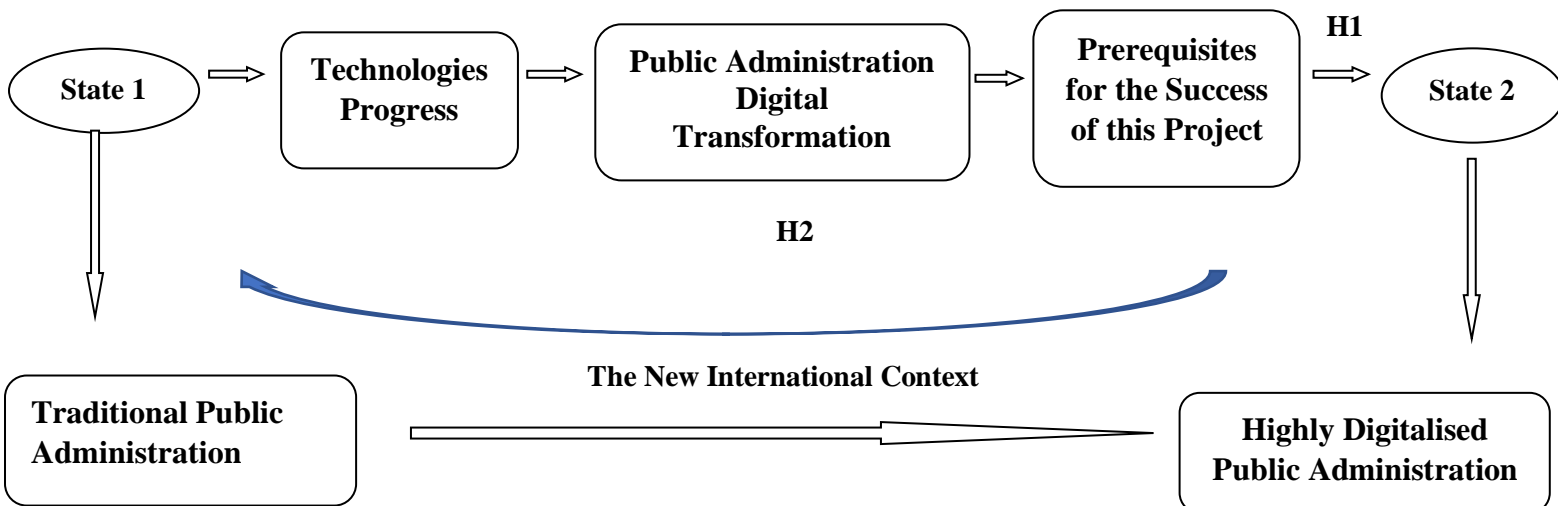
Source: developed by the researchers.

In order to answer our research questions drawn from our initial problematic, this required us to deal with the question of the digital transformation of the Moroccan public administration in its contemporary context marked by a growing increased orientation towards the citizen and businesses at a time when technological progress has reached unparalleled levels. In this sense, we have turned to the Moroccan citizen who constitutes, for us, the first source of examination of the efforts made within the framework of the digitalization of the public administration and what this can generate as effects on the quality of the rendered service and therefore which will give us an idea of the degree of achievement of the objectives set by those responsible in this regard.

Thus, by focusing more on a qualitative approach that advocates the analysis and breakdown of words and speeches rather than focusing on quantification, which most often refers to figures and statistical laws (Lejeune, 2019) when analyzing a phenomenon through which we seek to find answers or to explain the causes and effects, we have established a frame of reference fixing the methods of contact with the citizens which we have placed at the center of our practical work on the ground. The choice of the qualitative approach was the result of the conjunction of several considerations. The first consideration lies in the capacity of the qualitative approach to draw between words to find the true meaning of ideas, something that the quantitative method cannot reveal easily by resorting to the analysis of figures (Yin, 2013). Adding to this, the fact that the direct contact imposed by the qualitative approach via semi-

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structured individual interviews will allow the person in charge of the data collection process to ensure that the person in question understands the phenomenon under study (Rhiati & Guelzim, 2022) something that will have positive effects on the quality of the data retrieved and subsequently on their interpretation.

As a result, and in order to build the answers elements of our research questions, we conducted semi-directive individual interviews with a sample of fifteen people representing, as shown in Table 1, the different categories of Moroccan society. The choice of the semi-directive interview compared to the other methods of the qualitative approach stems from the fact that this mode grants the interviewee the ability and the choice to express themselves coherently following their convictions and beliefs (Gavard-Perret et al., 2012).

