

Strategic planning and measuring government performance in Algeria: A study from the perspective of public policy analysis

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Abstract---This study aims to clarify the foundations on which the Algerian strategic plans are based and to show the extent of their success in achieving management of the political crisis that Algeria has known, and what are the mechanisms adopted to manage it at various levels. It will be explained how strategic planning has an important role in giving successful government performance by analyzing the general policy in Algeria, and all the factors and elements that helped to manage it in a logical and rational manner and in a good management manner, in a way that serves the public interests of the state and the private interests of individuals, while enjoying With some important rules and methods in management, oversight, and giving legal and human character to strategies for dealing with various crises, especially the political crisis, in effective ways that allow achieving goals that serve the state's public policy, and guarantee the citizen a strong safety that preserves the course of life in strong and easy ways, in addition to legislation that is in line with recognized values. within the social system.

Keywords---planning, strategy, Algeria, government performance, public policy.

I- Introduction:

Countries confront significant challenges in formulating democratic and inclusive decisions within their institutions to bolster legitimacy and foster trust among members and citizens alike. These challenges manifest clearly through the need to organize and alleviate citizen pressures via decisions that serve the public interest—particularly evident in Algeria's post-Hirak trajectory, where measures brought citizens

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into closer engagement with governmental operations, prompting scrutiny of actions failing to advance the common good.

The recent government enhanced its performance under President Abdelmadjid Tebboune's leadership, following the Hirak movement period—a focus of this study through elucidating conceptual frameworks and analytically applying them to pivotal decisions via an adaptable participatory strategic planning methodology. This approach promotes deeper involvement of party members in democratic decision-making processes while showcasing successful international, Arab, African, and domestic decisions. Our analytical assessment affirms their alignment with prevailing global and local realities.

Success in political endeavors hinges on rigorous evaluation of outcomes from governmental performance and presidential directives, both leveraging long-term strategic planning to navigate internal and external dynamics, fortify the state domestically and internationally, and reestablish effective dialogue with citizens and nations.

Research Objectives

This study seeks to illuminate the pivotal role of strategic planning in elevating Algerian governmental performance through public policy analysis. It explores rational and efficient management of crisis and disaster outcomes, decision-makers' responses to political shifts, strategy formulation, adherence to strategic planning standards for performance enhancement, and the multifaceted impacts of such planning on domestic and international political decisions.

Central Research Question

How does Algeria operationalize strategic planning to yield robust governmental performance manifested tangibly in reality, bearing politically and sovereignly significant outcomes at internal and external levels?

Accordingly, the study addresses the following axes:

Conceptual frameworks of strategic planning, its types, and methods.

The significance of strategic planning in assessing Algerian governmental performance.

Study Significance

The study's value lies in elucidating Algeria's success in resolving political crises through strategic planning in crisis management across recent years—particularly overcoming past ordeals like the "Black Decade," a conflict against an ideology claiming moral absolutism, followed by threats from Arab Spring fallout impacting the Arab world, including Algeria. These were deftly managed politically by unearthing and addressing latent root causes. Given this topic's import, the research emphasizes methodological rigor:

Analytical Study Approach: Heavily reliant on scientific methodology and theoretical frameworks, complemented by examination of events Algeria surmounted through meticulously crafted strategic plans.

II - Concept of Planning:

Planning is defined as a process that involves establishing a set of assumptions about future conditions, followed by formulating a plan that outlines the required objectives and pathways to achieve them, while attempting to control events through adherence to specified policies. It is also regarded as the process of delineating objectives to be attained within a defined timeframe, then mobilizing the necessary resources to realize these goals using methods that minimize costs and maximize outcomes.

A comprehensive definition of planning may be presented according to UNESCO's perspective, which sets out the fundamental principles upon which planning should be based at all its stages. It is an educationally oriented definition, which states that planning is a continuous process that incorporates methods of social research, the principles and methods of education, and the sciences of management,

economics, and finance, with the aim of enabling students to receive adequate education with clearly defined objectives and precisely determined stages, in such a way that each individual is given the opportunity to develop their abilities and to make an effective contribution to the social, cultural, and economic progress of their country.

In addition to this, the following definitions may be noted:

- 1- Planning is the formulation of specific plans that encompass objectives to be achieved within a defined period or periods of time.
- 2- Planning is a future-oriented vision that efforts are undertaken to realize, in accordance with the needs of the beneficiary.
- 3- Planning is the drawing of a clear picture of what must be done, with the specification of implementation stages and the required human and material resources, while giving due consideration to ways of confronting obstacles and overcoming crises, and identifying alternatives.

