

Algeria's National Digital Transformation Strategy 2025–2030: From a Technical Vision to the Requirements of Digital Governance

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Abstract

This study examines how Algeria's National Digital Transformation Strategy 2025–2030 lays the foundations for digital governance that supports public decision-making. It explores the relationship between the strategy's technological priorities and the institutional conditions needed to put them into practice. The analysis distinguishes stated strategic objectives, available evidence of implementation, and verifiable governance outcomes. It considers transparency, efficiency, participation, and accountability. The findings show that the strategy offers a framework for moving beyond the digitisation of tools and services towards governing their use. However, a coherent design does not guarantee this transition. Its contribution to public decision-making depends on turning data into reliable knowledge, assessing policy alternatives, assigning responsibilities, and using implementation results to review decisions. Planning projects and launching platforms do not, by themselves, demonstrate better governance. The 2024 indicators provide a diagnostic baseline rather than measures of the strategy's impact. The study therefore shifts the focus of evaluation from access to technology to the institutional capacity to use it. This capacity should enable well-founded, accountable, and revisable decisions. The distinction between technical achievement and governance value also helps avoid unsupported causal claims.

Keywords: Digital transformation; digital governance; public decision-making; data governance; institutional capacity; Algeria.

Introduction

Over the past decade, digital transformation has become a major element of public administration reform. It offers ways to address the structural weaknesses of traditional bureaucracy and improve public service delivery. This transformation is no longer limited to upgrading technological tools. Governments increasingly treat it as a strategic means of redesigning administrative processes and improving relations between the state and citizens. These efforts take place amid rapid global change and growing demands for transparency and accountability.

Digital governance has emerged as a direct extension of digital transformation. It involves using digital technologies to organise institutional work and improve decision-making. This can strengthen transparency, efficiency, and accountability in public administration. A report by the United Nations Economic and Social Commission for Asia and the Pacific defines digital governance as "the use of digital technology to facilitate decision-making, deliver services, and improve government performance" (UNESCAP, 2021, p. 6). This definition highlights the central role of digitisation in reshaping governance and improving public-sector performance.

In Algeria, digital transformation has been a central part of public administration modernisation since 2020. A national strategy sought to digitise public services, develop digital infrastructure, and improve institutional transparency. This direction also reflected the changes brought about by the COVID-19 pandemic. The crisis exposed the limits of conventional administrative procedures and accelerated the adoption of more flexible and effective digital solutions. These reforms express the state's intention to build a new governance model that responds to the demands of the digital age and improves the quality of public services.

A review of research on digitisation in Algeria shows that most studies have examined its technical and organisational aspects. Few have systematically assessed the capacity of the National Digital Transformation Strategy to strengthen digital governance during 2025–2030. Numerous digital platforms have been launched, and legal reforms related to digitisation have been introduced. Yet their institutional effects on digital governance practices have not been examined with sufficient scientific rigour. This gap calls for closer analysis. It is therefore necessary to investigate how the strategy's components relate to digital governance requirements and how they might develop governance practices within public institutions during this period.

The research problem concerns the relationship between the technological priorities of Algeria's National Digital Transformation Strategy 2025–2030 and the conditions for translating them into digital governance practices. The analysis distinguishes three levels: the objectives stated in the strategy, the available evidence of implementation, and governance outcomes that can be demonstrated. This leads to the following central question: How does Algeria's National Digital Transformation Strategy 2025–2030 lay the foundations for digital governance that supports public decision-making?

Two subsidiary questions guide the study. First, how do the strategy's foundations and related government digitisation projects reflect the requirements of transparency, efficiency, participation, and accountability? Second, which institutional and organisational factors are needed to translate these priorities into digital governance practices that support public decision-making?

Accordingly, the study aims to analyse the internal logic of Algeria's national digital transformation strategy. It examines the relationship between its foundations and projects and the requirements of digital governance. It also identifies the institutional and organisational conditions needed to turn its priorities into practices that support public decision-making. Methodologically, the study uses an analytical and interpretive approach. It examines the content of the strategy and related official documents, together with available implementation data. The United Nations E-Government Development Index and E-Participation Index for 2024 are used as diagnostic indicators that predate the strategy's stated implementation period.

