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## **Local Finance Transparency in Algeria: An Attempt To Diagnose The Official Portals of Local Authorities**

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**Abstract:**

**Purpose:** This article investigates the issue of local finance transparency in Algeria by exploring digital resources within the time range from June 1st to 19th June 2021.

**Design/methodology/approach:** Data was collected from 39 official local authorities. The study focuses on two main areas, public procurement and local budget processes. The analysis shows the misalignments of local authorities in the sharing of significant finance information with citizens and business communities. The technological appropriation gap correlates to an absence of local finance transparency.

**Findings:** Findings reveal the comparative availability of information about procurement. Local authorities do not share budget information but seem to be more inclined to share information about procurement.

**Practical implications:** After 2019, there has been an increase in public finance transparency interest in Algeria. A new citizenship demand, according to the young society, which needs inclusive tools for better local governance. For that, the official portals become the main source of information, as they provide an opportunity for the citizens to track the officials elected.

**Keywords:** Transparency, local finance, budget, procurement, trust, social networks.

**JEL Codes:** H72, H79.

**Paper type:** Research article.

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## 1. Introduction

In response to the increasing citizenship demand in the Maghreb region, the issue of local finance transparency has become one of their main addressed issues. Nowadays, citizens seek to deal with the problem of public information asymmetry, most often imposed by a paternalistic or authoritarian political system. To this end, development requires finance transparency, allowing more inclusion for local stakeholders. Locally-elected representatives are called upon to effectively inform taxpayers on internal processes.

Otherwise, the need to involve citizens in public life is remarkably felt in the Maghreb region, which has just experienced political protest movements, that were at times peaceful; as in the cases of Algeria, Tunisia, and Morocco, and sometimes quite violent, as the recent events in Libya indicate. These movements are presented with a certain degree of confusion under the generic name of *Harak* or *Hirak*. Henceforth, transparency is becoming a major demand of citizens. A new citizenship demand, according to the young society, which requires inclusive tools for better governance. The young hyper-connected population aspires to a new model of public management, that allows more transparency and inclusion. Without a necessary adaptation to the new situation, it would be quite unrealistic to preserve current public service deliveries.

In the Algerian context, the department -Wilaya - and the municipality (People's Municipal Assembly) are subject to specific regulations in terms of local finance. The exercise of the local budget is subject to two main regularity controls: commitment control -ex-ante- and control of payment orders. An ex-ante control takes place at the initial stage of public expenditure, the financial public auditor ensures it by examining the regularity of the expenditure without commenting on its advisability.

On the other hand, the control of payment orders falls under the responsibility of the public accountant. To this end, information on local finance comes mainly from the following actors: the departmental executive (represented by the prefect "*Wali*" and the general secretary of the "*Wilaya*"), the municipal executive (represented by the mayor and the executive secretary of the municipality), the financial public auditor as representative of the Budget Division (Ministry of Finance) and the public accountant. Elected officials, procurement commissions and regional audit courts also hold fragmented information on local finance. In addition, the local authority needs to better inform citizens, build the necessary bridges of trust, interest hyper-connected young people and allow their effective inclusion in the management of the city. For that purpose, the official portal is becoming essential for the local finance transparency.

The research is limited to digital content relating to local finance in Algeria, shared on the official portals of local authorities (Departmental "Wilayas" and Municipals

'APC '), observed between June 1<sup>st</sup> and 19<sup>th</sup>, 2021. Two areas have been privileged: public procurement and the local budget process. This article's objective is to provide answers to the following questions: What is the state of local finance transparency in Algeria? What information is shared on the local budgeting process? And how is the citizen informed about local procurement?

This article is structured as follows: it opens with a literature review that serves in providing a sound conceptual framework for this research, then verges on its methodological framework before presenting the collected data. A discussion of the main findings helps providing answers to the above formulated questions. To conclude, critical data and information are provided to establish our diagnosis of local finance transparency, allowing us to formulate certain recommendations and areas of improvement.

## **2. Literature Review**

The financial information generated during a local authority term belongs to the citizen and should not be considered as private information. In many countries, transparency is clearly mentioned as value, in the fundamental law and is systematically reflected though many regulations. In fact, transparency is incorporated into the public management values (Piotrowski, 2010). Its preservation makes it possible to guarantee the proper functioning of the public service, to restore confidence to citizen-electors and above all to provide legitimacy to elected officials.

