

Innovation in Public Services: The Case of Moroccan Government

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Abstract Public service innovation and New public Management' are two domains of research that have been developed independently. However, they share a common concept that is 'Public service'. To improve the efficiency of public services, understanding the public value delivered to citizens is essential. Business model innovation allows evaluating the value created for consumers and pinpoint exactly citizen's needs and expectations. This paper presents a new approach to innovate public services and identify opportunities to enhance public service delivery. The 5W1H business model allows to analyze public services, how are they created, who are their consumers, when and where are they provided and what public value are delivered. We support our argument with findings from a study conducted by the Moroccan Ministry of Administration and Public Service Reform. The results indicate that the classification of public services according to the public value is a baseline for improving the process of their delivery and the need for serious reflection to strengthen the digital transformation of administrative procedures.

Keywords: • public service • new public management • public value • business model • 5W1H • Moroccan government

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1 Introduction

With the trend of reinventing public services, many governments are focusing on strategies and tools to improve the public sector. E-government initiatives are created to ensure effective public administration and respond to the needs of citizens. In this context, understanding the public value is essential to solve e-government challenges and manage innovation process in the public sector (de Oliveira & Júnior, 2018). Therefore, to foster the innovation process and increase public value, determining customer expectations is the key milestone (Geum et al., 2016).

The role of new public management (NPM) is to restructure public sector and improve public value delivered to citizens. Indeed, NPM introduces innovative tools and methods to modernize public administrations and bring it closer to their users (Gonzalez et al., 2013; Haddad et al., 2020; Zia & Khan, 2014). Furthermore, the application of NPM improves performance of public sector. Outcomes measures from NPM mechanisms are considered as central element in innovation in public services (Desmarchelier et al., 2019).

Keeping in mind that business model describes public services process, characteristics and how public value is delivered to the society (Gasova & Stofkova, 2017), this paper proposes the use of 5W1H approach in a business model to provide better identification of public service value and present a fundamental understanding to public administrators to manage and implement the administrative simplification reforms. The following six questions are asked : (1)What is a public service, (2) why we use it, (3) who uses it, (4)Where is public service available, (5) when can we access and (6) how can we access to public service.

Key finding using the new business model helps to understand, describe public service concept and identify three main categories of public value: Informational value, procedural value and value of general interest. This result renders an in-depth reflection of public service classification. In so doing, the business model provides a good starting point in innovation in public service, since each category requires a coherent approach to innovate its own processes.

The remainder of this article is structured as follow: After this introduction, Section 2 focuses on the background of the study: innovation in public services, public management, business model and public service definition. Section 3 is devoted to the innovative framework that analyze the public service concept. To illustrate our proposed approach, a study conducted by the Ministry of Administration and Public Service Reform in Morocco is detailed in section 4. Next, the findings and results are discussed in section 5. Finally, conclusions are drawn for public administration design and future research in the public service innovation field.

2 Literature overview

The literature on innovation in the public sector includes a large number of definitions. Existing research studies provide a range of descriptions. Innovation is considered as a new implementation of tools to reform public services (Glor, 2019). Also, it is defined as new conceptions to improve public service performance (Pratama, 2019). For other scholars, it represents design to improve the effectiveness of processes and enhance the delivery of public services (Sucupira et al., 2019).

To reform the public sector and change the traditional model of public administration, a wave of initiatives was launched since 1980 (Liddle, 2018). The new public management (NPM) concept has emerged to transform the traditional model of public administration. NPM proposes new approaches to increase the efficiency and flexibility of public services by simplifying administrative procedures and introducing quality management (Y von Pesqueux, 2020). However, from the analysis of the literature on NPM, studies are focusing more on the rules that drive the public administration without analyzing activities carried by public administrators and the features of the organizational model (Tomo, 2019).

A large number of NPM tools exists that helps to enhance the public service delivery and simplify administrative procedures, but their selection depends on each country capacities, systems, and the level of administrative responsibilities (Halili & Kukovič, 2022).

The 'business model' is a designed tool that allow organizations the identification, the description of value delivery (Chesbrough, 2010; Martins et al., 2019). In addition, improving the public value and boosting innovation in the public sector requires an appropriate strategy and precise conception (Matei, 2014).

