



Public Procurement Oversight in Algeria: Electronic Portal Readiness and Human Resource Challenges.

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Abstract:

The public procurement system in Algeria has undergone gradual development as a result of the interaction of internal and external political, economic, and legal factors. This development has produced a series of regulatory and legal texts that have established legal oversight as a mechanism to ensure transparency and efficiency. Within the framework of modernization, the state has moved toward the digitalization of this field through the electronic public procurement portal with the aim of strengthening integrity and keeping pace with technological developments. However, the success of this transformation remains closely linked to the qualification of human resources, particularly the officials responsible for managing public procurement, along with a reconsideration of the role of the electronic portal in the transition from traditional oversight to digital oversight. The analysis discussed in this research paper reveals the extent of the development of the public procurement oversight system in Algeria and its adaptation to the requirements of digitalization, as well as the effectiveness of the electronic portal and the officials responsible for managing and monitoring public procurement in achieving the required transparency and efficiency. The study ultimately concluded that the effectiveness of the electronic portal remains contingent upon strengthening the technical and legal training of officials responsible for public procurement, as well as providing an efficient digital environment that ensures information exchange, transparency, and procedural efficiency, thereby contributing to enhanced administrative performance and limiting unlawful practices in the field of public procurement.

Keywords: reforms of public procurement oversight in Algeria; electronic portal; qualification of the officer in charge of public procurement.

Introduction:

As part of Algeria's efforts to strengthen transparency and improve the efficiency of public administration, the State has embarked on the development of the public procurement system as a strategic tool for ensuring the effective management of public resources and supporting national projects. This orientation came within the framework of structural reforms aimed at enhancing integrity, combating irregularities, and reducing manifestations of possible corruption, in addition to moving towards the digitisation of public procurement through the electronic portal in order to facilitate procedures and improve transparency and process management. At the same time,



traditional oversight remains a fundamental axis in regulating performance, transactions, and manipulation in the field of public procurement.

Among the studies addressing this topic is an article by **Dr. Issaadi Mounir**, entitled, *"Public Procurement Control Mechanisms in Algeria under Law No. 23-12 Establishing the General Rules Governing Public Procurement"*, published in the *Russian Law Journal*, Vol. 12, No. 1 (2024). The study examines the evolution of Algeria's public procurement system following the transition from a state-controlled economic model, with particular emphasis on public procurement oversight mechanisms and their role in safeguarding public funds, promoting transparency, and combating corruption. It concludes that the oversight framework has been significantly strengthened through the integration of electronic oversight alongside conventional control mechanisms. Nevertheless, the effectiveness of this framework remains contingent upon the coherence of the legal framework with sustained political commitment, as well as the institutional independence of oversight bodies and the judiciary.

This study shares common ground with our research in addressing the historical development of public procurement oversight in Algeria. Nevertheless, it differs in its focus, as the researcher primarily examined the legal and procedural dimensions of oversight, whereas our study adopts a more practical approach by analyzing the impact of digitalization and human competence on the effectiveness of public procurement control.

Another prominent study is **Dr. Sengouga Radhia's**, *"Digital Transformation of Public Procurement in Algeria: The Role and Impact of the Electronic Portal"*, *Journal of Legal and Economic Studies*, Vol. 08, No. 02 (2025) *Algeria*, which examines the digitalization of public procurement as a means of promoting good governance and enhancing transparency. The study highlights the evolution of the legislative framework governing digital transformation and the role of the electronic public procurement portal in modernizing procurement procedures. It also identifies the major legal and technical challenges that continue to hinder the effectiveness of this transition, concluding that its success depends on the integration of legal, technical, and oversight frameworks, as well as the training and capacity building of public procurement oversight officers, who constitute the key actors in ensuring the sound management of procurement processes. While this study and the present research converge in their interest in the transition toward electronic public procurement, they differ in their analytical perspective. The former treats digitalization as the central focus of analysis, whereas the present study approaches it as a mechanism for strengthening oversight and governance, with particular emphasis on the practical challenges faced by public procurement oversight officers and their implications for the effectiveness of the public procurement oversight system.