Table 1: Sample Attributes

Interview	Name	Gender	Age	Education level	Function
1	A	Female	34	University	Functionary
2	B	Male	25	University	Student
3	C	Female	68	Secondary	Retired
4	D	Male	46	Bachelor	Liberal Profession
5	E	Male	58	Primairy	Farmer
6	F	Female	48	High School	Trader
7	G	Male	45	High School	Liberal Profession
8	H	Male	46	High School.	Trader
9	I	Female	23	Bachelor	Student
10	J	Male	54	Secondary	Liberal Profession
11	K	Male	38	University	Functionary
12	L	Male	42	High School.	Liberal Profession
13	M	Male	44	University	Functionary
14	N	Male	28	Secondary	Trader
15	O	Female	56	High School.	Liberal Profession

Source: developed by the researchers.

The interviews were conducted with a sample of ten people, including six men and four women representing different social categories, from students to retired people, including professionals from different fields who are most affected by this phenomenon of digital transformation of public administration given the significant number of interactions that are required to perform as part of their daily work. The analysis and processing of the data we collected were carried out with Nvivo20 software, which allowed us to bring order to the data collected and build the foundations for a suitable response to our research questions.

4. Results and discussion

4.1 Results

Considered to be one of the main parts of any research work, the results section provides an inventory of all the findings obtained about the subject in question as well as the hypotheses previously adopted and whose analysis will allow us to either confirm or reject them. Therefore, and in order to follow the same line of conduct as any researcher trying to answer his or her initial questions, we will, in this part, introduce the main results that we have gathered and that we have judged useful to be separated into two distinct parts.

4.1.1 Textual analysis

« A method of study utilized by researchers to examine messages as they appear through a variety of mediums » (Smith, 2017, p. 1), the textual analysis of the semi-structured interviews conducted us to obtain the following results :

Figure 2: Query words frequency.

Source: developed by the researchers via Nvivo 20

Table 2: Frequency of the most quoted words.

Word	Number	Weighted percentage (%)
administration	105	3,82
public	102	3,71
citizens	62	2,25
service	56	2,04
digital	38	1,38
time	34	1,24
technologies	22	0,80
technological	20	0,73
administrative	19	0,69
quality	19	0,69

Source: developed by the researchers via Nvivo 20

4.1.2 Thematic analysis

« Method aiming to identify the clues contained in a corpus of documents that are likely to support or answer the research question, and to organize them analytically in order to extract meaning » (Broc & Caumeil, 2018, p.65), the thematic analysis carried out, again by using the Nvivo 20 software, allowed us to obtain the following findings:

Table 3: Crossed matrix of the thematic analysis

	A : The informed citizen	B : The need for a digital service	C : The popularity of the digital service provided by the public administration	D : The quality of the digital service offered by the public administration
1 : entretien A	- The public administration represents the hand of the state through which it manages to execute the different public policies in different areas. It consists of a set of civil servants in charge of providing services to citizens in different areas according to their needs. - A public service is what the public administration is there to provide to citizens and companies and any other entity wishing to have either a document, a service in the course of the daily activity of each day. - Normally the relationship between the citizen and the administration should be in one direction only, which is that of the citizen. Therefore, the administration must listen to the citizen as it happens in companies that consider the customer as king, in the same way the administration must respect the citizen and give him	-Yes, absolutely, because direct contact with the public administration is often a source of stress and dissatisfaction due to the quality of the service provided, which is far from the aspirations of the citizens, hence the need to use technology to facilitate communication between the administration and the counterparty, saving them time and effort. - For a long time now, we have been hearing about the need to transform the public administration, or at least the way it delivers services to citizens, so that it can be done in a professional and efficient way. -I think it is more practical to replace the trip to the Moroccan administration which has a bad reputation by the delivery of services on the internet but on the condition of facilitating the modalities of retrieving the documents that the	- To tell the truth. Before I searched on the internet how to retrieve the birth certificate, I had no idea about the existence of such a portal that brings together a set of services while describing how to retrieve them, what documents to provide from whom to retrieve them and so on. - No, not really. - Yes, the first time was to get the birth certificate without going to my house. - I have no idea about that. I think it's good to do it this way because it will certainly contribute to the improvement of the service.	- Yes. I tried to get a birth certificate because I work far from where I was born. So, I did some research on the internet and I found out that it is possible. At first, I wasn't sure if I could get the document, but to tell you the truth it worked. It's true that it's for a price that is usually acceptable but it helped me by avoiding the travel. - For me the answer is no. I have never made a complaint to this chikaya portal because I did not know that there is such a portal.
	Public administration is the administrative activity that embodies the exercise of public	In public administration, technology	Yes, the Idarati portal is a unified,	Yes, like most Moroccan citizens