The transparency of local authority represents an interesting subject of research, involving several scientific fields such as management sciences, law, public administration and computer sciences. Around the world, several studies have been conducted, leading to measure transparency (Da Cruz *et al.*, 2016) for the municipality (Municipal Transparency Index). The municipality's portal is probably the most powerful information tool for ensuring long term effective transparency (Jaeger and Bertot, 2010).

Information and communication technologies (ICTs) can play a crucial role in building trust between citizens and their local authorities. Several studies have revealed the positive association between the use of e-government and e-reputation, and its positive effects on accountability. Tolbert and Mossberger (2006) have verified the positive relationship between the use of e-government and political trust. In addition, another literature (Moon, 2002; Cullier and Piotrowski, 2009) has also highlighted the role of ICTs in restoring confidence in public institutions and participation through inclusive processes. Another study has focused on the importance of geography and culture in measuring the impact of transparency (Grimmelikhuijsen *et al.*, 2013). Indeed, geography and culture determine the nature of the relationship between the local authority and citizens. Geography is often an indicator of economic activity, the quality of social relations and therefore the nature of local or national organizations.

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The use of digital portals has two main objectives (Justice, Melitski, and Smith, 2006): the simplification of transactions between the administration and applicants for administrative services; and strengthening citizen participation. Across the world, several studies have been carried out on the use of digital tools by public organizations and local authorities. Three main research streams can be identified as follows:

- Analysis of the level of development of official public portals (Caba, Lopez and Acerate, 2006).
- Analysis of financial and budgetary content of official public portals (Laswad, Fisher and Oyelere, 2005) and (Shkolnyk *et al.*, 2019).
- The explanation of factors associated with the development of e-government (Kim, 2007; Gandia and Archidona, 2008). In the case of municipalities, the previous study (Alvarez *et al.*, 2010) highlighted the importance of political factors and the significant distinction between the parties (right and left) in terms of transparency.

The worrying disinterest of the citizen in public affairs results from a certain feeling of exclusion and distance from the management processes at a local level (Innes and Booher, 2004). Probably, local official managers are not really keen on allowing their management to be transparent enough and easily controlled. Furthermore, these managers, who seek efficiency via the delegation of public services, can negatively affect their local management (Stivers, 2008), hence causing less transparency for citizens.

Current literature is abundant on Anglo-Saxon local authorities. In developing countries, particularly the countries under the influence of the Latin administrative culture, virtual decentralization is more present than effective decentralization. To this end, financial information must go back to the central government through the regional structures of the government. In the case of oil-exporting countries, the rent economy characterizes all the country's administrative scheme. In this case, the funding of the local authorities is essentially coming from the national resources of the State, provided mainly from the extraction of mineral resources, in the case of Algeria from hydrocarbon extraction.

Local taxation remains derisory; its collection becomes a non-determining for the local budget. To this effect, the transparency of local finance could be presented as a government concern, possibly accompanied by a national citizen demand, without the justified association of citizen-taxpayer at the local level, who has a limited contribution to the local budget. Indeed, the concept of local transparency finds its noble meaning in the context of decentralization, accompanied by an effective local tax system, allowing local authorities to build the local funding, justifying the inevitable accountability at the local level.

Moreover, the change deemed necessary (Allen *et al.*, 2001) may be hampered by an administrative culture that is incompatible with the requirements of transparency.

The influence of the dominant administrative culture (Rodriguez *et al.*, 2005; Pina *et al.*, 2007) determines the chances of the development of transparency through digital content. Local authority remains a reflection of the quality of their human assets. The human resources significantly determine the quality of management processes.

Otherwise, citizen-voters also considerably determine the quality of management at the local authority. In general, elected officials reflect the preferences and orientations of citizen-voters. To this end, the dominant culture at the local level will be determinant. A culture that does not encourage openness can never be conducive to the achievement of transparency in local finance.

For the local authorities in the Maghreb region, up to this date, not even a single study has investigated local finance transparency, especially via their official portals. This might be due to the scarcity of data to qualify local finance transparency. On the other hand, the general literature as mentioned above, reveals certain contextualized conclusions such as the impact of political factors on local finance transparency, the influence of dominant administrative culture and the importance of official portal for ensuring long term effective transparency.