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Nevertheless, the readiness of this digital platform alone is not sufficient. Its success remains directly linked to the competence of the human resources responsible for managing procurement



procedures and to their ability to keep pace with legislation and the requirements of digitisation, as is the case internationally in this field. This raises essential questions regarding the extent to which digitization is integrated with existing oversight methods and whether the system is capable of responding to these challenges.

To answer this question, this research paper is divided into two main sections

Section One: the legal trajectory of public procurement in Algeria in light of the development of oversight mechanisms and digital transformation.

Section Two: the qualified human factor as a necessity in light of the readiness of the electronic portal for public procurement in Algeria.

Section One: The Legal Trajectory of Public Procurement in Algeria in Light of the Development of Oversight Mechanisms and Digital Transformation

The legal trajectory of public procurement in Algeria has undergone significant reforms since independence, reflecting its strong linkage with the state's political and economic context. public procurement law is inherently multidimensional, serving both the state and citizens through the promotion of public interest. This has rendered it a flexible and evolving legal framework, shaped by internal and external dynamics. Consequently, its scope of application has been defined, oversight mechanisms regulated, and integrity principles established.

Digital transformation in Algerian public procurement, particularly through the electronic procurement portal implemented in early 2025, marks a major step toward digitization following successive regulatory reforms. However, despite its legal conceptually unsettled, especially regarding its institutionalisation within the portal, which is itself a key tool for detecting irregularities and monitoring procurement procedures. this necessitates re-examining the evolution of procurement oversight within Algeria's legal, political, and economic context, while clarifying the role of the electronic in enhancing transparency.

Subsection One: The Definition of Oversight of Public Procurement Contracts

Understanding the concept of oversight of public procurement contracts constitutes a necessary starting point for examining the legal and regulatory framework governing public procurement. Given that public procurement represents one of the principal mechanisms through which public authorities allocate and spend public funds to meet collective needs, ensuring the integrity of this process has become a fundamental concern of modern public administration. In this context, oversight serves not merely as a means of verifying compliance with applicable legal and procedural requirements, but also as an essential instrument for promoting transparency, accountability, efficiency, and the sound management of public resources. Accordingly, a comprehensive understanding of oversight of public procurement contracts requires an examination of its two constituent concepts—administrative oversight and public procurement contracts—before arriving at a precise definition of oversight as it applies to public procurement.

Branch One: Definition of Administrative Oversight

Administrative oversight is an essential administrative function aimed at monitoring the implementation of administrative activities and ensuring that public authorities achieve their objectives in accordance with the law and the public interest. Although scholars have proposed different definitions depending on their respective fields of study, they generally agree that



administrative oversight serves as a mechanism for ensuring legality, efficiency, and accountability in public administration.

First: Linguistic Meaning

Linguistically, the Arabic term *riqābah* (oversight) derives from the verb *raqaba*, meaning to observe, watch, supervise, or guard.¹ It also conveys the notions of protection, vigilance, and supervision.²

Second: Technical Meaning

From a technical perspective, administrative oversight refers to the authority exercised by competent administrative bodies to monitor administrative activities, ensure compliance with laws regulations, and established plans, detect deviations or errors, and adopt appropriate corrective measures. all of which seek to ensure the proper functioning of public services and the protection of the public interest.³

It has also been defined as: **"the oversight exercised by the administrative authorities that constitute the executive and administrative apparatus of the State. The concept of administrative oversight extends to include centralized public institutions as well as decentralized public institutions, with the aim of ensuring respect for the law and protecting the public interest."**⁴

Accordingly, oversight over public institutions extends to their organizational structure, personnel, and activities, taking various forms, including supervisory, administrative, and financial oversight, whether exercised internally or externally, as well as judicial, political, and public oversight. These oversight mechanisms operate in a complementary manner to ensure the proper functioning and continuity of public services, safeguard public funds, and promote the public interest, within a legal and regulatory framework established by the competent public authorities.

Branch Two: Definition of Public Procurement Contracts

The concept of a public procurement contract originates from the historical notion of commercial transactions, which gradually evolved into a legal instrument through which public authorities acquire works, goods, and services required to satisfy public needs.

