

New Public Management as an Approach to Modernizing the Performance of Local Collectivities: Prospects for Its Implementation In the Municipality of Kenadsa- Bechar Wilaya

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Abstract

This study aims to highlight the importance of few of the principles of new public management, mainly governance (participation, transparency) and decentralization as mechanisms to fix the local administration reforms. Where through a field study conducted at the level of Kenadsa municipality to see whether the principles of (transparency, participation) and decentralization exist in the municipal administrative process. The study indicates the existence of the mentioned principals and the relationship between governance (participation and transparency) and the level of public service, as well as the degree of decentralization provided by the local community that helps it improve its services. Through the results obtained from the field study, it can be said that the principles of the new public management can contribute to improving the performance of local communities and thus achieving the desired economic and social development.

Keywords: Public Administration, Efficiency, Public Service, local collectivities, Corruption

JEL Classification Codes : H83, D61, L97, P3, D73.

Introduction:

Algeria has worked to clarify the role of local or regional authorities—also referred to as local administration—by defining their scope of work and reinforcing their involvement in national development, the provision of public services, and the representation of the state. It has issued charters and legal texts that embody the roles, powers, and areas of intervention of local authorities, as well as their very existence. However, the functioning of local authorities is hindered by a range of administrative and organizational challenges. Their budget deficits and the lack of quality in their services are evidence of poor organization and management. New Public Management is considered one of the effective solutions to improve the performance of regional authorities and achieve sustainable local development.

Research Problem:

This study seeks to answer the following question:

Are the principles of New Public Management applied in the provision of public services by local authorities in Algeria?

Importance of the Study: The importance of this study lies in addressing a significant issue, namely the management model of local authorities and the extent to which it responds to governance principles, as well as the possibility of developing the current management model into a New Public Management model that is more efficient and effective.

Objectives of the Study:

- To identify the concept of New Public Management and its main principles and components, such as governance—particularly transparency and participation—as well as decentralization;
- To highlight the role of New Public Management as a model that enables local authorities to improve their performance and the quality of their services;

- To examine the current state of management of local authorities in Algeria and the extent to which they apply governance principles, benefit from sufficient decentralization, and practice good governance.

Research Hypotheses:

- There is a statistically significant relationship between the current situation and the prospects for applying New Public Management in local authorities;
- There are statistically significant differences in the reality of New Public Management in local authorities attributable to the variable of status;
- There are statistically significant differences in the prospects of New Public Management in local authorities attributable to the variable of status;
- The current state of New Public Management in local authorities influences the prospects for its future application.
- The current state of New Public Management in local authorities affects the prospects for its future application.

The nature of local authorities in Algeria:

Since independence, Algeria has sought to establish the foundations of decentralization by creating local authorities, namely the wilaya (province) and the municipality, in order to manage public facilities and property, ensure citizens' security, and provide their essential needs.

Local authorities are considered an integral part of the state, meaning they are subordinate to it despite being a form of administrative decentralization. They operate within the resources available to them to carry out their functions at the local level.

The concept of local authorities requires addressing several sub-points, namely: their definition, the reasons for their emergence, and their importance.

1.1 Definition of Local Authorities and Reasons for Their Emergence:

Local authorities, or local administration, can be defined as: "An administrative approach that ensures a degree of independence for local bodies in exercising specific functions within the administrative role primarily carried out by the central authority of the state, with the aim of developing their communities and satisfying the needs of their members, while remaining subject to a certain level of oversight by the central authority" (Khaled Mamdouh, 2009, p. 27).

They can also be defined as: "An administrative method through which the state is divided into units with a local character, each managed by a body representing the public administration of its population, working toward the optimal independence of its own resources, while remaining connected to the central government through the state's general policy and relationships defined by the constitution and the law" (Ahmed Beljilali, 2010, p. 17).

In general, they are defined as local bodies and councils that enable elected representatives at the level of the wilaya and municipality to participate in decision-making, embodying the principle of democracy.

As for the reasons behind the emergence of local authorities, they are numerous given their role as part of the general administrative structure of the state and as distinct constitutional institutions. These include administrative, political, economic-developmental, and social factors, which can be summarized as follows:

- Reducing the burden on central administration employees and allowing them to focus on major administrative tasks;
- Enhancing the ability of local employees to innovate and be creative, and enabling local cadres to gain increasing experience through participation in decision-making processes;

- Strengthening the concept of popular oversight, whereby residents of local authorities monitor local councils to ensure that members perform their duties efficiently and effectively (Badis Ben Hadda, 2011, p. 32);
- Establishing democratic principles among citizens through candidacy and election processes, and respect for differing opinions.