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2 : entretien B	power. By metonymy, a public administration is an organization that embodies a public authority, either a State, a local authority, or an international organization or institution. A public service is an activity carried out directly by the public authority (State, territorial or local authority) or under its control, with the aim of satisfying a need of general interest. I think that the citizen must respect the public administration and the officials of these different services and departments at the same time the satisfaction of the citizens must be guaranteed, by a good quality of service in the best of times by the public administration.	streamlines processes and enables the integration of information across agencies and departments. The result is better access to public services, which encourages compliance and makes governments and their leaders more accountable to citizens, and more accessible. Digital solutions have automated processes, making public administration more fluid and dynamic. As a result, the number of citizens included in the administrative and financial system has increased. considered as a real lever for change and development, digitalization is of particular interest at the highest level of the State. Indeed, the Royal orientations have repeatedly insisted on the need to make the digital transition a catalyst for structuring and high impact transformation in order to give a new impetus to the country's development.	integrated and multi-space information interface that makes administrative information available to the user. The information space of this portal will be an official national reference for the user, allowing him to consult the procedures and administrative formalities that he must perform with the public administrations. Yes, Chikaya is a bilingual application (Arabic/French), allowing to facilitate the submission and follow-up of claims (complaints), observations and suggestions at any time, any place and in complete security.	nowadays, I have already tried a digital service offered by the public administration and the experience was good. An excellent idea because it puts the citizen at the center of the decision and the choice.
3 : entretien C	A public administration is generally an organization that serves the citizens. A public service is a service provided to citizens without any financial compensation.	Yes, through the integration of new technologies in the internal functioning of public administrations. However, this must be done gradually while accompanying the civil servants.	Yes, I hear very often about the initiatives taken in the framework of the digitalization of the public administration and the digitization of most of the services delivered to citizens.	Yes. The experience was quite good even if it needs to be further simplified for the needs of people who are not too computer literate.

	The relationship between the citizen and the administration must be based on respect and trust. We can no longer speak of an authoritarian administration because time has changed things.	The use of digital services because it facilitates the task for the citizen who does not have to go each time to the public administration. With the evolution of technology and the mastery of its tools, we get used with time to use technology more and more.	Yes, it is a solution offered by the State to allow citizens to master in advance the administrative procedures, to have a precise idea on the documents they will need. Yes, another solution that allows citizens to complain every time a public service is not provided by the administration in question. But a tool that is not very often used by citizens who do not yet have this digital mentality.	These strategic orientations reflect the place that the citizen now occupies in the new framework of the administration-citizen relationship and will play an important role in improving the quality of service provided.
4 : entretien D	Public administration is an organization that is responsible for providing administrative services to citizens in the daily conduct of their business. A public service is what the public administration delivers to citizens. It is a service that can take many forms depending on each activity and that is intended for citizens without paying a price or at least paying a symbolic price. A relationship of respect for the citizen by the administration, which is obliged to serve him in the best conditions, as is the case in private companies with their customers.	Yes, it is something crucial today because the whole world has benefited from these technologies, so the administration, in order to follow the fashion, must absolutely use these technologies to improve the quality of the service rendered. If the service provided online is good, I probably prefer to use online services without going to the office because it will save me time, avoid direct contact with officials and therefore avoid the possibility of fraud and corruption. no. Until now I have never consulted a portal before starting an administrative procedure since	Yes, we often hear about efforts and initiatives in newspapers and on the Internet to make our administration more efficient and effective. No. Not really. No. Not really.	Yes, I now pay my water and electricity bills online, which I find important because I don't have to go to the payment agencies. I also keep track of my children's educational activities on the Massar site, which I find interesting. This is an important step to allow the administration to know what the citizen needs and to locate where the dysfunction of the administration is, which is still unable to satisfy the needs of citizens.

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		I always go to the entities concerned.		
5 : entretien E	The public administration today presents a multitude of techniques whose main purpose is the simplification, facilitation and speed of administrative procedures. It is the set of free administrative activities and services provided for the benefit of citizens. In the first place, it is relevant to say that the user is called to change his classical ideas about public administration by taking into consideration the remarkable administrative change which is for major objective the improvement of public services for the benefit of the users. At this point, the relationship has absolutely changed according to the development of the public administration in so far as the citizen today registers a satisfaction of the services rendered.	Yes of course. It must obviously take advantage of these technological means that has for two major reasons: 1- it will allow the citizen to minimize the time and to assert his rights in reasonable time with means of communication in proximity; 2- it will allow the administration to minimize the tasks of its staff on one hand and rationalize its means on the other hand. In recent years Morocco has undergone a radical change and a profound evolution in its internal administrative system. This change has taken place thanks to efforts made through two major axes: The new constitution of 2011 is a cornerstone that has outlined a transition from a traditional administration to a modern and intelligent administration; The implementation of many public public policies aims at a real administrative transition and to do this Morocco has proceeded to the creation of online platforms such as: rokhas.ma, the national register of social protection, the registration to the electoral lists by internet etc.....	Yes, I have already processed an urban planning file on the electronic platform "rokhas", which is completely different from the traditional procedure for issuing building permits. No idea. Yes, please note that I have never registered any complaints or requests on this site. Other than the file covered on rokhas, I have never attempted to look at a digital portal.	It saves time, travel and expenses, and it is very easy to obtain the permits. This is good news because the citizen's needs are so diverse that the administration alone cannot take them into consideration, as this will make it possible to modify or rectify services that are not presented in the right way.