The analysis takes account of the limits of these data. It separates the strategy's declared objectives from documented implementation progress and governance outcomes supported by evidence. It does not assume a causal relationship between the indicators and the strategy's effects.

The theoretical framework combines two approaches: public policy analysis and a public-values approach to digital governance. Both are suited to examining the strategy's design and its relationship to digital governance requirements. The first approach is used to analyse the strategy's intervention logic (Dunn, 2018, pp. 34–36) and the links between its objectives, instruments, and implementation arrangements. The second is used to assess its priorities against the values of transparency, efficiency, participation, and accountability (Frank Bannister, 2014, pp. 124–122). Together, the approaches connect the strategy's structure with the institutional and organisational conditions needed for governance practices that support public decision-making. They also maintain the distinction between stated intentions, available implementation evidence, and demonstrable results.

1. The Strategic Structure of Digital Transformation in Algeria towards 2030

Algeria's national digital transformation strategy emerged in a context of visible structural weaknesses in public administration. Institutional structures had limited capacity to adapt to modern governance requirements. The period following the COVID-19 pandemic exposed the limitations of traditional administrative models. Government agencies lacked effective connections, and the digital systems supporting decision-making remained fragile. Paper-based procedures also continued to hinder institutional efficiency. These problems were compounded by weak coordination between institutions, fragmented databases, and the absence of a unified regulatory framework for digital transformation.

These conditions created a need for a structured policy intervention beyond isolated sectoral initiatives. The proposed response was a coherent national vision extending to 2030. It sought to redesign administrative functions, improve readiness for digital governance, and strengthen the state's capacity to provide transparent, efficient, and accountable public services.

The National Digital Transformation Strategy 2030, officially presented on 13 May 2025, is the national reference framework guiding digitisation in Algeria. It sets out a comprehensive strategic vision. Its formulation was led by the High Commission for Digitalisation and drew on an assessment of institutional performance gaps, structural problems in public administration, and priorities for moving towards digital governance. The framework seeks to reorganise the state's administrative functions and promote coherent government action through a whole-of-government approach. It also seeks to build digital governance readiness through better infrastructure, human resource development, legal modernisation, and wider use of digital technologies in public service delivery (High Commission for Digitalisation, 2024)

This strategy provides a national reference framework for institutional coherence in the digitisation programme. It identifies the scope of intervention, the main actors, and the timetable extending to 2030. It therefore forms part of the public policy cycle concerned with administrative modernisation and more effective governance.

1.1. Analysis of the Strategic Content of the National Digital Transformation Strategy 2030

First: The Ministry of Digitalisation as an Institutional Framework for Digital Transformation

The establishment of the Ministry of Digitalisation and Statistics under Presidential Decree No. 20-363 in 2020 marked a turning point in Algeria's digital transformation. The ministry was entrusted with developing and implementing national strategies for digitisation and statistical information. It was also expected to consult other ministries and establish mechanisms that support digital transformation and improve public services.

From a strategic perspective, the ministry's creation institutionalised the digitisation process. It aimed to coordinate digital policies and develop the national statistical system after years of separate sectoral initiatives. In its 2020 assessment, the ministry reported completing 79 of 83 planned digitisation activities across 23 ministerial sectors. The stated completion rate was close to 90%. These activities formed part of a roadmap for implementing the national digitisation strategy. The Council of Ministers had approved the roadmap on 23 August 2020 (Algerian Press Agency, 2021)

The legal framework reflects an institutional model in which the ministry and the High Commission act as strategic bodies that set the reference framework for digital transformation. Their planning and coordination functions include the following responsibilities (Executive Decree No. 20-363, 2020, pp. 6–8):

- Creating favourable conditions for e-governance in consultation with stakeholders, with the National Office of Statistics placed under the ministry's supervision.

- Serving as a focal point for three related functions: leading the national digitisation strategy, coordinating sectoral digitisation, and building an information and statistical system that supports digital governance and public policy decisions.