I.1. Importance of Planning:

- **Necessary due to change and uncertainty:** Every organization must engage in planning in order to achieve its purposes and objectives, as a manager cannot simply set goals and then stop; rather, they must be aware of future conditions and expected outcomes.
- **Focuses attention on organizational objectives:** Planning concentrates on accomplishing the outcomes sought by the organization and on formulating an appropriate plan for these objectives, compelling managers to think constantly about the desired goals. They must periodically monitor these plans and adjust and develop them at the right time in line with future conditions.
- **Reduces expenditures:** The planning process is fundamentally based on the optimal use of material, financial, and human resources by all available means to achieve the organization's objectives, which leads to cost reduction.
- **Provides the basis for control:** Planning and control are inseparable; a manager cannot monitor any activity unless there is a prior plan or program for that activity. Control becomes meaningless in the absence of plans.
- **Reduces risks:** Planning facilitates the organization's transition from the present to the future. Scientifically grounded planning reduces the risks associated with this transition by directing efforts toward the achievement of objectives and ensuring the rational use of resources, especially when the future is uncertain.
- **Ensures integrated work across all parts of the organization:** Planning enables oversight of the organization's various components and fosters integration and coordination among them. It reduces unforeseen incidents, enhances the ability to anticipate the future, and helps avoid crises that hinder the workflow.
- **Supports the communication process:** Planning helps establish multiple communication channels in all directions and contributes to effective organizational structuring. It also clarifies responsibility for any deviation, thereby making it possible to hold those responsible to account.

I. 2. Concept of Strategy:

The term strategy has been frequently used in many management books and other fields, and its origin goes back to the Greek word *strategos*, which means the art of war and the conduct of battles. There is a strong similarity between military conflict and business competition among different organizations, since many managerial methods are suitable for both, and superiority in an organization's strategic planning can outweigh numerical superiority and greater resources on the part of competitors.

Strategy is considered the general executive framework of the organization, aligned with its future vision that it sets in order to achieve its desired goals and aims. It is, therefore, the sum of plans that lead you to the ends you have defined, within a logical and scientific framework.

Among the notions widely used in various social sciences, the term strategy and the adjective strategic are employed to denote more than one meaning. Both are used extensively by researchers and specialists in military, political, economic, and social affairs, often without a clear definition of their meaning or the boundaries of the concept, which frequently leads to ambiguity and intellectual confusion. Although the term *stratégie* was originally derived from the Greek word *strategos*, meaning the art of command, its contemporary uses have multiplied and now cover numerous fields.

Liddell Hart defines strategy as “the art of distributing and applying military means to fulfill the ends of policy,” or, in other words, the ways in which military power is employed to achieve political objectives.

I. 3. Importance of Strategy:

This strategy derives its importance from several key points, the most significant of which are:

It is the means through which the overall objectives of the organization are achieved, bearing in mind that marketing itself is considered a fundamental objective of the organization’s activity.

It constitutes the framework within which opportunities and the organization’s strengths are identified, allowing these opportunities to be exploited and those strengths to be activated.

Conversely, it contributes to identifying the various challenges and risks in the environment, as well as points of weakness, and works to overcome and address them.

It helps in selecting the best strategic options, based on comprehensive and in-depth planning.

It contributes to enhancing and rationalizing decisions by determining the appropriate action program.

2.1. Strategic Planning:

Because the importance of planning has generally increased in the modern era, the importance of strategic planning in particular has grown even more, given the many challenges and environmental changes at the local, regional, and global levels.

Strategic planning is regarded as one of the key components of strategic management, since the technical concept of strategic management refers to the process of making decisions related to defining the organization’s mission and its fundamental long-term objectives, as well as selecting and determining strategic plans and plans for allocating and employing the organization’s available capabilities and resources in a manner consistent with its goals and with environmental changes, in addition to developing the organization’s internal conditions, systems, and procedures.

Drucker views it as a continuous process of organizing the implementation of current decisions and providing sufficient information regarding the future of that implementation, as well as organizing the efforts required to execute these decisions and measuring their results through a sound and continuous information system.

Al-Qahtani, meanwhile, defines it as the ability to anticipate and achieve alignment between the organization’s internal capabilities and the opportunities available or the threats emerging from the external environment.