The 5W1H method also known as the Kipling Method because of its originator Rudyard Kipling, is a powerful method for deep analysis and information gathering techniques. This approach is used to further explore concepts in many areas, such as inclusive innovation (Schillo & Robinson, 2017), Internet of Things technology (Gim et al., 2018) and Semantic Role Labeling (Chakma et al., 2019). Moreover, in business model field, several studies adopt the 5W1H method to investigate the different facets of business idea and assess its potential (Cho & Lee, 2015; Grustam et al., 2018; Zhang et al., 2018).

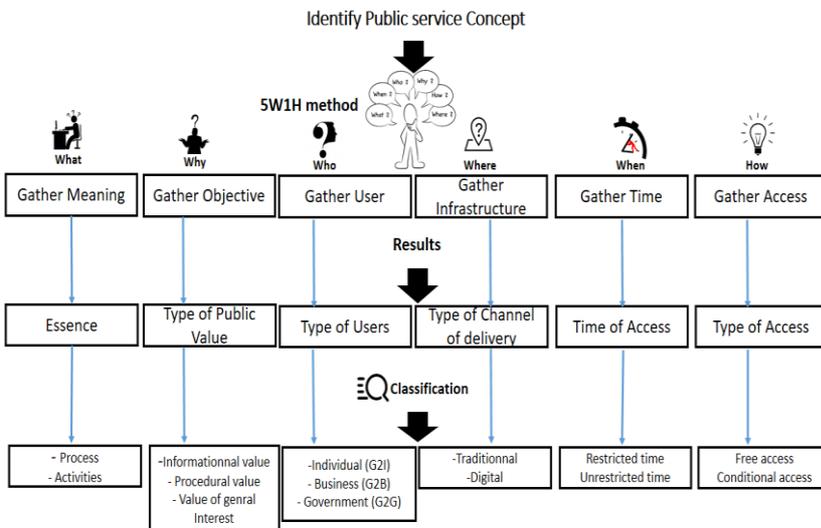
In this context, we link business models based on 5W1H and public service concept to achieve a better understanding of public service concept and identify the public value.

3 Method

As mentioned above, to further analyze and come up with a broad overview of the public service concept, the framework seeks to answer the six research questions: What is public service? (The essence of the term), Why do we use public services? (Goals to achieve), Who uses public service? (Stakeholders involved), Where can we use it? (Time of access), Where is it available? (Infrastructure) and How can we access it? (Mode of access). This allows public administrators to properly comprehend, interpret then organize the gathered information. Likewise, it helps to construct a business model to innovate the public service processes.

Figure 1 presents the innovative business model based on the 5W1H method to improve the perception of public services. This conceptual framework is established by providing six key points relevant to the concept. As a result, a new identification emerges for identifying public services and classifying public value.

Figure 1: The Business model based on 5W1H for Identifying Public Services



3.1 What is Public Service?

This is the first main question in the 5W1H method. What, is used here to identify the essence of the concept. The purpose is to get a precise and clear meaning of this term. “Public service” contains two parts “Public” and “service”. In Cambridge dictionary (Dictionary Cambridge, 2020), “Public” means not being limited to a

particular group of people involving people in general. It is concluded that “Public service” is a service developed for all the people not restricted to specified individuals or communities.

So, let’s define “service”. What is a service? This question was asked many times, and yet no common answers were found in the literature. Early researches on services primarily focused on this issue and debate over the vague definition. Since 1966, the service distinction from good has been revealed (Rathmell, 1966), the difference is developed on the supposition that services are different from physical goods. This finding is presented by considering good as a thing and a service as an “act”. Also, authors in (Justin O’Sullivan et al., 2002) recognized the necessity to identify services. They compared the need to describe a service as a need to label products in a supermarket. The notion of actions and activities was deeply discussed in their work. This had confirmed the notion that service is a “processes” that provide value between customer and provider (Grönroos, 2006).

Recently, an issue of concern among researchers has raised the use of the term “Service Design” (Andersson & Mattsson, 2018; Eriksson & Hellström, 2021; Trischler & Westman Trischler, 2021) that highlights the need to develop new approaches to improve the public service processes in the age of digitalization . In this way, according to the literature and beside a large number of definitions, public service can be defined as “a set of government activities” done for the benefit of citizen. Likewise, when those activities are linked to produce an output, we affirm that public service is a ‘process’.