6 : entretien F	The public administration is an organization that is responsible for delivering public services to citizens and implementing public policies in the field. It consists of a set of civil servants who are responsible for carrying out the activities of the administration. A public service is what the State offers to citizens as a service. This service can take many forms and can come from several administrations depending on each sector of activity. I believe that the relationship between the administration and the citizen is taking on a new meaning. Because if before the citizen was forced to undergo the authoritarian behavior of the civil servants of the public administration, today the latter is in a position of strength because because for Morocco, improving the quality of the service rendered by its administration has become an obligation which obliges the civil servants, little by little, to review the way they behave with the citizens.	Yes, of course. This has become an obligation and not a choice because the whole world has changed, including the citizen who is beginning to think differently and is becoming more and more demanding because he knows very well what is happening outside due to the availability of information. Yes, I think that Morocco has made considerable efforts in recent years to modernize its public administration, which suffers from a bad image due to the proliferation of corruption, clientelism and lack of professionalism. If the service offered online is easy and efficient, I probably prefer to use it instead of going to the administration in question because it saves me time and avoids any non-compliant behavior.	No. I have just heard it for the first time. No. I have just heard it for the first time. I think it's still early to talk about this because the digital culture within the Moroccan public administration is still in its infancy and we will have to wait for some time to see this new orientation materialize on the ground. In the same way the Moroccan citizen has not yet acquired this digital mentality.	No. Not really because, I don't trust the quality of the service offered online yet and I think it won't be a good idea at least for now. o. Not really, I know that on the internet there is everything but frankly I prefer to go to the administrations because I am sure that the digital service will not be of a very good quality except for the simple services that do not require the intervention of several entities at once.
7 : entretien G	In this context, it can be said that the public administration is directed by the executive power,	Of course, the public administration must take advantage of these technologies to	Frankly I do not know this site.	I had previously benefited from the digital service when I applied for the criminal record at

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	i.e., by the Government and at its head, the Prime Minister. According to Article 20 of the 1958 Constitution, "The Government determines and conducts the policy of the nation. It has the administration at its disposal". Public service is defined by law and court decisions. It is an activity of general interest: provided directly or indirectly by a public entity; governed at least in part by rules of public law. There must be a relationship of trust between the two parties, and the administration must be characterized by transparency, clarity and respect for deadlines, as well as the facilitation of administrative procedures.	be effective and meet the expectations of citizens. In this context, Morocco has made a number of efforts to improve the quality of public administration, including Exploration of ways to modernize the public administration system; Consolidation of good governance tools; Development of human resources. I prefer using digital services because it will save me time and eliminate the cost of traveling and waiting in front of the administration.	Frankly I don't know this site, it's the first time I hear about it.	the court of first instance in the city of Mohammedia, In general, it was a simple and easy service in terms of registering the application on the official website, but the administration did not meet the deadline. No, I have never filed (chikaya) via electronic portals I see that the Moroccan administration has undergone many reforms during this decade. Innovative experiments have been conducted in many areas. In spite of its many achievements, the action of the administration and its mode of operation are subject to criticism both from its users and from civil society.
8 : entretien H	Public administration is the set of different public institutions that produce and deliver public services for the benefit of citizens. A public service is the activity provided by the administration for the satisfaction of the general interest. In my opinion, the relationship between the citizen and the	Personally, I think that the public administration must take advantage of the new technology as much as possible through the digitization of the administration in order to provide a quality service to citizens. For me I prefer to use digital services instead of going to the administration since it will save me time.	Yes, in recent years Morocco is trying to digitize its administration despite all the obstacles. Yes, Idarati is an information interface available to citizens. Chikaya is a portal to receive Citizen's complaints, so it is a tool to improve public service.	Yes, it was a good experience waiting to be generalized to all public administrations. For the moment I have never made a complaint on this portal, but if I have a complaint one day I will not hesitate to do so. This is a good choice since participation gives us the