The issuance of Presidential Decree No. 23-314 on 6 December 2023 marked a second turning point. It established the High Commission for Digitalisation as a special public body under the authority of the Presidency of the Republic. The body was charged with designing the strategy and monitoring its implementation. This raised the level of strategic oversight while maintaining coordination and implementation functions (Presidential Decree No. 23-314, 2023, pp. 9–12)

From 2025 onwards, this institutionalisation provided the organisational and knowledge base for drafting the "National Digital Transformation Strategy 2025". This represented a shift from a short-term government project towards a long-term national vision for digital transformation, known as "Digital Algeria". The vision is based on an assessment of the 2020 achievements. It also implicitly seeks an indicator-based digital government supported by a unified statistical system (High Commission for Digitalisation, 2024, pp. 16–17). From the perspective of digital governance, the connection between digitisation and statistics is therefore a structural condition for a knowledge-based digital development model.

Second: The Architecture of Digital Transformation in the Digital Algeria 2030 Document

Algeria's National Digital Transformation Strategy 2025–2030 sets out five main strategic pillars. Together, they define the vision of Digital Algeria 2030: to become a continental leader in digital transformation through high-quality digital connectivity and a wealth-generating national digital economy, while preserving the social dimension.

The strategy document follows a three-level logic that combines enabling conditions, areas of implementation, and mechanisms for protection and regulation. The first level concerns the structural conditions needed for a national digital system. Without communication networks, reliable data centres, and qualified staff to design, operate, and maintain systems, digital transformation would remain a policy aspiration. The second level covers three main areas: digital society, digital governance, and the digital economy. These are the areas in which actual transformation can affect citizens' behaviour, business models, and the management of public affairs.

The third level encompasses digital security and the legal and regulatory framework. It presents digital transformation as a structural and functional project that extends beyond technology alone. Infrastructure and human resources are linked with implementation domains and legal and security safeguards within a single national vision.

Figure 1. Digital Transformation Architecture in the Digital Algeria 2030 Document

Source: Prepared by the author based on the High Commission for Digitalisation document (2025).

An analytical reading of Algeria's National Digital Transformation Strategy 2025–2030 requires an examination of the internal logic of its five pillars. Each pillar represents a structural or functional choice within the architecture of Digital Algeria 2030. This section treats the pillars as distinct sub-variables within the strategy's normative and programmatic structure. It identifies the strategic function of each pillar, as well as implementation variables and measurement indicators that can be used to monitor these choices in practice. These elements provide a basis for a model connecting the strategy's content with the dimensions of digital governance in Algeria.

The five pillars of Digital Algeria 2030 reveal an approach that links technical and human resources with institutional arrangements and economic and social objectives. The meaning of this architecture lies in the relationships between the pillars, rather than in each pillar separately. Infrastructure provides technological capacity, while human capital enables its adoption and operation. Digital governance

organises data exchange and system integration. The digital economy and digital society are the areas where these capacities can be used and their benefits extended. However, this apparent coherence reflects the logic of the strategy's design. It does not establish that implementation is equally coherent or that the intended effects have occurred.

Within this framework, the infrastructure pillar does more than provide connectivity. It creates a technological base with sovereign and economic significance. Wider access to high-quality connections, together with domestic data processing and storage, supports service operation and control over information resources. The aim of exporting digital services also links these capacities to Algeria's potential regional position. The human capital and training pillar complements this effort by making digital skills part of the state's institutional capacity. Retaining skilled staff and aligning training with administrative and economic needs connect investment in technology with the ability to design, operate, and sustain systems. Digital transformation thus cannot be reduced to purchasing equipment.

The digital governance pillar seeks to move from fragmented sectoral digitisation to institutional and information integration. It draws on digital identity, interoperability, and data governance arrangements. It can therefore be understood as a link between technological and human capacities and the reorganisation of administrative work. The objective is not merely to put procedures online. It is also to regulate data flows and the relationships between systems and the bodies responsible for them. The strategic value of digitisation depends on its ability to overcome administrative fragmentation, not simply on increasing the number of available services.

The digital economy pillar is the productive extension of this architecture. It directs digital capacities towards innovation, entrepreneurship, service development, and exports, with the aim of diversifying the economy and improving competitiveness. The digital society pillar complements it by expanding access and participation and developing national content. This places inclusion and cultural specificity among the objectives of transformation. Yet wider connectivity does not automatically produce greater participation. Nor does growth in digital activities, by itself, demonstrate a structural change in the economy. Both results depend on how available capacities are used and how their benefits are distributed.

