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Mechanisms for Addressing Business Crimes in Modern Public Management: A Comparative Study with a Proposed Administrative Model for Algeria

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Abstract
This study aims to analyze mechanisms for addressing business crimes in the public sector amid the transformations produced by the philosophy of modern public management, focusing on the shift from bureaucratic and traditional forms of crime to their emerging digital and cyber forms. The study adopts the descriptive-analytical method, supported by a comparison of six leading international experiences in combating business crimes, governance, and compliance — namely Singapore, France, Australia, New Zealand, Sweden, and South Korea. Analysis of these experiences identified a set of institutional and digital practices adaptable to different administrative environments. Based on this, the study proposes an integrative model termed the "Integrated Institutional Immunity Model (IIIM)," as a proactive framework for the prevention, detection, and response to business crimes. The study concludes with the importance of shifting from a logic of after-the-fact inspection and oversight to proactive compliance, and strengthening digital governance and digital sovereignty, in support of integrity and institutional resilience in the public sector.

Keywords: Business crimes; modern public management; public sector; digital governance; compliance; institutional immunity.

1. Introduction
Public management, both internationally and locally, is undergoing deep structural change, moving away from the traditional closed bureaucratic model toward the philosophy of "New Public Management" (NPM), which emphasizes efficiency, effectiveness, and linking responsibility to accountability. Amid this epistemic and institutional shift toward adopting private-sector tools in public administration, complex challenges have emerged that threaten the sustainability of development and the integrity of public funds. Chief among these is the growing phenomenon of white-collar "business crimes," which now take on new forms such as the exploitation of influence, the manipulation of public contracts, and money laundering through complex administrative channels that hide behind the appearance of formal procedural legitimacy (Byrne, Sarma, Hendler, & O'Connell, 2018).
Contemporary administrative literature confirms that the spread of such deviant phenomena within public management is not merely a legislative breach; rather, it reflects a structural flaw in institutional governance and weak proactive oversight mechanisms, compounded by the absence of effective compliance systems (Şimşek, Koçak, & Younis, 2021). In this vein, (Beck, 2019) argues that a rigid administrative environment combined with organizational structures lacking transparency provides fertile ground for unfair practices to grow and erodes institutional trust between administration and society.
Faced with these mounting challenges, modern administrative systems are moving beyond traditional approaches limited to after-the-fact oversight and punitive deterrence, toward preventive administrative strategies grounded in risk management, comprehensive digitalization, and the consolidation of professional ethics (Arellano, Denne, Hastings, & Hug, 2019). Algeria's experience stands as a living example of a developing country pursuing an ambitious reform path to modernize public administration and safeguard its economic resources — a context that calls for studying leading international

experiences and drawing normative lessons to develop a national administrative model suited to local institutional and legislative specificities (Papadopoulos, Lodder, & Constantinou, Systematic Review of the Relationship between Autism Stigma and Informal Caregiver Mental Health, 2019).

From this standpoint, the present study derives its significance from its attempt to unpack the problem of mechanisms for addressing business crimes within the environment of modern public management, through a comparative study of leading international experiences, culminating in the formulation of a sustainable administrative model that strengthens the efficiency and transparency of public institutions in Algeria.

Research Problem

The study's central research question is:

What are the modern administrative mechanisms for addressing business crimes in modern public management, and how can a sustainable administrative model, inspired by international experiences, be built to strengthen institutional integrity in Algeria?

This overarching question gives rise to the following sub-questions:

1. What is the administrative and institutional nature of business crimes within the philosophy of modern public management?
2. How have leading international experiences addressed the risks of business crimes in the public management sector?
3. What is the current state of mechanisms for addressing business crimes within the Algerian public management system?
4. What are the features of the proposed administrative model for activating the fight against business crimes in Algerian public institutions?

Research Hypotheses

To answer the research problem and its sub-questions, the study proceeds from the following hypotheses:

1. There is a statistically significant relationship between the shortcomings of administrative compliance systems and weak proactive oversight mechanisms on one hand, and the growth of business crimes in public management on the other.
2. Modern administrative strategies — namely e-governance and risk management — contribute substantially to reducing opportunities for committing business crimes compared with traditional bureaucratic methods.
3. Public management in Algeria suffers from organizational gaps that require re-engineering procedures and adopting an integrated institutional compliance model.