3.2 Why we Use it?

Why we use “Public service”? What is the objective of using a public service? What do citizens expect to achieve using a public service? In the previous paragraph, public service is defined as a set of government activities or processes that must lead to a result. In this part, we analyze the result provided during those processes: the public value.

Several studies focusing on public value have been conducted (de Graaf & Paanakker, 2015; Mériade et al., 2020; Sønderkov & Rønning, 2021). Hence, a better understanding of public value helps digital government projects to meet high level of citizen’s expectation (Panagiotopoulos et al., 2019). As creating public value is the main objective of public services (Magnussen, 2021), identifying multiple aspects of productive processes enhance the public service delivery (Yotawut, 2018). However, Identifying the nature and the characteristics of public value remains difficult (Witesman, 2016).

With the aim of a better understanding of the complex public value, we distinguish three main values:

- Informational value provided by informational public services. It includes all infrastructure information, legal and regulatory documentation, databases, maps, directories, audio-visual programs, broadcasting that enable users to obtain useful information.
- Procedural value delivered by procedural public services. Based on the context of the study, this category presents the value derived from administrative procedures between government and citizens. The constancy of this issued value can be an “administrative document “that involves documents sent out by the public administration, like, a contract, a certificate, an authorization, or to comply with an administrative obligation. It concerns one person (individual) or several people. For example, Identity cards, car registration, building permit, business license, etc. The constancy can also be a “change in situation” of the administration's registers concerning the user. This change may or may not be accompanied by an administrative document. Examples of registers: civil status register, National Business Register, land register, tax register, etc.
- Value of general interest: It includes all public services driven by the government’s engagement to the benefit of the public interest. Therefore, it covers all platforms, entities, buildings, projects engaged to serve the interests of society. For example: hospitals, schools, theatres, roads, highways, public transportation, and all public goods and assets that concern safety, health, education, culture, protection, and social need.

3.3 Who uses Public Service?

Who are the public service users? This question seems highly significant while defining the term service. Different terms have been used to determine who benefits from public services. Among these users are customers, clients, consumers, and stakeholders.

Government has a moral obligation to serve citizens through public services, to meet their needs, and improve their well-being. More, public services are provided for all members of society; they must serve individuals, families, and communities (Spicker, 2009).

In addition, several researchers agree that government creates interaction according to the “ from who to who” principle and this allowed to develop three main categories of users: Government to citizens (G2C), Government to Business (G2B) and Government to Government (G2G)(Akhannich et al., 2022; Mounira, 2021)

Meanwhile, classifying the users is primordial to improve public service processes and adapt the specific needs for each group. So, we agree the main relevant users of public services are individual, business and government entities.

- **Individuals G2I (Government to Individual):** The Government offers diverse services to the individual, citizens, or non-citizens (people with residence permit). These services include national security, national infrastructure, information, entitlement, national education, national health care, environment, and development. So individuals are involved in using and providing services. They can contribute to the improvement of the public service taking into account the values of citizenship.
- **Business G2B (Government to Business):** The government attempts to incentivize professionals to promote positive changes in the field of business and private sectors. It thus provides them with specialized tools, such as laws, rules, and regulations that allow them to achieve common objectives. The government is, therefore, responsible for assisting professionals to carry out their activities. They are highly equipped with assets they may need to manage their resources and their salaries. (e.g., registration, information, licensing, rights, and reference texts).
- **The government G2G (Government to Government):** Government entities and other public agencies (Ministries, Public Institutions, and local authorities) have some requirements in common. Among these are knowledge, documents, data, system, expertise, and other skills. So this relationship seems to be highly efficient. It allows for cost-saving, time, and many other resources.

3.4 Where is Public Service Available?

Where is public service available? What is the infrastructure that provides public services? What are the channels of their delivery? What is the type of these channels? These are the main questions to be dealt with in this part.

There is a need to acknowledge that public services are provided through several channels:

Personal desk, printed or written communication, Telephone, and Electronic.