First: Linguistic Meaning

Linguistically, the Arabic word *ṣafqah* (transaction or bargain) refers to an agreement concluded between two parties, originally associated with commercial exchanges. The adjective "public" indicates that one of the contracting parties is a public entity representing the State and acting in pursuit of the public interest.⁵

Second: Technical Meaning

According to the terminology of the General Agreement on Tariffs and Trade (GATT), **"government procurement refers to the process through which the government acquires the use of or obtains goods or services, or any combination thereof, for governmental purposes and not for commercial sale or resale, or for use in the production or supply of goods or services intended for commercial sale or resale"**.⁶

Technically, a public procurement contract is a contract concluded for financial consideration between a public contracting authority and an economic operator for the execution of works, the supply of goods, or the provision of services.⁷



Third: Legal Definition

The Algerian legislator defined a **public procurement contract** in **Article 2 of Presidential Decree No. 15-247 on the Regulation of Public Procurement and Public Service Delegations**⁸ as a written administrative contract concluded for valuable consideration between the contracting authority and one or more economic operators, in accordance with the conditions and procedures prescribed by the Decree, for the purpose of satisfying the contracting authority's needs in the areas of public works, supplies, services, and studies.

Subsequently, **Article 2 of Law No. 23-12 Establishing the General Rules Governing Public Procurement**⁹ redefined the public procurement contract as a written contract concluded for valuable consideration between the public purchaser, designated as the *contracting authority*, and one or more economic operators, referred to as the *contractor(s)*, with the objective of meeting the contracting authority's needs across the various fields of public procurement governed by the Law. In addition, the legislator requires that, when identifying procurement needs and awarding public contracts, contracting authorities give due regard to the requirements of the public interest, comply with environmental protection standards, and contribute to the achievement of sustainable development objectives. This legislative evolution reflects a modern approach to public procurement, whereby contractual governance is no longer confined to ensuring economic efficiency alone but also seeks to advance environmental sustainability and social responsibility within the public procurement system.

Based on these definitions, oversight of public procurement contracts may be understood as the process through which legally competent authorities supervise all stages of the procurement procedure to ensure compliance with the applicable legal framework, safeguard public funds, promote transparency and accountability, prevent irregularities and corruption, and ensure that procurement activities effectively achieve their intended public objectives.

Subsection Two: The Status of Oversight in Public Procurement within Algeria's Political and Economic Trajectory

Public procurement in Algeria has developed in line with the country's political and economic changes. It began with Ordinance No. 67/90 of June 17, 1967¹⁰ which was amended in 1969, 1971, and 1976. This was followed by Decree No. 82/145 of April 10, 1982, reflecting the socialist orientation of the State.¹¹ After the transition to a market economy and the 1989 Constitution, Executive Decree No. 91/434 of November 9, 1991 was introduced and later amended.¹² It was then repealed and replaced by Presidential Decree No. 02/250 of July 24, 2002, which also underwent several amendments.¹³ This was followed by Presidential Decree No. 10/236 of October 7, 2010, introducing stronger oversight and digitisation.¹⁴ Later, Presidential Decree No. 15/247 of September 16, 2015 established rules enhancing accountability, financial efficiency, and digitisation. Finally, Public Procurement Law No. 23/12 of August 5, 2023 set out the general framework, confirming earlier reforms, especially in digitisation, while oversight mechanisms evolved into their current form.

Branch One: Reasons for the Development of Oversight over Public Procurement in Algerian Regulation



Article 139 (10) of the 2020 Constitution establishes that the general rules governing public procurement fall within the legislative domain of Parliament, marking a shift from the regulatory authority of the executive—dominant from 1967 to 2015—to the legislative sphere.

Public procurement law has thus gone through six main texts in addition to nineteen amendments, that is, one amendment on average every three years. This indicates the sensitivity and instability of this regulatory text.¹⁵ This evolution reflects a lack of legal certainty, particularly in oversight provisions, and shows how the system has adapted to Algeria's institutional, political, economic, and social changes since independence.

First: The 1960s

This period was characterized by a legal vacuum in public procurement, which was provisionally addressed by Law No. 62-157 of December 31, 1962. This law extended the applicability of pre-independence legislation, except for provisions contrary to sovereignty, democratic principles, or of a colonial or discriminatory nature. Consequently, the French regulatory framework governing public procurement remained in force on a transitional basis, this was carried out through the issuance of the following regulations:

- Decree No. 57-24 of January, 8th 1957 concerning contracts concluded in Algeria;
- Decree No. 57-1015 of August, 26th 1957 concerning oversight of contracts concluded in the name of the State;
- Order of July, 24th 1954 concerning the advisory procurement committee in Algeria;
- Order of November 26th 1960 concerning the application of the rules governing State contracts to contracts concluded in the name of Algeria.