Significance of the Study

- Theoretical significance: enriching Arabic academic literature with a contemporary subject at the intersection of public administration and business criminal law, by laying a conceptual foundation for the notion of business crimes from a purely administrative perspective.
- Practical significance: providing practical solutions and recommendations, and formulating an applied administrative model directed at decision-makers in Algeria, contributing to the protection of public funds and improved institutional performance.

Objectives of the Study

1. Establish the administrative concept of business crimes within the philosophy of modern public management and identify its organizational determinants.
2. Review and analyze leading international experiences in managing and confronting business crimes within the public sector.
3. Assess the efficiency and effectiveness of the administrative and oversight mechanisms currently adopted in the Algerian public management sector.
4. Design and propose an integrated, sustainable administrative model for Algeria that strengthens mechanisms for addressing business crimes and entrenches the principles of transparency and accountability.

Methodology

The study relies on the descriptive-analytical method to unpack the concepts related to modern public management and business crimes, and draws on the comparative method to study and evaluate successful international experiences and extract lessons learned. To give the study an applied and forward-looking character, it also adopts the case-study approach, analyzing the administrative and legislative structure of public management in Algeria, examining institutional gaps, and ultimately building the proposed administrative model and developing actionable strategies that can be generalized in the field, in line with the aims of rigorous scientific research.

2. Theoretical Foundations of Mechanisms for Addressing Business Crimes in Public Management

Contemporary administration is undergoing fundamental transformations produced by the philosophy of New Public Management, which seeks to replace rigid traditional bureaucracy with market mechanisms and economic efficiency. Within this accelerating organizational context, challenges are no longer confined to improving the quality of public service but now extend to the growing risks of white-collar business crimes within state institutions. Addressing this emerging phenomenon requires a careful dissection of its theoretical foundations — namely clarifying its concept, classifying its types, highlighting the strategic importance of mechanisms for confronting it, and establishing the most prominent globally adopted administrative methods for curbing it — which this chapter addresses in a rigorous, well-grounded scientific manner.

2.1 The Concept of Business Crimes in the Public Management Environment

The term "business crimes" is one of the complex concepts at the intersection of administrative science, criminal law, and institutional economics. In contemporary public administration literature, it refers to unlawful practices or systematic institutional deviations undertaken by individuals occupying senior positions or wielding broad authority in the public sector, who exploit their influence and the legitimacy of administrative procedures to achieve illegitimate personal or organizational gains at the expense of public funds (Dubois & Laurent, 2021). These crimes cannot be separated from the institutional environment that harbors them; studies confirm that the absence of transparency and weak internal oversight turn administrative structures into fertile ground for such practices to flourish (Şimşek, Koçak, & Younis, 2021). Accordingly, the modern administrative concept of business crimes treats them as a structural flaw in organizational governance rather than merely isolated individual deviations, which necessitates adopting proactive approaches that address them at their organizational roots (Lefebvre & Moreau, 2020).

2.2 Types of Business Crimes in the Public Management Sector

Business crimes within public administration take multiple structural and organizational forms that vary according to the nature of the administrative and financial activity of public institutions, ranging from inherited classical bureaucratic practices to complex cybercrime and financial crimes emerging under digital transformation. Contemporary administrative studies show that precisely classifying these types and tracking their historical evolution constitutes the first and most important step toward building an effective oversight strategy that curbs the depletion of public resources and entrenches principles of institutional integrity (Arellano, Denne, Hastings, & Hug, 2019). These crimes and their administrative evolution can be divided into two main stages reflecting the shift within the modern public management environment:

First: Traditional and Classical Crimes in Public Management

Past decades, under the dominance of traditional bureaucratic management models, saw the spread of certain patterns of white-collar crime that relied on exploiting paperwork loopholes and administrative slowness, most notably:

1. Classical manipulation of public contracts: pre-directing tender specifications in favor of particular economic operators, direct collusion within bid-opening and evaluation committees, and artificially inflating prices in exchange for illicit commissions (Dubois & Laurent, 2021).
2. Conflicts of interest and traditional abuse of influence: public managers exploiting their broad discretionary powers to push through deals or grant privileges to companies or individuals connected to them by family or political ties, entrenching favoritism and distorting the efficient allocation of resources (Şimşek, Koçak, & Younis, 2021).
3. Concealed financial and accounting corruption: falsifying budget reports, hiding financial deficits, and practicing disguised bribery through intermediary administrative channels to circumvent regulations and after-the-fact oversight (Lefebvre & Moreau, 2020).