2.2. Objectives of Strategic Planning

- ❖ Equipping management with the ability to make difficult decisions and providing a basis for rational and scientific prioritization to address major current and future issues.
- ❖ Making the organization’s management more responsive to its needs by bringing core and essential issues before decision-makers for discussion and review.
- ❖ Ensuring the continuous analysis of the internal and external work environment, which guarantees accurate identification of priorities and linking these priorities to the budget, thereby establishing a financial system that responds to them and invests available resources within that environment.

- ❖ Establishing a policy for coordinating work by harnessing the efforts of all public and private sectors and benefiting from them, whether local or global, in addition to improving the organization's outputs.
- ❖ Enabling decision-makers to introduce appropriate adjustments at the right time.

2.3. Characteristics of Strategic Planning

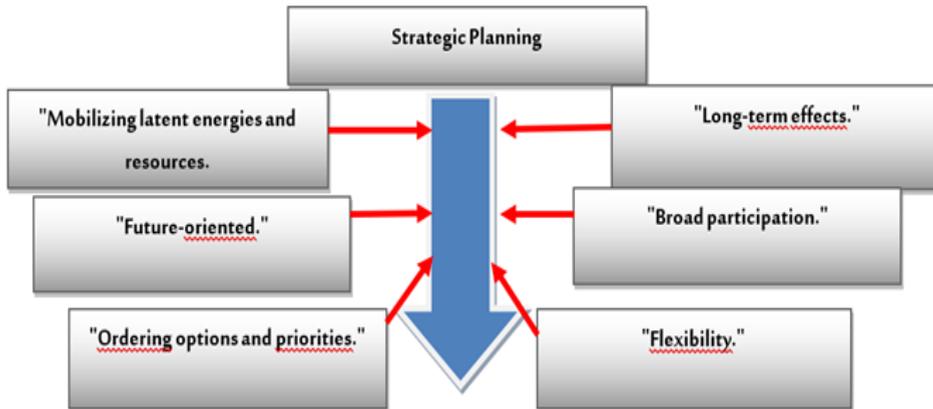


Figure 1: illustrates the characteristics of strategic planning
 Source: Money and Business, Business Administration, "Obstacles to Strategic Planning,"
<https://e3arabi.com> 19 March 2020, date of website visit: 13/09/2025.

2.4. Benefits of Strategic Planning:

- 1) It provides the organization with a guide to what it seeks to achieve.
- 2) It equips those in charge with a way of thinking and a mindset that considers the organization as a whole.
- 3) It helps anticipate changes in the surrounding environment and how to adapt to them.
- 4) It assists in allocating available resources and determining how they should be used.
- 5) It raises managers' awareness of the winds of change, as well as surrounding threats and opportunities.
- 6) It offers sound logic for evaluating the budgets submitted by managers.
- 7) It organizes the sequencing of planning efforts across the organization's different administrative levels.
- 8) It enables the individual to initiate and shape events rather than merely react to them.
- 9) It clarifies the organization's image to all stakeholder groups.

2.5. Government Performance:

Government performance is the outcome of the interaction of internal and external elements of the governmental environment. This occurs through aggregating the performance of employees in the public sector within their various departments, in addition to the performance of these departments within the framework of public policies, all operating within economic, social, cultural, and political components at the national level, and externally within regional, subregional, and international groupings.

3.1. Characteristics of Government Performance

- 1- The multidimensional nature of performance in terms of the diversity and complexity of its sources, given that government is a large organization whose functions are characterized by political, economic, social, and cultural dimensions.

- 2- The hierarchical structure of government performance across central, intermediate, and lower-level bodies, which, on the one hand, shapes data and information flows and, on the other, determines the competitiveness of decisions.
- 3- The implementation of government decisions within a framework of performance improvement, from the Council of Government down to ministries and decentralized administrations, which makes the strategy for performance enhancement dependent on the extent to which different levels internalize government decisions.
- 4- Oversight of government performance is centralized at the level of the national government, in addition to supervisory functions carried out by ministries and local administrations.

3.2. International Political Strategic Planning of Algerian Public Policy:

➤ Externally:

Each era has its own leaders who adopt specific political and administrative strategies that may differ from those of their predecessors and successors, in order to clarify the overall vision of the system and the strategic plans pursued by the ruler during his tenure.