These texts were reinforced after independence by Decree No. 64-103 of March, 26th 1964 establishing the Central Procurement Committee within the Ministry of National Economy.¹⁶ This committee reviewed compliance with public procurement rules and economic requirements for all state and public economic institution contracts.¹⁷

Second: The period from the 1970s to the 1980s

During this period, Ordinance No. 67-90 of June 17, 1967 introduced the Public Procurement Code. Issued as a presidential ordinance during a constitutional vacuum (1965–1976), it was regulatory rather than strictly legislative in nature and was subsequently amended six times, through:

- Ordinance No. 69-32 of May 22nd 1969;
- Ordinance No. 70-57 of August 6th 1970;
- Ordinance No. 71-84 of December 29th 1971;
- Ordinance No. 72-12 of April 18th 1972;
- Ordinance No. 74-09 of January 30th 1974;
- Ordinance No. 76-11 of February 20th 1976.

This ordinance contained provisions relating to **prior oversight** of public procurement, namely internal control exercised by the **bid opening committee**, while it overlooked the **bid evaluation committee**. As for external control, the text initially entrusted it to the **Central Public Procurement Committee**, established within the ministry responsible for trade, which oversaw contracts concluded by the State and national institutions, and to the **wilaya public procurement**



committee, which oversaw contracts concluded by wilayas, municipalities, and wilaya- and municipal-level public institutions.

With the enactment of the law on socialist management of enterprises, external control was extended to new committees, which became as follows:

- the Central Procurement Committee, responsible for overseeing contracts concluded by the State and socialist enterprises under ministerial supervision;
- the Ministry Procurement Committee, responsible for overseeing contracts concluded by the ministry;
- the Wilaya Procurement Committee, responsible for overseeing contracts concluded by the wilaya, the municipality, and local socialist institutions;
- the Socialist Enterprises Procurement Committee, responsible for overseeing contracts concluded by socialist enterprises, provided that the amount of the contract did not exceed the jurisdiction of the Central Procurement Committee.

One may observe that the text initially reflected a liberal orientation based on French legislation, while subsequent amendments, particularly from the early 1970s introduced a socialist approach linked to the socialist management of enterprises.¹⁸

Third: The period from the 1980s to the 1990s

A major regulatory reform was introduced by Decree No. 82-145 of April 10, 1982, governing contracts concluded by public contracting authorities and amending Ordinance No. 67-90, particularly in terms of oversight. It reflected the economic changes of the early 1980s, marked by limited economic openness, continued socialist orientation, and industrial restructuring of national enterprises, thereby aligning public procurement rules with these developments.

This decree was amended through the following texts:

- Decree No. 84-51 of February, 25th 1984;
- Decree No. 86-126 of May, 13th 1986;
- Decree No. 88-72 of March, 29th 1988;
- Executive Decree No. 91-320 of September, 14th 1991.

One of the advantages of this decree is that it devoted an entire chapter to procurement oversight and introduced new concepts of control operations: **internal control**, **external control**, and **supervisory oversight**. It entrusted internal control to the **bid opening committee** and the **bid evaluation committee**. External control was entrusted to the following committees:

- Ministry or State Secretariat Procurement Committee;
- National Socialist Enterprise Procurement Committee;
- Unit Procurement Committee of the National Socialist Enterprise;
- Procurement Committee of the enterprise whose capital was mostly public;
- Wilaya Procurement Committee;
- Wilaya Socialist Enterprise Procurement Committee;
- Municipal Procurement Committee;
- Municipal Socialist Enterprise Procurement Committee;
- National Procurement Committee.