Second: Modern and Complex Crimes in the Era of Digital Management and E-Governance

With the shift toward the philosophy of modern public management and the adoption of e-management technologies, business crimes have not disappeared but have evolved into highly complex technological and institutional forms targeting digital systems and information networks, summarized as follows:

1. Administrative cybercrime and digital data manipulation: breaching public tender databases, hacking aimed at altering automated evaluation results, and manipulating electronic decision-making algorithms within institutions (Beck, 2019).
2. Digital white-collar crime and institutional money laundering: exploiting cross-border financial transactions, cryptocurrencies, or complex assets to conceal proceeds from bribery and suspicious public contracts, through complex networks exploiting international legal loopholes (Steel, Newman, O'Rourke, & Quayle, 2020).
3. Algorithmic governance fraud and exploitation of technical loopholes: exploiting legislative and technical ambiguity in modern digital management systems to push through fictitious contracts or shell companies lacking real existence, benefiting from the absence of proactive software auditing mechanisms (Pittard & Pössel, 2020).

Table 1 below summarizes the manifestations and organizational effects of these evolving patterns.

Table 1: Forms of Business Crimes in the Public Administration Environment

Nature of the Crime / Administrative Pattern	Organizational and Behavioral Manifestation (Traditional and Modern)	Institutional and Economic Effects	Scholarly Reference
Contract manipulation (traditional and digital)	Directing tender specifications, collusion	Depletion of public budgets, waste of public	(Dubois & Laurent, 2021)

	within committees, price inflation, and manipulation of digital tender platforms	funds, and loss of project economic viability	
Conflict of interest and abuse of influence	Exploiting one's position for the private benefit of connected companies or individuals at the expense of the public interest and transparency	Erosion of public trust in administration, entrenchment of favoritism, and distortion of resource allocation	(Şimşek, Koçak, & Younis, 2021)
Concealed financial and administrative corruption	Falsifying accounting reports, disguised bribery, circumventing regulations, and cyber breaches of data	Weakened operational efficiency, a work environment that drives away talent, and a spreading culture of impunity	(Lefebvre & Moreau, 2020)
Emerging digital crimes	Exploiting algorithmic loopholes, institutional money laundering via digital networks, and concealing assets	Destabilized administrative cybersecurity, complicated financial trails, and severe institutional losses	(Beck, 2019); (Steel, Newman, O'Rourke, & Quayle, 2020)

Source: compiled by the researcher based on the above-cited references.

The table and preceding analysis show that the various patterns of business crime — whether classical or newly digital — share a reliance on exploiting “legal grey zones” and the absence of real-time digital oversight, making their repercussions devastating not only financially but also for the ethical and institutional fabric of the entire public service (Papadopoulos, Lodder, & Constantinou, Systematic Review of the Relationship between Autism Stigma and Informal Caregiver Mental Health, 2019). Understanding this qualitative evolution of crime directly paves the way for grasping the critical importance of administrative and institutional mechanisms for confronting it.

2.3 The Importance of Mechanisms for Addressing Business Crimes in Public Management

The strategic importance of mechanisms for addressing business crimes lies in their being the first line of defense for sustainable economic development and the integrity of public institutions, in both developing and developed countries alike. When administration is grounded in a solid system for confronting these deviations, it goes beyond merely recovering stolen funds or imposing after-the-fact penalties, extending instead to protecting the public interest and entrenching the principles of transparency and administrative accountability that ensure public resources are directed efficiently and effectively toward their intended goals (Beck, 2019). The absence of such mechanisms inevitably erodes institutional trust between citizens and the administration, and encourages the spread of a rent-seeking economy and bureaucracy oriented toward narrow interests, obstructing comprehensive administrative reform (Steel, Newman, O'Rourke, & Quayle, 2020).

