

Tourism Investment in Algeria between the Objectives of the Sector's Strategic Plans and the Reality of Implementation Challenges and Proposed Solutions

Dr. Meriem Zoghelami

Larbi Tebessi University – Tebessa
meriem.mimi91@gmail.com

Dr. Nora Gueddouche

University of 8 May 1945 – Guelma
noragueddouche9@gmail.com

Prof. Dr. Fadila boutora

Larbi Tebessi University – Tebessa
fadila.boutora@univ-tebessa.dz

Prof. Dr. Naoufel Smaili

Larbi Tebessi University – Tebessa, Algeria
naoufel.smaili@univ-tebessa.dz

Abstract

This study aimed to shed light on tourism investment within the framework of the state's long-term national plans for the tourism sector extending to 2030, in accordance with the objectives of the Tourism Development Master Plan 2030. The study highlighted that the Algerian state has adopted a series of institutional, legal, and economic measures to promote investment in the tourism sector and achieve the objectives established for the development and sustainability of tourism. However, the statistical and numerical reality demonstrates that the results achieved remain far from what was planned, despite the fact that tourism investment in Algeria offers several advantages that can be used to promote the sector. Accordingly, the study recommends that Algeria seriously seek to raise tourism and environmental awareness by organizing seminars, conferences, and meetings and issuing informational brochures that highlight the importance of this activity; benefit from the experiences of leading countries in this field, particularly Arab countries, with regard to planning, implementation, and monitoring of

¹ Received: 24/05/2026 ; Accepted : 23/08/2026 ; Published : 18/09/2026

investment projects in tourism; and exploit the positive aspects of the sector, such as Algeria's natural and biological diversity, which supports all forms of tourism.

Keywords: tourism investment, strategic plans, competitiveness indicators, Algeria.

Introduction

The development and prosperity of the tourism sector worldwide require investment in it and its advancement in order to meet the various needs of visitors, including transportation, accommodation, infrastructure, services, and others. This has encouraged many countries to increase their attention to tourism investment. Entrepreneurial projects in tourism can flourish only in a society characterized by an entrepreneurial spirit and a preference for self-employment, on the one hand, together with a set of general and institutional requirements that organize and manage these projects and provide the factors that encourage tourism investment and create an environment conducive to the success of such projects.

The search for a foundation for a strong tourism industry based on investment-oriented thinking has become a major concern, especially for countries where tourism is regarded as a principal factor in wealth creation and employment. Preserving and strengthening tourism projects has therefore become one of their priorities and major objectives through measures that provide adequate support, create an appropriate climate for encouraging such projects, and supply the factors that facilitate their establishment and success.

In order to develop and promote tourism investment in Algeria, the Ministry of Tourism, together with a number of public bodies, supervises the implementation, monitoring, and financing of tourism investment projects in order to support the effective realization of the major pillars of tourism development, since tourism investment is one of these pillars. The institutional structure of the tourism sector in Algeria consists of the ministry as a central administration and affiliated institutions, whose overall purpose is to conduct tourism studies, standardize activities related to the sector, determine short- and long-term tourism-development objectives, formulate tourism policies, and establish implementation procedures. Maximizing tourism benefits and returns without creating economic, environmental, or cultural problems from various tourism activities depends on the adoption of sound tourism planning at different spatial levels, because such planning is an important element no less significant than other forms of development planning. Algeria adopted the Tourism Development Master Plan on the short term for 2009, the medium term for 2015, and the long term for 2030.

1- Research Problem

Based on the foregoing, the following main question can be posed: Has tourism investment in Algeria found its proper place in the sector's strategic plans? Does the reality of implementation of these plans correspond to their time limits and objectives? And how do the indicators of the tourism sector in Algeria compare with global competitiveness and its measures?

2- Sub-questions of the Study

The preceding problem leads to the following sub-questions:

- What importance does Algeria attach to the tourism sector?
- What are the main objectives of the tourism plans in Algeria?
- What are the foundations of tourism development in the sector's plans in Algeria?
- Are there proposals for activating tourism investment in Algeria?

3- Significance of the Study

The significance of the study stems from the importance of tourism at the global level, both economically and socially. The economic impact of tourism is primarily reflected in increased tourism revenues from foreign currency, which provide the necessary impetus for development by supplying greater amounts of foreign currency spent by tourists during their stay on various tourism and non-tourism services and goods. Tourism expenditure also produces a multiplier effect when it is re-spent several times on improving goods and services, thereby multiplying this income. Tourism also contributes to the development and promotion of local cultures, job creation, and regional balance, among other effects. Algeria possesses many tourism attractions that it seeks to

enhance through all possible forms of tourism, drawing on its resources and capabilities so that the sector can attain international tourism value. Therefore, it provides a number of incentives for investment in this sector in order to develop and promote it.