In this sense, two main categories are proposed to determine where the public service is available: Traditional and electronic.

- **Traditional channels** require the presence of citizens. Physical presence is mandatory to fully make use of the service provided. So, the transaction with government agencies necessitates physical activities and face-to-face contact. They, for example, move to the desk office to fill in a paper form or make a claim. They can also use different tools of communication, such as mobile phones, faxes, and call centers.
- **Electronic channels** present digital interactions. Users can get the service remotely without attending governmental agencies, they can use electronic

interfaces like Web services, e-mails, mobile applications, or interactive vocal responses (IVR).

To enhance public service delivery, governments tend to focus on transforming traditional communication channels to electronic ones using information communication technologies (ICT) tools. Likewise, the potential of using ICT tools in public service fields is growing up. This, influences the public service delivery, allows governments to meet their citizens' expectations and provide new directions for the development of public e-service area.

The literature is full of public e-service concept, but there is little consensus on the description of the phenomenon (Lindgren & Jansson, 2013). Furthermore, all electronic interactions between government and citizens are often perceived as public e-services (Jansen & Ølnes, 2016). This confusion impacts the measuring of efficiency and quality of public e-services. We, therefore, understand that websites, call centers, mobile applications, internet applications, counters are not public services, for they do not satisfy citizens' needs. They are simply "channels" where public services are provided.

3.5 When Can we Access Public Service?

When can we access public service? Is it fully open to being accessed? Does it have a restricted time for accessibility? Numerous studies were conducted to assess the time of accessibility to public service, and how it is influenced by the opening hours of service delivery (Delafontaine, M et al., 2011)

Considering that governments aim to provide a better service for their citizens, increasing the time of accessibility to public services is among its priorities. Public services that provide vital needs for citizens have to operate regularly without interruption. Access time is unrestricted (permanent) 24 hours a day, 7 days a week. That is, access to some interfaces is not restricted to a scheduled opening hour. For example, law enforcement, hospitals and the police. Other public services, like informational public service, are broadcasting news continuously. Still, public e-service is available at every time providing continuous service. So this privilege is not guaranteed by the most traditional services. On the other side, the majority of public services that deliver administrative documents are identified by their restricted access time. The users, in this case, cannot access the service outside working hours.

3.6 How Can we Access Public Service?

How can we access public service? Can everyone access public services or there are conditions or specific requirements that must be met before using the service?

Lovelock (1983) asked how the service is delivered. He discussed the convenience of access for customers, and how multiple outlets can increase this accessibility. In this regard, he presented three methods of service delivery. When the customer goes to the service organization, when the service organization goes to the customer and when the customer and service organization handle at arm's length. The need for free access to public services is widely recommended (Broadbent & Guthrie, 2008). As mentioned above, "public" means not specified to a certain category. The availability and equal access for all members must be the main features that differentiate public services from private ones.

The basic manners to access a public service are as follows: First, the *open-access* in which governments provide free public services without any conditions to its citizens, such as healthcare, education, and citizen protection. As a result, all citizens benefit equally from these services. Second, the *conditional* mode of access in which the user must meet conditions to get the service. The government establishes regulations and rules to authorize or deny access to public services. The latter can be legal conditions, fees, or authentication. In other situations, the user must fulfill some obligations to get the service

4 Case Description

4.1 Public administration in Morocco

Morocco like many developing countries is taking steps to modernize its administration and implement a digital transformation to innovate the public sector. Indeed, improving the delivery of public services has become one of the top priorities of Moroccan government over the last three decades. Therefore, public managers in Morocco are becoming more involved in the development of public services in order to meet citizen's expectations, and improving their daily life by implementing digitalized projects. Hence, implementing e-government involves improving the public service delivery via simplifying and digitizing administrative procedures (Bartiche Souad & Erraoui El Houssaine, 2021).

Since the year 1997, Morocco has adopted a new strategy to innovate public services in the country by introducing information and communication technologies (ICT) in the support the administration reform. In 2001, the first version of the National Strategy "e-Morocco" was adopted to employ innovative organizations while delivering services to citizens. In 2002, the Ministry of Administration Reform and Public service was created in order to modernize the entire Moroccan administrations, which need to rethink its organizational infrastructure with a strategic approach (La Réforme Administrative au Maroc, 2002).