The central strategic challenge is therefore to turn multiple pillars into a functional system. Technical and human capacities must be organised institutionally, used economically, and made socially accessible. From this perspective, digital governance is both an objective of transformation and a means of coordinating it. The gap between coherence in design and integration in practice remains a separate issue for evaluation. It requires an examination of coordination arrangements, implementation mechanisms, and actual results. Stated objectives alone cannot demonstrate success.

Implementation of Algeria's Digital Transformation

Strategy: Progress Indicators and Measurement Challenges

An assessment of Algeria's digital transformation strategy must distinguish the scale of planned interventions, the development of operational capacities, and the achievement of intended outcomes. Available indicators offer partial evidence of the implementation process. They do not provide a consolidated account of progress across all strategic pillars.

At the planning stage, more than 500 projects were announced for 2025–2026, with 75% directed towards improving public services. These figures show that administrative modernisation is a priority. On their own, however, they do not establish completion rates or indicate how results are distributed across the strategic pillars. The announcement date must also be distinguished from the planned implementation period. Future projects should not be counted as achievements of earlier years. This indicator therefore reflects the scale and priorities of the intervention, not its effects on administrative performance (Zouaouid, 2025, p. 432)

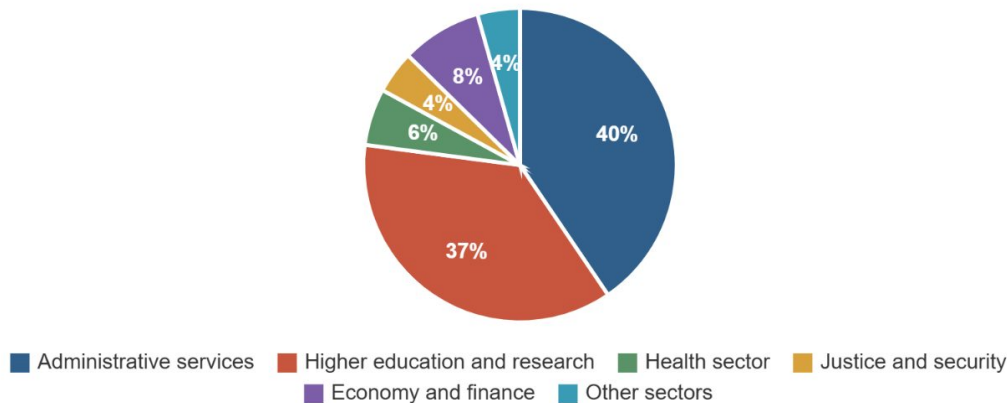


Figure 2. Sectoral Distribution of Digital Transformation Projects, 2020–2024

Source: Prepared by the author based on the national strategy report (High Commission for Digitalisation, 2024)

Within the human capital pillar, the period 2024–2026 may be viewed as a phase of reaching a 'critical mass'. This phase is linked to the planning of hundreds of digital projects in public administration, higher education, and vocational training. However, detailed indicators are still being developed. Data on graduate numbers, integration into the national labour market, and migration rates have not yet been published in regular reports.

Regarding digital capacity, the E-Government Development Index (EGDI) places Algeria among countries with a high level of development from 2020 onwards. It also shows gradual improvement in some technical and organisational components through 2024 (United Nations Department of Economic and Social Affairs, 2024). However, the E-Participation Index remains low, at approximately 0.0548, with a global ranking close to 187. This reflects limited citizen engagement through official digital platforms¹. More than 500 digitisation projects were launched in public administration during 2020–2024, alongside a new national strategy looking towards 2030. Digital reports for 2025 also put Algeria's internet users at around 33.49 million at the beginning of the year, with a penetration rate of approximately 73% (Simon, 2025). These figures suggest potential for wider adoption of digital public services and government solutions during 2024–2025.

For the fourth pillar, indicators recorded during 2024–2025 include substantial growth in electronic payment transactions, an estimated 300% expansion of the start-up ecosystem over two years, and increased financing and international partnerships (Malika Righi, 2025, pp. 403–417)². These trends suggest that Algeria has begun to move from structural preparation towards an emerging digital market. If regulatory and financial constraints are reduced, this development could help the country approach its objectives by 2030 (International Trade Administration, 2024)