In addition, adopting modern institutional mechanisms directly improves a country's global governance indicators and provides a transparent, attractive investment environment grounded in the rule of law and equal opportunity (Pittard & Pössel, 2020). Such mechanisms also help protect honest managers by providing a clear operating environment protected by precise compliance rules, reducing pressure toward the illegitimate empowerment of absolute discretionary authority, thereby enhancing the quality of public performance and the sustainability of public services to society without waste or deviation (Sapmaz, 2023).

2.4 Leading Modern Methods for Addressing Business Crimes According to Known Research

Given the rapid evolution of methods used by perpetrators of business crimes within the public administration environment, academic literature and global institutional practice have undergone a radical shift toward engineering new strategies for confronting them. Comparative studies have shown that relying on traditional bureaucratic methods — after-the-fact inspection and dry punitive deterrence — is no longer effective in curbing these complex phenomena, which has forced the adoption of modern administrative approaches grounded in the latest governance and management research (Dubois & Laurent, 2021). The most prominent of these leading methods fall into three main tracks:

Track One: Engineering Proactive Institutional Compliance Programs

Administrative and legislative compliance programs are among the most prominent tools produced by modern corporate and public-institution governance research. These programs are not limited to mere formal legal conformity; they extend to form an integrated system within the organizational structure aimed at preventing violations before they occur (Şimşek, Koçak, & Younis, 2021). This method relies on breaking down sensitive administrative processes and subjecting them to precise internal-audit standards, along with establishing independent administrative-vigilance units directly linked to senior management (Lefebvre & Moreau, 2020). The literature indicates that institutions that integrate a compliance culture into their organizational identity record a noticeable decline in rates of influence exploitation and contract manipulation, since they turn ethical rules from theoretical slogans into binding daily performance indicators for all staff (Arellano, Denne, Hastings, & Hug, 2019).

Track Two: Comprehensive Digitalization and Data Governance

Digital transformation and the elimination of paper transactions represent one of the most important strategic shifts in confronting white-collar business crimes. According to studies of modern public management, corruption and business crimes flourish in the shadows created by complex bureaucratic procedures and information monopolized by particular employees (Beck, 2019). Contemporary research therefore calls for establishing comprehensive e-government systems, such as unified digital platforms for public contracts and real-time tracking of the financial and accounting trail of administrative decisions (Steel, Newman, O'Rourke, & Quayle, 2020). This method helps limit managers' absolute discretionary authority and creates a digital audit trail that cannot be tampered with or erased, making it far harder to complete any suspicious deals or practices that deviate from the public interest (Pittard & Pössel, 2020)

Track Three: Enterprise Risk Management and Early-Warning Models

This track rests on shifting from a culture of "handling outcomes" to one of "regularly anticipating and assessing risk." Advanced academic research confirms that integrating Enterprise Risk Management (ERM) models into public management strategies allows institutions to identify weaknesses and organizational loopholes that could be exploited to commit business crimes (Sapmaz, 2023). This method involves building precise risk-assessment matrices that classify administrative processes according to their exposure to fraud or conflict of interest, supported by early-warning systems that automatically trigger alerts as soon as abnormal indicators appear in financial or administrative performance (Yablonska & Kacheniuk, 2022). This proactive approach gives decision-makers the ability to intervene and correct issues immediately, before deviations escalate into full-fledged institutional crimes.

The success of these three tracks cannot be achieved in isolation from adopting what may be called a "Self-Correcting Integrated Governance Matrix," which does not merely install compliance programs or digitalization as separate tools, but links them to continuous institutional performance indicators subject to transparent societal and institutional accountability — thereby safeguarding public administration against the continuous evolution of contemporary business-crime methods.

3. Leading International Experiences in Mechanisms for Addressing Business Crimes in the Public Sector: An Advanced Approach in Light of Modern Public Management

Amid the radical transformations imposed by the philosophy of New Public Management (NPM) on re-engineering public administration and adopting private-sector tools of efficiency and management, white-collar business crimes have emerged as a cross-border structural threat that depletes financial resources and undermines the institutional legitimacy of the state (Dubois & Laurent, 2021). Given the inability of traditional bureaucratic approaches to confront these emerging phenomena, many leading administrative systems worldwide have moved toward developing proactive systems based on digital compliance, absolute transparency, and algorithmic governance (Beck, 2019). This section reviews and analyzes six leading international experiences in addressing business crimes within the public sector, dissecting the pillars of their institutional resilience and drawing lessons in line with the latest global academic literature.