The inauguration of Digital Morocco Strategy 2009-2013 was launched in 2008 to meet the needs of citizens. It has put much emphasis on digitalizing Moroccan

public services to let their operators gradually use the information technology tools in the field. As a result, the new collaboration between public administrations and citizens was created to improve administrative procedures (Guide Méthodologique de Simplification des Procédures Administratives, 2016).

Despite the reforms stated above, they did not go as far as it might have gone, many challenges are still facing the Moroccan public administration: deficiency in public service delivery, complex procedures, and dysfunctions in several public structures. Moroccan government should refine e-government process to promote good governance and democracy in the country (Azelmad, 2018). Under the National Plan of the Administration Reform 2018 – 2021, the Ministry of Administration Reform and Public service (MARP) has taken the initiative to innovate the public sector, improve public structures then develop a new strategic management to bring the administration closer to citizens (Ministère de la Réforme de l'Administration et de la Fonction Publique pour, 2018). In order to bring this plan to reality, firstly, the ministry has to design a comprehensive framework to further analyze and come up with a broad overview of the public services delivered in the country.

In this context, the Ministry of Administration and Public Service Reform (MARP) adopts a business model to better understand public services and public value. The purpose is to enhance the creation of public values as a strategy for sustainable development of the country.

4.2 Business Model Application

The MARP adopts the business model based on 5W1H approach. This approach defines a new understanding and describing of how public organization function provides public value. This initiative work presents multiple benefits for Moroccan government; a new ontology model PSOM-eGovMA is presented to enhance semantic interoperability in the public sector (Benaddi et al., 2022), and a future work to boost technical interoperability between public information systems.

In the case study, the MARP selects 44 ministerial departments to collect the required information. 257 public services were targeted for participating in the survey. To manage this project, the Ministry arranges several meetings with stakeholders and conducts workshops and training days for the representatives of each administration. To adhere to the survey, the ministry presents all the necessary information to complete the requested form.

The form contains several fields such as the name of the entity, sector of activity, description of the public service, website address, nature of the added value to the user, Group of the users, language of communication (Arabic, French or dialect), channels of provision (Traditional or digital), access mode (Free or conditional),

etc. After collecting the participant's answers, the ministry establishes files containing details on several headings, including answers to our six main questions.

The capture of data focusing on the six columns is presented in Table 1. The column of Why (public value) is pertinent to the ministry, and this perceived value for citizens will identify the public service and then classify it into three main categories: Informational service, Procedural service, and public service of general interest. It is, therefore, stated by the ministry that what is considered to be public service must deliver public value, whether this value is informational, procedural, or value of general interest. In this way, applying the 5W1H framework to the collected lists from public departments helps the ministry identify the whole list of their public services. The baseline for defining public service is the value emersion for the customer. According to this standpoint, the ministry can judge any activity and process performed by public agencies or ministerial department's bases on their authenticity and reliability.

5 Results and Discussion

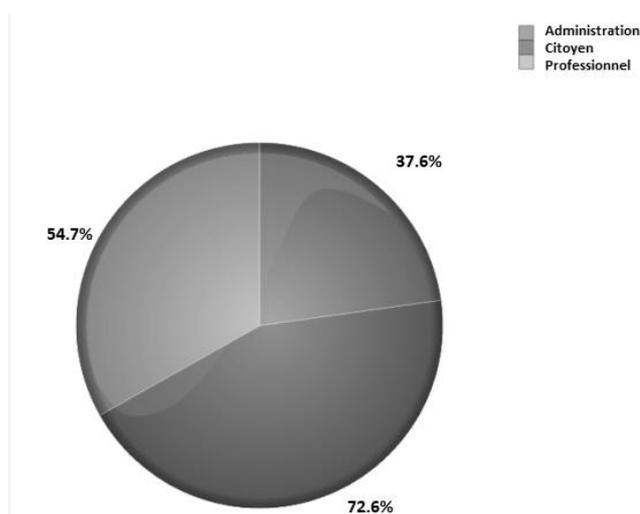
In alignment with the results and according to the comprehensive framework, the ministry judges what cannot be defined as a "public service", in particular, electronic platforms like Websites, call centers, mobile applications, internet applications that do not satisfy the initial user's need (Why does the user exploit the electronic platform). As seen in table 1, "passport.ma ", "Damancom.ma" are not recognized as public services, they are only electronic platforms that do not satisfy the citizen's needs. No public value is delivered toward the two digital platforms. Thus, the Ministry selects a valid public service and requests many administrations and local authorities not to use the name of the delivery channel as a public service for communication and marketing purposes.