Local authorities in Algeria have gone through several stages before reaching their current legal and organizational form. In the post-independence period, the departure of French administrative personnel—who had been managing the Algerian administration—created a gap, prompting Algeria to focus on building its own local administrative system. During that time, the state granted several powers to municipalities by adopting a decentralization approach aimed at producing services and meeting citizens' needs. This was reflected in the issuance of the Municipal Code under Ordinance No. 67-24 dated January 18, 1967, which was an attempt to promote democracy in the administrative field and is considered the foundation of municipal organization in Algeria.

As for the wilaya (province), its legal framework was established on May 23, 1969, through Ordinance No. 69/39. Previously, it had been represented by regional committees for economic and social intervention, composed of representatives from administrative departments and local inhabitants appointed by the governor.

Currently, local authorities in Algeria—represented by wilayas and municipalities—constitute a manifestation of decentralization and a space for practicing citizenship in managing public affairs, as stipulated in Articles 15 and 16 of the Constitution. Algerian legislation, through Law 11/10 relating to municipalities and Law 12/07 relating to wilayas, grants them several powers and responsibilities to carry out local economic and social development, and consequently national development. This includes contributing to public policy-making, promoting investment, and providing public services in areas such as health, education, sanitation, recreation, and sports (Ammar Boudiaf, 2012, pp. 113–116).

However, a notable issue affecting local authorities—especially municipalities—is financial deficit, which has limited their ability to provide public services in the required quantity and expected quality. This has been highlighted in several studies conducted by researchers through surveys involving citizens and employees in local authorities (Hou Khadra, Chikhi Malika, Saidi Ammar Bourzouk, 2017, p. 107), where respondents expressed significant dissatisfaction with poor service quality and mismanagement of public facilities.

Dissatisfaction is not limited to citizens; even central authorities have expressed concern. During meetings between the government and walis (governors) in 2018 and 2020—attended by the Prime Minister Abdelaziz Djerad and the President of the Republic—there was clear discontent with local officials due to their failure to respond to citizens' demands (particularly those in so-called “shadow areas”) and to provide adequate services.

Some attribute these shortcomings to local managers, while others argue that officials are themselves victims of a traditional (bureaucratic) management model under which local authorities operate. The poor quality of services, along with widespread administrative and financial corruption in several local authorities, is seen as a product of this classical Weberian management system, which has shown its limitations.

Writer Bachir Frik, a former wali in several provinces, pointed out that the state tends to address the consequences—such as imprisoning municipal presidents involved in corruption cases—rather than tackling the root causes by reforming the public management system to make it more efficient and effective.

In this regard, Dr. Abdelkader Saïd Abikchi emphasized that local authorities should adopt an economic-oriented management perspective to overcome their challenges. He also stressed that local officials should possess entrepreneurial qualities to create wealth at the local level. According to him, this can only be achieved through strengthening decentralization and administrative empowerment, enabling public managers to unleash their creative and innovative potential. This requires providing them with qualified human resources, effective organizational tools, and training in modern management methods used in successful private organizations (Abdelkader Saïd Abikchi, 2016).

The President of the Court of Accounts, Abdelkader Ben Maarouf, also called on public administrations and institutions to integrate into a new management model oriented toward results, instead of the current model that has shown its limitations. He emphasized the importance of the New Public Management approach in enhancing the effectiveness of public administration, particularly in managing public finances. Mr. Ben Maarouf noted that pilot experiences carried out by the Ministries of Agriculture, Water Resources, Justice, and Interior have yielded satisfactory results, which public sector institutions—including local authorities—can benefit from, notably through partial decentralization of decision-making. This requires a modernization plan for management, including the upgrading of human resources through retraining programs (Ahmidat Essedik, 2022, p. 266).

2. The Theoretical Framework of New Public Management:

New Public Management represents a reform movement in the public sector that first emerged in the late 1970s in Anglo-Saxon countries, and was subsequently adopted by several major industrialized nations such as France and Norway. It embodies a new philosophy in public administration aimed at improving the performance of public sector institutions, strengthening governance, and activating administrative efficiency.

2.1 The Emergence of New Public Management:

New Public Management emerged as a result of various social and economic factors that pushed governments to modernize their administrations by seeking greater efficiency, effectiveness, and performance in the public sector, as well as better ways to deliver high-quality public services to citizens—who, under this model, are increasingly viewed as clients whose satisfaction must be ensured.

A key factor in the emergence of New Public Management was the financial crisis that appeared in Europe around 1980. This crisis forced governments to resort to borrowing, increasing budget deficits and hindering economic growth. As a result, citizens began questioning how public resources—derived from taxes and fees—were being used.

