



White Paper

ON DIGITAL ADMINISTRATION IN MOROCCO

OCTOBER 2023



White Paper

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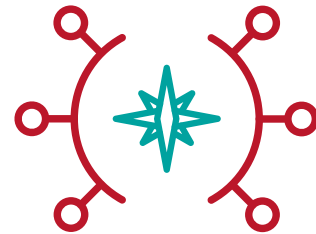
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The 10 Recommendations of AUSIM

1 EDITORIAL



Mr. CHIGUER Hicham, President of AUSIM



Digital Nation : Unleash the potential

The world is changing and the challenges are significant. Governments face a dilemma: invest in new structuring projects or deal with the damage left by the health crisis, the war in Ukraine... The trends that analysts are drawing are pessimistic: humanity will have other health crises and the world will be divided into two or three poles forces that will lead to other crises.

This introduction is said to place Morocco at the crossroads. We face several challenges and threats that we must best manage. This leads us to choose our battle horses.

The digitalization of public services: is it a must have or a nice to have ?

The question is not up for debate, especially for AUSIM, which strongly advocates that the faster we accelerate towards the Digital Nation, the more value we create for businesses and citizens.

The real question is posed to the current government! Given all the challenges,

what willingness and priority are given to establishing a Digital government ?

In this White Paper, we wanted to engage our AUSIM community and speak the truth! But we also wanted to see what's happening elsewhere! We conveyed strong messages during the 6th edition of AUSIM's National IT Meetings last October, whose overarching theme was «Digital Nation : Unleash the potential!» We dedicated a panel to e-Government with use cases from several countries that shared their insights.

We come back with this White Paper to understand the current situation, the challenges, benchmarking with other countries, and to make recommendations to help the government ask the right questions and, more importantly, not to make mistakes regarding the priorities that citizens and businesses expect.

AUSIM positions itself as a champion for the users of emerging technologies for the benefit of our ecosystems. We will continue to vigorously advocate for high-potential subjects to propel Morocco to the top ranking of Digital nations. We missed technological opportunities in the past; let's ensure we don't miss the ones in the era of Generative AI and Industry 4.0.

« As he overcame every difficulty, he encountered success »
William Shakespeare

This is the moment to unleash our potential! IMPACT.

2 PREFACE



Mr. ESSAIDI Mohammed, Vice President of AUSIM

We are confident that this White Paper will enlighten our vision for a Digital Administration.

During the 6th edition of AUSIM's National IT Meetings in October 2022, I had the privilege of moderating a sector-specific panel on the theme of e-Government, which highlighted successful international experiences in the Digital Transformation of Public Administrations. At the end of this panel, we promised our community and the Public Authorities that we would produce a white paper on this strategic theme for our country and offer recommendations that will help ensure the success of the transformation that the Moroccan Executive is about to embark on...

In the Executive Summary, we provide a concise and enlightening summary of the main points discussed in this white paper. The state of digital public services will shed light on the progress made so far, while identifying areas where improvements are needed to provide businesses with increasingly innovative and efficient services.

For a more practical approach grounded in the reality of the field, we will present the results of a survey conducted with around a hundred Moroccan businesses. Their experiences and expectations will guide us toward solutions

that are adapted and oriented toward the real needs of our economic fabric.

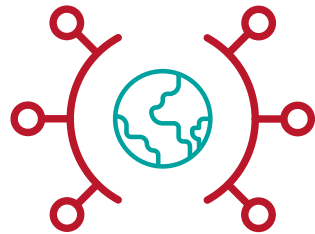
Testimonials from experts in the field will enrich our thinking. Their informed perspectives, based on various experiences, will allow us to better understand the complex challenges and promising opportunities of this Digital Transformation of Public Administrations.

Furthermore, we will look to the world to explore an international benchmark of successful experiences (Estonia, Saudi Arabia, United Arab Emirates, Egypt, Rwanda). By drawing inspiration from best practices implemented elsewhere, we can inform our own strategy and expedite our journey toward excellence.

Finally, we will conclude this white paper by offering concrete and pragmatic recommendations. These recommendations will stem from the insights gained from our in-depth study and the inspiring examples observed on a global scale.

We are confident that this white paper will enlighten our vision for a Digital Administration capable of effectively contributing to the transformation process taking place in our country...

3 ACKNOWLEDGMENTS



We would like to express our deep gratitude to all the individuals who contributed to the production of this white paper, especially :

McKinsey Morocco, represented by its Associate Director, Mr. Yassine Sekkat, for their scientific contributions, particularly in the international benchmark.

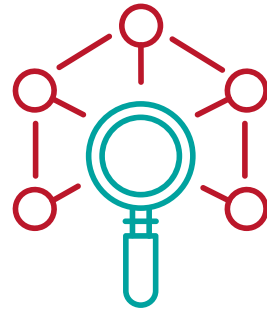
Mr. Salah Baina, Researcher and Transformation Catalyst, and Mr. Zouheir Lakhdissi, CEO of Dial Technologies and a consultant in Digital Transformation, for their invaluable input in the creation of this White Paper.

To all CIOs, members, and AUSIM partners who agreed to participate in the survey on the digital maturity of public services for businesses.

To those who provided their testimonials, including :

- Mr. Ahouzi Youssef, CEO of Portnet
- Mr. Tarik Dahab, CEO of Leyton Morocco
- Mr. Redouane Mabchour, CEO of Webhelp Morocco
- Ms. Nahid Hamtami, Director of the Urban Agency of Kenitra-Sidi Kacem-Sidi Slimane.

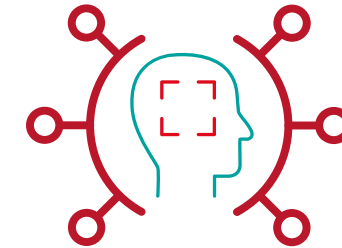
4 EXECUTIVE SUMMARY



Digital Administration, or E-GOV, refers to the use of Information and Communication Technologies (ICT) to enhance the delivery of public services, strengthen governance, and facilitate interactions between the government, citizens, and businesses.

For Morocco, the digitalization of public services represents a true development accelerator for the entire country, benefiting all stakeholders: citizens, businesses, and the administration. Its importance was emphasized by the Sovereign in his speech in 2016 : « Electronic administration must be generalized through an integrated approach that allows different departments and various services common access to information.»

Despite successive national strategies, it is evident that the level of digitalization in Morocco is not progressing at the expected pace, as evidenced by its ranking in various international indices, particularly the 'UN E GOVERNMENT INDEX 2022' (a global reference). Morocco has gradually regressed compared

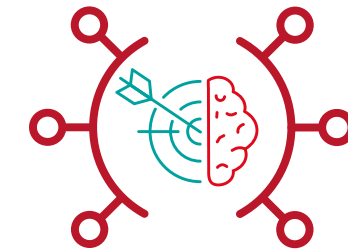


to other countries worldwide, moving from the 30th position in 2014 to 78th in 2019 and further down to 114th in 2022, out of 193 countries.

Naturally, this does not discount the efforts made over the past years through various commendable initiatives with a genuine «citizen-centric» approach. Indeed, over the past 15 years, several services have provided real added value to users

Among these services, we can mention those offered by the General Directorate of Taxes (DGI) and the National Social Security Fund (CNSS), as well as services related to Covid certificates, the distribution of assistance during the Covid pandemic, voter registration, the CRI INVEST platform, certain import and export procedures (Portnet), urban planning permits (Rokhas), not to mention the interoperability platform launched by the Digital Development Agency.

True to its principle of contributing to the development of Digital in Morocco, AUSIM proposes, through this white paper, to delve into the theme of Digital Administration. AUSIM does not aim to state the obvious or reiterate what has been said about Digital Administration over the past decade, as clearly formalized in reports from the Court of Accounts, the Economic, Social, and Environmental Council (CESE), and many others.



This white paper aims to provide a quick reminder of the importance of Digital Administration and its status in 2023, as well as to present what AUSIM perceives as the underlying causes of the difficulties encountered.

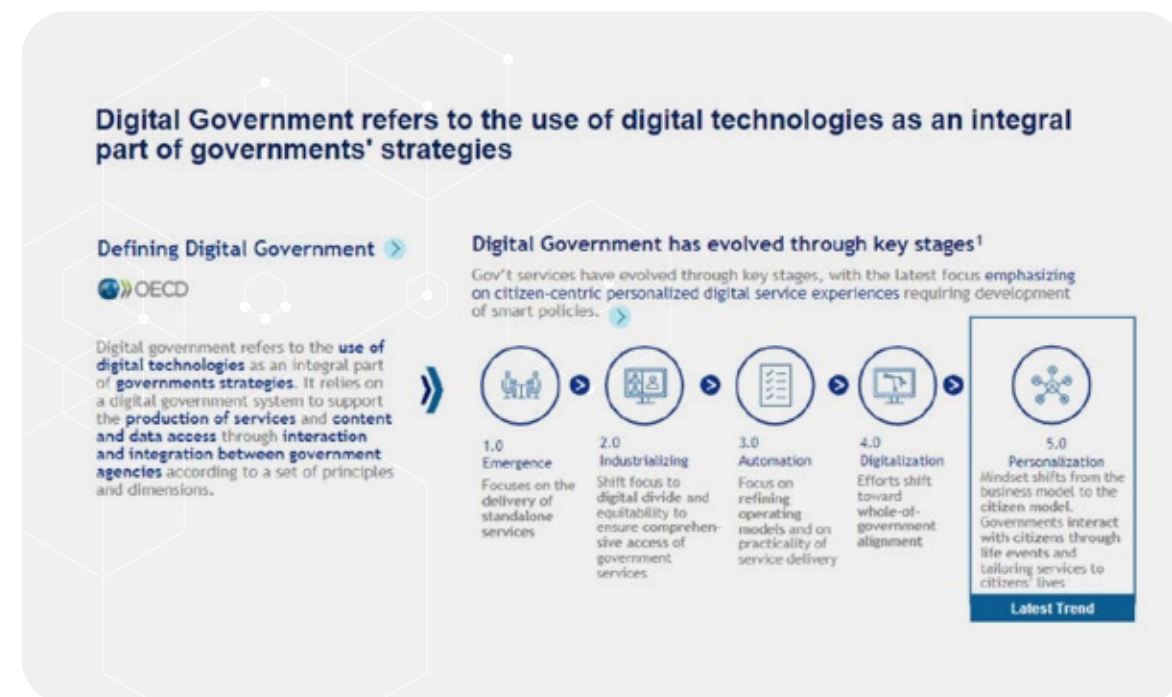
AUSIM has also conducted a survey among businesses to gather their opinions on the digitalization of public services, their level of satisfaction, and their recommendations. This survey is not only real-world feedback on the feelings and needs of businesses but also a source of recommendations reflecting what businesses genuinely demand and what actions they would like the Public Authorities to undertake to accelerate the digitalization of public services

AUSIM sheds light on the international landscape by analyzing five countries, including two with a level of development similar to Morocco, that have successfully undergone the Digital Transformation of their public services. AUSIM will highlight the factors that contributed to their success. Finally, it will provide four testimonials offering insights into public services in Morocco.

This white paper will conclude with 10 recommendations drawn from these various studies, which AUSIM believes are necessary for a true acceleration of digital public services in Morocco.

5 DEFINITION AND KEY SUCCESS FACTORS

The ultimate goal of e-Government is to streamline administrative processes, enhance the efficiency of public services, strengthen transparency and accountability, facilitate citizen engagement, and promote socio-economic development through the effective use of Information and Communication Technologies.



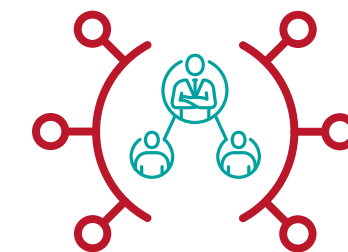
The OECD has formulated eight foundational principles that, based on their experience, enhance digital public services :

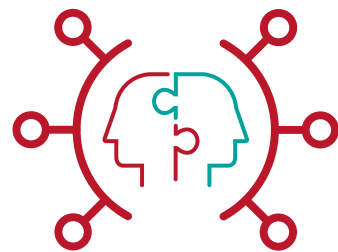
Strong Leadership and Political Commitment : effective implementation of e-Government requires strong leadership at the highest level of the state and political will to drive necessary reforms and overcome obstacles. Governments should prioritize e-Government and allocate sufficient resources for its implementation.

Citizen-Centric Approach : governments should focus on meeting the needs and expectations of citizens and businesses. e-Government initiatives should step back from current bureaucratic procedures and aim to improve public services, enhance transparency, and facilitate citizen participation in decision-making processes.