At this level, the conceptual framework based on 5W1H is effective to distinguish real services from the pretended ones. This distinction is primordial for public managers to improve public service and public e-service delivery. As explained in the previous paragraph, e-service is just a service delivered electronically. After identifying the public value categories and the main public services: Informational public service, procedural public service, and public service with a general interest. The MARP draws attention to the public services that require administrative procedures: Informational service and Procedural service. This analysis, therefore, aims at obtaining further information about these principal services to facilitate their access and to improve their delivery. The collected data is explored with the universal search tool QlickView version 9.00.7320.7. It is a Business Intelligence (BI) data solution that is used for creating dashboards and deploying an analytic application. The software allows users to expose data, helps to uncover data insights and relationships across various sources.

5.1 Informational services

Informational services are inventoried from 44 governmental administrations, e.g. public agencies and Ministerial department. The QlickView solution allows us to gather and analyze collected data depending on many factors. The results of this data analysis based on 5HIW responses, and focusing on Who answers show that the consumer category is divided into three sections, illustrating different proportions: 72,6 % for Individuals, 54.7% for Business, and 37.6% for Government (Figure 2).

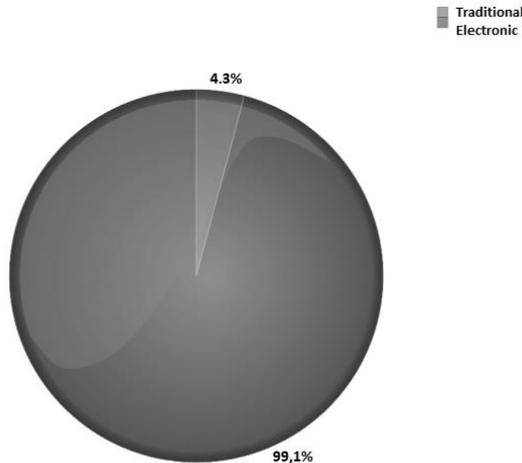
Figure 2: Consumers of Informational Public services



The results also show that 73,54 % of the information services are activities while 26,67 % are processes. 7% of informational services have a restricted time of access while 95% have unrestricted accessibility. 44.83% are open access while 55,17 % have Conditional access.

Below, in figure 3, is an important finding presented to indicate that 4,3 % of Informational services are delivered toward traditional channels and 99,1% toward electronic ones (3.4% have both traditional and electronic channels of delivery).

Figure 3: Channels of Informational Service Delivery



The study provides evidence that the majority of informational services are digitalized. This category of public services is now accessible via the Internet. Thus, the government can take advantage of the potential of Information Technology Tools and deliver Informational service electronically.

Still, an issue that must be considered is that the government is the least category targeted by Informational services (37%), which implies that the information does not consider other public agencies or governmental departments. For this reason, the Moroccan government must broaden this category to increase the availability of the information data and enhance the universality of access to the information.

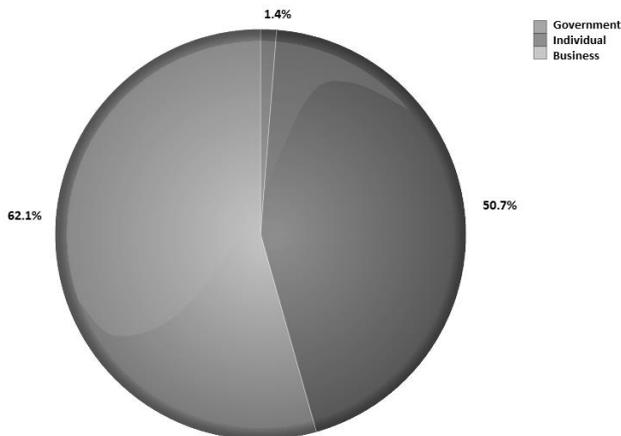
As a solution, we recommend sharing government infrastructure between public administrations; this necessary action will improve efficiency, reduce costs, and strengthen informational public services. Certainly, towards interconnected local databases, the government can ensure reliable, secure access to informational services for citizens, businesses, and public administrations.