These committees were later amended through the addition of the **Procurement Committee of the national public administrative institution** and the **Procurement Committee of the local public administrative institution**. At the same time, the procurement committees of national, unit-level, wilaya-level, and municipal socialist enterprises, as well as the procurement committee of the enterprise whose capital was mostly public, were abolished. This amendment was the inevitable result of the economic reforms introduced at the beginning of 1988, particularly by Law No. 88-01 of January, 12th 1988 containing the Framework Law on Public Economic Enterprises.¹⁹

Supervisory oversight is exercised by the supervisory authority over the public contracting operator to ensure that contracts comply with government directives, procurement rules, and sectoral programs and priorities.

Fourth: The period from the 1990s to the beginning of the new millennium

This period saw the issuance of Executive Decree No. 91-434 of November 9, 1991 regulating public procurement, reflecting the constitutional, institutional, political, and economic reforms of the late 1980s and early 1990s, as set out in the 1989 Constitution and related legislation.

This text was amended three times:

- Executive Decree No. 94-178 of June, 26th 1994;
- Executive Decree No. 96-54 of January, 22nd 1996;
- Executive Decree No. 98-87 of March, 7th 1998.

This text retained the threefold structure of procurement oversight: internal, external, and supervisory. Like the 1982 Decree, it assigned internal control to the **bid opening committee** and the **bid evaluation committee**, external control to the various procurement committees, and supervisory oversight to the supervisory authority.

Fifth: The third millennium

This period was marked by Presidential Decree No. 02-250 of July 24, 2002 regulating public procurement, where the executive authority solely defined procurement rules in the absence of legislative intervention. It reflected an economic context of high public spending driven by major infrastructure projects, requiring rational and prudent management through regulatory safeguards.²⁰

The new measures introduced concerned, in particular:

- freedom of access to public procurement;
- equality in the bids of operators;
- transparency of procedures.²¹

This decree maintained three levels of oversight: internal, external, and supervisory. Internal control was carried out by bid opening and evaluation committees through a two-stage process (technical then financial evaluation). External control was assigned to specialized committees, while supervisory oversight remained the responsibility of the supervisory authority.

Despite the many amendments adopted during this period, they did not affect the core of oversight procedures, but rather focused on the procurement committees of the contracting authorities.²²

Branch Two: The Development of Oversight over Public Procurement during the Millennium Period with the Issuance of the Public Procurement Law



The early 2010s were marked by a shift toward accountability, highlighted by Presidential Decree No. 10-236 of October 7, 2010 on public procurement. It was adopted in a contradictory context of high hydrocarbon revenues alongside major financial scandals and corruption cases, prompting the establishment of a regulatory framework to safeguard public funds.

With Presidential Decree No. 15/247 of September 16, 2015, a comprehensive legal framework was established for public procurement and public service delegation contracts, defining their award conditions, procedures, and oversight mechanisms to ensure freedom of access, equal treatment of candidates, and transparency. It also abolished the national committee system, transferring its functions to sectoral committees within each ministry and to regional committees and provided for the establishment of a Public Procurement Regulatory Authority supported by an Observatory of Public Procurement and a National Dispute Resolution Body. It further introduced integrity provisions, including the development of a professional code of ethics for officials involved in the control, award, and execution of public procurement contracts, to be prepared by the Public Procurement and Public Service Delegation Observatory.²³

Public Procurement Law No. 23/12, adopted after the 2020 constitutional amendment, shifted public procurement into the legislative domain, where Parliament enacts it under Article 139 of the Constitution. This reform responds to growing demands for public fund oversight, improved control of national and local programmes, citizen participation, and a stronger legal basis for procurement. It further strengthens transparency and competition by mandating electronic publication through the procurement portal and contracting authorities' websites, alongside the disclosure of financial and implementation reports and the reinforcement of financial oversight mechanisms.

Subsection Three: The Concept of the Electronic Portal for Public Procurement and Its Role in Achieving Transparency

The electronic public procurement portal is a digital platform used to manage and publish all stages of procurement, from tender notice to award and implementation. It operationalizes e-governance by ensuring open, equal, and non-discriminatory access to information for economic operators. It enhances transparency through procedural publicity, facilitates real-time oversight, reduces direct contact between administration and operators, and thereby limits corruption risks. It also ensures full electronic traceability and documentation of procurement procedures, strengthening administrative credibility and economic actors' confidence in the system.