Legal and Regulatory Framework : governments should establish an appropriate legal and regulatory framework to support e-Government initiatives. This framework should address issues such as data protection, privacy, security, and electronic authentication

Interoperability and Data Sharing : governments should promote interoperability and data sharing among different agencies and levels of government to enable transparent service delivery. This involves adopting common standards, architectures, and data formats to facilitate the exchange of information.





Digital Skills and Capacity Building : governments should promote interoperability and data sharing among different agencies and levels of government to enable transparent service delivery. This involves adopting common standards, architectures, and data formats to facilitate the exchange of information.

Accessibility and Inclusion : e-Government services should be designed to be accessible to all citizens, including those with disabilities or limited digital literacy. Governments should ensure that digital infrastructure is available and affordable for all, bridging the digital divide.

Collaboration and Partnerships : governments should foster collaboration and partnerships with other stakeholders, such as civil society organizations, the private sector, and international organizations. Collaboration can leverage expertise, resources, and knowledge sharing.

Continual evaluation and improvement : governments should regularly evaluate the effectiveness of e-Government initiatives.



6 OVERVIEW AND KEY CHALLENGES OF DIGITAL ADMINISTRATION IN MOROCCO



For citizens, the digitalization of public services will improve their daily lives, restore confidence in their government by making them feel heard and valued. For businesses, it would serve as a real lever for productivity improvement and an incentive for investment. For the government, digitalization is primarily a source of efficiency, enabling better responsiveness to the expectations of citizens and businesses and allowing a focus on tasks with higher added value.

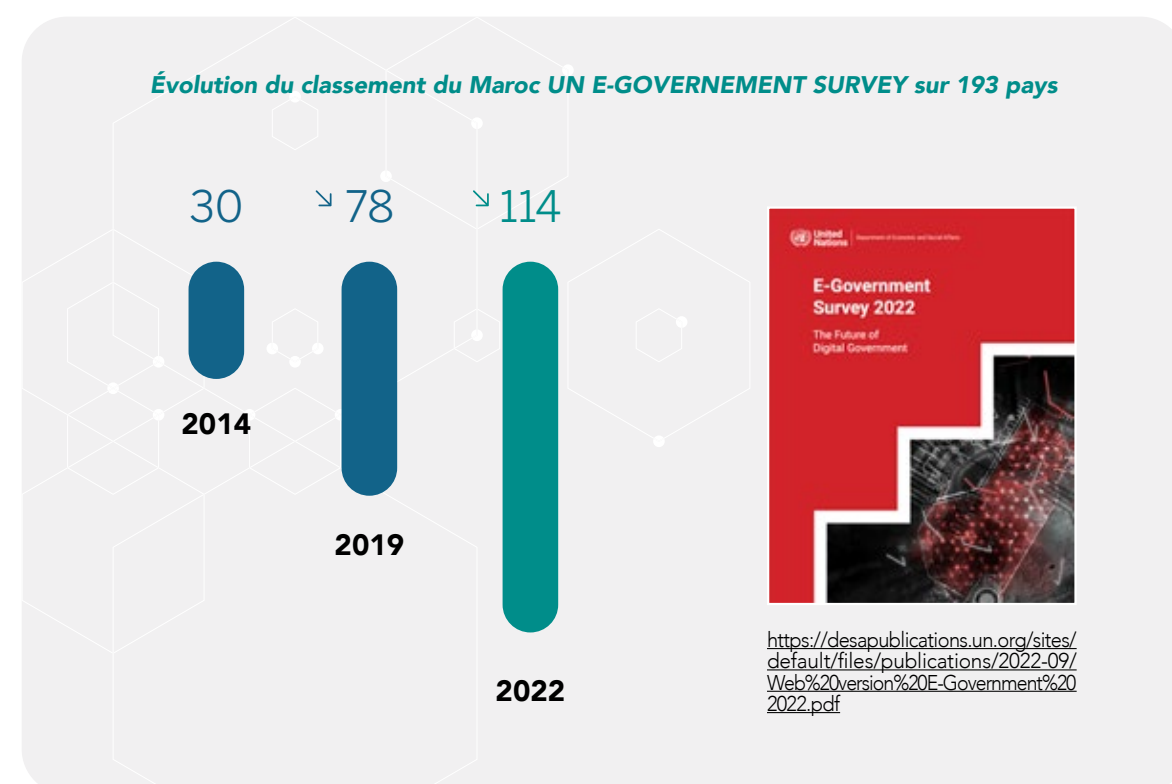
To assess the level of development of digital administration, we believe that a first step would be to evaluate the roadmap of digitized services or those yet to be digitized, measure their level of usage, and assess the quality of the experience offered. As the saying goes, what is not measured cannot be improved.

The first significant observation regarding the digitalization of public services is the lack of data that quantifies achievements, identifies successes to replicate, and points to areas for improvement. It is regrettable to note the absence of recent publicly available mapping (the last one, published by the Ministry of Administrative Reform, dates back to 2019) that would list services, assess their level of digitalization, their level of usage, and thus identify services in need of improvement. This forms our first recommendation for the government.

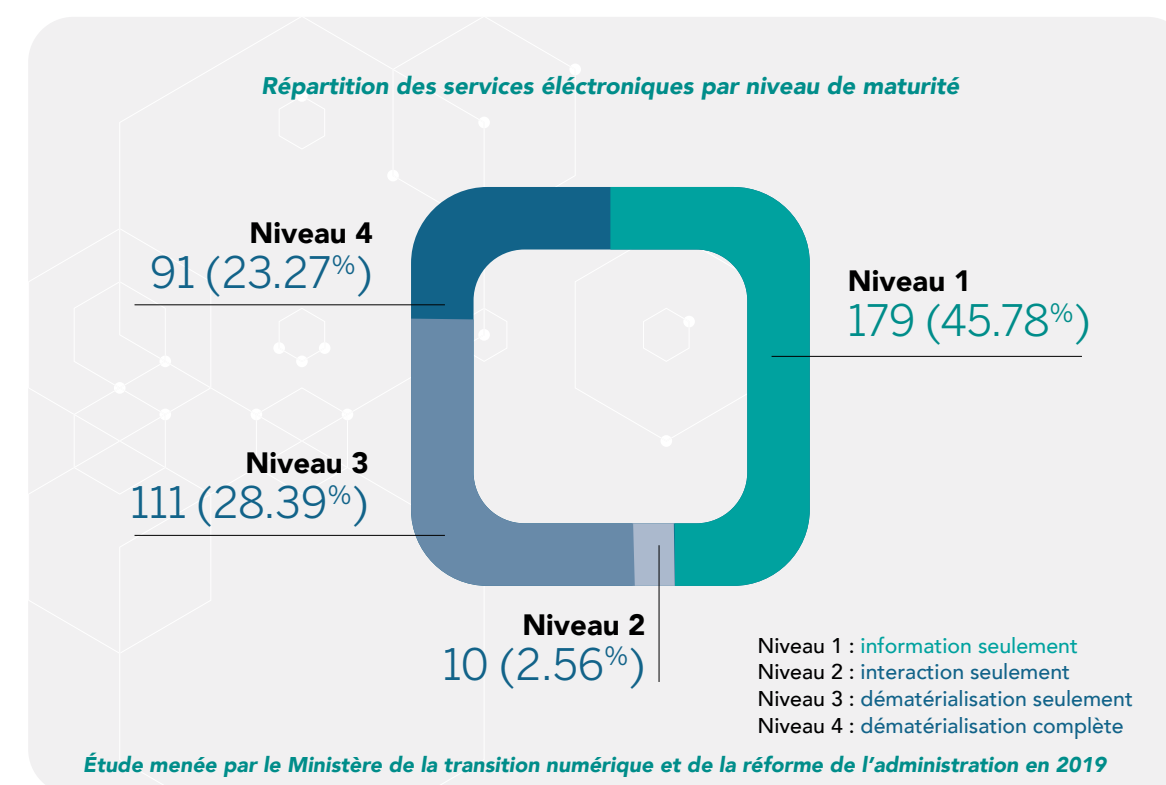
That being said, international reports such as the UN E-GOVERNMENT SURVEY 2022 (the international reference) and national reports from the Court of Accounts and CESE reveal four specific facts about the development of online public services in Morocco, highlighting its regression on the international stage, the limited number of transactional services, some remarkable successes to replicate, and the need to accelerate data utilization.



1. Regression of Morocco in the rankings of online services : although these indices and rankings should be taken with caution as they do not fully reflect the level of digitalization of public services, it is noteworthy that on a comparable basis, Morocco has gradually regressed compared to other countries worldwide. It went from the 30th position in 2014 to 78th in 2019 and further down to 114th in 2022, out of 193 countries.



2. Low maturity level and quality of digitized services : while the number of services with a digital component is steadily increasing in Morocco, it is important to note that the maturity level and quality of digitized services remain generally low. Only 23% of them (according to the 2019 mapping) are considered truly dematerialized, with the remaining 77% limited to informational services or offering only partial digitization. This does not allow for the provision of quality services to citizens and businesses.





3. Limited exploitation of data potential by the Administration. The Administration possesses a significant amount of data (in paper format to be digitized or already available for use) that could significantly support individuals, businesses, and the Administration itself. On this aspect, the Court of Accounts noted the absence of a framework for the strategy in this area, specifying standards, datasets to be published, formats to be used, or licenses to apply. The opening of public data (Open Data) has also shown significant delays compared to international standards.

Our various studies and comparisons with best practices have indicated four main causes of this delay in the digitalization of public services :

1. The need for a vision setting priorities and implementation architecture to mobilize resources and establish monitoring governance. Let's start by recalling that implementing a Digital Administration strategy is inherently very complex. It involves digitizing thousands of services (over 3,000 in Morocco), most of which are cross-cutting (involving several administrations from start to finish). It requires strong managerial leadership to change established habits and is complex because each administration has a different vision, way of working, scope, and information systems. All this complexity makes it even more critical to design a common vision for adoption by the Administration.

2. The need for strong governance capable of setting a direction, making real decisions, and monitoring progress on the roadmap at the highest level of the Administration. This issue has been posed for a long time but never resolved. Such a body should first have the authority to make real decisions, mobilize resources, and arbitrate. This body would be responsible for jointly defining the vision and architecture of Digital Administration, mobilizing the financial means for its implementation, and above all, monitoring its implementation

and, if necessary, being able to arbitrate and make the necessary decisions.

3. The critical need to increase the budgets and financial resources available to the Administration for its Digital Transformation. The budget allocated to Information Systems and Digital by the Administration in Morocco, as a percentage of GDP, is only half as much as in aspirational countries. If the Kingdom aims for a real transformation of the Administration through digital means, it seems necessary today to double the financial resources allocated to this transformation.

4. The administrations have limited digitized data and internal information systems. The implementation of a digital administration in Morocco requires that administrations can process and exchange data with each other. However, the existence of many paper-based procedures and the lack of Information Systems in many administrations make their digital transformation very challenging. Therefore, a major step for different administrations, in a standalone manner, seems to be to equip themselves with information systems that allow them to digitize their procedures and data internally.

7 AUSIM SURVEY : USAGE OF DIGITAL PUBLIC SERVICES BY BUSINESSES IN MOROCCO

As part of this white paper, AUSIM conducted a survey of a representative sample of businesses in Morocco to gather their opinions on the digitalization of public services, their level of satisfaction, and their recommendations. The survey was conducted in the first half of 2023 and covered nearly a hundred companies from different segments and specificities, including both small and large businesses, as well as public and private institutions.

In summary, this survey shows that :

1- Moroccan businesses frequently use online public services (51% of surveyed companies), mainly for taxation (24% of usage), human resources (23% of usage), and public tender procedures (20% of usage).

2- However, despite some improvements, companies generally express low satisfaction with online public services (85% of companies are dissatisfied). The main reasons for dissatisfaction are related to the quality of the digitized services (which still require physical visits) and a lack of visibility into the progress of applications (explaining 62% of dissatisfaction).