5.2 Procedural Services

Considering Procedural services, data are limited to five important ministries in the country: Interior Ministry, Health, Justice, Finance and Economy, and Transport and Equipment.

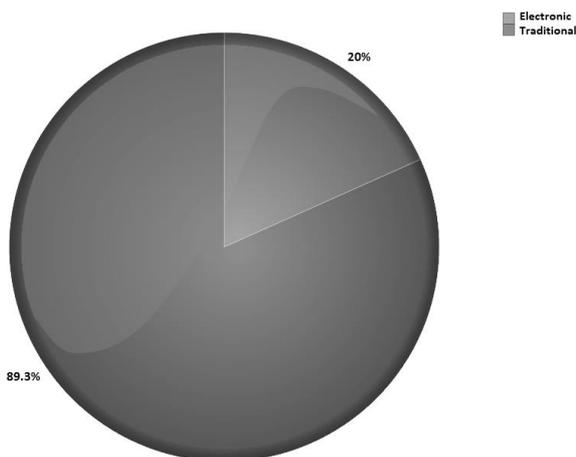
147 Procedural services are studied. The results show that 29;3 % of this category are activities, while 70,7 % is devoted for processes. Consumers’ categories concerned by procedural services are distributed as follows: Individuals (50,7%), Business (62,1%), and Government (1,4 %) (Figure 4).

Figure 4: Consumers of Procedural Services



As shown in Figure 5, Procedural Services delivered traditionally represent 89,3% while 20% are delivered electronically (9.3% are delivered traditionally and electronically).

Figure 5: Channels of Procedural Service Delivery

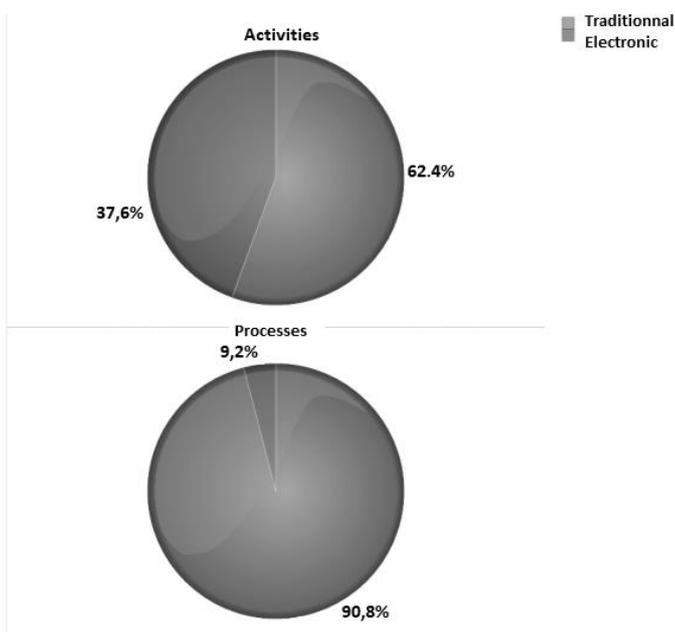


This result indicates that most of the procedural services are still delivered toward traditional channels. This lack of using ICT and exploiting electronic channels represent a barrier to improve the efficiency of this category. We conclude that, it is now urgent to trigger change in procedural public services processes and implement measures to improve their efficiency.

In reality, we state that procedural public services are not easy to digitalize as informational services; administration requires direct and complex interaction with citizens. To deliver efficient procedural services, the government must rethink the procedures, innovate processes and focus on client expectations before focusing on implementing ICT components (ICT infrastructure, ICT resources). This capacity of innovation generate new ideas for improving process and enhancing the efficiency public services

When focusing simultaneously on the nature of the procedural services and the channel of their delivery (See figure 6), we identify the need for digitalizing the processes more than activities in this category. The government needs a serious reflection to initiate the digitalization of procedural public services, to conciliate the needs of citizens.