### **3. Methodological Framework and Data**

Crucial issues examined in this study are identified as follows: the relation between theory and research ground in a developing country, the limitations of local authorities in terms of capacity building, and a realistic orientation in epistemology. This study stems from a relativistic logic, the local finance transparency depends on characterizing factors such as legal framework, historical or cultural context, and the level of political development. The present article aims at describing the local finance information, available on official portals, in two specific areas, budget process and procurement.

The present study is based on an exploratory and analytical methodology (Shkolnyk *et al.*, 2019). Once the target sample was selected, official portals comprising departments and municipalities were identified. Then, using an analytical approach, an inventory of the available information stemming from June 1<sup>st</sup> to June 19<sup>th</sup> 2021 was made, according to the frameworks established on the transparency of local finances (Shkolnik *et al.*, 2019). Simultaneously, this research has two main objectives: The first concerns the description of what exists on digital portals. The second seeks to analyze the data shared on these portals.

The study is based on a target sample of 58 departments (*Wilayas*) and 58 municipalities, the latter is geographically located in the chief town of the departments. The targeted municipalities are the most populated and endowed with financial resources. Out of this targeted sample, the existence of official portals was verified only for 35 departments and 04 municipalities as indicated in Table 1.

**Table 1.** Operational portals - Departments and Municipalities –

	Number of portals
Departments	35
Municipalities	04
Total	39

**Source:** Inventory on web research.

This study presents the inventory of digital content - see appendices - relating to local finances, shared on the official portals of municipalities and departments (Wilayas). Two areas were prioritized, public procurement and the budget process. The official portals of selected local authorities were analyzed according to previous research framework (Shkolnyk *et al.*, 2019) .

In addition, a comparison of digital content is made, between municipal portals (04 municipalities) and private company portal (Rhinotenders: [www.rhinotenders.com](http://www.rhinotenders.com), specialized in calls for tenders in Algeria. This comparison aims at uncovering the information sharing gap between two different channels, that of local authorities through their official portals and that of the private company (Rhinotenders).

#### 4. Results

A detailed examination of the content shared on the official portals of local authorities, departments "Wilayas" and municipalities, generated the following main results:

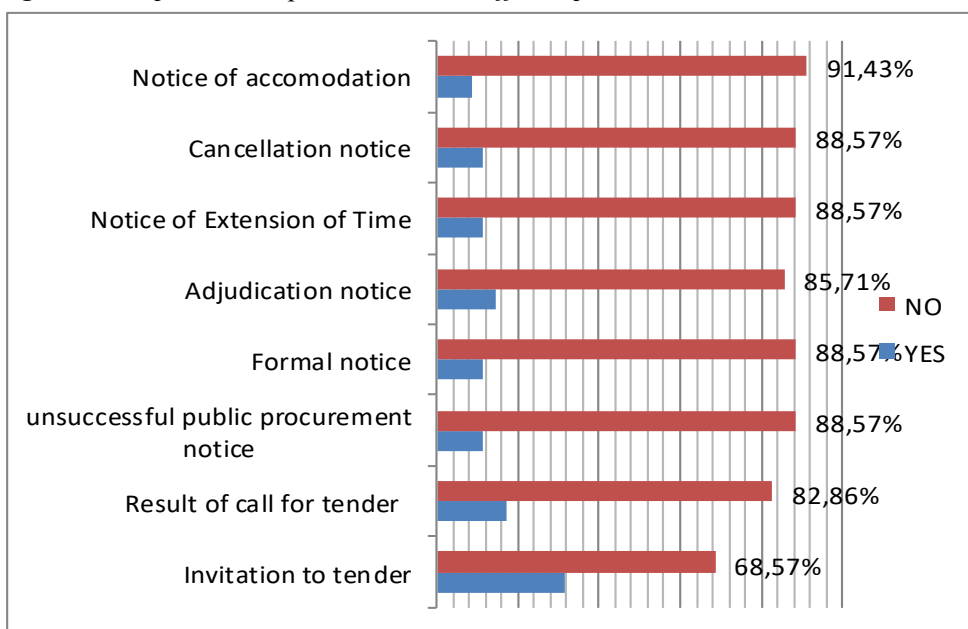
- Information on the local budget is almost non-existent on official portals: The local authorities do not give any indication on the local budget, budgetary processes of two sections – operating budget and investment budget - and effective disbursement of the budget. A situation that does not match with the spirit of the regulations, which prohibits any withholding of public information, but which does not oblige local authorities to share digital content on local finance.