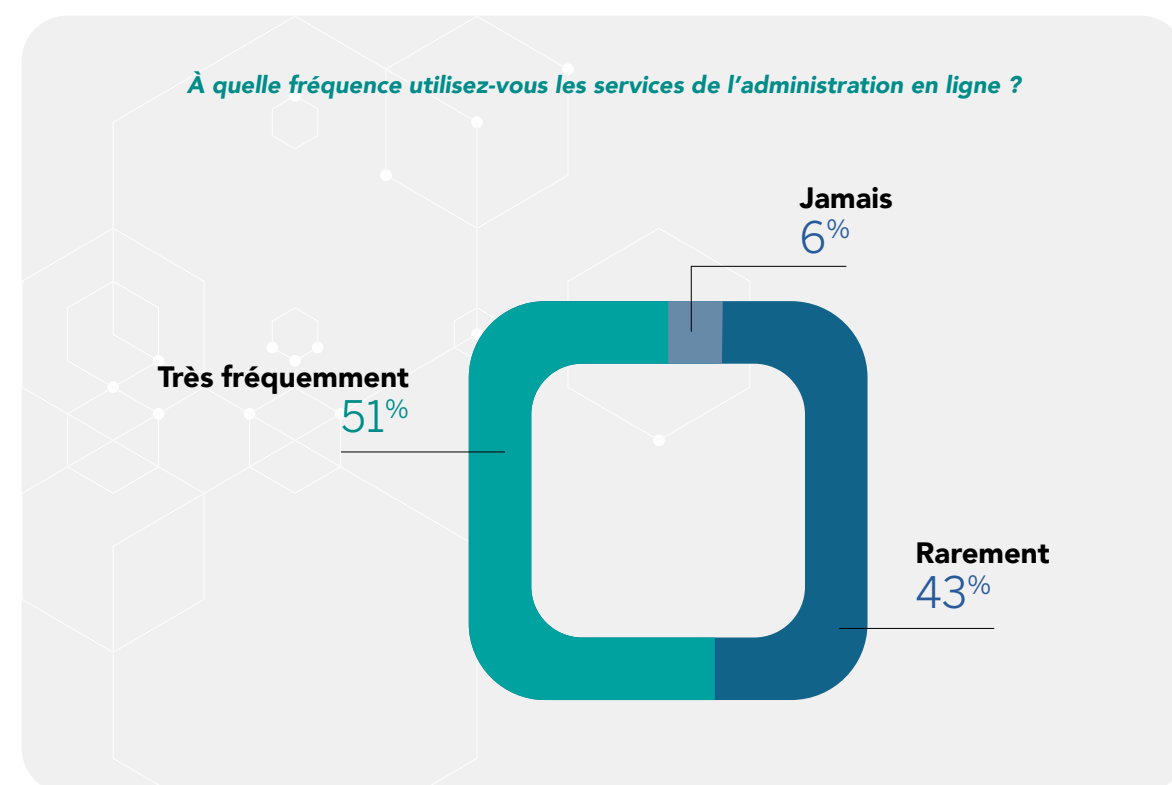
3- Moroccan businesses desire more online public services (more than 85% of surveyed companies), particularly in the areas of investment (21% of requests), public assistance (13% of requests), and justice (14% of requests).

4- They believe that the digitalization of public services could have a major impact on their activities (99% of surveyed companies) and recommend that the Administration establish strong governance (65% of recommendations) for implementation and involve the private sector more (14% of recommendations).



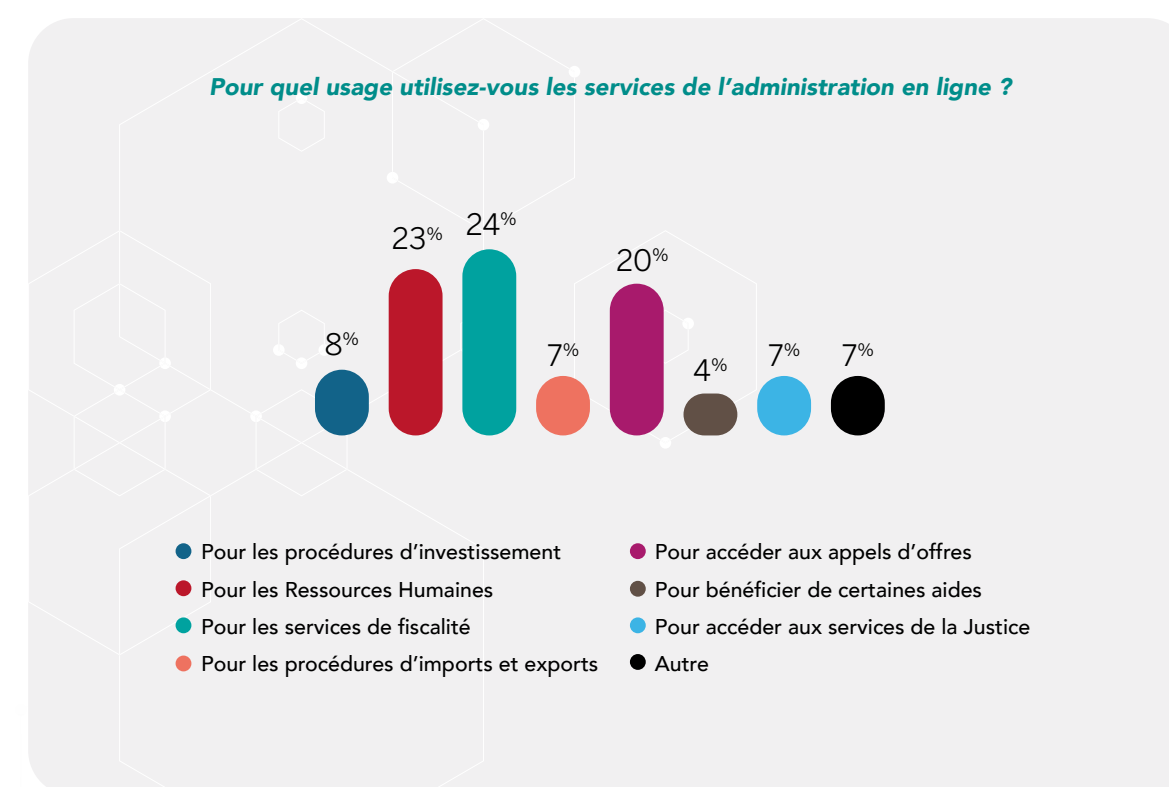
Moroccan businesses now frequently use online public services, particularly those related to employees (CNSS) and tax payments (DGI).

Nearly 94% of the surveyed businesses claim to use online public services, with half of them stating they use these services very frequently, demonstrating their utility and value for the Administration.



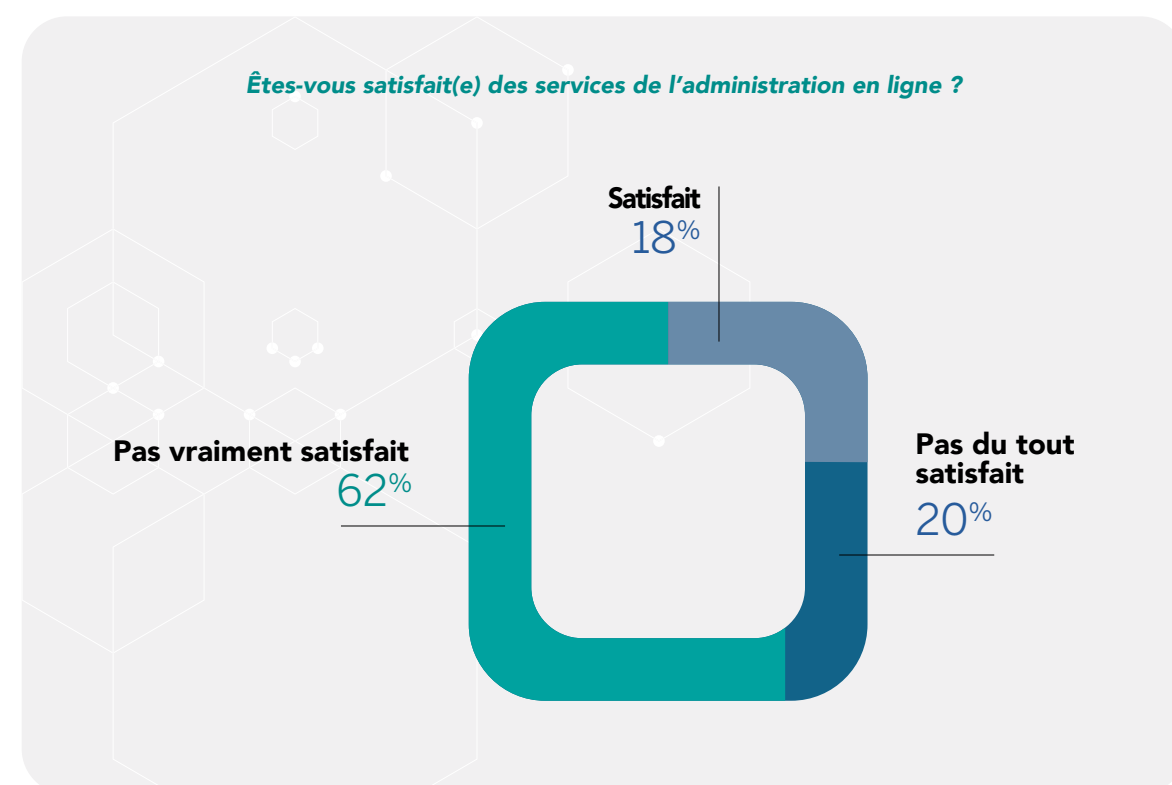
Businesses primarily use public services for three main types of usage, which seem to stand out :

1. Taxation services (24% of usage), mainly for paying taxes and duties.
2. Human resources services, primarily for CNSS services (23% of usage).
3. Public tender procedures (20% of usage). It is noteworthy that these usages pertain to administrations that have invested significantly in improving and promoting their digital offerings over the past decade. This could be evidence that well-digitized services deliver impact for both the administration and users.

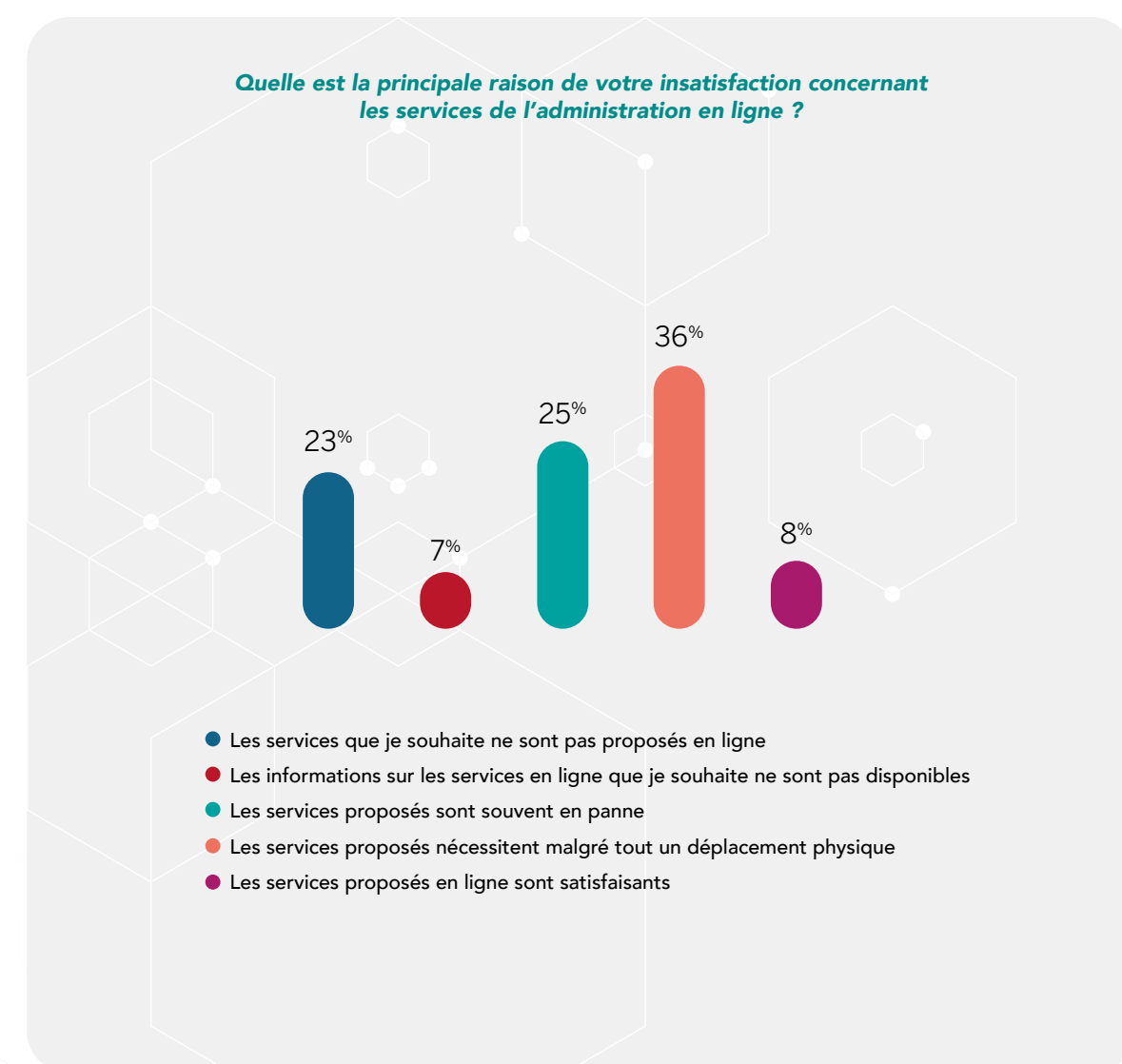


Despite some improvements, Moroccan businesses are generally dissatisfied with online public services.