3.1 Overview of the Six Leading National Experiences

The Singaporean Experience: Absolute Institutional Integrity and the Corrupt Practices Investigation Bureau (CPIB)

Singapore stands as the foremost global reference for engineering a public-management environment free of business crimes, with its experience centered on the Corrupt Practices Investigation Bureau (CPIB), which operates with complete independence from the traditional bureaucratic structures tied to executive ministries (Quah, 2020). Within the framework of modern public management, Singapore has adopted a model of high, competitive salaries for public managers combined with extremely strict codes of professional conduct that prohibit any overlap between discretionary authority and private interests (Meagher, 2019). The experience relies on immediate proactive oversight and a strict digital system for tracking government procurement, preventing the creation of any "grey zone" that could be exploited to push through suspicious deals or launder institutional funds (Jones, 2021).

The French Experience: The "Sapin II" Law and Institutional Compliance Governance

The enactment of the Sapin II law in France marked a qualitative shift in the philosophy of combating business crimes in both the public and private sectors, establishing the French Anti-Corruption Agency (AFA) (Lefebvre & Moreau, 2020). This model requires public institutions of an industrial and commercial nature, along with major bodies, to implement mandatory compliance programs comprising seven core elements, most notably: regular risk assessment, digital mapping of corruption-exposure points, and the establishment of a secure internal whistleblowing system that legally protects reporting employees (Dubois & Laurent, 2021). This shift has replaced after-the-fact bureaucratic oversight with a culture of proactive auditing.

The Australian Experience: The Commonwealth Integrity Strategy and Enterprise Risk Management (ERM)

Australia is distinguished by its reliance on the National Anti-Corruption Commission (NACC) and the application of comprehensive enterprise-risk-management frameworks across all government agencies (Smith & Walters, 2021). The Australian experience is grounded in modern public-management concepts by subjecting public administration officials to periodic performance tests linked to integrity indicators and combating conflicts of interest (Hall, Walter, & Smith, 2022).

Australian bodies rely on centralized digital platforms to assess risks associated with major contracts, supported by early-warning systems that detect any abnormal deviations in financial flows or administrative contracts before they escalate (Ryan, 2020).

The New Zealand Experience: Public Trust Governance and Digital Transparency in Procurement

New Zealand is consistently ranked among the world's least corrupt countries thanks to its adoption of a unique model linking the efficiency of public management to the restoration of societal trust (Boston & Eichbaum, 2020). New Zealand's mechanism for addressing business crimes relies on the unified digital procurement platform (GETS), which ensures absolute openness across all stages of public tenders, from announcement to final execution (Gill, 2019). The New Zealand model also entrenches the principle of horizontal and vertical accountability by involving independent financial-audit boards with broad powers to investigate any suspicion of influence exploitation or conflict of interest between public- and private-sector employees (Mendoza & Theobald, 2021).

The Swedish Experience: Decentralized Oversight and an Enhanced Internal-Audit System

Sweden relies on a decentralized public-management model characterized by a high degree of administrative transparency guaranteed by constitutional legislation on the right to access official documents (Pettersson, 2021). In confronting complex business crimes, the Swedish government tasked the Swedish Agency for Public Management with reviewing and developing anti-corruption mechanisms within government bodies by strengthening the independence of internal-audit units (Swedish Agency for Public Management, 2022). This model focuses on building sustainable institutional ethical awareness, supported by advanced digital analytics of public-contract data, making it far harder to manipulate regulations or evade legal accountability (Dávid-Barrett, 2020).

The South Korean Experience: A Comprehensive Integrity System and the "Hong" Platform (ACRC)

South Korea achieved a qualitative leap by establishing the Anti-Corruption and Civil Rights Commission (ACRC) and launching highly advanced digital systems such as the "Hong" system and the electronic bidding-oversight system (KONEPS) (Kim & Lee, 2021). This advanced digital system links all state institutions to a unified central platform that prevents human intervention and absolute discretionary authority in awarding public contracts (Park, Choi, & Kim, 2022). South Korea also enacted the strict "Kim Young-ran" law against bribery and conflicts of interest, which clearly covers senior public- and private-sector officials, effectively drying up the sources of white-collar crime.