For example, Houari Boumediene's rule was marked by strictness and a socialist outlook, while Abdelaziz Bouteflika was distinguished by restoring security and peace after years of bloodshed. In this study, the analysis developed by researchers is applied to the strategic planning that characterizes Abdelmadjid Tebboune, President of Algeria, during the period from 2019 to the present, as the focus is on examining the strategic planning adopted throughout the elapsed part of his term.

Algeria's Strategic Planning to Remove the Zionist Entity from Africa:

The latest African summit in Addis Ababa brought bad news for the occupying state, following the decision to cancel its observer membership in the Union after pressure exerted by a number of Arab and African countries, especially Algeria, a move it considered a political and diplomatic loss.

The occupying state had previously scored a political gain when the African Union announced its acceptance as an observer state, as a result of an intensive diplomatic campaign led by the Africa Department of the Israeli Foreign Ministry and its ambassadors in African capitals. However, Algerian diplomatic efforts under the leadership of President Abdelmadjid Tebboune succeeded, and the occupying state lost its observer status.

Algeria's strategic planning to pressure Morocco to withdraw its recognition of the Zionist entity and of Trump's recognition of its sovereignty over Western Sahara

No clear list of conditions has yet been put forward for the restoration of diplomatic relations with Rabat, and Algeria avoids doing so in order not to appear as if it is imposing preconditions. Instead, it considers that Morocco is the party required to take the first step and to remove as much as possible of what it describes as the "strong reasons" that led to the escalation of the crisis and ultimately to the severing of relations, before any discussion of the file can take place.

Among these "strong reasons" are the issue of security agreements with Israel, the cessation of propaganda campaigns, and the hosting of leaders of the "Rachad" and "MAK" movements, which the Algerian authorities classify as terrorist organizations.

The Algerian presidency stated in a communiqué that "the High Security Council has decided on the immediate closure of Algerian airspace to all Moroccan civilian and military aircraft, as well as to any aircraft bearing a Moroccan registration number, starting from today." The decision was taken during a meeting of the Council chaired by President Abdelmadjid Tebboune, devoted to examining developments along the border with the Kingdom of Morocco, in view of the continued provocations and hostile practices on the Moroccan side, according to the statement.

President Abdelmadjid Tebboune also decided not to renew the contract for the operation of the gas pipeline that supplies Spain with Algerian gas via Morocco, due to what was described in a presidential statement as "practices of an aggressive nature by the Kingdom of Morocco."

Algeria's strategic planning towards Libya to restore stability

President Abdelmadjid Tebboune expressed his regret over the current situation in Libya, adding: "The heart bleeds when you see a country with such immense potential, whose oil and gas production is two or three times that of Algeria, and whose people, numbering between nine and ten million, are supposed to live like the Gulf populations. I do not want to say more so that it is not said that we are interfering in internal affairs."

He added: "We have agreed with the reasonable Libyans on the need to hold elections from which a legitimate national council and government will emerge, and what matters to us is preserving the Libyan people, the unity of its territory, and preventing the exploitation of its wealth."

He said: "I have said it before and I repeat it again today on behalf of the Algerian state: There is no solution in Libya except by returning the voice to the Libyan people."

Algeria's strategic planning to sign a reconciliation between the Palestinian factions and to host the Arab summit

The "Reunification Summit"

Official statements issued by Algeria and the Arab League have shown optimism about the success of the "Arab reunification" goal set for the 31st Arab Summit, the latest of which came from the League's Secretary-General Ahmed Aboul Gheit, who spoke of indications that it would be a "summit of reunification."

Algerian mediation recently succeeded in having the Palestinian factions sign a reconciliation agreement in Algiers, as part of Algeria's efforts to give practical expression to the objectives of the "Reunification Summit."

Through this agreement, Algeria sent messages to Arab capitals, calling on them to unite in the same way the Palestinians had agreed to do.

Following the signing of the agreement, the Algerian foreign minister said at a press conference that "what has been achieved in Algeria in terms of Palestinian reconciliation is linked to the Arab summit, because it is the criterion of the Arabs' ability to unite; if the Palestinians are united, then unifying the Arab world becomes easier than before," adding that "Palestine will remain the noble cause for which Arabs unite and set aside their differences."

The domestic political strategic planning of public policy in Algeria

➤ Internally

The President of the Republic chairs a meeting on controlling the market and combating speculation. Today, the President of the Republic, Mr Abdelmadjid Tebboune, chaired a special meeting on controlling the market and combating speculation. The meeting addressed the current situation of the market, the disruption in the distribution of certain consumer products, as well as diagnosing the malfunction, after which the President gave instructions to confront these behaviours and deal with them with full firmness. The meeting was attended by the Prime Minister, and all the ministers of the Interior, Justice, Finance, Industry, Agriculture, Trade and Transport, in addition to the heads of all the security services.