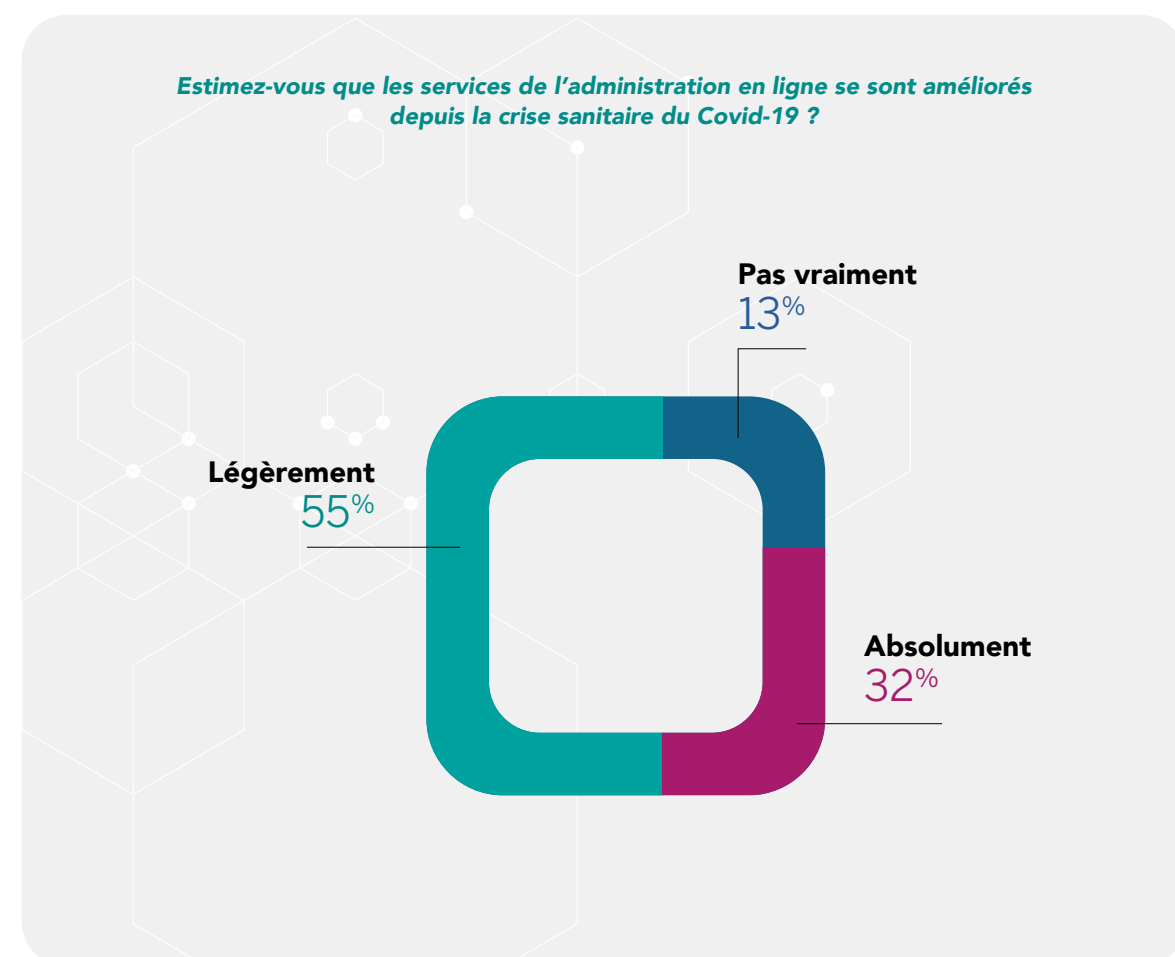
Nearly 82% of the surveyed businesses express dissatisfaction, with 20% of them being very dissatisfied.



The main reasons for business dissatisfaction are related to the absence of the desired digital services and the quality of the services themselves. Specifically, 25% of the causes of dissatisfaction are due to the absence of digital services that they would like to use, and 62% are related to the quality of the service (which is often perceived as being frequently unavailable or poorly digitized, requiring physical visits).

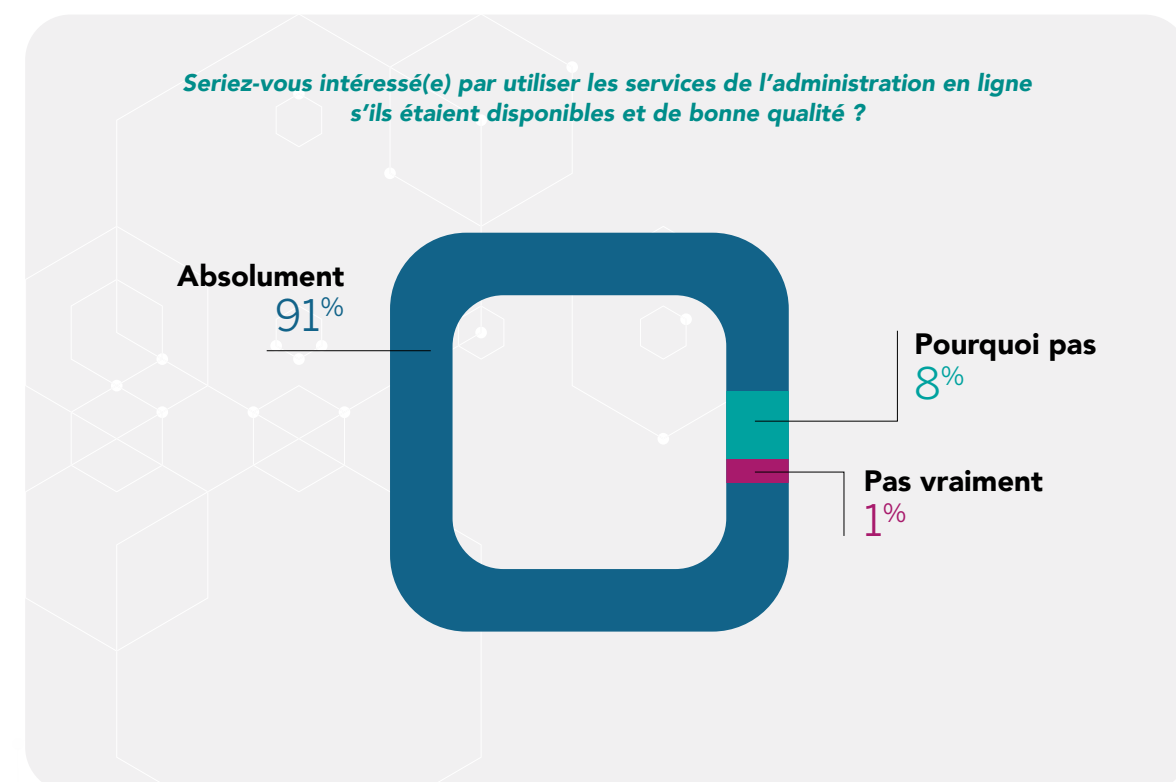


It's worth noting that Moroccan businesses have observed a significant improvement in public services since the COVID-19 pandemic (87% of surveyed businesses).



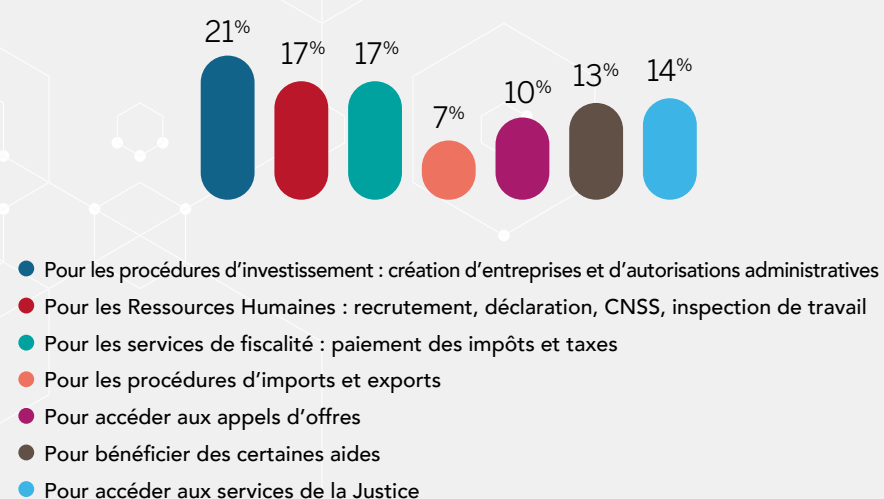
These businesses are eager for more online public services, especially those related to investment, public assistance, and justice.

The vast majority of businesses show a strong interest in using online public services more frequently, with 91% of them stating that they would use these services more often if they were available.



When businesses were asked about the digital public services, they would like to see in addition to those already digitized, three services stood out: services related to investment and authorizations (21% of requests), human resources (17.3%), and taxation (17.4%). There is also a growing demand for public assistance (13%) and justice (14%).

Quels sont les 3 services prioritaires que vous souhaiteriez-voir mis en ligne par l'administration ?

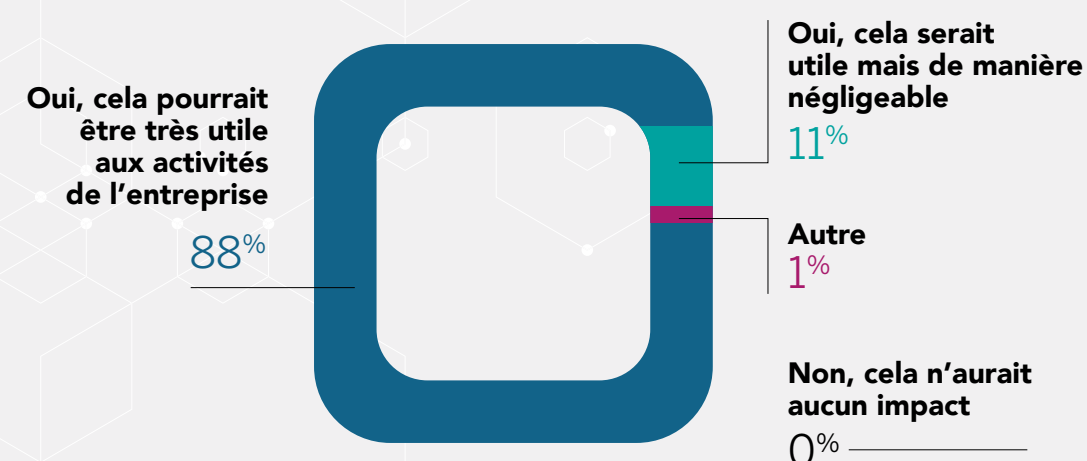


It is noteworthy that these three services appear to align with the current priorities of the Administration, such as initiatives related to the Regional Investment Center (CRI), Unified Social Registration (RSU), and the modernization of judicial services.