However, the regulations insist on the public nature of deliberations at the local level, municipal and departmental councils. Citizens can take part in all local council meetings, with the view to opening local authorities to them. Nevertheless, the inadequacy of infrastructure prevents local authorities from welcoming citizens wishing to be informed, hence the importance of sharing through digital solutions.

- Regarding procurement, local authorities are making relatively more efforts to inform citizens: Out of the thirty-five departments (Appendix 1) with an official portal, only eleven of them periodically publish notices of a call for tenders, even though most of these publications - projects undertaken during the last three years - are not updated.

Moreover, the notices published on the portals are not well differentiated. Most portals offer all notices of calls for tenders, launched by municipalities, departments, and other local public organizations under the same heading . As an indication, only six departments publish an invitation to tenders, four departments only share information about unsuccessful public procurement on their official portals.

**Figure 1.** Department's procurement on official portals



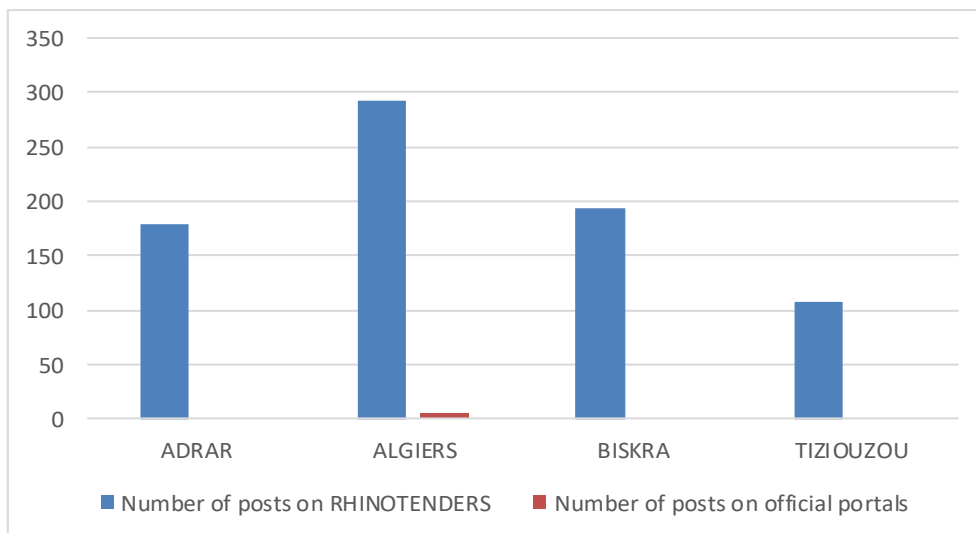
*Source: Own study.*

Out of the fifty-eight municipalities in our sample, only four of them have an official portal (Algiers, Adrar, Tizi Ouzou and Biskra). The modest shared content reveals the absence of any motivation to provide citizens with information on local finance. The three municipalities (Adrar, Tizi Ouzou and Biskra) do not share any information on the local budget or on undertaken or awarded contracts. Exceptionally, the municipality of Algiers, shares some notices related to calls for tenders "5 items" on its portal. The information shared on the portals of the municipalities mainly concerns sports and cultural activities.

For the past four years, a private company "Rhinotenders ", specialized in the notices of tenders, periodically publishes notices related to public tenders. This company collects its information from national dailies, which advertise public procurement notices in accordance with a regulatory requirement. A large number of notices of calls for tenders indicates the existence of an important public procurement from local authorities. However, these local authorities do not make enough effort to inform citizens and business communities, especially through the modern tools offer to local authorities. Thus, an information gap (Figure 1) is observed between the

number of posts on the official portal of the municipalities and that observed on the private portal “Rhinotenders”.

**Figure 2.** Information gap on procurement between Municipal portals and the private procurement portal – Rhinotenders



*Source:* Own study.

The information gap observed in the publication of tender notices, between official portals and private portals “RHINOTENDERS”, shows the lack of formal information on local finance.