Indicators recorded between 2020 and 2025 also suggest progress towards a digital society in Algeria. The number of internet users rose to approximately 36.2 million, or about 76.9% of the population. Households connected by fibre-optic networks increased from 53,394 in 2020 to nearly 1.5 million in 2024, out of 5.8 million connected households overall. These figures indicate a gradual narrowing of gaps in access and service quality. The launch of 46 digital platforms in higher education is also presented as a sign of greater attention to the identity and cultural dimensions of digital society, beyond the initial focus on infrastructure (High Commission for Digitalisation, 2024)

2. Digital Governance Requirements within Algeria's National Digital Transformation Strategy 2025–2030

Recent literature presents digital transformation as a strategic option for reshaping the exercise of public authority. Digitisation is viewed as a means of redesigning government structures and decision-making processes. In this context, Algeria's National Digital Transformation Strategy towards 2030 offers a new reference framework for public action in the digital sphere. It may support a gradual move from traditional administration towards an open and integrated digital government. Such a government should be capable of creating public value in a secure digital environment.

1.2. The Concept of Digital Governance in International Literature

1.1.2. Etymological Origins of Governance. The Online Etymology Dictionary (Etymonline) explains that the verb 'govern', from which 'governance' derives, originally meant to guide or steer. The term is linked to an ancient Greek nautical metaphor. It traces back to the Greek root 'kybernan', meaning to steer or direct a ship (Abdelatif, 2024, p. 169). The term was later used figuratively in politics and administration. It came to describe the regulation and direction of resources and actors within an organisation, society, or state.

2.1.2. The Terminological Definition of Digital Governance. The digital revolution has introduced new forms of organisation across the international community. It has also created wider opportunities for individuals and organisations to exchange data and knowledge. At the same time, it has brought major challenges, especially in designing effective governance mechanisms (Hanelt André, 2021)

Traditional governance structures developed in response to three main challenges. The first was the creation of bureaucracies as hierarchical systems of authority and decision-making, built around control, coordination, incentives, and trust. The second concerned the use of contracts as governance tools supported by institutional and judicial frameworks. The third involved relational ties and trust formed through social interdependence and positive experiences of exchange. Under this view, trust grows from shared history and experience, rather than from algorithms or platforms.

The emerging international technological environment has made the shift towards integrated, automated, and enhanced digital governance increasingly necessary. This form of governance regulates how digital technologies, data, and platforms are used in decision-making. It also structures exchanges and relationships among actors through control, coordination, incentives, and trust-building mechanisms. The transition operates at several connected levels (Vaia Giovanni, 2022):

- From administrative coordination and bureaucratic incentives to automated coordination and dynamic, data-based incentives. This can support faster and more flexible responses in competitive environments.
- From human oversight to algorithmic control and trust. Direct human supervision and personal trust give way to monitoring and verification through algorithmic protocols and artificial intelligence systems. Trust is then based on system transparency and digital verification mechanisms.
- From closed internal organisation to data governance across organisational boundaries. This requires clear rules for data ownership, storage, access, transfer, and use within extensive exchange networks.

The debate on digital governance has helped develop a conceptual framework for this emerging field of research. Several definitions are relevant to the present study.

- In his report, Henri François explains that digital governance uses Web 2.0 capabilities within government to improve transparency. It aims to strengthen citizen participation in governance and decision-making and to promote cooperation among staff in public agencies. His definition emphasises the use of administrative digital information, together with transparency and effectiveness,

to improve public services (Henri, 2012)

- The 2024 United Nations report addresses digital government in relation to Sustainable Development Goal 16. It presents digital governance as a framework that can help build effective, inclusive, and accountable institutions. It also presents digital governance as an approach to designing, strengthening, and enabling digital government policies and strategies. These efforts rely on digital principles and policies, infrastructure, and public services (United Nations Department of Economic and Social Affairs, 2024, pp. 1–6)
- The United Nations Development Programme distinguishes two concepts that are important for this study.

First, digital governance refers to the frameworks, institutions, principles, and processes that guide digital transformation in states and societies. It is also a continuous, systematic process involving different sectors and dimensions. Its purpose is to ensure that digital technologies produce inclusive, safe, and equitable outcomes that support human development. The process involves the state, society, the private sector, and the judiciary in the use of data, platforms, and digital infrastructure. It should also strengthen trust in institutions and serve the public interest (United Nations Development Programme, n.d.)