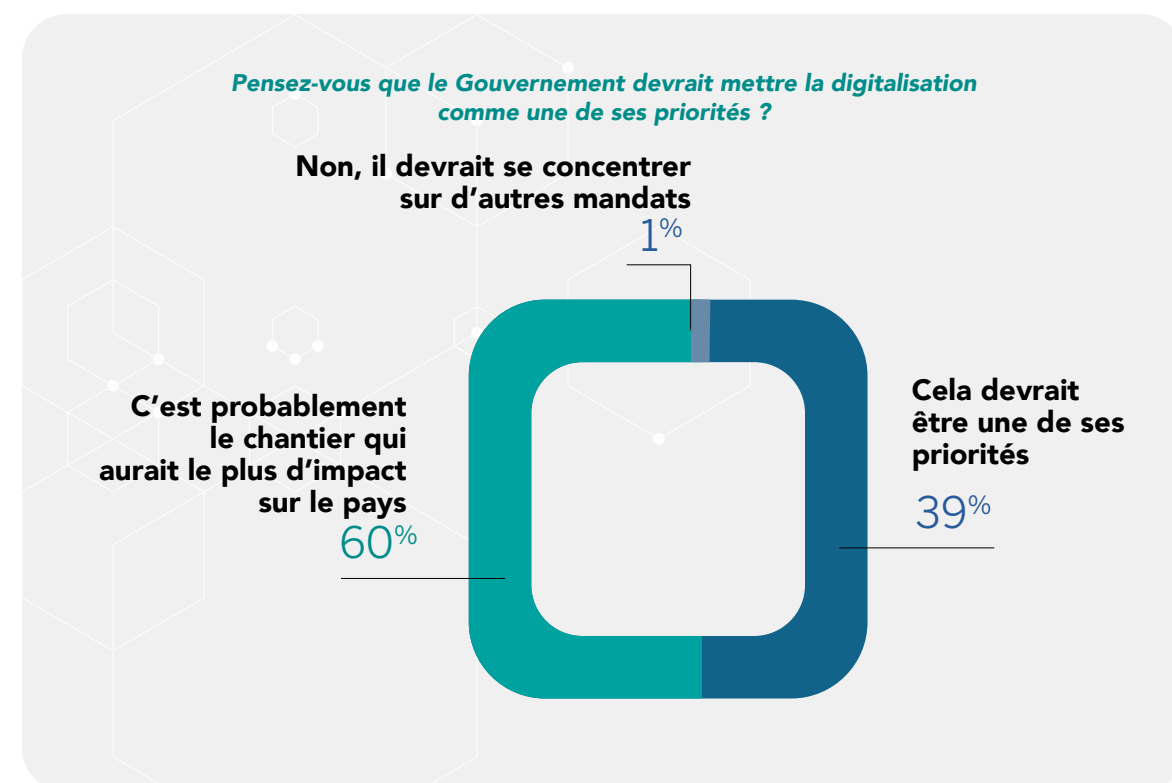
Moroccan businesses are urging the Administration to accelerate the digitization effort.

Almost unanimously, these businesses believe that the digitization of public services could have a major impact on their operations (99%).

Pensez-vous que la digitalisation des services de l'administration pourrait avoir un impact sur votre entreprise ?

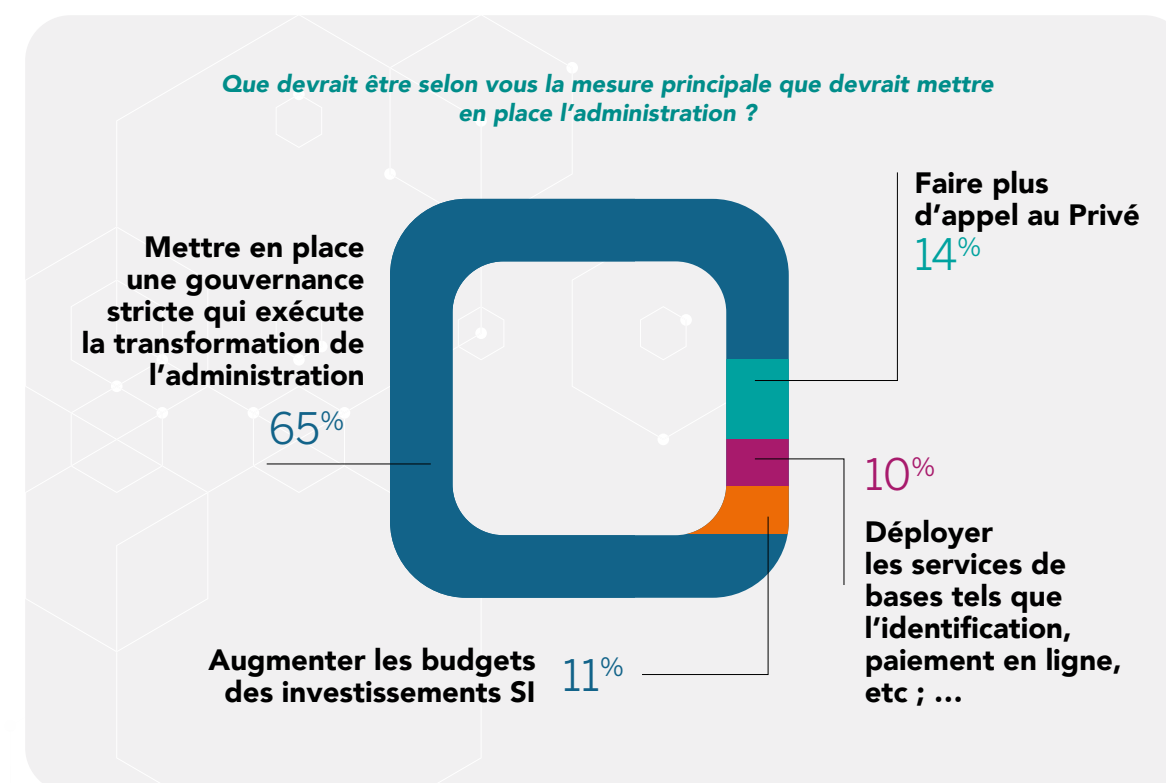


Indeed, given the potential impact, Moroccan businesses believe that the digitization of public services should be one of the priorities for the government, with 60% of them even considering it should be the top priority for the government.



Moroccan businesses recommend that the Administration establishes a robust implementation governance and involves the private sector more actively.

Among the most strongly recommended measures by businesses, the establishment of strong implementation governance represents 65% of the recommendations, followed by a call for greater involvement of the private sector.



8 BENCHMARK AND INTERNATIONAL INSIGHTS FROM SUCCESSFUL DIGITAL ADMINISTRATION EXPERIENCES

United Arab Emirates Case

Dubai is known for its commitment to the development of digital governance and has made significant progress in this field. Leadership and vision play an essential role in the digital transformation of administration in Dubai.

The government of Dubai has adopted a clear and ambitious vision to become a leading «Smart City» in the world. This vision is supported by major initiatives such as the «Dubai Smart Government» strategy and the «Dubai Paperless Strategy» program aimed at eliminating the use of paper in government transactions.

Leadership has played a key role in promoting Digital Governance in Dubai by establishing favorable policies and regulations. The government has created dedicated entities such as the Smart Dubai Office and the Dubai Data Establishment to oversee and coordinate government digitization efforts.

Digital administration in Dubai has resulted in simplifying government services, reducing processing times, improving transparency, cutting costs, promoting innovation, and gaining international recognition. These achievements demonstrate Dubai's commitment to becoming a global benchmark for digital governance and a «Smart City.»

Dubai has implemented various initiatives to promote digital governance, such as the online government portal «Dubai.ae» which provides centralized access to a wide range of government services. Citizens and businesses can conduct online transactions, access information, and benefit from digital public services.



Furthermore, Dubai has embraced emerging technologies such as Artificial Intelligence, Blockchain, and the Internet of Things to enhance government services. Pilot projects like the smart biometric passport system and drone delivery network have been launched to explore the possibilities offered by these technologies.



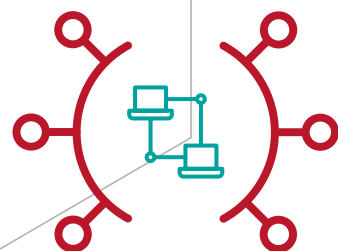
Case of Rwanda

Rwanda has made significant strides in the field of E-Government and is recognized as a leader in Africa in this domain. The country has established a robust technological infrastructure, an integrated digital platform, and offers a wide range of online public services. The commitment to digital inclusion and exploration of emerging technologies demonstrates Rwanda's determination to continue progressing in the digital transformation of its administration.

The government has implemented an integrated digital platform called «Irembo» which provides a one-stop shop for online government services. Citizens can access a range of services, such as business registration, tax payment, identity document applications, and land services management, through the Irembo portal.

Irembo was introduced in Rwanda in 2015 as an integrated digital platform for online government services. Since its launch, it has seen increasing adoption and had a positive impact on both the administration and Rwandan citizens. Here are some of the notable effects of Irembo:

1. Improved efficiency and accessibility: Irembo has simplified administrative procedures and reduced processing times for requests



The Rwandan government has adopted a clear vision for digital transformation and recognizes the importance of Information and Communication Technologies (ICT).

2. Reduction in bureaucracy and corruption: By providing a transparent and standardized process for government services, Irembo has contributed to reducing bureaucracy and opportunities for corruption. Online transactions minimize in-person interactions and contact with officials, thus reducing opportunities for fraud or abuse.

3. Facilitation of online payments: Irembo also offers online payment solutions for government services.

4. Data collection and policy improvement: The use of Irembo enables the collection of valuable data on government service requests. This data can be used to analyze trends, identify common issues, and improve public policies based on the actual needs of citizens.

Rwanda has also focused on digital inclusion, ensuring that citizens in rural areas and marginalized groups have access to digital services. Programs have been implemented to train citizens in basic digital skills and provide public internet access centers in remote areas.

Grâce à un PPP le Rwanda a pu développer sa plateforme de services publics – IREMBO - rapidement avec un niveau de service best in class

irembo 

Description du projet Irembo est une plateforme e-gouvernementale qui permet l'accès et la réalisation de services gouvernementaux liés aux événements de la vie (naissance, mariage et décès), à la gestion des terres, aux permis de conduire, aux licences d'exploitation, à la circulation routière et à l'inspection des véhicules à moteur au Rwanda. Le portail est conçu pour améliorer le mode de vie des citoyens en rendant l'accès aux services gouvernementaux plus facile, plus rapide et moins coûteux. Modalités de partenariat Le partenaire privé (ROL) reçoit un accord BOT (Build, Operate, and Transfer) pour la plate-forme IREMBO qui est perçue comme un guichet unique pour les transactions électroniques G2C et G2B au Rwanda. Selon l'accord BOT, la société ROL devrait investir dans la plateforme IREMBO, la construire et l'exploiter pendant 25 ans. Dans ce PPP, conformément à l'accord BOT, le gouvernement espère tirer profit de la capacité du partenaire privé à concevoir, financer, acquérir, construire et entretenir la plate-forme.	Business model La société ROL rémunérée par une commission, un pourcentage prélevé sur les frais de service payés par les citoyens lorsqu'ils effectuent des transactions via IREMBO. Réalisations et impact • Plus de 68 services proposés • Plus de 150,000 Transactions par mois • Plus de 90,000 utilisateurs par mois
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Principaux partenaires	Type d'acteur	Description de l'acteur	Contribution au projet
 RwandaOnline Ltd	Acteur Privé	Fournisseur de solutions technologiques	• Maintien et gestion de la plateforme
 The Government of Rwanda	Acteur Public		• Initiateur du projet • Coordination et gestion du projet
 Crimson Logic	Acteur Privé	Société de conseil en gestion technologiques	• Construction de la technologie pour Irembo

Creation of an African unicorn tasked with digitizing the government in Egypt

eFinance, founded in 2005 and becoming Egypt's leading fintech in 2021, has become the only entity authorized to process and settle government payment and collection transactions and the «digital partner of choice» for the government.

Since then, eFinance has leveraged its assets and expanded into key adjacent sectors, including card issuance and smart solutions, bill aggregation and payment, marketplaces, health and insurance technologies, and tax digitization.

Over the past 15 years, eFinance has developed distinctive assets in technology and platforms, partnerships, expertise and talent, and data.

Egypt has thus not only gained an efficient private entity capable of digitizing its services but also an engine of innovation, employment, and financial contribution (the Egyptian government has sold a portion of the company to foreign investors, thus contributing significantly to foreign currency inflow).

Le groupe a mis en place une multitude de services qui sont aujourd'hui rentables et sources de revenus pour l'État

finance	cards	khaless	aswaaq	NBFS
E-health platform - Establish a dedicated operation focusing on national health insurance through digitalized channels Platforms - Expand the Group's digital proposition building new platforms and solutions through new technologies to serve market needs in several sectors Digital Bank and Cloud Platform - Establish a Digital Bank and expand cloud platform services utilizing e-finance reach to broaden customer base, utilizing existing skillset, know-how, standards and certifications, among others	Smart Transportation and e-Gates Solution - Expansion through Cairo Transportation Authority and monorail payments - Expand e-Gates automated access controls solutions Identity management - Creating a User Identity Network & Biometric Authentication	Payment platform - Extend Khaless' digital payment platform with a seamless digital processing service to grow market penetration within the digital payment value chain Digital services - Expand merchant digital services and value-added service products by rolling out mobile accepting devices to increase the digital channels proposition	E-Farming platform - Establish an e-farming platform with Internet of Things services for agri technology to provide better resource optimization Digital marketplaces - Expand e-aswaaq's specialized e-commerce platform, including the trading, industrial and tourism platforms	Microfinance - Expand into microfinance services Consumer finance - Establish consumer finance digital services through a JV with a strategic partner Microinsurance - Expand into microinsurance services Consumer saving - Establish nanomicro saving and banking, products through partnerships with top vendors

Case of Saudi Arabia

Saudi Arabia has made tremendous progress in the field of e-Government, establishing itself among the leading countries in the digital transformation of public services. This has been achieved through strategic initiatives, sustained governance efforts, and a clear vision focused on innovation and citizen satisfaction.