**Table 2.** Publications relating to calls for tenders, on the Rhinotenders website – Municipalities of our sample

Variables / Municipalities	ADRAR	ALGER	BISKRA	TIZIOUZOU
Invitation to tender	+	+	+	+
Cancellation notice	+	+	+	+
Result of call for tender	+	0	+	+
Auction notice	+	+	+	0
Notice of unsuccessful public procurement	+	0	+	+
Consultation notice	0	+	+	0
Notice of Extension of Time	0	+	0	0
Number of posts	179	293	194	108

*Source:* Rhinotenders, <http://www.rhinotenders.com>  
+ existence of post 0 absence of post



**Table 3.** *Publications on the official portals of the municipalities*

Variables / Municipalities	ADRAR	ALGIERS	BISKRA	TIZIOUZOU
Invitation to tender	0	+	0	0
Cancellation notice	0	0	0	0
Result of call of a tender	0	0	0	0
Auction notice	0	0	0	0
Notice of unsuccessful public procurement	0	0	0	0
Consultation notice	0	0	0	0
Notice of Extension of Time	0	+	0	0
Number of posts	0	5	0	0

**Source:** *Official portals of municipalities*  
+ existence of post 0 absence of post

## 5. Discussion

In Algeria, the inventory of the existing digital resources reveals a desert in terms of local finance information. This observation leads us to a relatively comparable situation with Ukraine, especially from the point of view of the digital information environment (Shkolnyk *et al.*, 2019) . This research’s findings confirm the results of a previous study on budget transparency in the Middle East and North Africa (MENA) region. According to the study made by the International Budget Partnership (IBP, 2017), entitled Open Budget Survey (2017), Algeria is assigned a score of 3 out of 100 in terms of transparency. Algeria makes very little budgetary information publicly available.

The same study gives Algeria a score of 0 out of 100 in terms of public participation in the budget process. According to this study, Algeria does not provide the public with any opportunity to participate in the budget process. Still, budgetary control is in a relatively better situation, but well below average, with a score of 31 out of 100, this means that the legislative body and control institutions, provide weak budgetary control.

Local authorities do not make enough efforts to inform citizens about local finance. A situation that could be explained by the low rates of local taxation, which the literature has highlighted (Rossi and Weber, 1996). The citizens’ contribution to the local budget remains modest, it prevents the effective establishment of inclusive processes at the local level. This situation is sometimes aggravated by the worrying disinterest of a category of citizens, which could also be explained by their low tax contribution. Local authorities seem to exist only thanks to a fragile balance, supported by the unavoidable national fiscal system.

Citizens have the right to be informed about the local budget and public procurement processes. At the same time, they are required to significantly contribute to the local

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budget. Without their effective contribution, the accountability of the local authority representative becomes inoperative. The present research brings to light the vital link between local authority and citizen-taxpayer, without that precious link of accountability, local authority does not make the necessary efforts for the local finance transparency.

In fact, the taxpayers must demand accountability if their budget contribution becomes significant. The higher the share one holds, the more responsible and demanding one feels. Transparency sets up with certain fiscal emancipation of local authorities from the government. Without this emancipation the vital relationship between citizens and local authorities will not be possible.

In Algeria, formalism determines the administrative culture, this phenomenon prevents (Rodriguez, 2005; Pina, 2007) the local authority from acting without a regulatory corpus. In the absence of a regulatory requirement, municipalities do not give importance to sharing procurement or budget information on official portals. Their communication efforts are limited to the following areas: local solidarity to inform citizens about the different social programmes (financial aid for the poor, social housing, school transport, school canteen, ...etc.) cultural activities that accompany the calendar of national events, and local sport activities.

On the one hand, according to our investigation carried out in June 2021, the informal use of social media (Appendix 2) takes a prominent place in the local authority communication. On the other hand, in the absence of an official portal, it would not be wise to mention it as a formal or institutional communication. The "Facebook" tool remains one of the main communication channels for local authorities in Algeria. Some municipalities even publish administrative documents on this social network, leading to possible confusion between the formal or informal nature of the information.

Transparency of local finance remains a serious option for improving local authority management. Keeping citizens informed makes them active, responsible, confident, and attentive to local public reality. Local finance transparency should lead to more trust and inclusion of local stakeholders. These findings prompt us to conduct a future research that aims at exploring the determinants of citizens' demand for financial transparency in Algeria by addressing the question, "How could citizens contribute more effectively to a budget that is accompanied by more transparency?"