The Algerian president issues calming decisions on the second anniversary of the Hirak

On Thursday, Algerian President Abdelmadjid Tebboune announced a package of decisions that can be described as measures to calm the street, coinciding with the second anniversary of the popular Hirak that began on 22 February 2019. Tebboune chose the occasion of his country's celebration of National Martyr Day, which commemorates the dead of the Liberation Army against French colonialism and falls on 18 February, to renew earlier pledges to respond gradually to the demands of this uprising.

There was anticipation surrounding the Algerian president's speech, as in recent days the country had witnessed renewed calls to demonstrate again on the anniversary of the 22 February 2019 uprising that toppled his predecessor Abdelaziz Bouteflika. Two days earlier, the Kherrata area in the east of the country had seen demonstrations involving hundreds of participants, according to unofficial estimates, which were seen as an attempt to revive the Hirak after it had been on hold since early 2020 due to the outbreak of the novel coronavirus (Covid-19).

According to Algeria's official news agency, on Saturday the Minister of Energy and Mines, Mohamed Arkab, confirmed that the Gara Djebilet iron mine (in Tindouf) will make it possible to produce 2 to 3 million tons of iron ore in the first phase (2022-2025), then 40 to 50 million tons annually starting from 2026.

A Council of Ministers meeting on 17-07-2022: The most important decisions adopted at the meeting:

- Reviewing wages as well as allowances for retirees and the unemployed.
 - The 2022/2023 school year and assistance for those with limited incomes.
 - A draft "Reunification" law, to strengthen national unity.
 - Measures to prevent the financing of terrorism and money laundering.
 - The recent forest fires and the measures to confront them.
 - A presentation on the harvest and threshing season.
 - The organic law on the media.
 - The main decisions of the Council of Ministers meeting chaired by President Tebboune:
- 1) Regarding the draft statement on the general policy: Emphasis on the need for the general policy statement to take into account the state's strategy for boosting the national economy, by strengthening its financial capacities through encouraging non-hydrocarbon exports as financial resources, rationalizing government spending, and protecting citizens' purchasing power.
 - 2) Regarding the draft law governing the organization and functioning of the People's National Assembly and the Council of the Nation: The President of the Republic stressed the importance of the functional relationship between the two chambers of parliament and the government, while ensuring that members of the government are subject to questioning in all fields, with the exception of national defence and state secrets in foreign relations, as these are protected areas, in connection with the draft law on the prevention and fight against corruption.
 - 3) Regarding the presentation on the digital platform for investors: The primary objective must be to guarantee transparency to be achieved on the ground through the investor's digital platform mechanism, so that the digital platform becomes one of the tools that help to survey industrial land and direct its use to those who are entitled to it.
 - 4) Redrafting a new strategy for the pharmaceutical industries sector by strengthening local production to cover the national market, then drawing up an export plan; speeding up and continuously monitoring projects to build new seawater desalination plants; insisting on the digitization of the tax and state property services before the end of 2022 to protect the state's rights and combat lack of clarity and all forms of tax evasion.
 - 5) And launching the programmed projects in Oran, Constantine and Algiers; speeding up the implementation of the Algerian-Qatari-German partnership to build a hospital meeting international standards in Algiers.

Algeria's domestic public policy strategic planning centers on integrating social and economic reforms with administrative modernization and development initiatives, aiming to enhance social stability and reduce reliance on hydrocarbons through non-oil export promotion and digitalization. This approach reflects a gradual transformation supported by statistical data, with GDP reaching \$269.32 billion in 2024 at 3.4% growth, per capita GDP rising to \$5,753, and the Human Development Index (HDI) improving to 0.763 in 2025. [reliefweb](<https://reliefweb.int/report/algeria/algeria-five-years-after-hirak-protest-movement-repressive-clampdown-continues-unabated-enar>)

Social and Economic Reforms

Policies encompass broad programs to improve social welfare, including raising the National Guaranteed Minimum Wage (SNMG) to 24,000 Algerian dinars (a 20% increase from 20,000 dinars) effective January 2026, and unemployment benefits to 18,000 dinars. Unemployment fell to 11.43% in March 2025 (from 11.7%), with deflation at -0.22% in December 2024, bolstering purchasing power for a population of 46.81 million. Measures target price monitoring and essential supply chains, backed by social spending that reduces poverty in a middle-high income context. [tradingeconomics](<https://tradingeconomics.com/algeria/indicators>)