Saudi Arabia has achieved remarkable advancements in international e-Government rankings, including being among the top 30 countries in the UN eGovernment Survey ranking. This ranking assesses countries' performance in providing online services, citizen participation, and the use of Information and Communication Technologies in public administration. Saudi Arabia's high ranking is a testament to its commitment to continually improve government services and adopt international best practices.

Enhanced governance has been a key element in the success of e-Government in Saudi Arabia. The country established the National E-Governance Agency (Yesser), which played a pivotal role in coordinating and implementing digital transformation initiatives. Yesser worked closely with ministries and government agencies to promote process digitization, streamline services, and enhance intergovernmental collaboration. More recently, it created the General Directorate of Digital Administration (DGA). The DGA plays a crucial role in coordinating e-Government initiatives across various ministries and agencies, ensuring a consistent approach and effective collaboration.

Saudi Arabia has recognized the importance of data in delivering government services. To promote the strategic use of data, the country established the Saudi Data and Artificial Intelligence Authority (SDAIA). SDAIA plays a crucial role in data governance, building a robust data infrastructure, promoting data privacy and security, and harnessing opportunities presented by artificial intelligence and data analytics to enhance public services.

And to ensure relevance and focus, five key sectors were identified as priority sectors for Data & AI adoption in KSA, based on Vision 2030 and VRP strategies, KSA's GDP and budget reports and AI thought leadership reports.



EDUCATION: Integrating Data & AI in education to align the education system with labor market needs and improve the student's journey



GOVERNMENT: Assimilating Data & AI in Government to create a smarter and more efficient public sector



HEALTHCARE: Integrating Data & AI into healthcare to increase access, enhance preventative care, and accommodate growing demand



ENERGY: Integrating Data & AI into Energy to increase capacity, enhance efficiency, and develop adjacent industries



MOBILITY: Incorporating Data & AI in Mobility to build a regional hub, create smart city Mobility technology, and enhance traffic safety in cities

Case of Estonia

Estonia is widely recognized as one of the leading countries in the development of e-Government. The country has made significant progress in digitizing public services and is considered a successful example of e-Government. Here are some key elements of Estonia's e-Government development:

Digital Identity: Estonian citizens have access to an electronic identity card (e-ID) that allows them to securely access a wide range of government services online. This high-tech national identification system was launched in 2002 and is associated with digital signatures that Estonians use for paying taxes, voting, conducting online banking, and accessing their medical records.

X-Road: Estonia has developed a secure data exchange system known as X-Road. It is a centralized platform that enables different government agencies and private sectors to securely share data. This facilitates the delivery of integrated government services and reduces information duplication.

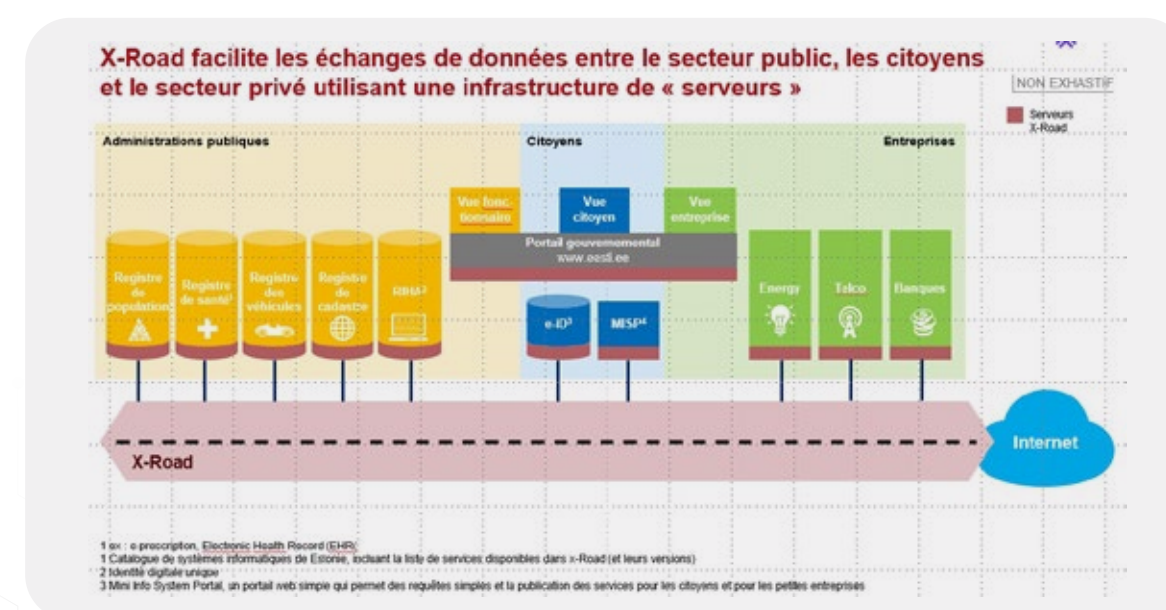
E-Voting : Estonia is a pioneer in electronic voting. Since 2005, Estonian citizens have had the opportunity to vote online in legislative and municipal elections. This innovative approach has contributed to increased voter participation and simplified the voting process.

E-Residency : E-residency is one of Estonia's most remarkable e-Government initiatives. It allows foreign citizens to establish a digital presence in Estonia, granting them access to online services such as company registration, banking management, and digital signatures. This promotes foreign investment and enhances Estonia's reputation as a digital hub.

Integrated Digital Services : Estonia offers a wide range of online government services, including tax filing, electronic prescriptions, and online healthcare services. Citizens can access these services through the online portal «eesti.ee» and enjoy a smooth and convenient user experience.

Blockchain and Cybersecurity : Estonia utilizes blockchain technology to ensure the security and integrity of data. Citizens' information is safeguarded by advanced cybersecurity systems, and strict verification and control mechanisms are in place to protect personal data.

Collaboration and Citizen Participation : Estonia promotes collaboration between the public and private sectors as well as citizen participation. Citizens have the opportunity to contribute to political decisions through online participation platforms, thereby enhancing transparency and accountability in the decision-making process.



9 GENERATIVE AI IN THE SERVICE OF ADMINISTRATION DIGITALIZATION



Q1. How can generative AI transform government services?

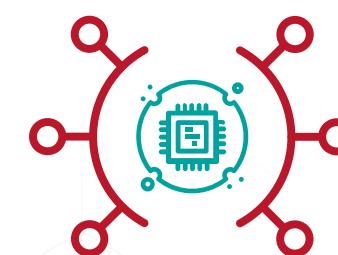
Generative AI has the potential to revolutionize government services by offering a wide range of applications. It can enhance creative writing, graphic design, generate professional-quality presentations, assist in language learning, and even produce high-quality code for web or mobile applications.

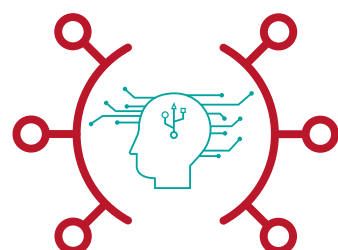
Governments around the world have already begun adopting these use cases. For instance, the United Arab Emirates use a chatbot to provide information about government services, while Singapore uses an application to help officials draft reports and speeches. Japan and India have also employed generative AI to simplify official documents and answer questions about government initiatives. Governments should consider adopting these technologies to enhance their services and increase efficiency.

Q2. What are the factors facilitating the adoption of generative AI use cases in the public sector?

The adoption of generative AI in the public sector must overcome several challenges. These include data readiness, the availability of talent, and IT resources. Governments need to ensure they have the right data to train models, access to that data, legal permissions to use it, and data of sufficient quality.

Additionally, attracting and retaining talent in linguistic modeling, natural language processing (NLP), and AI is crucial. Many governments have implemented programs and initiatives to cultivate expertise in these domains. Finally, it's essential to provide the appropriate IT resources for generative AI applications. Governments may need to collaborate with technology providers and invest in high-performance computing infrastructure to overcome these hurdles and promote adoption.





Q3. How should governments consider LLM (Large Language Model) models that support local languages?

Governments should consider the importance of LLM models that support local languages for several reasons. Firstly, building local language models promotes linguistic sovereignty by enabling localized, context-aware responses aligned with the culture, history, and values of the region. Secondly, the development of LLM models supports research and innovation by local startups, fostering technological advancements within the country.

Lastly, it enhances accessibility for populations that do not speak English or other widely supported languages, ensuring they can effectively use generative AI tools and applications. Governments can collaborate with global players, invest in local talent and infrastructure, and participate in open-source initiatives to develop LLM models that cater to the specific needs of local languages.

Q4. How should governments consider creating their own LLM models for local languages versus partnering with global players?

Governments should carefully consider whether to create their own LLM models for local languages or partner with global players. Building local models from scratch requires significant skills, budget, and infrastructure but offers control over data sovereignty and privacy. Countries like China, Sweden, and the United Arab Emirates have developed their own models, demonstrating their ability to compete with global players.

On the other hand, some governments find it more practical to partner with established players, as this allows them to leverage existing models and associated data while ensuring data protection. Collaborations with companies like Microsoft and OpenAI offer local hosting and customization while benefiting from the expertise and resources of global players.

The decision should be based on the specific circumstances of a country and its goals in terms of accuracy, quality, innovation, and data sovereignty.

10 TESTIMONIALS



A. Mr. Ahouzi Youssef, Director General of Portnet

What is your opinion on the current level of digitalization of public services in Morocco?

Morocco has undertaken various initiatives to digitize public services, demonstrating a commitment to improving the accessibility and efficiency of administrative procedures. Among these initiatives, one can mention the establishment of online portals such as 'Service-Public.ma' and 'MarchéPublic.ma,' which enable citizens and businesses to access certain administrative services. Additionally, the electronic identity system, the CNIE, has been introduced to facilitate online transactions and authentication processes.

An example of success in the digitization of public services in Morocco is the PortNet one-stop shop. Despite the involvement of numerous partners, this project has been considered a success due to seamless collaborative work and widespread engagement. PortNet has simplified customs and logistics procedures by offering an integrated system for import, export, and transit operations. Foreign trade stakeholders can complete their procedures online, which has contributed to reducing the time and costs associated with administrative formalities.

However, despite these advancements, it is worth noting that current digitization

initiatives remain inadequate, leading to persistent challenges for citizens when dealing with administrative procedures. Some essential services, such as obtaining official documents or paying bills, may still require physical visits to government offices, causing time and cost constraints for citizens. Furthermore, some online processes can be complex, non-intuitive, or lack transparency, making it difficult for users to navigate administrative procedures.

It is, therefore, crucial to continue digitization efforts by further simplifying procedures, enhancing the accessibility of online services, and ensuring an optimal user experience so that citizens can more easily accomplish their administrative tasks.

What, in your opinion, are the main causes of the current state of this level of digitization?

Several reasons explain the current state of digitization of public services in Morocco. First and foremost, it is often observed that government agencies tend to focus more on facilitating their own tasks rather than the interests of citizens. This administration-centric approach can lead to a lack of coordination and fragmentation of online services, making it challenging for citizens to access a one-stop shop for their administrative procedures.

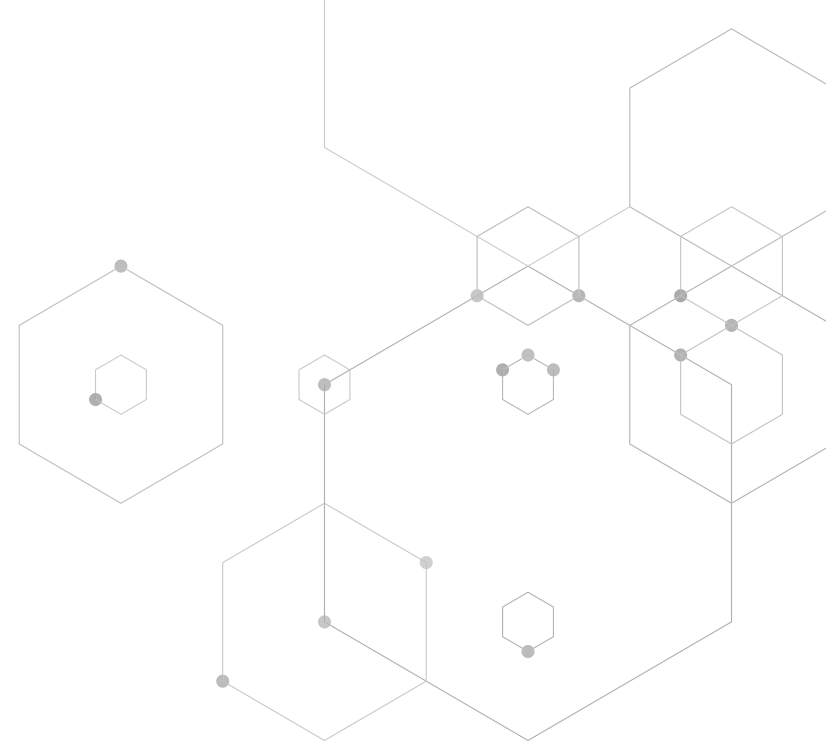
Furthermore, despite the digitization efforts undertaken, many documents are still redundantly requested by different agencies, causing inconvenience for citizens. Better interconnection between agencies and collaborative work could enable more efficient sharing of necessary information and data, thus avoiding duplicate document requests and simplifying administrative procedures for citizens.