## **6. Conclusions**

The study showed the digital absence of local authorities, who do not make the necessary effort to inform citizens about local finance. Unfortunately, local authorities have not yet implemented local finance transparency via their official portals. Local authorities do not share budget information, but seem to be more inclined to share information about public procurement. The vision of local finance

remains incomplete even with exhaustive information - which is unfortunately not the case - on public procurement processes. The local finance analyst cannot extract meaningful information from it without access to two parts of the information, expenditure and revenue, planned and disbursed.

For the transparency in the Algerian context, the most serious constraint remains of an administrative cultural nature, which is strongly dependent on the legal framework. The regulations impose no constraints on the local finance transparency, but the dominant culture, most often, does so in an insidious way. In the absence of explicit transparency obligation, the local bureaucracy is not encouraged to implement local finance transparency.

For this purpose, regulations should evolve to make the use of the official portal a compulsory modern communication tool. In addition to that, a formal procedure should be standardized for the use of social media by local authorities, in view of empowering citizens by formally mobilizing this precious tools. This regulation should impose an evolutive legal framework of using official portals by the local authorities, and clarify certain aspects related to the sharing of official information: What kind of information should be shared on official portals? What budget processes should be transparent to citizens and business communities? What communication procedure should be respected on social networks? Beyond what size of local authority sharing information should be mandatory?

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## Appendices

### *Appendix 1. Official portals of the Wilayas – inventory carried out in June 2021*

	Wilaya portals																											
	ADRAR	CHLEF	LAGHOAT	OMBOUAGHI	BATNA	BEJAIA	BISKRA	BEGHAR	BLIDA	BOUIRA	TAMARASET	TEBESSA	TLEMSEN	TIARET	TIZIOUZOU	ALGER	DJELFA	JIJEL	SETIF	SAIDA	SKIKDA	SIDIBELABBES	ANNABA	GUELMA	CONSTANTINE	MEDEA	MOSTAGANEM	MSILA
The procurement plan for the current period	0	0	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0
A section dedicated to information on procurement	0	1	-	-	0	-	0	0	1	0	-	-	1	0	1	1	1	0	-	1	1	1	0	1	0	-	-	1
Information on the procurement commission	0	1	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0
Information on purchases made by the municipal council	0	0	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0
Long-term public contracts	0	0	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0
Display of real-time information on purchases made	0	0	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0
Budget modification (after and amendment)	0	0	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0
The budgets of previous years	0	0	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0
Budget execution report to inform the population, at least twice a year	0	0	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0
Draft budget for the following year, at the latest 20 days before its examination date	0	0	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0
A calendar of consultations with citizens, business leaders and associations, regarding the content of the budget	0	0	-	-	0	-	0	0	0	0	-	-	0	0	0	0	0	0	-	0	0	0	0	0	0	-	-	0



Draft budget for the following year, at the latest 20 days before its examination date	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	0	0
A calendar of consultations with citizens, business leaders and associations, regarding the content of the budget	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	0	0
Results of public consultations on next year's budget	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	0	0
Revenue Information	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	0	0
Information on commitments	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	0	0
Information on local debts and budgetary credits	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	0	0

The source: The inventory of resources shared on the portals (0 absence of the item, 1: existence of the item, -: non-existent )

**Appendix 2. The use of social networks by municipalities  
– inventory carried out in June 2021-**

City /Municipality	FACEBOOK -GROUP SIZE-	Twitter	LANGUAGE
ADRAR	7615	-	ARABIC
CHLEF	85000	-	ARABIC /FRANCH
LAGHOUAT	2118	-	ARABIC
BATNA	470	-	ARABIC
BEJAIA	4540	-	ARABIC/FRANCH
BISKRA	25192	-	ARABIC
BECHAR	5426	-	ARABIC
BLIDA	7811	-	ARABIC
BOUIRA	792	-	ARABIC
TAMARASET	52300	-	ARABIC
TEBESSA	1381	-	ARABIC
TLEMENEN	2092	-	ARABIC
TIARET	11221	-	ARABIC
TIZIOUZOU	4620	-	ARABIC /FRANCH
ALGER	1834	-	ARABIC /FRANCH
DJELFA	23	-	ARABIC
JIJEL	1423	-	ARABIC
SETIF	12905	-	ARABIC
SAIDA	12293	-	ARABIC
SIDI BEL ABBES	1409	-	ARABIC