Second, global digital governance refers to the multilevel frameworks, standards, and mechanisms that regulate digital technologies across borders. These include platforms, artificial intelligence, and emerging technologies. The international regulatory environment remains fragmented, with different and sometimes uneven rules governing digital space rather than one integrated system (UNDP, 2023, pp. 8-9). The report stresses the importance of adapting existing laws instead of necessarily adopting entirely new legislation. It identifies three core elements of digital technologies: data, people, and companies. It also calls attention to the collective and societal effects that governance frameworks should consider.

2.2. Dimensions of Digital Governance in the National Digital Transformation Strategy

Digital governance lies at the centre of Algeria's digital transformation programme. It is a regulatory framework that reshapes the state's relationship with data and digital space under the Digital Algeria 2030 vision. The establishment of the High Commission for Digitalisation, the launch of a national data governance system, and the growing emphasis on digital sovereignty have strengthened this orientation. Within the strategy, digital governance is presented as a means of redesigning public management around unified and secure data. It requires clear rules for data production, exchange, and use.

Analysing these dimensions helps explain the move from the digitisation of procedures towards a more substantial foundation for a data-driven state. The intended outcomes include stronger digital sovereignty and improved public policy under the national digital transformation strategy.

2.2.1. The Institutional and Organisational Dimension

The institutional dimension of digital governance in Algeria reflects a shift from separate digital initiatives towards a coordinated institutional architecture. This approach places the digital sphere within a common reference framework. The High Commission for Digitalisation is the central actor in designing digital policies, leading transformation projects, and coordinating public institutions. Its work is intended to establish a shared vision for data and digital services.

The institutional dimension was further strengthened by the establishment of the national data governance system in 2026. This sovereign national framework sets rules for managing and exchanging public data among administrations, institutions, and public bodies. Its guiding principles include reliability, quality, security, and interoperability (Ghrib, 2026)

Presidential Decree No. 25-320 treats data as a strategic resource in an era of rapid digital transformation. Effective data management is presented as a foundation for transparency, sound public decision-making, and national economic development (Presidential Decree No. 25-320, 2025, pp. 4–6).

The institutional dimension is not limited to creating new structures. It also involves gradually redistributing responsibilities within public administration. The intended shift is from a system managed separately by each sector to a unified national system. This would provide an organisational basis for effective and sustainable digital transformation.

2.2.2. The Legal and Legislative Dimension

The legal dimension of digital governance in Algeria rests on modernising the legal system to meet the requirements of digitisation and data governance. Official statements by the Minister of Digitalisation indicate that a comprehensive law on digitisation and digital governance is at an advanced stage of preparation. The proposed law aims to regulate electronic transactions and define the responsibilities of actors in digital space. In addition, the national data governance system draws on a set of regulatory decrees. These define the duties of bodies responsible for personal data protection and information systems security. They provide a legal basis for protecting rights and safeguarding digital infrastructure³. This direction reflects an intention to build a coherent legal environment in which law guides and regulates digital transformation.

2.2.3. Data Sovereignty and Digital Security

Data sovereignty and digital security are among the strategy's most prominent governance dimensions. Official media have described data governance as the 'cornerstone of digital sovereignty and advanced administration'. This position treats control over the data lifecycle as a basic condition for independent national decision-making in the digital age. According to official statements, the national data governance system is designed to secure information systems, protect data, and regulate data exchange between public sectors. Clear controls should reduce duplication and uncoordinated practices. The announcement of a unified national data governance reference framework reinforces this direction. Recent academic literature also identifies digital sovereignty as an increasingly important theme in Algeria's digital policy (Ghrib, 2026). This dimension therefore brings together national security, administrative efficiency, and political legitimacy.

2.2.4. Service Quality and Effectiveness

This dimension concerns the reorganisation of public service delivery. Digitisation is intended to simplify procedures, shorten processing times, improve the consistency of information, and respond more effectively to users' needs. In the Algerian strategy, the important shift is from making services available online to improving their actual performance. Effectiveness should be measured by service outcomes. Efficiency concerns the use of resources, rather than the number of platforms alone. Evaluation must therefore connect operational improvements with citizens' experience of public services. Digitising a procedure does not automatically prove that the service has improved.