At the same time, the public sector was suffering from several organizational issues, such as lack of efficiency, bureaucratic rigidity, lack of transparency, poor coordination between administrative departments, inappropriate management styles, and lack of administrative flexibility (Benjamin Drevet, 2010, p. 6).

Additionally, globalization pushed governments to reduce taxation in order to create more attractive investment climates, which in turn reduced public revenues, while demand for public services continued to rise due to factors such as population growth and the end of the so-called “Thirty Glorious Years” (1945–1975). This situation compelled governments to reconsider how public affairs were managed.

There is no single cause behind the emergence of New Public Management, but financial crises are generally considered the primary driving force (Amar Anne and Berthier Ludovic, 2007, p. 3). In other words, it became clear that the state and its institutions could not be effective without changing their administrative management model.

In addition to financial crises, two other factors contributed to its emergence:

- The development of an audit culture, which emphasized performance measurement and results-based management—key mechanisms of New Public Management—leading to new methods of monitoring public administrations;
- What researcher Romain Laufer termed the “crisis of legitimacy” (2008), which pushed the state to justify its actions before public opinion by enhancing transparency in the management of public affairs and public finances.

The term “**New Public Management**” was introduced by the researcher Christopher Hood in his 1991 article “New Public Management for All Seasons.” In practice, however, its implementation is often attributed to Margaret Thatcher, who drew inspiration from liberal economists such as Friedrich Hayek of the Austrian

School and Milton Friedman of the Chicago School, both of whom advocated reducing state intervention in economic life (Lahbib Belliya, 2012, p. 5).

Thatcher was among those who called for activating the public sector and criticized bureaucratic administration, advocating for public service reform and leading administrative reforms during that period (Ben Aissa Leila, 2013, p. 192). Similar reforms were led by Ronald Reagan in the United States and Brian Mulroney in Canada. Both spearheaded strong movements against bureaucracy with the aim of improving and developing the performance of public sector organizations.

2.2 Concept of New Public Management:

The definitions of New Public Management are numerous and varied. The Public Management Committee of the OECD defines it as: “A new model based on promoting a culture of performance improvement in the public sector and reducing centralization.” This model calls for:

- Focusing on results in terms of efficiency, effectiveness, and service quality;
- Replacing traditional hierarchical and centralized structures with decentralized systems, where financial decisions related to public service delivery are made closer to citizens, who have the right to express their views alongside other stakeholders;
- Granting managers a degree of freedom in determining alternatives for managing public services and establishing management systems that improve policy outcomes;
- Increasing attention to service efficiency by setting productivity goals and adopting the concept of competition;
- Strengthening the strategic capacity of the central government to guide state development and respond systematically, quickly, and at lower cost to changes at various levels (Achour Tarek, 2012, p. 114).

This model, as demonstrated by experiences in several countries, aims to improve performance within public institutions by reforming management practices and rationalizing the use of public resources. The change it promotes relies on adopting management principles inspired by private-sector organizations and market mechanisms (Merizik Admane, 2015, pp. 126–127).

It is also defined as a set of new elements in managing public administrations, requiring them to move away from a purely legalistic, means-focused approach and instead adopt an economic logic centered on efficiency and quality performance (Bernarth W., 1998, p. 92).

The following table shows the differences between New Public Management and Traditional Public Management:

	New Public Management	Traditional Public Management
Objective	Focus on results; customer (citizen) satisfaction	Compliance with rules and legal procedures
Organization	Decentralized decision-making; delegation of authority; network-based structure	Centralized decision-making; hierarchical structure
Separation between political and administrative responsibility	Clear	Unclear
Task execution	Autonomous	Division of labor; specialization

	New Public Management	Traditional Public Management
Recruitment	Through retirement (replacement-based hiring)	Through competitive exams
Promotion	Based on merit and performance	Based on seniority
Control	Performance indicators	Monitoring indicators
Type of budget	Results-oriented	Means-oriented

Table 1: Differences between New Public Management and Traditional Public Management

Source: Anne Amar and Ludovic Berthier, 2006, p. 04.

2.3 Principles of New Public Management:

The main principles of New Public Management include:

- A strong focus on results, while ensuring efficiency, effectiveness, and service quality;
- Replacing traditional hierarchical and highly centralized structures with decentralized governance systems;
- Allowing flexibility in proposing alternatives for managing public services and adopting management systems that improve the cost-effectiveness relationship;
- Encouraging public organizations to operate in a competitive environment (Marcel Guenoun, 2009, p. 61).