ANNABA	16119	-	ARABIC
GUELMA	15092	-	ARABIC
CONSTANTINE	26222	-	ARABIC
MEDEA	262	-	ARABIC
MOSTAGANEM	11222	-	ARABIC
MASCARA	422	-	ARABIC
OUARGLA	2645	-	ARABIC
ORAN	15281	-	ARABIC
EL BAYDH	59	-	ARABIC
ILLIZI	6	-	ARABIC
BORDJ BOU ARRERIDJ	1441	-	ARABIC
BOUMERDES	5119	-	ARABIC
KALA	6292	-	ARABIC
TINDOUF	4809	-	ARABIC
EL OUED	2056	-	ARABIC
KHENCHLA	2050	-	ARABIC
SOUK AHRASS	3444	-	ARABIC
TIPAZA	1585	-	ARABIC
MILA	2909	-	ARABIC
AIN DEFLA	1576	-	ARABIC
NAAMA	4918	-	ARABIC
AIN TEMOUCHNENT	2105	-	ARABIC
GUERARA	12002	-	ARABIC

The source: the inventory of shared resources on social networks

**Appendix 3. Publication of procurement notices**  
-inventory carried out in June 2021-

	Wilaya portals																											
	A D R A R	C H L E F	L A G H O U A T	O U M B O U A G H I	B A T N A	B E J A I A	B I S K R A	B E C H A R	B L I D A	B O U I R A	T A M A R A S S E T	T E B E S S A	T L E M C E N	T I A R E T	T I Z I O U Z O U	A L G E R	D J E L F A	J J E L	S E T I F	S A I D A	S K I K D A	S I D I B E L A B B E S	A N N A B A	G U E L M A	C O N S T A N T I N E	M E D E A	M O S T A G A N E M	M S I L A
Invitation to tender	0	1	-	-	0	-	0	0	1	0	-	-	0	0	1	1	1	0	-	0	0	0	0	1	0	-	-	1
Public contract award notice	0	0	-	-	0	-	0	0	0	0	-	-	0	0	1	1	1	0	-	0	0	0	0	1	0	-	-	1

Notice of unsuccessful public procurement	0	0	-	-	0	-	0	0	0	0	0	-	-	0	0	0	1	0	0	-	0	0	0	0	1	0	-	-	1
Formal notice	0	0	-	-	0	-	0	0	0	0	0	-	-	0	0	0	1	0	0	-	0	0	0	0	1	0	-	-	0
Notice of adjudication	0	0	-	-	0	-	0	0	0	0	0	-	-	0	0	0	1	0	0	-	0	0	0	0	1	0	-	-	1
Notice of Extension of Time	0	0	-	-	0	-	0	0	0	0	0	-	-	0	0	0	1	0	0	-	0	0	0	0	1	0	-	-	1
Cancellation notice	0	0	-	-	0	-	0	0	0	0	0	-	-	0	0	0	1	0	0	-	0	0	0	0	1	0	-	-	1
Notice of accommodation	0	0	-	-	0	-	0	0	0	0	0	-	-	0	0	0	1	0	0	-	0	0	0	0	0	0	-	-	1

	Wilaya portals																				
	M A S C A R A	O U A R G L A	O R A N	E L B A Y D H	I L L I Z I	B O R D J	B O U A R R E R I D J	B O U M E R D E S	E L T A R E F	T I N D O U F	T I S S E M S I L T	E L O U E D	K H E N C H L A	S O U K A H R A S S	T I P A Z A	M I L A	A I N D E F L A	N A A M A	A I N T E M O U C H N E N T	G H A R D A I A	R E L I Z A N E
Invitation to tender	0	0	0	1	0	-	1	-	-	-	0	-	0	0	0	1	0	0	1	0	
Public contract award notice	0	0	0	1	0	-	0	-	-	-	0	-	0	0	0	0	0	0	0	0	
Notice of unsuccessful public procurement	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	1	0	
Formal notice	0	0	0	1	0	-	1	-	-	-	0	-	0	0	0	0	0	0	0	0	
Notice of adjudication	0	0	0	0	0	-	1	-	-	-	0	-	0	0	0	0	0	0	1	0	
Notice of Extension of Time	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	1	0	
Cancellation notice	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	1	0	
Notice of accommodation	0	0	0	0	0	-	0	-	-	-	0	-	0	0	0	0	0	0	1	0	

The source: The inventory of resources shared on the portals (0 absence of the item, 1: existence of the item, -: non-existent )