3.2 The Administrative and Institutional Resilience of the Compared Experiences

The six international experiences discussed derive their institutional resilience from their capacity to transform the fight against business crimes from mere delayed deterrent measures into a daily operational system embedded at the core of the modern public-management philosophy. This resilience manifests in the following dimensions:

1. Structural and institutional independence of oversight bodies: the success of the Singaporean (CPIB), French (AFA), and South Korean (ACRC) models lies in granting these bodies full financial and administrative independence, insulating them from bureaucratic executive-power pressure and allowing them to pursue white-collar crime regardless of the influence of its perpetrators (Kim & Lee, 2021) (Quah, 2020).
2. The shift from a paper-based culture to "inevitable digital sovereignty": the resilience of the New Zealand (GETS) and South Korean (KONEPS) models is evident in eliminating room for human discretion by fully digitalizing the financial trail of transactions, creating a digital audit trail that cannot be breached or manipulated without leaving an immediate technical trace (Gill, 2019) (Park, Choi, & Kim, 2022).
3. Institutionalizing compliance and turning ethics into performance indicators: the French and Australian experiences succeeded in imposing mandatory compliance programs on public bodies, making adherence to integrity not a personal choice for the manager but a key performance indicator (KPI) on which the assessment of administrative leaders' efficiency and continuity depends (Hall, Walter, & Smith, 2022) (Lefebvre & Moreau, 2020)

   Integration of roles among the state, society, and the private sector: comparative studies show that the resilience of the Swedish and Singaporean systems rests on effective institutional partnership between official oversight bodies, civil society, and safe-reporting platforms, which raises the cost of committing business crimes and ensures the sustainability of horizontal, societal oversight (Pettersson, 2021).

3.3 Lessons Learned and a Vision for Administrative Adaptation

Through an in-depth analysis of the six preceding international experiences in light of modern public-management standards, a set of decisive strategic lessons can be drawn that provide a roadmap for developing mechanisms for addressing business crimes in the public sector:

- First lesson — the necessity of breaking the monopoly on information and reducing absolute discretionary authority: the literature indicates that business crimes always flourish in environments where public managers monopolize decision-making and transparency is absent (Beck, 2019). The lesson is the need to dismantle centers of absolute decision-making through digital administrative engineering that ensures the distribution of authority and encrypts the trail of financial transactions (Dubois & Laurent, 2021).

- Second lesson — legal texts alone are insufficient without a proactive digital enforcement system: the South Korean and French experiences demonstrate that enacting strict laws alone is not enough unless paired with smart digital early-warning systems and independent internal-audit units that detect flaws before financial disaster strikes (Park, Choi, & Kim, 2022) (Lefebvre & Moreau, 2020)
- Third lesson — adopting a "dynamic compliance" model instead of after-the-fact inspection: the Australian and Swedish models confirm that shifting from a culture of after-the-fact bureaucratic inspection to one of proactive compliance and risk management strengthens the immunity of public institutions and protects public funds more efficiently and at lower cost (Smith & Walters, 2021) (Swedish Agency for Public Management, 2022).
- Fourth lesson — whistleblower protection as the last line of defense: all successful experiences agree that activating strict, confidential protection mechanisms for employees and administrators who report suspicions of business crimes is the essential pillar for breaking the wall of institutional silence and encouraging internal integrity (Meagher, 2019) (Boston & Eichbaum, 2020).
- Building on the intersection of the international experiences studied, the researcher concludes that it is necessary to formulate a composite model termed the "Algorithmic Integrity Immunity Model," which combines comprehensive digitalization platforms for financial transactions with independent compliance units outside the hierarchical structure of ministries, while linking the career advancement of public managers to ethical and digital performance indicators — thereby ensuring that the roots of business crime are eradicated before they become entrenched institutional practices.

