Chapter 5
From Digital Transformation to Transparency:
The Role of AI in Reshaping Administrative Practices in Morocco

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ABSTRACT

Morocco's public administration earns part of its digital transformation through ICT, a process accelerated by the Covid-19 pandemic. To this end, Morocco has launched the « Digital Morocco 2030 ». Moreover, digital transformation includes advanced technologies where artificial intelligence stands as a crucial tool in the enhancement of public services efficiency. This paper takes place based on systematic literature review and case studies, to in-depth study digital transformation and the application of AI within Moroccan public administration. It aims to identify the main points in this area and explore its opportunities and challenges. This chapter is structured according to the following sequence: first, we present a review of concepts and literature on digital transformation and AI in Moroccan public administration.

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Next, a review of existing theoretical frameworks will be carried out to uncover the factors that contribute to digitalization and AI integration. Finally, by synthesizing the studies, we could propose a model for better integrating administration in the digital age.

INTRODUCTION

In today's era, digital transformation has become a key phenomenon, pushing countries around the world to implement it in all areas of social, economic, and administrative activity. Its considerable impact on employment is visible in both the public and private sectors. Morocco, like other countries around the world, must face the impact of digital transformation. The Moroccan government has undertaken important reforms to modernize the public administration. This initiative aims to improve efficiency, optimize the management of public services, facilitate the work of administrative agents and speed up administrative procedures, while improving efficiency and transparency through digital technologies.

In this context, Morocco has launched the national strategy "*Digital Morocco 2030*" aimed at modernizing the administration, simplifying procedures, reducing costs and improving the quality of public services. The aim is to accelerate the digital transformation of public services (e-Gov) in order to facilitate access to administrative services for citizens and businesses. The objective is to move from 113th to 50th position worldwide in the EGDI (*E-Government Development Index*) ranking of online public services, among the essential levers to accelerate this transformation is the strengthening of the legal framework relating to digitalization, which contributes to increased transparency of administrative operations and better public confidence in the management of digital services. Transparency is a key factor in management decisions, as it is seen as a solution to the many problems faced in the public sector, such as corruption, excessive administrative delays and lack of accountability in public management.

The emergence of artificial intelligence (AI), as an advanced technological tool in the age of digitalization, is now seen as a key enabler for automating administrative processes, analyzing data, and improving decision-making. Its role in strengthening transparency and reshaping administrative practices is undeniable. In Morocco, artificial intelligence has been deployed in several public sectors, in particular within the Moroccan customs administration, the full dematerialization of the declaration circuit by Moroccan customs, accentuated by the health crisis, has accelerated the digitalization of the ecosystem, this makes the integration of AI essential to ensure the exchange, monitoring and transparency of transactions (Noureddine *et al., 2024)*. Nevertheless, although artificial intelligence offers immense potential to simplify