Branch One: Virtual Environment of the Procurement Portal

The electronic public procurement portal constitutes an integrated digital environment that replicates all administrative functions related to public procurement, including interactions with economic operators, internal administrative processes, and relations with external oversight bodies. Accordingly, the portal includes the following:

First: informational content

This covers all uses involving citizens, State institutions among themselves, and business organisations.

Second: service content

This enables the provision of public-life services and business services online.



Third: communication content

This is referred to as community building, enabling continuous interaction between individuals and the State through available digital channels, allowing access to information and services published on the electronic portal. Access is provided via the internet and secured local networks, with user authentication through a username and password.²⁴

Branch Two: The Contents of the Electronic Portal for Public Procurement in Consolidating the Principle of Transparency and Publicity

In earlier Algerian public procurement regulations, the first reference to the electronic portal appeared in Article 174 of the repealed Presidential Decree No. 10/236. This was followed by a ministerial decision of November 17, 2013, issued by the Ministry of Finance, which defined the portal's content, management methods, and procedures for electronic information exchange, and was published in Official Gazette No. 21 of 2014. Thereafter, Article 203 of Presidential Decree No. 15-247, following the repeal of Decree No. 10/236, established an electronic public procurement portal jointly managed by the Ministry of Finance and the ministry in charge of information and communication technologies, reflecting inter-ministerial coordination requirements. Subsequently, Public Procurement Law No. 23/12, in Article 60, explicitly provides for the central role of the portal and made its use mandatory in procurement award procedures

Referring to the November 2013 ministerial decision defining the electronic portal's content, Article 2 stated that its main purpose is to enable the publication and exchange of public procurement information and documents, as well as the electronic award of contracts. It also specified the required content of the portal and its functions in ensuring transparency, organizing contracting authorities' operations, and managing document exchange with economic operators.

With the issuance of the February 4, 2026 decision (Official Gazette No. 17/2026), the 2013 decision was repealed. It defines the content and management modalities of the electronic public procurement portal in implementation of Article 105 of Law No. 23/12. The highlighted details of the 2026 decision are as follows:

- **electronic submission of bids:** the possibility of submitting technical and financial bids fully digitally, which eliminates the need to travel to premises;
- **official portal:** upgrading the electronic portal to serve as the exclusive platform for publishing procurement notices and exchanging documents;
- **transparency and confidentiality of information:** The information system must ensure the integrity and confidentiality of documents and data submitted by operators;
- **portal content:** The portal provides access to forecast programmes, awarded contracts, banned operators, and indicative prices, while promoting digitalisation and integration with economic and financial networks through dual registration for contracting authorities and economic operators. Its implementation enhances transparency by centralising all procurement information and procedures on a single platform, offering extensive data services to users. This decision represents a key step in reinforcing transparency and modernising public procurement governance,²⁵ By establishing a functional technical and institutional framework for electronic transactions, although some regulatory aspects of the portal and its management still require clarification through implementing texts. Overall, Algeria has advanced in digitising public



procurement; however, the effectiveness of the electronic portal depends on comprehensive implementing regulations, particularly in procedural and oversight mechanisms, to ensure transparency and efficient contract execution.

Section Two: Human Factor in Algeria's E-Procurement Portal

Digital transformation in Algeria's public procurement poses a major challenge for human resources due to rapid technological change and the adoption of electronic procedures. The implementation of the e-procurement portal has created an urgent need to strengthen staff capacities, making reskilling a key strategic requirement for effective system use.

Reskilling goes beyond improving existing skills, aiming to prepare staff for new technologically advanced tasks, bridge knowledge gaps, and enhance work quality. It serves as a strategic tool to strengthen institutional readiness for the electronic portal, ensuring efficiency, transparency, and reduced reliance on traditional or external support systems.

This approach is supported by Algerian legislation. Public Procurement Law No. 23/12 emphasizes efficient and transparent management, notably through internal control provisions in Article 96. Former Presidential Decree No. 15/247 (Article 124) required contracting authorities to ensure continuous training and qualification of procurement staff, while Law No. 23/12 assigns this responsibility to the employing authority. Moreover, Ordinance No. 06/03 on the Civil Service Statute provides in Article 27 that training is a guaranteed right for every public employee.

On this basis, strict oversight of the training of public procurement officials is required, along with their classification by specialty and training needs in line with digital transformation.