	administration must be based on trust, respect for the citizen who is the heart of the administration.			opportunity to increase quality and avoid defects.
9 : entretien I	It is the organization that ensures and satisfies the administrative needs of citizens. It is a right that must be offered to citizens free of charge. The relationship between the citizen and the administration must be easier, faster and correct based on mutual respect.	Of course, it must take advantage of the enlargement of these technologies in order to be used in the different fields. I prefer the use of these digitized services because they will make the work easier for me as well as for the civil servant. The corona virus has shown the importance of such services.	Yes, in the last few years there has been more and more talk about the need to make public administration more digital. No. Yes, it's a site where you can put a claim online.	Yes. But the experience was not really up to my expectations because it was complicated and time consuming. This is a good thing because it will make it possible to know the real needs of the citizens.
10 : entretien J	An organization that serves the citizens to settle their affairs and satisfy their needs. A public service is an unrequited service for the benefit of citizens and has become a citizen's right. The relationship between the citizen and the public administration must be based on trust and efficiency as well as good reception.	Yes. It must use these technologies by making the public service easier to be acquired by the normal citizen and meet the expectations of citizens. The use of digitized services is easier, accessible at a distance and saves us from travelling.	In this sense, a considerable effort has been made by Morocco in its overall strategy of a digital Morocco. Yes, I recognize the existence of such a portal but I have never used it. Yes, I recognize the existence of such a portal but I have never used it.	It is an advantage available to the citizen in order to defend himself in case the administration proceeds outside the norms when delivering a public service. I think it is a good strategy to integrate the citizen since the final objective of the public administration is to satisfy the citizen.
11 : entretien K	Public administration is an organization that embodies a public authority by implementing public policies or public services. It includes legal entities with executive, legislative and judicial powers.	The state is led to invest in digital transformation, which represents a real opportunity for development. Within the framework of public administration, technologies simplify processes and allow the integration of information between different entities and services,	Yes, I had tried the online ordering service of the Civil Registry, which allows you to order birth certificates and full copies of the birth certificate via the Internet and to receive them by registered mail at the address of your choice. The	The government insists on encouraging quality e-government services in various public administrations. Morocco has emphasized the importance of electronic services and their impact on facilitating efficient access to administrative services

	A public service is the activity of an administration or a company that provides useful services to the public. These activities are intended to serve the general interest and contribute to social cohesion. The citizen is an ally of the public administration, guaranteeing greater efficiency and strengthening citizen involvement in public action. The relationship is therefore far from the traditional authoritarian typology that gives the administration the right to decide everything without the citizen's consent.	which translates into a quality service. With the progress of information and communication technologies, it has become preferable to choose the digital tool because it allows gains in terms of time, a fair and quality service far from the manipulations of officials who sometimes take advantage of their position.	experience was quite good as I didn't have time to travel to my hometown and requested the document online. It is a unified, integrated and multi-space information interface that makes administrative information available to users, allowing them to consult the administrative procedures and formalities that they must carry out with public administrations. Chikaya is a national complaints management platform.	for a large segment of the population at all times. Citizens are now able to file complaints anonymously without being exposed and thus giving them the opportunity to express themselves and refuse to be abused by public administration officials. This is an important thing because it allows us to restore the sense of trust that exists between the citizen and the administration.
12 : entretien L	Public administration is the hand of the state that helps organize the daily activities of citizens. A public service is an activity of general interest for the benefit of citizens offered by public administrations in the normal course of citizens' activities. The relationship between the administration and the citizen must be a relationship based on mutual trust and respect of the citizen who has rights that the civil servant must respect.	Yes, the public administration must absolutely take advantage of these new technologies in order to offer a new range of services to citizens in order to take into account their needs and aspirations. Frankly, I prefer the use of the digital tool instead of the physical travel to the public administrations so that I save time but the condition is that the service offered online is simple and practical.	Yes, we often hear about this or that strategy directly related to the digitization of the public administration in order to put an end to this dark image that the citizen has about the Moroccan public administration. No. No idea. No. No idea.	Yes, I have already tried to use the rokhas portal to obtain a building permit except that the procedure was not easy for me and therefore I had to use an architect who took care of the operation. It is a good initiative but I think it is still early because the Moroccan citizen does not yet have this digital culture except for the new generations who will have no problem to adapt.