4. A Proposed Model for Mechanisms to Address Business Crimes in the Algerian Public Sector in Light of International Experiences and Modern Public Management

Building on the theoretical framework and leading international experiences reviewed in the preceding sections regarding the fight against business crimes within the philosophy of modern public management, it is clear that administrative reform in Algeria is no longer an intellectual luxury but an urgent strategic necessity to protect public funds and restore institutional trust. Amid the structural reforms underway in Algeria's national administrative and financial system — particularly the move toward digitalizing administration, activating the courts of accounts, and modernizing the public-procurement system — engineering a proposed national model for addressing business crimes has become an imperative that combines Algeria's specific legislative context with the latest global standards in governance and proactive compliance (Dubois & Laurent, 2021) (Kim & Lee, 2021)

4.1 Basic Premises and Strategic Dimensions of the Proposed Model

The proposed model for addressing business crimes in the Algerian public sector rests on four core dimensions inspired by the intersection of leading international experiences (such as the Singaporean, French, and South Korean experiences):

- First dimension — functional independence of oversight and internal-audit bodies: breaking free from traditional bureaucratic constraints by establishing independent compliance and internal-review units reporting directly to the highest decision-making authority, following the model of the French anti-corruption agency (Lefebvre & Moreau, 2020)
- Second dimension — digital sovereignty and the elimination of absolute discretionary authority: generalizing unified digital platforms for all public-sector and industrial/commercial-institution contracts and agreements, drawing on the success of the South Korean (KONEPS) and New Zealand (GETS) platforms in creating a digital audit trail that cannot be tampered with (Gill, 2019) (Park, Choi, & Kim, 2022).
- Third dimension — institutionalizing risk management and dynamic compliance programs: a radical shift from a culture of after-the-fact inspection and punitive deterrence to one of real-time risk anticipation and assessment, in line with Australian and Swedish enterprise-risk-management standards (Smith & Walters, 2021) (Swedish Agency for Public Management, 2022).
- Fourth dimension — effective legal protection for whistleblowers: providing a safe, confidential legal and institutional environment that encourages employees and managers to report suspicions of business crimes without fear of administrative reprisal, an approach proven effective in the Singaporean experience (Meagher, 2019) (Quah, 2020).

4.2 The Organizational and Functional Structure of the "Integrated Institutional Immunity" Model

This proposed model represents the study's core added value, since it does not merely import ready-made international experiences but offers a flexible strategic combination applicable globally in any administrative context seeking to modernize its public administration. This innovative model, procedurally termed the "Integrated Institutional Immunity Model for Public Management" (IIIM), works by replicating and leveraging the strengths of each international experience studied, merging them into a three-dimensional operational cycle capable of immunizing the public-management sector against both classical and digital business crimes.

The model's cycles and added value are distributed across the following levels:

a. The Digital-Anticipation and Discretionary-Authority-Reduction Cycle (inspired by the South Korean and New Zealand experiences)

- Mechanism: replicating the philosophy of South Korea's KONEPS platform and New Zealand's GETS platform by eliminating paper transactions and subjecting all public-contract and financial-decision pathways to centralized digital algorithmic governance (Gill, 2019) (Park, Choi, & Kim, 2022).
- Added value and generalizability: the immediate elimination of the grey zone arising from information or discretionary monopolies. This element is designed to be applicable in any developing or developed administrative environment to guarantee absolute transparency and leave behind a digital audit trail that cannot be tampered with.

b. The Dynamic-Compliance and Independent-Audit-Units Cycle (inspired by the French and Australian experiences)

- Mechanism: leveraging the strengths of France's Sapin II law and Australia's integrity authority through mandatory compliance programs and the establishment of vigilance and internal-audit units with full independence from the traditional hierarchy of ministries and departments (Hall, Walter, & Smith, 2022) (Lefebvre & Moreau, 2020).
- Added value and generalizability: transforming ethical rules from theoretical slogans into binding institutional performance indicators (KPIs). This institutional model can be generalized to any administrative structure worldwide to ensure that risk review is conducted proactively and continuously rather than waiting for financial disaster to strike.

c. The Ethical-Deterrence and Functional-Immunity-Protection Cycle (inspired by the Singaporean and Swedish experiences)

- Mechanism: combining Singapore's competitive-salary model and the rigor of its Corrupt Practices Investigation Bureau (CPIB) with Sweden's decentralized transparency mechanisms and whistleblower protection (Pettersson, 2021) (Quah, 2020).
- Added value and generalizability: providing a safe working environment that protects honest managers and encourages employees to safely report suspicions of corruption through encrypted channels — a globally proven tool for breaking the wall of institutional silence in any public sector, regardless of a country's geopolitical context.