4- Objectives of the Study

The study seeks to achieve, among others, the following objectives:

- Highlight the elements of the strategic plans for the tourism sector in Algeria.
- Identify the main indicators and figures describing the performance of the tourism sector in Algeria.
- Identify some strengths and weaknesses of the tourism sector in Algeria.
- Highlight some proposals that could activate tourism investment in Algeria.

5- Methodology

To comprehensively address the subject, the study adopted the descriptive-analytical approach to diagnose the reality of achieving the objectives of the strategic plans and tourism investment in Algeria. It also relied on statistical tables and graphical representations as tools for analyzing the reality of tourism-sector performance in Algeria.

6- Some Terms Used in the Study

6-1- Tourism

According to the World Tourism Organization, tourism is “a human activity and a social phenomenon involving the movement of individuals from their permanent places of residence to other areas outside their communities for a temporary period of not less than 24 hours and not more than one full year for recognized tourism purposes other than study and work” (Hijab, 2001, p. 21). It is also defined as “a mixture of phenomena and relationships arising from the movement and residence of individuals in different places, in which movement (the journey) and stability (residence) play a major role in determining the type of tourism” (Masoud, 2004, p. 35).

6-2- Ecotourism

The World Environment Fund defines ecotourism as “travel to natural areas that have not been polluted and whose natural balance has not been disturbed, in order to enjoy their landscapes, plants, wildlife, and civilizations of the past and present.” It is therefore tourism based primarily on nature and its attractive landscapes (Ghayada, n.d.).

6-3- Sustainable Tourism

Sustainable tourism is tourism that meets the needs of tourists and host destinations while protecting and providing opportunities for the future, with cultural integration, environmental factors, and biodiversity taken into account (Timour Zaki, 2007, p. 38).

6-4- Tourism Activity

Tourism activity refers to the set of activities related to tourism, including the technical and administrative activity provided and carried out by tourism bodies, institutions, and establishments within the country in a way that satisfies tourists and meets their requirements (Al-Sharqawi, 2009, p. 9).

6-5- Tourist

According to the Oxford Dictionary, a tourist is a person who makes a trip or trips for recreation, education, special interests, or because the destination is preferred. The United Nations defines tourists as temporary visitors who stay for at least 24 hours for leisure, recreation, visiting family, duties, or meetings (Hajjar, 2007, p. 90).

6-6- Tourist Attraction Areas

The destination itself may be the intended area, or it may be a secondary destination that is pleasant or attractive to visit for a few days along the way and is known as a stopping area. Such attractions may depend on natural and cultural resources and on entertainment and recreation areas (Kafi, 2006, p. 69).

7- Study Axes

This study is divided into two axes:

The First Axis: Tourism Investment in Algeria According to the Tourism Development Master Plan toward 2030.

The Second Axis: The Tourism Sector in Algeria According to Actual Figures, Far from the Objectives of the Strategic Plans Established for It.

The First Axis: Tourism Investment in Algeria According to the Tourism Development Master Plan toward 2030

First – Defining the Tourism Strategy in Algeria toward 2030

The Tourism Development Master Plan constitutes a reference for a new policy adopted by the state and is part of the National Spatial Planning Scheme toward 2030 (SDAT 2030). It reflects the state's aspirations and establishes five major objectives for implementing a new policy: promoting an alternative economy to hydrocarbons; enhancing Algeria's image and making it a distinguished tourism destination; activating major economic balances and their effects on major sectors; valuing historical and cultural heritage while respecting the specificities of the national territory; and maintaining a permanent relationship between tourism promotion and environmental protection (National Tourism Development Agency, n.d.).