Subsection One: Foundations for Enhancing Human Capacity in the Use of the Electronic Public Procurement Portal

To ensure secure electronic procurement, human resources must be adequately qualified through intensive training in digital, legal, and technical skills to guarantee proper use of the e-procurement portal in line with transparency and integrity requirements. This necessitates the identification of specialized personnel or qualified candidates for procurement roles, thereby establishing a clear framework for qualification and training and addressing related challenges in Algeria, from which appropriate mechanisms can be derived to overcome implementation difficulties.

Branch One: Qualification of the Officer Responsible for Public Procurement According to Speciality

Specialised qualification of public procurement officers is a key requirement for ensuring procedural efficiency and transparency, as the role demands integrated legal, technical, and financial expertise. Accordingly, different officers must be trained to prepare tender documents, evaluate bids, and monitor contract execution in line with the principles of competition, integrity, and sound negotiation.

In light of digital transformation, these officers may be classified into the following specialised groups:

- **programmers:** responsible for developing software applications for electronic administration, including administrative, accounting, and legal systems;
- **computer operators:** Their role is to enter and electronically store administrative data and documents, ensuring their rapid exchange between institutions;



- **network staff:** Their role is to maintain and repair computer networks to ensure the proper functioning of electronic administration systems;
- **specialists in security and protection:** responsible for securing information systems and networks against cyberattacks, including hacking, data theft, espionage, and data manipulation or falsification.²⁶

Branch Two: Challenges Facing the Reskilling of the Human Factor in Light of the Digital Transformation of Public Procurement

The reskilling of human resources in Algeria's digital transformation of public procurement faces several challenges, as electronic award procedures rely on a neutral electronic intermediary that does not affect contract content.²⁷ Among the main difficulties are the following:

First: Delay in Implementing Training Regulations for Procurement Officers

Despite the legislator's emphasis on training in public procurement, its implementation remains delayed due to the absence of structured programmes and pending implementing texts since Decree No. 15/247, highlighting the need for continuous training of all procurement officials in light of ongoing regulatory changes.

Moreover, anti-corruption legislation classifies as a criminal offence any violation of applicable legal and regulatory provisions in the conclusion, approval, or review of **unjustified advantages in the field of public procurement**.²⁸

Second: Weak oversight over the training of public procurement officers

Although the law mandates training for public administration staff, particularly in public procurement, its implementation remains inconsistent due to institutional negligence, unequal access, or denial of training opportunities. This leads to difficulties in integrating procurement officers into digital systems and may generate resistance to change due to lack of skills, sometimes forcing staff to seek external training.

To address this, it is necessary to strengthen periodic oversight of training activities through audit of administrative accounts and training expenditures, while ensuring accountability of officials responsible for any deficiencies, in order to guarantee effective capacity-building in public procurement.

Third: Clarifying roles and structuring posts

This requires defining procurement officers' roles according to specialization and qualifications, and updating regulations and organizational structures to align with digitalization and distinguish between administrative and technical competencies.

Fourth: Qualifying officers specialised in data security and protection

Cybersecurity training is essential to ensure secure electronic procurement, requiring skilled personnel and adequate funding for training and oversight. Delays in implementing regulations reflect concerns over legal certainty, security, and limited expertise, leading to uncertainty about the mandatory use of the e-portal. Consequently, there is a strong call to make its use compulsory and to ensure sufficient resources for training, infrastructure, and digital oversight to achieve transparent e-governance in public procurement.



Conclusion:

The digitisation of public procurement in Algeria through the electronic portal aims to strengthen transparency and efficiency, yet it remains constrained by limited internet access and insufficient digital skills. In this context, the role of procurement oversight is central to ensuring procedural integrity, but it is not yet fully integrated into a cohesive digital system. Despite existing legal frameworks and institutions such as the National Authority for the Protection of Personal Data, digital control mechanisms effective and unified governance.

To move forward, the following measures should be considered:

- Strengthen digital procurement oversight within the electronic portal.
- Integrate oversight bodies through a unified database system.
- Ensure end-to-end electronic traceability for full transparency.
- Improve internet infrastructure and digital access.
- Train staff on digital procurement tools.
- Reinforce cyber security and data protection standards.

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