According to David Giaque, New Public Management is based on several principles, including:

- Introducing competition among different administrative departments;
- Opening up administrative services to users and bringing them closer to them, similar to how private organizations to interact with their clients;
- Focusing on outputs and positive impacts of the system rather than inputs;
- Managing organizations based on assigned missions and future objectives, instead of relying on rigid rules and formal procedures;
- Changing the perception of service recipients from mere users to customers.
- Managing from a **preventive perspective**, anticipating problems and attempting to avoid them rather than dealing with them after they occur;
- Managing with the aim of **improving revenues**, rather than focusing solely on spending;
- **Delegating authority** to decentralized levels and encouraging participatory management;
- Adopting **market mechanisms** as alternatives to traditional techniques and bureaucratic practices;
- Separating management processes between **strategic levels** (political level) and **operational/tactical levels** (administrative level);
- Increasing the level of **autonomy of administrative units** through contractual arrangements with supervising authorities;
- Allocating budgets for **partnerships and contracts** with supervisory bodies, and developing **performance indicators** for ex-post evaluation of administrative performance and organizational efficiency;
- Encouraging the establishment of **partnership relationships** linked directly or indirectly to administrative activities (Ben Aissa Leila, 2006, pp. 55–56).

3. Field Study

Through the field study conducted in the municipality of Kenadsa (ولاية بشار), we aimed to determine the extent to which the principles of New Public Management are applied. The focus was placed on the principle of **governance**, which is one of the key components of the new public management model and is stipulated in several articles of Law 11-10 relating to municipalities (Articles 11, 12, 13, 14, 22, and 26). These emphasize citizen participation in managing municipal affairs and ensuring transparency.

The study also focused on the principle of **decentralization**, another core principle of New Public Management, which contributes to improving the performance of local and public administration in general.

3.1 Study Population

This study was conducted in the municipality of Kenadsa, located in Bechar Province, approximately 18 km from the provincial center. Its population represents approximate 15% of the total population of the province. The choice of this municipality was also influenced by the nature of its population and their continuous interaction with the municipality, especially within civil society.

To assess the extent to which New Public Management principles are applied in local authorities, a sample was selected from this municipality. It included different groups: ordinary citizens, members of civil society, and members of the Municipal People's Assembly, in order to understand their orientations and opinions.

3.2 Study Tools and Variables

A questionnaire was used to collect data. A total of 40 questionnaires were distributed to the study sample, and 38 were returned.

The questionnaire was divided into two parts:

- The **first part** covered the demographic characteristics of the respondents;
- The **second part** included **three axes (variables)**, each containing between 6 and 7 statements:
 - The **first axis**: governance (independent variable);
 - The **second axis**: decentralization (independent variable);
 - The **third axis**: public service (dependent variable).

3.3 Study Methodology

We adopted the **descriptive-analytical method** to determine whether there is a relationship between the principles of New Public Management and the provision of public services within local authorities. Governance and decentralization were selected as key principles of New Public Management, and their correlation with public service delivery in local authorities was measured using the **SPSS software (version 25)**.

To assess the extent of New Public Management implementation, the municipality of Kenadsa in Bechar Province was chosen as a case study. Approximately 40 questionnaires were distributed for the purpose of collecting and analyzing data.

4. Analysis of Study Results

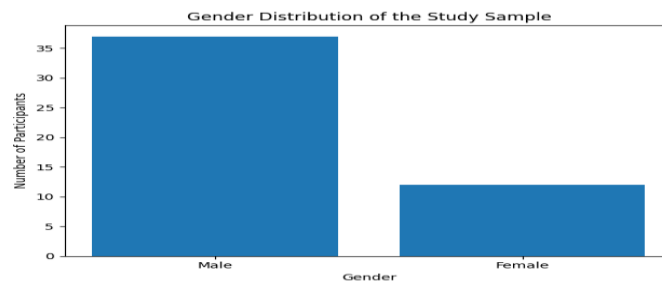
4.1 Demographic Factors

4.1.1 Gender

Table: Distribution of the Sample by Gender

Gender	Number	%
Male	37	76%
Female	12	24%
Total	49	100%

Figure No.: Distribution of the Sample by Gender



Source: Prepared by the researchers based on SPSS 25 outputs. Source: Prepared by the student based on Excel output.

The distribution of the sample by gender shows that males represent 76% of respondents, compared to 24% for females. This reflects a predominance of male representation in the study.

This disparity can be explained by the structural characteristics of local authority institutions, where administrative positions and elected councils are still largely dominated by male personnel, whether due to social traditions or prevailing recruitment patterns.

Such a distribution may influence the attitudes and perceptions of the sample regarding the applicability of New Public Management principles, especially since men often occupy executive or leadership positions, making them more directly involved in the practical aspects of administrative management.

Therefore, the study results should be interpreted in light of this demographic factor, taking into account that female participation remains limited and may not sufficiently reflect their perspectives on local administrative reform.