Figure 6: Nature and Channel of Procedural Service Delivery



The research presented in this paper has allowed to better understand and identify the public value delivered to citizens. The application of the 5W1H business model was the first countrywide survey concerning public service identification, a new classification of public value was presented and new statistics of public services were further developed. Results of the study will serve as a starting point for the creation of public service registry.

However, the conducted research did not show the details relating to administrative complications in the three categories. This measures must be adopted to identify ineffective procedures, eliminate useless administrative processes, and ensure efficiency in public service delivery. One of the key factors to promote innovation in public sector is eliminating inflexibilities in administrative processes, simplifying administrative procedures and enhancing the use of ICT for technological progress.

Based on this argument, we propose a future work to examine Moroccan administrative procedures, assess the degree of their efficiency and measure the maturity level of digital public services (E-readiness measurement). The E-readiness index will guide public managers to monitor the implementation of ICT and improve the quality of public e-services.

6 Conclusion

Introducing NPM tools in the public sector enhances the effectiveness of services. On other hand , the business model is a management tool that support the creation and the delivery of value. Our study has sought to contribute to the public sector innovation by proposing a business model that examines the overall components of public services: process, created value, stakeholders, infrastructure, and access. This can be considered as a starting point toward innovating public services and enhancing the delivery of public value. Although, innovation in the public sector requires strategy and actions for re-engineering processes to enhance the efficiency of public services. In this sense, additional research on simplifying administrative procedures, improving the public service processes and examining the different barriers to the implementation of digitalization processes should be conducted.

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Appendix:**Table 1:** Application of 5W1H Business Model in Moroccan Public Services

Entity Name	Public Service Description	PS Name	What	Why	Who	When	Where	How
MINISTRY OF ADMINISTRATION REFORM AND PUBLIC SERVICE	Secure service with prior registration, allowing government departments and public institutions to publish notices of recruitment , calls for jobs in the public sector.	EMPLOI-PUBLIC.MA	Activities	Informational	Citizen	Unrestricted	Electronic	Conditional
MINISTRY OF AGRICULTURE, MARITIME FISHERIES, RURAL DEVELOPMENT AND WATER	This service provides farmers and agricultural professionals with information about agricultural activities (Grants, procedures, stakeholders,etc)	Information Center of the Ministry of Agriculture Maritime	Activities	Informational	Professional	Restricted	Traditional	Open
MINISTRY OF JUSTICE	This service allows users to register and make their complaints and grievances	justice.gov.ma/plaintes	Activities	Procedural	Citizen Professional	Unrestricted	Electronic	Open
MINISTRY OF THE INTERIOR	This service allows the citizen to order online and receive a copy of his birth certificate	alhalamadania.ma WATIQA.MA	Process	Procedural	Citizen	Unrestricted	Traditional Electronic	Conditional
MINISTRY OF THE INTERIOR	Online form to complete for asking passport document	passport.ma	Activities	None	Citizen	Unrestricted	Electronic	Conditional
Ministry of Industry, Trade and Green and Digital Economy	This service collects information on corruption attempts in public agencies	stopcorruption.ma	Activities	General Interest	Citizen Professional	Unrestricted	Traditional Electronic	Open
National Social Security Fund Agency	Online platform to make the request online, print it out, and submit it to the agency with the required documents	damancom.ma	Activities	None	Citizen Professional	Unrestricted	Electronic	Conditional
MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION	This service allows MRA to apply for online registration at the consulate, the payment of the consular card is made physically	CONSULAT.MA	Process	Procedural	Citizen	Unrestricted	Electronic	Conditional
MINISTRY OF ECONOMY AND FINANCE / CUSTOMS AND INDIRECT TAX	Online Platform for customs clearance of both import and export goods allows economic operators to register their customs declarations	badr.douane.gov.ma	Process	Procedural	Professional	Unrestricted	Electronic	Conditional

ADMINISTR
ATION

MINISTRY OF ECONOMY AND FINANCE / GENERAL DIRECT	This service allows companies to file and pay corporate tax online	tax.gov.ma	Process	Procedural	Professional	Unrestricted	Electronic	Conditional
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