13 : entretien M	It is the set of entities that are in charge of the services rendered by the state in favor of the citizens. It is any activity of general interest carried out by a public administration for the benefit of citizens. A relationship based on speed and proximity, respect between the parties and the search for the general interest.	Yes, of course. The public administration must take advantage of these technologies, with the improvement of relations with citizens to make access to public services easier. I prefer the use of digitized services because they allow access to a quick service, without human intervention and without moving.	Yes, Morocco has made many efforts in this direction, and I would like to mention the national strategy Digital Morocco 2013 and Digital Morocco 2020. No. Yes, the purpose of the chikaya portal is to receive complaints from citizens and to receive their observations and remarks.	Yes, I've tried it before, and it was a good experience. It is an opportunity for citizens to file their complaints and suggestions for the improvement of public services provided by the administration. This is a very good initiative because it will allow to take into consideration the expectations of the citizens which are generally not taken into consideration.
14: entretien N	The public administration is a tool of the State put at the service of the citizens to satisfy their needs. Public service is something that allows the state to meet the needs of citizens without compensation. A relationship of shared respect and trust built on the triumph of the general interest over particular advantages.	The public administration must absolutely take advantage of these technologies in order to digitalize the public services rendered to citizens in order to ensure more satisfaction. I prefer digital services of course to save effort both financially and in terms of time.	Morocco is in the process of digitizing many of its administrations in order to improve the quality of service provided to citizens. Yes, I knew it from a friend of mine. Yes, I knew him from a friend of mine.	Yes, and it was a successful experience. These are very important orientations that can play a very remarkable role in the development of public administrations.
15 : entretien O	Public administration is the set of institutional units that produce non-market services for the benefit of citizens. A public service is an activity intended to serve the general interest and contribute to social cohesion.	The public administration must absolutely take advantage of these technologies, through the creation of software for public administrations to process data, as well as the creation of websites to facilitate access to information for citizens.	I think Morocco is trying to transform its public administration towards more digitalization in order to improve the quality of service and reduce human intervention. No.	Yes, I tried to get a birth certificate from my hometown and was able to get the document despite the expense of sending the paper by registered mail. No. I don't think it will be effective.

	A relationship of respect for the citizen who can no longer be subjected to the authoritarian behavior of the public administration, which must now try to satisfy the needs of the citizen in the best possible conditions.	I prefer to use the digital service because it will save me time and avoid going to the relevant administrations.	No.	It is a good thing to take into consideration the suggestions and remarks of the citizens because this will certainly improve the quality of the service provided by the administration.

Source: developed by the researchers via Nvivo 20

4.2 Discussion

Considered a logical continuation of all the previous steps and being the phase that will exploit all the research work, the discussion section will provide meaning to the obtained results by explaining the significance in the specific context of the conducted research (Polonsky & Waller, 2010) while remaining in close connection with the research question and the previously stated hypotheses.

4.2.1 Textual analysis

The results we get through the textual analysis of all the answers of the interviewed people made it possible to bring out a set of interesting ideas related to our initial question.

If the predominance of terms such as "administration" and "public", which are respectively frequent 105 and 102 times in all the answers of the people we interviewed, seems logical because of the direct link to the research question. It also shows the significant weight that such an entity plays in facilitating the daily life of Moroccans who often have recourse to public administrations during their daily activities. This also shows the concern that this subject represents for the Moroccan citizen who does not fail to express his disappointment with such an important body as the public administration which does not yet seem to reach a satisfactory degree of maturity.

The presence also of the term "citizen" more than 60 times in almost all the answers of the people we interviewed, shows that the Moroccan citizen has become more informed than before and widely aware of the important place he must occupy today within the new roadmap which seeks to establish the foundations of a strong Morocco capable of meeting the various challenges and achieving the aspired objectives. The frequent presence of this term is also a sign of the manifestation of a certain dissatisfaction with how the public administration deals with the citizen who always seems to be underestimated and relatively badly treated.

The recurrence of the term "service", which was mentioned 56 times, shows concern about non-satisfaction among interviewed people who came into contact with public administrations, hence the importance of innovation in the delivery of good services. Taking advantage of technological innovations and offering a digitized service that is more adequate and more suited to the needs of citizens.

Among the most significant results, to which we must pay particular attention is the frequent appearance of terms such as "digital" and "technology" which express a certain maturity among Moroccan citizen who seems to be informed and well aware of this new wave of technological innovations. This demonstrates the important place occupied by this component in the new structure for delivering public services and the need for its integration in order to deliver quality service as promptly as possible. In conclusion, the frequent presence of terms such as "quality" and "time", which are present respectively 34 and 19 times in almost all the people interviewed confirm that token.

Generally speaking, the recurring presence of these terms clearly reveals the importance of such a subject for the Moroccan citizen who always expresses concerns about the behavior of the public administration which does not yet seem to reach a stage of maturity suitable to expectations to provide quality services. At the same time, this demonstrates the awareness the citizen has of the existing opportunity to improve the performance of an important entity that historically occupies an essential place in the structure of the Moroccan State through resorting to the technology and digitization of public services.