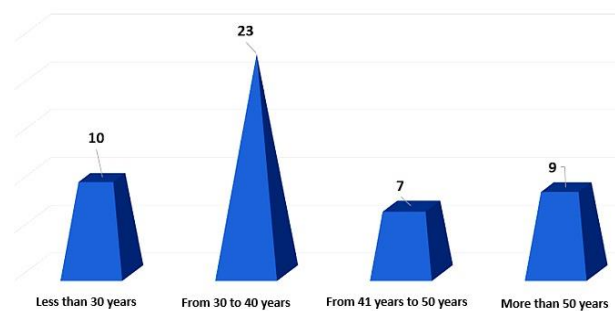
4.1.2 Age

Table: Distribution of the Sample by Age

Age Group	Number	%
Less than 30 YEARS	10	21%
30–40 years	23	47%

Age Group	Number	%
41–50 years	7	14%
More than 50 years	9	18%
Total	49	100%

Figure No.: Distribution of the Sample by Age



Source: Prepared by the researcher based on SPSS 25 outputs. Excel output.

Source: Prepared by the student based on

The distribution of the sample by age groups indicates that the largest proportion of participants falls within the 30–40 age category (47%), suggesting that most respondents are in their active professional and administrative stage, often occupying operational or supervisory roles within local authorities.

In contrast, the group under 30 years represents 21%, which may reflect the presence of newer employees or emerging actors in the local governance field. Participants aged between 41 and 50 account for 14%, while those over 50 represent 18%.

This age distribution demonstrates a diversity in levels of experience and administrative awareness among respondents, thereby enriching the range of perspectives regarding the prospects for implementing New Public Management.

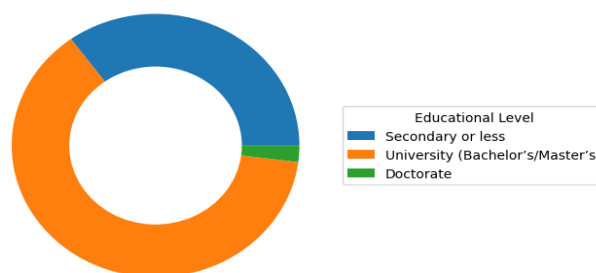
4.1.3 Educational Level

Table: Distribution of the Sample by Educational Level

Educational Level	Number	%
Secondary or less	17	35%
University (Bachelor's/Master's)	31	63%
Doctorate	1	2%
Total	49	100%

Source: Prepared by the researcher based on SPSS 25 outputs.

Distribution by Educational Level



Source: Prepared by the student based on Excel output.

The distribution of the sample by educational level indicates that the majority of participants hold university degrees (Bachelor's or Master's), representing 63% of the sample. This reflects a strong presence of academically educated individuals among actors within local authorities.

Meanwhile, respondents with a secondary level of education or lower constitute 35%, suggesting that a significant portion of participants still comes from less academically advanced backgrounds. The proportion of participants holding a doctoral degree remains very limited at 2%.

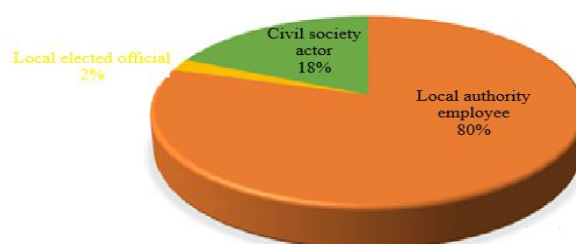
Overall, this distribution highlights a relatively high educational profile within the sample, which may positively influence the understanding and adoption of modern administrative approaches such as New Public Management respondents with a secondary level of education or lower accounted for 35%, indicating the presence of a considerable proportion of staff or employees with intermediate qualifications within local administrative structures.

In contrast, holders of doctoral degrees represented a very small proportion, not exceeding 2%, reflecting the limited presence of research-oriented and highly specialized expertise at the level of decision-making or day-to-day local management.

4.1.4 Status

Table: Distribution of the Sample by Status

Status	Number	%
Local authority employee	39	80%
Local elected official	1	2%
Civil society actor	9	18%
Total	49	100%



Source: Prepared by the researcher based on SPSS 25 outputs. Source: Prepared by the student based on Excel output.

The table and figure above show that the sample distribution by status is dominated by local authority employees, who represent 80% of the respondents. This reflects the study's focus on the primary actors directly involved in the day-to-day administrative management within the municipality, as they are the group most closely engaged with current procedures and regulatory frameworks.

Civil society actors account for 18% of the sample, providing an external evaluative perspective from citizens or associations that interact with local services without being part of the administrative apparatus. This contributes to enriching the study's findings through the inclusion of diverse viewpoints.