Social Dynamics and Popular Mobilization

The 2019 Hirak movement sparked peripheral political opposition (PPO) patterns among youth, where youth unemployment reaches about 30% in some estimates, prompting gradual responses like early elections and legislative adjustments. Large marches declined post-2020 due to the pandemic and regulatory laws, with HDI gains indicating better basic service distribution. Sociological studies highlight how reforms redirected mobilization toward institutional channels, despite ongoing legitimacy challenges. [freedomhouse](<https://freedomhouse.org/country/algeria/freedom-world/2025>)

Institutional and Legislative Reforms

New organic laws on parliament, anti-corruption, and terrorism financing were introduced, with exemptions for strategic sectors, to bolster national cohesion amid inflation below 1% in 2025. The "Reunification" law emphasizes social reconciliation, while media and association amendments target divisive discourse with administrative oversight. These changes support GDP stability projected at \$285 billion in 2026, enhancing institutional trust. [embabuja.mfa.gov](<https://embabuja.mfa.gov.dz/news-and-press-releases/communiqué-of-the-council-of-ministers>)

Economic Diversification and Digitalization Strategy

Studies (1984-2023) confirm non-hydrocarbon exports drive short- and long-term growth, with industry at 37.8% and services at 45.6% of GDP in 2023, and non-oil exports rising to \$5 billion in 2025. Dissolving ALGEX in 2025 and creating new import/export agencies supports a \$400 billion GDP target by 2027, with 3% interest rates encouraging investment. Digitalization in taxes, customs, and industrial land allocation reduces evasion, with 3.9% growth forecast for 2025. [asjp.cerist](<https://asjp.cerist.dz/en/downArticle/61/12/1/283445>)

Sectoral and Regional Development Projects

The Gara Djebilet mine will produce 2-3 million tons in phase one (2022-2025), scaling to 40-50 million tons annually from 2026, supported by logistics infrastructure for industrial diversification. Projects link to desalination plants and advanced hospitals via international partnerships, aiding food and health security for 46.81 million people. Agricultural policies address fires and environmental risks, with spending promoting sustainability. [asjp.cerist](<https://asjp.cerist.dz/en/article/270593>)

Challenges and Research Recommendations

Policies face rentier dependency and youth unemployment despite improvements (HDI 0.763, unemployment 11.43%), requiring better wealth distribution. Studies recommend gradual reforms: increased social spending, youth inclusion, and non-oil export boosts for growth exceeding 4%, drawing on comparative economic models. [dataportal.unescwa](<https://dataportal.unescwa.org/country/dza/data/social?section=poverty>)

III-Conclusion:

The theoretical orientation for analyzing Algeria's public policies gives an analytical impression and clear conclusions showing that what can be achieved through this policy adopted by the government's performance reflects intentions to address some of the crises that Algeria is going through, particularly in light of international, African, Arab and even local domestic factors. From this, a number of recommendations can be put forward:

- 1- Submitting legislative bills that limit the phenomenon of exploiting positions of authority, and granting media freedom to investigate the inner workings of officials without infringing on their person, in order to carry out actions that support the judiciary in holding offenders to account.
- 2- Providing financial reform projects that increase national income and agricultural production, and easing administrative burdens on foreign investors and economic actors by setting conditions that preserve the spirit of sovereignty and internal strength.
- 3- Exploiting the geographical position by opening up to Africa and Europe and making Algeria a sovereign hub in the field of transport to and from Africa, and exerting leverage within Africa by exporting its local products.

- 4- Giving opportunities to researchers and innovators to create a new scientific leap that serves the country and raises the overall level of knowledge and scientific innovation for the development of state institutions.
- 5- Increasing analytical studies to understand society and provide a better quality of life by facilitating living conditions, raising purchasing power, and reforming the administration, turning it from a non-profit public service into a body integrated into the financial cycle.
- 6- Opening communication channels with decision-makers to convey recommendations that would raise the level of political awareness within the authorities.
- 7- Encouraging community work and the idea of citizenship in order to eliminate organized crime and those who exploit influence for their own personal interests.
- 8- Focusing on intellectual, political and economic development, and abandoning previous starting points that bring no benefit to the country.

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