4.2.2 Thematic analysis

Generally speaking, the textual analysis allowed us to have an initial idea of how the interviewed citizens consider public administration and the concerns expressed in terms of the

service rendered, and the importance of technological innovation as a factor in improving the performance of the administration. Stating our original question as a basis, confirming or not the hypotheses previously put forward, we adopt a thematic analysis that we see useful, divided into four themes: The informed citizen; The need for a digital service; The popularity of the digital service provided by the public administration; The quality of the digital service offered by the public administration.

4.2.2.1 The informed citizen

The choice of this theme as a starting point is of crucial importance. This will allow us to have an idea of the degree of Moroccan citizen knowledge who seems to be becoming more and more informed than before, capable of having a certain mastery of the flow of information which allows him to be in a position of strength and therefore, to have an idea of the urgency or the need to make the digital public administration project a workshop moving at high speed. Thus, all of the people interviewed seem to have a clear and precise idea of what constitutes a public administration or public service the role and place of each element in the normal course of daily life. Moreover, this same citizen fully understands the new relationship that binds him to the public administration. A relationship that is no longer based on the authoritarian model which requires the citizen to submit to the decisions taken by the public administration and to the behavior of the civil servant, but which is based instead on mutual respect, the obligation to serve the citizen in the best possible conditions as was clarified by an interviewee who said that "*the relationship between the administration and the citizen must be a relationship based on mutual trust and respect of the citizen who has rights that the civil servant must respect*". Or yet another interviewee argued that the relationship between the citizen and the administration must be "*a relationship of respect for the citizen who can no longer be subjected to the authoritarian behavior of the public administration, which must now try to satisfy the needs of the citizen in the best possible conditions*".

This, therefore, seems to clearly demonstrate the extent to which the rapid transition from a traditional public administration based on the principles of bureaucracy to a modern, innovative and flexible public administration capable of meeting the multiple needs of citizens and their expectations which are becoming increasingly more and more diversified becoming both a constraint and an obligation for public decision-makers who have no choice but to resort to technological innovation and the rapid digitization of services provided to citizens in order to improve their service quality.

4.2.2.2 The need for a digital service

This need for digital services is also important to understand insofar as it represents an essential condition for the success or not of this new model of digital public administration. As an example, if the citizen does not express any will for a digital public service, it goes without saying that this new model risks not achieving the objectives set in advance due to the lack of commitment from citizens. Similarly, if the right conditions for the adoption of such a restructuring of the public administration are not present, it risks leading to the failure of the project as a whole.

Once again, the majority of those interviewed people expressed a strong desire and an unavoidable need for digital service to the detriment of traditional public service, provided that it is easily manipulated and of good quality. The reasons are multiple and the arguments vary from one person to another but, they can ultimately be summarized in four reasons: to take advantage of technological advances, to save time, to have a quality service, and finally not to suffer from the bureaucracy nor the relatively unprofessional behavior of the civil servants as demonstrated by the responses of the interviewees who say, among other things, "*yes, the public administration must absolutely take advantage of these new technologies in order to offer a*

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new range of services to citizens in order to take into account their needs and aspirations" moreover, "*the use of digital services because it facilitates the task for the citizen who does not have to go each time to the public administration*" or even, "*with the progress of information and communication technologies, it has become preferable to choose the digital tool because it allows gains in terms of time, a fair and quality service far from the manipulations of officials who sometimes take advantage of their position*" adding "*if the service provided online is good, I probably prefer to use online services without going to the office because it will save me time, avoid direct contact with officials and therefore avoid the possibility of fraud and corruption*".

4.2.2.3 The popularity of the digital service provided by the public administration

Focusing on the popularity of digital public services offered by the Moroccan public administration to citizens constitutes the first answer to our basic question and the first phase towards the confirmation or not of our hypothesis.

The consultation of the answers of the various people interviewed suggests, in general, that talking about a digital service offered by the Moroccan public administration is no longer something imaginary, but rather a reality that has been established in recent years successively and continuously. What constitutes an object of non-consent is the mastery or familiarity with all the digital services offered by the various public administrations and therefore leads us to conclude that the popularity of a certain category of digital services despite others, depends on the importance of the offered service, which therefore constitutes a procedure that is often used when carrying out the daily activity of citizens, and on the other hand on the effort undertaken by the administration in question as part of the promotion and encouragement of the use of digital services following the directives of the high authorities responsible for the modernization of the Moroccan public administration.

It should be noted that the popularity of digital services in our sample varies according to the category of age group and the position à person occupied. As a result, we have seen that older people find it difficult to express themselves when it comes to talking about digital services, digital transformation, portals, and actions taken in this direction. However, the more the younger people are, the more we see a certain mastery of the concept. In addition to the age group, the position occupied also plays an important role at this level of analysis, because it is the particular need related to the tasks to be performed that encourages citizens to discover the existence of such services.