In contrast, the proportion of local elected officials is very low (2%), which is understandable given that, in this context, the term mainly refers to the mayor.

Overall, this distribution gives the study a predominantly practical administrative orientation, enabling an analysis of the prospects for implementing New Public Management from within the administrative system itself, while also incorporating complementary perspectives from civil society.

- Sample responses to the axis concerning the current state of New Public Management at the level of local authorities.

Table No.: Distribution of the Study Sample's Opinions on the Statements of the Axis "Current State of New Public Management at the Level of Local Authorities"

Statement	Mean	Standard Deviation	Degree of Adoption
There are genuine efforts to improve the quality of public services at the local authority level	3.59	0.977	Agree
Citizens and civil society are involved in local decision-making	3.39	1.077	Neutral
Digital tools are used in the management of public services	4.08	0.702	Agree
There is transparency in the management of local resources (human and financial)	3.10	1.005	Neutral
Administrative performance is periodically evaluated based on clear indicators	3.16	1.179	Neutral
Innovation and new initiatives to improve performance are encouraged	3.47	1.157	Agree
Continuous training and development programs are provided to local authority staff	3.84	0.898	Agree
The relationship between elected officials and the administration is characterized by coordination and harmony	3.10	1.279	Neutral
Weighted Mean	3.47	—	Agree

Source: Prepared by the researcher based on SPSS 25 outputs.

The results of respondents' answers regarding the axis of the current state of New Public Management at the level of local authorities indicate a **moderate to positive level of adoption** of its principles. The overall weighted mean reached **3.47**, which falls within the "Agree" category, suggesting a general perception of emerging reform efforts and improvements within local authorities.

These findings indicate that New Public Management is gradually being introduced into local authorities, particularly through **digitalization and human resource development**. However, other key pillars—such as

Number of Items	Reliability Coefficient (Cronbach's Alpha)	Validity Coefficient
14	0.765	0.875

community participation, transparency, and performance evaluation—still require further strengthening and activation to ensure a genuine transition toward a modern and effective public administration.

Sample Responses to the Axis of “Prospects for the Application of New Public Management”

Table No.: Distribution of the Study Sample’s Opinions on the Statements of the Axis “Prospects for the Application of New Public Management”

Statement	Mean	Standard Deviation	Degree of Adoption
New Public Management is necessary to improve the effectiveness of local administration	3.90	0.714	Agree
Strengthening local autonomy is a fundamental condition for modernizing local authorities	4.04	0.644	Agree
Investment in human capital (skills and training) is the foundation of modernization	4.31	0.548	Strongly Agree
Digitalization is a key factor in facilitating service delivery and improving performance	4.41	0.537	Strongly Agree
The role of civil society as a partner in local development should be strengthened	3.47	1.023	Agree
Involving citizens in program design enhances trust and transparency	3.86	0.842	Agree
Weighted Mean	3.99	—	Agree

Source: Prepared by the researcher based on SPSS 25 outputs.

The responses of the sample regarding the axis of the prospects for applying New Public Management reflect a clearly positive attitude toward the possibility of adopting this managerial approach at the level of local authorities. The weighted mean of the statements reached **3.99**, which falls within the “Agree” category, indicating a growing awareness of the importance of this approach as a pathway to modernizing local administration.

These results highlight a strong sense of optimism among respondents regarding the possibility of implementing New Public Management, particularly if emphasis is placed on **digitalization, capacity building, and expanding the powers of local authorities**. They also underscore the necessity of strengthening the involvement of **civil society and citizens** to achieve a genuine and comprehensive transition toward a more modern and effective public administration.

Validity and Reliability of the Study Instrument

To measure the reliability of the study instrument (the questionnaire), **Cronbach’s Alpha** was used to assess its internal consistency. The following table presents the reliability coefficients of the study instrument.

Table: Cronbach’s Alpha Coefficient for Measuring the Reliability of the Study Instrument

Source: Prepared by the researchers based on SPSS outputs.

The table above shows that the value of Cronbach's Alpha is **0.765 (76.5%)**, which exceeds the commonly accepted threshold of **0.62**. This indicates that the measurement instrument is **reliable and internally consistent**, and that it would yield similar results (at a rate of 76.5%) if reapplied to the same sample.

As for the **validity coefficient**, it was calculated as the square root of the reliability coefficient, yielding a value of **0.875**, which is considered acceptable. This confirms that the instrument effectively measures what it is intended to measure.

4.3 Hypothesis Testing

First Sub-Hypothesis:

There is a statistically significant relationship between the current state and the prospects for applying New Public Management at the level of local authorities.

- **H₀:** There is no statistically significant relationship between the current state and the prospects for applying New Public Management.
- **H₁:** There is a statistically significant relationship between the current state and the prospects for applying New Public Management.