2.2.6. Transparency and Accountability

This dimension concerns using administrative information to understand and review public action, not merely recording it electronically. Tracking and archiving operations make them easier to examine. Transparency, however, requires information that is clear, reliable, accessible, and usable. Accountability requires defined responsibilities, explanations for decisions, opportunities to challenge them, and mechanisms for correcting failures. The strategy's significance therefore lies in linking information systems to openness and oversight. Digital records may become more efficient without any corresponding increase in public access to information.

Studies of e-governance in Algeria indicate that digital systems allow administrations to record, archive, and retrieve operations. This improves their auditability and may strengthen administrative and financial accountability. Official reports also indicate improved tracking of applications and transactions through sectoral digital platforms. Such developments provide an initial indication that transparency is

moving from a stated principle towards practices supported by information systems.

2.2.7. Participation and Sustainable Development

The participation and sustainable development dimension seeks to place digital governance within a broader development vision. Studies of the national strategy and sustainable development present digitisation as a means of improving economic and social effectiveness and supporting the 2030 Agenda. Its role is not restricted to administrative modernisation. Research on e-governance in Algeria also suggests that wider public digital services could strengthen citizen e-participation. This may occur through better communication with administrations and digital channels for submitting requests, lodging complaints, and tracking responses.

Recent academic literature also places digital transformation among the instruments of sustainable development. From this perspective, digital governance can help redirect public policies towards long-term objectives. These include social justice, economic efficiency, and environmental protection within the Digital Algeria 2030 vision.

Second: Digital Governance and Public Decision-Making: From Data Integration to Accountability for Policy Choices

The national digital transformation strategy and its related governance dimensions allow public decision-making to be studied as a meeting point of information capacity, institutional coordination, participation, and accountability. The issue is not simply how much information administrations possess. It is how that information becomes knowledge for diagnosing problems, assessing alternatives, and guiding implementation. The data-driven public sector approach stresses that data acquire strategic value when used in policy design, service delivery, and organisational management. Such use requires arrangements that support integrity, openness, and fairness (Charlotte van Ooijen, 2019)

In this context, the strategy's objectives for interoperability and data governance can be viewed as foundations for reorganising the information used in decision-making. Connecting systems can reduce fragmented information. It does not, however, guarantee shared diagnoses or consistent policy choices across sectors. The critical requirement is a clear allocation of responsibility for producing, verifying, and using data. Analytical capabilities are also needed to turn data into assessments that can be discussed and challenged. The strategy's contribution should therefore be assessed in terms of institutional use of information, not by treating technological integration as equivalent to integrated decisions. This distinction is consistent with the OECD paper by Van Ooijen and colleagues. It calls for a coherent approach to the strategic and operational use of data across the public sector (Ooijen, pp. 8-9)

This transition does not end with producing analytical assessments. Those assessments must inform the discussion of alternatives and the decisions that follow. Within the study's analytical framework, efficiency concerns the administration's ability to compare options in relation to objectives and resources. Transparency concerns the traceability of evidence and the criteria used to select an option. Participation requires incorporating information and experience relating to service users' needs. Accountability requires clarity about who makes a decision and opportunities to review its grounds and results. The decision-making value of digitisation therefore extends beyond faster access to information. It depends on how that information is used within an institutional process for comparing and justifying choices.

The analysis also concerns the relationship between decisions and their outcomes. Digital platforms and records may support performance monitoring and help detect problems. Their value for decision-making depends on whether this information is used to revise interventions. When examining the implementation data presented here, it is important to distinguish project planning, the operation of services, and improved outcomes. Progress at the first level does not establish progress at the other two.

Monitoring becomes a means of institutional learning when implementation results guide revised priorities and corrective action. Counting activities alone is not enough. The data-driven public sector approach places this use of information among the conditions for better-informed decisions, improved services, stronger performance management, evaluation, and continuous improvement (Welby., pp. 11-12)

International indicators also draw attention to participation in this analysis. In 2024, Algeria's E-Government Development Index stood at 0.5956, while its E-Participation Index was 0.0548. These two figures do not measure the same dimension. The first is a composite index of online services, telecommunications infrastructure, and human capital. The second focuses on the provision of information, electronic consultation, and participation in decision-making. The numerical difference between them cannot be interpreted as a direct measure of a gap in decision quality. Nor should the E-Participation Index be treated as the actual rate of citizen engagement. Instead, the figures help situate participation within Algeria's e-government development profile for 2024 (United Nations, 2024)

In relation to the research question, the issue is not limited to the availability of electronic participation tools. It also concerns the arrangements that allow citizen input to inform problem identification and the consideration of alternatives. The decision-making process must show how that input has been addressed. The two indicator values cannot answer these questions by themselves. They do, however, identify an area that needs to be examined as the strategy is implemented.