Regardless of its importance, it is interesting to point out that the consulted digital services by the interviewees or they are familiar with are relatively simple and low-contribution services such as paying bills from a smartphone, withdrawing a birth certificate extract, or trying to obtain a building certificate.

4.2.2.3 The quality of the digital service offered by the public administration

Besides the two notions of the popularity of the digital public administration concept and digital service, the question of the service quality offered constitutes a second answer to our research question. After all, it is no longer enough to make available to citizens a digital service but rather a quality digital service because the majority of people interviewed say they favor digital service provided that it is of high quality and easy to handle.

The review of all the answers of the people interviewed led us to highlight the following points: the use of the digital tool in terms of service to be delivered by public administrations is beginning to become more and more an essential choice for a large category of Moroccan citizens which is spreading more and more, which expresses relatively a certain satisfaction with this new range of administration service offers, as it is the case of an interviewee who specified: "*yes, like most Moroccan citizens nowadays, I have already tried a digital service offered by the public administration and the experience was good*" or another person who argued: " *I had previously benefited from the digital service when I applied to the criminal*

record at the court of first instance in the city of Mohammedia. In general, it was a simple and easy service in terms of registering the application on the official website, but the administration did not meet the deadline". This satisfaction is unanimously expressed apart some minority people having expressed themselves differently by specifying that: "*Yes, but the experience was not really up to my expectations because it was complicated and time-consuming*".

The other point directly related to the quality of the digital public service is the possible use of the new "Chikaya" portal which, according to the interviewees, will play an important role in creating a new climate for the delivery of quality public services by the various public administrations which will be the subject of a complaint to the portal. The idea was shared by a group of people who argued among other things that: "*citizens are now able to file complaints anonymously without being exposed and thus giving them the opportunity to express themselves and refuse to be abused by public administration officials*", besides, "*it is an opportunity for citizens to file their complaints and suggestions for the improvement of public services provided by the administration*".

In the end, it is possible to conclude that the contributions of this work are mainly in line with the results of several studies, generally from French authors, given the similarity between the two administrative models. For example, as stated by Algan et al (2016), the adoption of digital technology contributes significantly to improving the quality of service provided by the public administration (Algan et al., 2016), except that this can only have a significant impact if the digital public service is easily used by citizens. Regarding the degree of popularity of the digital service offered by the Moroccan public administration, even though it varies from one category to another, it can only be emphasized through sensitization campaigns, as suggested by Ubaldi (2013) in her work titled "*E-government, support for innovation in public services*" who insists on the necessity of raising citizens' awareness of the existence of digital services (Ubaldi, 2013).

5. Conclusion

In summary, the question of digital transformation inside the Moroccan public administration now holds a place of an unmissable choice and has become a prerogative for public decision-makers who have become obliged to, on one hand, follow up the technological evolution which has penetrated all activity fields and, on the other hand, to face a more and more increased demand on the quality, the efficiency and the rapidity of the public service delivered by the administration and the more than ever diversified expectations from the Moroccan citizens who have become more aware and more knowledgeable when it comes to the question of the relationship between the administration and the citizen. This research work has allowed us to conclude that for the Moroccan citizen, the digital transformation of the Moroccan public administration has become a current reality and not just a prestigious vision not yet been reached.

The same research work has allowed us to realize that this digital transformation of the Moroccan public administration is still a relative phenomenon for two main reasons: The first one concerns the categorical nature of this new offer since the digital service currently only concerns very specific sectors that have started this new race towards digital. The second one is directly related to the citizen's field of activity, which will be the way through which he will be aware of the presence of a digital service delivered by the administration in question. The second one is directly related to the citizen's field of activity, which will be the way through which he will be aware of the presence of a digital service delivered by the administration in question. Therefore, it may be appropriate to say that Morocco has the prerequisites to ensure the success of such a huge project which is the digitization of public administration, however, this may take time since the Moroccan citizen is still in the stage of getting familiar with such

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an offer that cannot take the lead overnight, especially after a very long phase marked by the predominance of an administrative bureaucracy mindset.

Accordingly, the recommendation of this research work focuses on the urgent need to increase the efforts made by the entire public administrations belonging to the various ministerial sectors in terms of digitalization of the offer by focusing more closely on a digital service practical, easy-to-handle and able to guarantee a high level of satisfaction for those who will be using it. In the same manner, to intensify the awareness campaigns of the citizens on the existence of such services and the possible advantages they can offer. Concerning the future paths and the possible improvements of this subject, they are related to the enlargement of the targeted sample interviewed by orienting it towards an important component which is the Moroccan public administration whose study may bring some arguments from a different perspective able to meet with our various interrogations.

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