It is essential to promote a collaborative and citizen-centric approach in the digitization of public services in Morocco. This involves closer coordination and cooperation between different government entities and a willingness to implement integrated solutions that make citizens' administrative procedures easier. By fostering system interconnectivity and working together, government agencies can provide a smoother user experience, reduce unnecessary administrative formalities, and enhance the overall efficiency of digital public services.

Over the past ten years, there have been successful initiatives to digitize public services, and perhaps your institution or others have undertaken successful ones. Could you tell us about these initiatives that could serve as references?

One notable example of a successful initiative in digitizing public services in Morocco is PortNet, the one-stop shop for foreign trade. Through community collaboration and successful alignment of involved stakeholders, PortNet has made significant strides in digitizing nearly all international trade formalities and procedures. This integrated system has enabled foreign trade operators to conduct their transactions online, thus reducing the time and costs associated with administrative processes.

However, despite this success, there is still much work to be done to refine the system. Additional efforts are needed to improve the usability, user-friendliness, and transparency of PortNet, as well as to address any potential technical issues that may arise. The ultimate goal is to provide an optimal user experience and further simplify foreign trade procedures, which requires ongoing collaboration among stakeholders and a consistent commitment to evolving and enhancing PortNet in the years ahead.



What was special about these initiatives, and who contributed to their success? How could we replicate these factors to accelerate the digitalization of public services in Morocco?

Several success factors from the PortNet experience in Morocco can be replicated to promote the digitalization of public services in other areas. First of all, establishing close collaboration between the different stakeholders is essential. PortNet has succeeded thanks to the participation and active cooperation of foreign trade actors, customs authorities, logistics operators and other involved entities. This collaboration makes it possible to identify specific needs, bring together the necessary skills and resources, and guarantee smooth implementation of the system.

Another key success factor is stakeholder engagement. Actors involved in the digitalization of public services must be motivated and determined to make positive changes. They must recognize the potential benefits of digitalization, such as increased efficiency, reduced costs and improved user experience.

This commitment translates into a desire to overcome obstacles and work together to achieve set goals.

Transparency and effective communication are also crucial factors. Stakeholders should be informed regularly of progress, system updates and possible changes. Transparency builds trust between different parties and facilitates the acceptance and adoption of new digital solutions.

Finally, it is important to emphasize the importance of the scalability and flexibility of digitalization systems. Public services are constantly evolving and the needs of citizens are likely to change. Digital solutions must be designed to adapt to technological developments and new requirements. Flexibility makes it possible to integrate new functionalities, meet specific user needs and guarantee an optimal user experience.

In summary, replicating the success factors of the PortNet experience involves close stakeholder collaboration, active engagement, transparency and effective communication, as well as the design of scalable and flexible solutions. By adopting these principles, other public service digitalization initiatives can hope to achieve similar positive results.

What would be your recommendations to accelerate the digitalization of public services in Morocco?

To accelerate the digitalization of public services, it is essential that the Administration adopts certain key recommendations. First of all, it is necessary for the jurisdiction to fully support this transition to digital. This can be achieved by establishing clear deadlines from which all administrative procedures must be fully digital. A phased approach with specific deadlines would encourage public bodies to implement effective digital solutions and drive the adoption of online services.



B. Mr. Tarik Dahab, General Manager of Leyton Morocco

Furthermore, to guarantee the success of digitalization, it is essential to place the citizen at the center of attention. The Administration must put in place systems to facilitate access to digital services and provide adequate assistance for users unfamiliar with digital tools. Particular attention must be paid to ergonomics, ease of use and user-friendliness of interfaces in order to make digital public services accessible to all citizens.

Another crucial aspect is the sharing of information between public agencies. To avoid redundancy and promote collaboration, it is essential to authorize, by force of law, the secure sharing of data between different administrative entities. This would enable better integration of systems, reduce repetitive procedures for citizens and improve the overall efficiency of public services. At the same time, increased transparency in the management of public data and administrative procedures would be beneficial to strengthen citizen confidence and promote better accountability.
er la confiance des citoyens et favoriser une meilleure reddition de comptes.

What is your opinion on the current level of digitalization of public services in Morocco?

The current level of digitalization of public services in Morocco represents significant progress that should be commended and encouraged. The country has made strides in establishing online administrative services, with several dozen services being fully digitized.

This does not mean that the work of digitalizing public services is complete, nor that there are no challenges to be addressed. Indeed, there are still important tasks to be undertaken in this field, such as the simplification of administrative procedures and the enhancement of the usability of official government websites.

Over the past decades, Morocco has made significant advancements in the realm of digitization, leading to a substantial increase in the E-Government Development Index (EGDI). However, in recent years, we have observed a slowdown in the progression of this index, despite exponential advances in digital tools. This situation may raise expectations among citizens and businesses, who hope to see the level of digitization reach a higher stage.

While many countries have experienced rapid growth in their digital services, Morocco appears to be progressing at a slower pace. Therefore, it is crucial to take measures to expedite the development of digitization in the country and meet the growing expectations of citizens and businesses, leading them towards a higher level of digital transformation.

In your opinion, what are the main causes of the current state of digitalization in Morocco?

Several factors have contributed to the current state of digitalization of public services in Morocco. Firstly, there has been a clear political determination to prioritize digitalization to enhance the efficiency and accessibility of public services. However, it is important to underline that the complete implementation of digitalization requires adequate financial resources.

Governance is also a key factor. Effective coordination among various government stakeholders, as well as strong collaboration between the public and private sectors, are essential to ensure the success of digitalizing public services.

Over the past decade, there have indeed been successful initiatives for the digitalization of public services, and your institution or others may have led these initiatives successfully. Could you tell us about these initiatives that could serve as references?

Over the last decade, we've witnessed several successful initiatives for the digitalization of public services in Morocco. One of these initiatives is «Digital Morocco 2020,» which aims to integrate various online public services and enhance administrative efficiency. This platform has facilitated the digitization of a wide range of services, such as tax declarations, tax payments, and social security filings. Our company uses these services daily as a private entity to streamline administrative management.

The integration of these government tools has enabled our in-house innovation center, «Tech Lab,» to efficiently structure our data and seamlessly interface it with resources provided by the government. This collaboration has streamlined our internal processes, allowing us to optimize our value chain through digitalization. We've simplified information flows, promoted team collaboration, and enhanced decision-making. The automation of tasks and centralization of data have also improved our efficiency, reduced errors, and strengthened our position as an innovative technology player in the market.

It's also interesting to look at successful initiatives outside of Morocco, and in this regard, the example of Estonia is often considered a benchmark for the digitalization of public services. This is especially due to the «e-Residency» initiative, which has allowed entrepreneurs without Estonian citizenship to obtain a digital identity that provides access to services such as company registration, banking, and tax filing. E-residents receive a smart card that enables them to electronically sign documents, access secure services, and conduct transactions safely, even if they do not reside in Estonia.

What was unique about these initiatives, and what contributed to their success? How could we replicate these factors to accelerate the digitalization of public services in Morocco?

Collaboration among various stakeholders, including the public sector, private sector, and civil society, is a key element of the success of these initiatives. By promoting constructive dialogue and encouraging the participation of all stakeholders, we can create an ecosystem conducive to the digitalization of public services.

What would be your recommendations to accelerate the digitalization of public services in Morocco?

Among the flagship initiatives I would prioritize is the digitization of administrative procedures related to businesses. This includes simplifying the business registration processes, speeding up the issuance of licenses and permits, and establishing online platforms to facilitate interactions between businesses and the government.

Additionally, I would focus on digitizing healthcare services, making it easier to access electronic medical records and developing digital solutions for scheduling appointments and remote consultations. This would improve the efficiency of the healthcare system and make healthcare more accessible to citizens.

These flagship initiatives, combined with strong governance, close public-private collaboration, and adequate resources, could significantly accelerate the digitalization of public services in Morocco and enhance the experience for citizens and businesses.



C. Mr. Redouane Mabchour, CEO of Webhelp Morocco

What is your opinion on the current level of digitalization of public services in Morocco?

Public services in Morocco have undergone significant transformation in recent years, with the stated goal of providing a better service experience to users, achieved through increased accessibility and genuine modernization of interactions via digitalization. In fact, several public services are now accessible online.

This transformation is ongoing, and numerous initiatives have already been undertaken by various public and private actors, but there is still room for improvement in the government-citizen relationship.

Do you think citizens and businesses are satisfied with it?

Digitalization is a major driver of transformation and optimization, aiming to address key criticisms such as responsiveness, availability, service quality, and it also raises legitimate concerns both from public service agents and our fellow citizens, given the reality of the digital divide.

This transformation needs to be accompanied and anticipated, with personnel being trained. Most importantly, citizens should be placed at the center by providing them with continuous support throughout their experience to deliver a simple, coherent, and accessible service.

Do you think we are on the right path?

Indeed, we are on the right path, but to move faster and farther, we advocate for the establishment of public-private partnerships, which are the key to greater efficiency.

At Webhelp, we firmly believe that outsourcing can be a true accelerator for this transformation by providing support and guidance in designing and managing user relationships.

What, in your opinion, are the main reasons for the current state of digitalization?

The digitalization of the Kingdom's public services is still in the midst of transformation due to the significant changes it implies.

- Digitization brings about a real transformation in the working conditions of public servants, necessitating support in their training for new tools and services.
- The simplification enabled by digitalization is not fully perceived by users, who have concerns about online processes (digital proficiency, complexity, and user-friendliness of procedures).
- A significant portion of the population either lacks access to the internet or has limited access.

I don't believe this is a matter of priority given to this issue.

In a logic of efficiency and performance, it is necessary to construct indicators which are linked to the objectives of the institutions and to the expectations of users.

Examples of successful initiatives?

Morocco has launched several online platforms that illustrate the kingdom's efforts to digitize public services and streamline administrative procedures.

In 2020, during the Covid-19 health crisis, a large number of services had to be urgently digitized to meet the needs of Moroccan citizens. As a major player, Webhelp Morocco contributed to the launch of some of these initiatives.

Other digitized administrative services were made available to all Moroccans residing abroad in response to an increasingly growing demand for administrative procedures.

What was special about these initiatives, and what contributed to their success? How could we replicate these factors to accelerate the digitalization of public services in Morocco?

These initiatives highlighted our agility, especially in the collaboration between the public and private sectors, well-practiced in responding quickly to citizens' needs and managing the surge in activity during a crisis.

Webhelp already had teams of advisors who were rapidly trained and had all the necessary tools at their disposal to provide useful information and recommendations in record time. Engaging an external partner like Webhelp, an expert in customer and user relations, would accelerate the digitalization of public services because Webhelp would bring:

- Standards and production norms for public services to better manage performance and continuous improvement.

- Innovation to enhance the user experience and working conditions for agents.
- Support to refocus agents on their core expertise at a lower cost.

What are your recommendations to the government for accelerating the digitalization of public services? Specifically, what are your recommendations on commonly presented critical issues: governance, private sector involvement, and the level of resources allocated to these initiatives? What flagship initiatives would you have prioritized?

Digitalization responds flexibly to major user dissatisfaction with public services, including innovation, digitization, responsiveness, and availability.

Outsourcing services to an external private provider like Webhelp optimizes all of these aspects and brings real expertise in developing new uses, accelerating the digitalization of services, and improving the quality of public services in an integrated partnership approach. Optimizing service accessibility, response times, and guiding users to the right services with the right information will help rebuild the connection between users and public services and enhance the quality of interactions between public agents and users: more time, better quality, and greater mutual satisfaction.



**D. Ms. Nahid Hamtami, Director of the Urban Agency
of Kenitra-Sidi Kacem-Sidi Slimane**

What is your opinion on the current level of digitalization of public services in Morocco?

Morocco has been strongly committed to the digitalization of its public services for several years, under the high impetus of His Majesty King Mohammed VI, may God glorify him, through the Morocco Numeric 2013 strategy launched in 2009.