The United Nations indicators for 2024 are used here as diagnostic information from before the strategy's stated period. They do not measure the strategy's impact or assess every dimension of digital governance. Figure 3 presents both indicators for Algeria in that year.

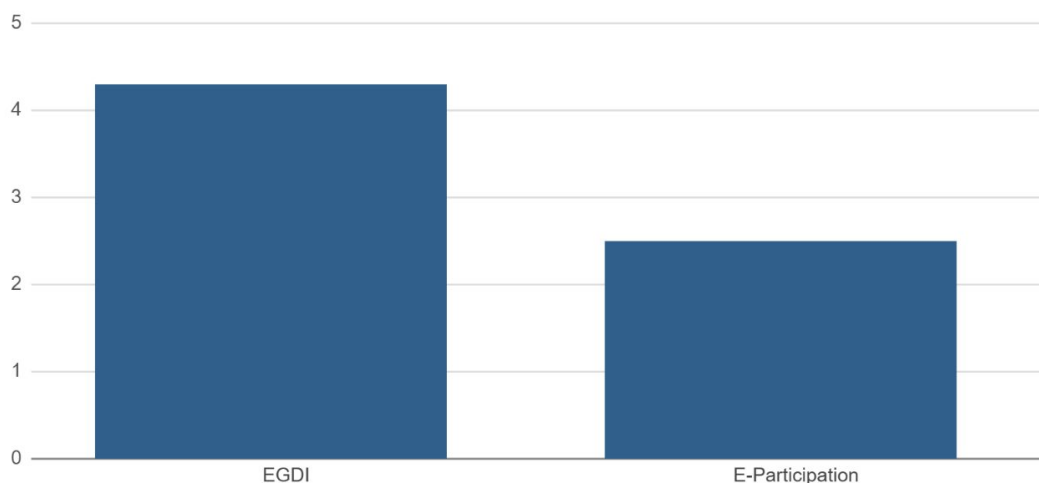


Figure 3. E-Government Development and E-Participation Indicators in Algeria, United Nations Data for 2024

Source: Prepared by the author using 2024 data for Algeria from the United Nations Department of Economic and Social Affairs (UN DESA), E-Government Knowledgebase (EGOVKB) (United Nations, 2024)

This analysis indicates that digital governance can support public decision-making only when three processes are connected. First, reliable knowledge must be produced from data. Second, policy alternatives must be assessed, and responsibility for decisions must be assigned. Third, implementation results must inform the review of interventions. Interoperability and data governance objectives address the first process. The other two require arrangements for participation, coordination, accountability, and evaluation. Better decisions therefore cannot be inferred from connected systems or available information alone. What matters is whether those resources are used to justify and revise choices. This is an analytical statement of the conditions under which the strategy may contribute to better decisions, not evidence that

such an impact has already occurred.

Conclusion

The study concludes that Algeria's National Digital Transformation Strategy 2025–2030 provides a framework for moving from the digitisation of tools and services towards digital governance. The strategy's design alone cannot demonstrate that this transition has taken place. Its ability to support public decision-making depends on three connected processes: producing reliable knowledge from data, assessing alternatives and assigning responsibilities, and using implementation results to review interventions. The governance value of digitisation is therefore not measured solely by the availability of systems. It depends on whether those systems help justify decisions, hold decision-makers accountable, and correct mistakes.

The study reaches three main analytical findings:

1. The study clarifies the distinction between technical digitisation and digital governance. The former concerns tools and services. The latter concerns the institutional rules that govern their use according to transparency, efficiency, participation, and accountability.
2. It shows that digital technologies can support public decision-making when data become reliable knowledge, alternatives are compared, responsibilities are assigned, and implementation results inform the review of choices. This shifts attention from the availability of technology to the governance of its use.
3. It identifies the limits of evaluating the strategy. Coherence in design does not guarantee governance outcomes, and planning projects or operating services is not sufficient evidence of improvement. The 2024 indicators remain diagnostic data from before the strategy's implementation period. They are not measures of its impact.

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