Table: Correlation Between the Current State and the Prospects for Applying New Public Management

Variables	Prospects for Applying New Public Management	
	Correlation Coefficient	Significance level
Current state of New Public Management in local authorities	0.183	0.208

Source: Prepared by the researchers based on SPSS 25 outputs.

The table above presents the results of the **Pearson correlation test** used to measure the relationship between the prospects for applying New Public Management and its current state within local authorities. The calculated correlation coefficient between the two variables is **0.183**, indicating a weak positive relationship.

However, the **significance level (0.208)** exceeds the conventional threshold of 0.05, which means that this relationship is **not statistically significant**. Therefore, the null hypothesis (H₀) is accepted, and the alternative hypothesis (H₁) is rejected.

Second Sub-Hypothesis:

There are statistically significant differences in the current state of New Public Management at the level of local authorities attributable to the variable of status.

- **H₀:** There are no statistically significant differences in the current state of New Public Management at the level of local authorities attributable to the variable of status.
- **H₁:** There are statistically significant differences in the current state of New Public Management at the level of local authorities attributable to the variable of status.

Table: ANOVA Test Results for Differences in Respondents' Answers Regarding the Current State of New Public Management by Status

Descriptive Statistics

Variable	Status	Frequency	Mean	Standard Deviation
Current state of New Public Management	Local authority employee	39	3.46	0.69

Variable	Status	Frequency	Mean	Standard Deviation
at the level of local authorities	Local elected official	1	4.38	—
	Civil society actor	9	3.39	0.74
	Total	49	—	—

Source: Prepared by the researchers based on SPSS 25 outputs.

ANOVA Results

Source of Variance	Sum of Squares	Degrees of Freedom	Mean Square	F-value	Significance Level
Between groups	0.881	2	0.44	0.898	0.414
Within groups	22.55	46	0.49		
Total	23.43	48	—		

Source: Prepared by the researchers based on SPSS 25 outputs.

From the table which consists of two parts, it is evident from the lower section that the significance level is greater than 0.05. Accordingly, the null hypothesis (H_0) cannot be rejected, indicating that there are no statistically significant differences in the evaluation of the prospects for implementing the new public management approach among the different categories based on status (employee, elected official, civil actor).

In addition, the upper section shows slight differences in the mean scores (employees: 3.46, civil actors: 3.39, local elected officials: 4.38). However, these differences are not statistically significant, suggesting that the respondents, regardless of their status, share relatively similar perceptions regarding the prospects of the new public management system.

Furthermore, this convergence may reflect a collective awareness of the importance of administrative reform and the modernization of management practices within local authorities, irrespective of professional position or institutional role.

Third Sub-Hypothesis:

There are statistically significant differences in the prospects for implementing New Public Management at the level of local authorities attributable to the variable of status.

- **H₀:** There are no statistically significant differences in the prospects for implementing New Public Management at the level of local authorities attributable to the status variable.
- **H₁:** There are statistically significant differences in the prospects for implementing New Public Management at the level of local authorities attributable to the status variable.

Table X: Results of the ANOVA Test for Differences in the Responses of the Study Sample Regarding the Prospects of Implementing New Public Management According to the Status Variable

Variable	Status	Frequency	Mean	Standard Deviation
Prospects for implementing New Public Management	Local authority employee	39	3.98	0.37
	Local elected official	1	4.17	—

Variable	Status	Frequency	Mean	Standard Deviation
	Civil society actor	9	4.06	0.50
	Total	49	—	—

Source: Prepared by the researchers based on SPSS 25 outputs.

Source of Variance	Sum of Squares	Degrees of Freedom	Mean Square	F-value	Significance Level
Between groups	0.073	2	0.036	0.228	0.797
Within groups	7.343	46	0.160	—	—
Total	7.420	48	—	—	—

Source: Prepared by the researchers based on SPSS 25 outputs.

Based on Table X, which consists of two parts, the lower section indicates that the significance level exceeds 0.05. Accordingly, the null hypothesis (H_0) cannot be rejected. This implies that there are no statistically significant differences in the evaluation of the prospects for implementing New Public Management among the different categories according to status (employee, elected official, civil society actor).

The upper section of the table shows slight differences in the arithmetic means (employees: 3.98; civil society actors: 4.06; local elected official: 4.17). However, these differences are not statistically significant, suggesting that respondents—regardless of their status—share relatively similar perceptions regarding the prospects of New Public Management.

This convergence may reflect a collective awareness of the importance of administrative reform and the modernization of management practices within local authorities, irrespective of professional position or institutional role.

Fourth Sub-Hypothesis:

There is a statistically significant effect of the current state of New Public Management on the prospects for its implementation at the level of local authorities.