Efforts in the field of digital transformation in Morocco have been significantly strengthened and accelerated with the implementation of the «Morocco Digital 2020» strategy, following the historic speech delivered by His Majesty the King on October 14, 2016, before the members of both Houses of Parliament on the occasion of the opening of the first session of the first legislative year of the 10th legislature. This Royal Vision has driven a positive momentum towards the modernization of public services and the promotion of the digital economy in the country.

An excerpt from the Royal Speech states, «Electronic administration must be generalized, following an integrated approach allowing different departments and various services common access to information.».

This strategy has ambitious objectives. First, it aims to promote the digitization of the economy, position the country as a regional digital hub, and improve the necessary regulatory framework. To achieve these goals, Morocco has committed to implementing its e-government policy entrusted to the Digital Development Agency (ADD). This policy aims to accelerate the digitalization

of administrative services, mobilize all stakeholders around public initiatives in the digital field, and facilitate the convergence and interoperability of public information systems.

Significant achievements have been made, affecting all ministries and public administrations, and having a significant impact on the lives of Moroccans as well as on investment and business creation conditions. However, despite the favorable context of the Covid-19 pandemic to accelerate the transition to e-government, the results obtained are below expectations. Indeed, the United Nations e-Government Survey in 2022 ranked the Kingdom 101st out of 193 evaluated countries.

It is therefore imperative to redouble efforts to close this gap in the digital transformation of the state's public apparatus. This requires the development of a new long-term strategy incorporating technologies such as Artificial Intelligence, the Internet of Things, cloud computing, big data management, while ensuring significant connectivity. This approach will propel Morocco into a more advanced era of digital governance that benefits society as a whole.

What do you believe are the main causes of the current state of digitalization at this level?

The digitalization of public services in Morocco is driven by the highest authority in the country, namely His Majesty the King, who has identified digital transformation as a true catalyst for change within the public administration. However, in order to draw the necessary lessons from the Kingdom's previous digital transformation strategies, evaluations must be conducted to understand the shortcomings and obstacles that prevented the achievement of the desired objectives. These lessons must be integrated into the new strategy currently under development.

Additionally, it should be noted that there is a weakness in connectivity, as well as a disparity in Internet coverage between rural and urban areas. This disparity poses a challenge to ensure equitable digitalization across the entire territory.

Furthermore, it is important to highlight the persistence of a high illiteracy rate, particularly in rural areas, as well as functional illiteracy related to Information and Communication Technologies (ICT) within our administrations. This complex reality complicates the implementation of digital transformation.

Moreover, the lack of strong commitment from top management in this digitalization project and the difficulties associated with transitioning to a more agile management style, inspired by startups, are additional challenges to be addressed.

To address these obstacles, it is essential to implement targeted actions. This includes improving connectivity and Internet coverage in rural areas, as well as programs aimed at reducing functional illiteracy and enhancing digital skills within the administration. Additionally, increased awareness and mobilization of top management are needed to promote a culture of digital transformation and encourage the adoption of more agile and innovative working methods.

The success of the digital transformation of public services in Morocco will depend on the ability to overcome these challenges and adopt a holistic approach that incorporates both the technical, organizational, and human aspects of this transition.

Are there any examples of successful initiatives?

Within the framework of the strategy of the Ministry of National Territorial Development, Urban Planning, Housing, and City Policy, especially regarding the widespread digitalization of urban planning procedures, the Urban Agency of Kenitra-Sidi Kacem-Sidi Slimane launched an ambitious strategy titled «Digital Urban Agency by 2021» in 2018. This strategy allowed for the digitalization of all the agency's business processes and support systems.



Digital Public Inquiry Platform for Urban Planning Documents:

One of the flagship achievements of this strategy is the Digital Public Inquiry Platform, launched on July 24, 2020. This platform was used to support the public inquiry for the urban development plan of the municipality of Sefsaf, in the province of Sidi Kacem, following the lifting of confinement measures related to the Covid-19 pandemic.

Since then, six other Urban Development Plans (UDPs) and one Regional Development and Planning Plan (RDPP) have also benefited from this platform. This innovative platform, presented at GITEX AFRICA in Marrakech on May 31, 2023, is based on the principles of access to information, transparency, credibility, accountability, trust, and the advancement of the digitalization of urban planning procedures.



MANARA Platform:

Another noteworthy initiative is the MANARA platform, launched last June as part of the new «Open Urban Agency» vision of the Urban Agency of Kenitra-Sidi Kacem-Sidi Slimane.

This platform, the first of its kind at the national level, provides access to territorial and urban data related to the agency's activities. It also offers an interface for online assistance and technical and regulatory support for the agency's partners.



National UrbaVan Platform (urbavan.ma):

As part of the digitalization efforts led by entities under the Ministry's jurisdiction, including Urban Agencies, the Urban Agency of Kenitra-Sidi Kacem-Sidi Slimane has contributed to the development and deployment of the national digital platform UrbaVan (urbavan.ma).

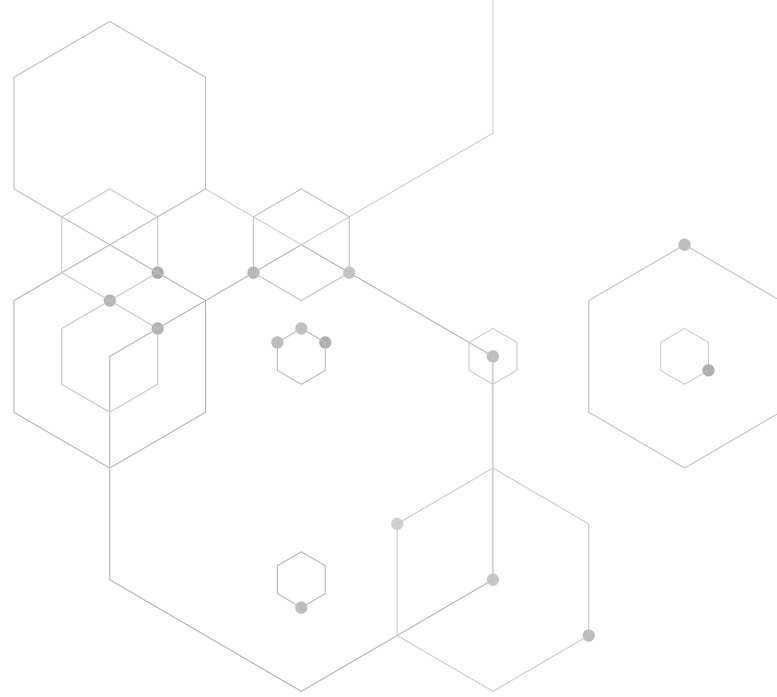
These successful initiatives demonstrate Morocco's commitment to the digitalization of public services, especially in the field of urban planning, and the adoption of innovative solutions to improve accessibility, transparency, and administrative procedure efficiency.



National UrbaMRE Platform (urbamre.ma):

In response to the Royal High Directions aimed at facilitating and supporting Moroccans living abroad, especially after two years of restrictions due to the Covid-19 pandemic, the ministry responsible has mobilized its Urban Agencies to address the requests of this category of citizens.

Thus, the Urban Agency of Kenitra-Sidi Kacem-Sidi Slimane has developed and deployed the national digital platform UrbaMRE (urbamre.ma), which allows Moroccans living abroad to submit their requests and inquiries, access the online services of Urban Agencies, and obtain information on planned territorial investment opportunities.



Are there success factors to replicate?

The new electronic solutions implemented by the Urban Agency of Kenitra-Sidi Kacem-Sidi Slimane are the result of strong commitment and a strategic vision focused on the digital transformation of its core and support processes. The main goal is to provide quality services to its partners and users.

Furthermore, a paradigm shift has occurred in the management approach of the AUKSS, adopting a public startup approach focused on innovation. This new approach encourages internal employees and partners to embrace a mindset that recognizes the potential of Digital as a lever for change within the Public Administration. Innovation is at the heart of this transformation, motivating everyone to embrace this evolution and fully harness the opportunities offered by digital technology.

What are your recommendations to the Administration for accelerating the digitalization of public services?

In order to meet the challenge of achieving a true qualitative advancement in the digitalization of our administrative structures, the following measures are recommended:

- Make digital transformation a strategic focus and a lever for change and performance within the Public Administration.
- Adopt a new management paradigm centered on the role of Digital and the importance of innovation. This involves valuing the potential of Digital and promoting a culture of innovation within the Administration.
- Encourage partnerships with universities, by seeking scientific research and private expertise. This collaboration will allow the use of specialized knowledge and the latest technological advances. By leveraging these partnerships, the Administration can enhance its capacity to develop and implement innovative solutions.

By following these recommendations, the administration can effectively accelerate the digitalization of public services and fully take advantage of the opportunities offered by digital technology.

11 THE 10 RECOMMENDATIONS OF AUSIM

Based on this diagnosis, the survey, the testimonies of Moroccan experts, and international references, Ausim issues 10 recommendations for the Administration that can accelerate the digitalization of public services.

1. Citizen and Business-Centric Approach.

Place the user at the center of digital strategies. This approach encourages adapting operations to align with the expectations and demands of citizens and businesses, who are the ultimate consumers of public services.

2 Establishment of an Annual National Barometer. Create an annual national barometer to measure the level of digitalization of public services. This system will be responsible for annually measuring the digitalization level of all public services, specifying them by ministry and service and quantifying and publishing their level of usage.

3. Implementation of a Clear Operational Roadmap. Implement a clear operational roadmap for the digitalization of public services, along with a master plan that clarifies its architecture and priorities. The master plan will provide an overarching framework for digitalization, structuring data exchange between administrations, and defining the roles of key common modules, such as online payment and identification.

4. Establishment of Strong Governance. Establish robust governance to oversee the digitalization of public services. This governance body, responsible for implementing the roadmap, should have the authority to make decisions

and resolve blocking issues, along with access to a dedicated budget, either directly or indirectly.

5. Significant Increase in the Public Digitalization Budget. Significantly increase the public budget allocated to the digitalization of the Moroccan administration. Compared to certain benchmark countries, data shows that Morocco invests only half as much (investment as a proportion of GDP) in the digitalization of its public services. To achieve a real transformation of the administration through digital means, it is now essential to double the financial resources allocated to this transformation.

6. Strengthening Public-Private Partnerships and Ecosystems. The public administration alone cannot carry out all the necessary actions for a successful transformation. Collaboration is key! This includes collaboration with academic, nonprofit, and private sector stakeholders. In this context, establishing an operational framework for practical collaboration projects with public and private partners is necessary. Public-Private Partnerships (PPPs) can provide practical solutions for certain constraints in public sector transformation projects. However, it is necessary to clarify the responsibilities of each stakeholder in terms of project management to ensure infrastructure, application, and data sovereignty, as well as transparency of business models for the involved parties. si que la transparence des business models vis à vis des acteurs impliqués.

7. Support to Administrations for the systematic use of Information Systems and the dematerialization of their data. Digital transformation requires that Administrations can process and exchange data between them. However, the existence to date of many paper procedures, the non-use of Information Systems by many administrations will make their digital transformation very difficult. It seems to us that a major step is for the different Administrations

in a standalone way to equip themselves with information systems allowing to dematerialize their procedures and data internally.

8. Implementation of a specific HR policy for the Digital, Data and Information Systems business lines. It is clear that it is impossible to achieve the Digital transformation of the Administration without being able to attract a hard core of talent in charge of implementing this transformation. However, these talents are far from being attracted by the professional opportunities offered today by the Administration because of the levels of remuneration, recruitment procedures, and opportunities for development. It is now critical to be able to offer a specific HR offer (in terms of salary conditions and development opportunities) that goes beyond the traditional channels to attract and develop these talents.

9. Acculturation of Human Resources.

Before being a technological issue, the digital transformation of the public sector is first a story of transformation of skills and the general state of mind in the departments of the State. It is important to instill in our organizations the right messages:

- The public sector, like all other sectors, cannot develop without the support of new technologies capable of providing the availability, security and fluidity necessary to make it a service that meets the expectations of citizens and partners;
- The public sector must reflect an image of agility, innovation and value creation – these are the strong signals of a public sector that is open to its future and ready to take on its transformation.
In order to bring this mindset to the field several actions in the human resources component will be necessary, we can quote for example:
- Acculturation of human resources: upgrade all human resources to digital culture;
- Talent recruitment: recruit and retain digital profiles capable, internally, to support the needs in terms of digitization and transformation of services.

10. Use of Generative Artificial Intelligence to accelerate Government Digitization efforts. The latest advances in terms of Gen AI open many applications for the Digitization of Public Services. Like other countries (Singapore, Qatar, UAE or Japan), Morocco should launch its national initiative that could help support officials in the execution of their tasks, consolidate and gather all knowledge of public texts, to serve as a single point of contact between citizens by supporting them in their administrative process or helping decision-makers in their decision-making.

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