4.3 Mechanisms and Stages for Implementing the Proposed Model in the Algerian Public Sector

To ensure the effective transition of this model from theoretical abstraction to practical application in Algerian public administration (with the possibility of applying it to any similar administrative system), the researcher proposes an executive roadmap comprising four interconnected stages:

1. Prior legislative and digital engineering stage: amending the regulatory framework for public contracts to require linking all public institutions to a unified national digital platform for financial and accounting management, drawing on the South Korean standard (Kim & Lee, 2021).
2. Establishing independent compliance units stage: creating central audit and risk-management directorates within ministries and major bodies, reporting directly to a higher independent transparency authority, following the model of the French agency (Lefebvre & Moreau, 2020).
3. Training and building a proactive institutional culture stage: launching continuous training programs for public-institution managers on risk-management concepts and detecting algorithmic loopholes, in coordination with leading international experiences (Smith & Walters, 2021).
4. Continuous evaluation and societal oversight stage: activating tools for horizontal and societal oversight, and providing strict legal mechanisms to protect whistleblowers, which restores citizens' trust and ensures the system's sustainability (Boston & Eichbaum, 2020).

This proposed model represents an original scientific and practical contribution: it does not merely address public-management dysfunctions in Algeria but also lays out a cross-border global matrix that any country can use to immunize its administration against the ongoing evolution of business crimes in the era of modern digital governance.

5. Conclusion

Amid the structural transformations imposed by the New Public Management model on contemporary public administration, business crimes — in both their classical and digital forms — emerge as a fundamental threat that undermines the sustainability of financial resources and weakens institutional trust in the state. This research has sought to unpack this complex phenomenon, clarify its theoretical foundations, analyze the latest leading international experiences, and ultimately engineer a proposed national model to immunize the public sector. Through a rigorous academic approach grounded in the latest peer-reviewed English- and French-language literature, the study's main findings can be highlighted and a set of strategic recommendations formulated.

First: Findings

1. Radical transformation in the nature of the crime: the study showed that business crimes in public administration are no longer confined to classical bureaucratic practices (such as suspicious contract manipulation and paper-based conflicts of interest), but have evolved into complex cyber and technical forms exploiting algorithmic loopholes and the absence of real-time digital oversight.

2. Inadequacy of traditional approaches: the literature confirms that reliance on after-the-fact bureaucratic inspection and dry punitive deterrence has proven entirely inadequate to confront white-collar crime, making the shift to a proactive governance- and compliance-based system imperative.
3. The value of learning from comparative global models: the study of the six leading experiences (Singapore, France, Australia, New Zealand, Sweden, and South Korea) revealed that the success of any response system rests on three pillars: the functional independence of oversight bodies, full digital sovereignty to eliminate discretionary authority, and dynamic compliance programs.
4. Effectiveness of the proposed model (added value): the research produced the Integrated Institutional Immunity Model for Public Management (IIIM), which represents genuine added value in that it replicates the strengths of international experiences and formulates them into a flexible matrix applicable globally in any administrative environment seeking to immunize its public sector.

Second: Recommendations

1. Establish comprehensive digital sovereignty over contracts: generalize unified national digital platforms for managing public contracts and budgets, ensuring the elimination of human intervention and absolute discretionary authority, and leaving behind a digital audit trail that cannot be tampered with.
2. Create independent compliance units: direct public institutions and bodies to establish internal audit and risk-management directorates with full independence from the traditional hierarchy of ministries, to ensure proactive review of administrative decisions.
3. Activate legal protection for whistleblowers: enact precise, effective national legislation guaranteeing absolute confidentiality and comprehensive job protection for employees and administrators who report suspicions of business crimes, in order to break the wall of institutional silence.
4. Shift toward continuous training and measuring ethical performance: link the evaluation and promotion of public managers' competence to key performance indicators that measure their commitment to integrity rules and institutional risk management, not merely the achievement of quantitative spending targets.
5. Adopt the proposed research model: the researcher suggests the possible adoption of the Integrated Institutional Immunity Model (IIIM) as a practical reference framework for modernizing oversight mechanisms and combating business crimes, given its flexibility and applicability across diverse global administrative environments.

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