- **H_0 :** There is no statistically significant effect of the current state of New Public Management in local authorities on the prospects for its implementation.
- **H_1 :** There is a statistically significant effect of the current state of New Public Management in local authorities on the prospects for its implementation.

Table X: Simple Linear Regression Estimation to Test the Effect of the Current State of New Public Management on the Prospects for Its Implementation

Dependent Variable: Brand Loyalty

Variable	B Coefficient	Standardized Coefficient (Beta)	t-value	Significance Level	R ²	R	F-value	Significance	VIF
Constant	3.64	—	12.76	0.000	0.033	0.183	1.627	0.208	—
Independent Variable	0.103	0.183	1.28	0.208	—	—	—	—	1.000

Source: Prepared by the researchers based on SPSS 25 outputs.

Table X: ANOVA for Simple Linear Regression of the Effect of the Current State of New Public Management on the Prospects for Its Implementation

Source of Variance	Sum of Squares	Degrees of Freedom	Mean Square	F-value	Significance Level
Regression	0.248	1	0.248	1.627	0.208
Residual	7.168	47	0.153	—	—
Total	7.416	48	—	—	—

Source: Prepared by the researchers based on SPSS (version 25) outputs.

The results of testing the fourth partial hypothesis, which aimed to determine whether there is a statistically significant effect of the current state of New Public Management on the prospects for its implementation in local authorities, indicate that the significance level reached ($\text{Sig} = 0.208$), a value exceeding the accepted statistical threshold (0.05). Accordingly, the null hypothesis (H_0) cannot be rejected, leading to the conclusion that there is no statistically significant effect of the current state of New Public Management on the prospects for its implementation within the study sample.

Furthermore, the coefficient of determination ($R^2 = 0.033$) shows that the current state explains only 3.3% of the variance in the prospects for New Public Management, which is a weak proportion, reflecting the limited explanatory power of the existing situation on future perceptions.

Although a slight positive relationship is observed ($\text{Beta} = 0.183$), it is not strong enough to indicate a meaningful association. This suggests the possible presence of mediating or structural factors influencing the relationship between the current state and future prospects, such as the legal framework, human resources, and the level of administrative coordination, which may constrain the effectiveness of the current system in supporting and guiding modernization and development efforts in local authorities.

5. The “CAPDEL” Program: A Reform Initiative for the Algerian Municipality

The CAPDEL program was launched in 2017 by the Ministry of Interior, Local Authorities, and Urban Planning, in partnership with the European Union and the United Nations Development Programme (UNDP), with the aim of strengthening the capacities of local actors in local development. Through this program, the Algerian government sought to institutionalize participatory democracy, enhance municipal governance, and bring local administration closer to citizens while increasing its openness.

The program, which spans three years, was jointly funded as follows:

- Algerian government: USD 2,970,000
- European Union: USD 8,532,000
- UNDP: USD 200,000

An examination of the program reveals that it revolves around two main components:

a) Participatory Democracy:

This involves establishing a model of participatory governance and highlighting successful practices through which local authorities engage civil society as an essential partner in the success of development projects and local governance. It also aims to strengthen trust among stakeholders by developing mechanisms for coordination and cooperation.

b) Local Economic Development:

This component focuses on strengthening strategic municipal planning, particularly for job creation and sustainable income generation. It also includes modernizing public services and simplifying administrative procedures at the municipal level through the development of information and communication technologies, the establishment of one-stop service centers, and the management of disaster risks—especially environmental risks—by involving civil society in planning and prevention.

The CAPDEL program has also developed a set of mechanisms for the ten pilot municipalities, contributing to the promotion of participatory democracy, including:

- The new-generation Municipal Development Plan
- The Citizen Participation Charter
- The Municipal Advisory Council

Conclusion

Local authorities are key state institutions that contribute to achieving economic and social development and serve as instruments for implementing public policies. Therefore, improving their performance requires administrative reform. Algeria has already initiated such reforms by updating its legal framework and constitutionally recognizing local authorities, including municipalities, which were the focus of this study conducted in the municipality of Kenadsa (Béchar Province).

The study led to several key findings:

- Transparency and participation, as principles of governance, are applied in the municipality of Kenadsa and contribute to improving the quality of public services;
- The availability of decentralization within local authorities enables improvements in public service delivery;
- Municipal Law No. 11-10 includes provisions emphasizing the promotion of citizen participation in managing local affairs and ensuring transparency in local governance.

Recommendations:

- Promote continuous evaluation of public services by both individuals and institutions;
- Strengthen governance principles such as accountability and effectiveness;
- Reform local administration by adopting a results-based management approach;
- Diversify public service management methods, including public-private partnerships.

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