1- Selection of Tourism Products to Be Developed

The development of different tourism products is not a random choice but the result of an assessment of domestic and international demand. Accordingly, diversifying the tourism supply and developing new tourism activities are strategic choices for integrating Algeria as a destination into the international tourism market. Meeting diverse demand requires the simultaneous development of the following tourism products (Ministry of Tourism of Algeria, 2013, p. 4):

1-1- Saharan Tourism

This type of tourism has its own characteristics and currently represents an important potential for developing international tourism because of the distinctiveness of the product. Accordingly, promotional activity abroad should, in the short term, focus on the tourism areas of the Great South, which can be transformed into genuine attractions for Europeans, especially in ecotourism. The diversity of natural, historical, cultural, and environmental resources in the south permits the development of diverse products such as exploratory tourism, cultural and ecological tourism, adventure and trekking tourism, and sports tourism. With regard to archaeological sites, the fragility of tourism sites in these areas requires continuous care and consultation among the sectors concerned (culture, environment, and local authorities) in order to establish a system for protecting and preserving ecosystems.

1-2- Coastal Tourism

In the long term, this type of tourism should constitute the principal driver of tourism development in Algeria because of its great potential, in addition to strong domestic demand given that most of the population is concentrated in the north; the large proportion of the population taking holidays during the summer season; and the choice made by Algerian nationals living abroad to spend their holidays on Algeria's beaches. The priority and importance of coastal tourism are also evident in the large number of investment applications submitted by domestic and foreign operators. Coastal stays remain a preferred destination for citizens who travel abroad during the summer. Internationally, the product represents a pillar of tourism activity in many countries because of the significant flows it generates and its economic and financial effects; it represents more than 80% of international tourism demand. Statistics for Mediterranean countries also show that coastal tourism, together with urban tourism, remains the most profitable product in the tourism industry. It is also the preferred tourism product across different social groups. Therefore, it should be diversified through various types of accommodation facilities, from campsites to comfortable and luxury hotels, allowing tourism products accessible to everyone to be developed.

1-3- Business and Conference Tourism

This type of tourism, which is growing internationally, represents a significant share of revenues in tourism countries such as France, Spain, and Italy. It should be developed in Algeria because of the increasing intensity of economic and social activities and the growing relations with foreign countries. Existing capacity is limited and concentrated mainly in the capital, far from meeting current and future tourism demand. This represents an opportunity for national investment and foreign partnership in all its forms. It is a profitable product that deserves special attention in order to make it more attractive to actual investors and ensure a genuine start for it in the coming years.

1-4- Thermal and Thalassotherapy Tourism

Despite the availability of substantial capacity in the form of more than 200 thermal springs, the reception capacity for this type of tourism remains very weak. There are eight (08) thermal stations, only one of which specializes in seawater treatment, and it is currently crowded throughout the year because of strong domestic demand. Therefore, developing thermal baths, seawater treatment, and marine recreation is necessary because of its socioeconomic effects; it also contributes to improving citizens' health and, consequently, reducing public-health expenditure.

1-5- Cultural Tourism

Current tourism trends, according to prospective studies conducted by the World Tourism Organization, confirm that cultural tourism will occupy an important place in the global tourism supply in coming decades. Algeria's potential in this field qualifies it to develop a rich, diversified, competitive, and highly demanded tourism offer integrating archaeological heritage; cultural and religious monuments and structures; local and traditional festivals, folk arts, and traditional games; and craft-production and animation centers.

Because this heritage has high economic returns, it should be assessed and developed in order to obtain a share of nearby and distant tourism markets. Existing capacity has demonstrated the particular importance of this product. In addition, prehistoric cultural sites, such as tombs and archaeological remains, as well as religious sites, give Algeria an opportunity to develop high-quality tourism through themed tours incorporating routes associated with historical figures (Saint Augustine and Father Foucauld), the Tijaniyya zawiya, Roman cities, palaces, and other sites.

1-6- Sports, Recreational, and Leisure Tourism

This type of tourism is a means of developing tourism activities aimed particularly at young people interested in exchanges, sports, exploration, and recreation, and at tourists seeking comfort and well-being. A number of tourism activities can also be developed for young people, sports teams, and foreign tourists, including climatic tourism; hunting tourism; sea fishing and deep-sea diving; pleasure and cruise tourism; and sports tourism (golf and sports centers).

The facilities that need to be built for this type of tourism can be optimally exploited through accommodation facilities for preparing national and foreign elite athletes, enabling Algeria to organize events of international significance that generate curiosity and encourage visits to the new facilities and promote Algeria as a tourism destination. An example is the Tunisian experience in the city of Ain Draham, which continues to attract most Algerian football teams conducting overseas training camps in Tunisia. The choices identified above constitute genuine challenges whose implementation requires determined, supported, and multidimensional intervention by public authorities to achieve the sector's long-term objectives.

2- Objectives of the Sustainable Tourism Development Program

Although Algeria possesses rich and diverse tourism resources that could quantitatively provide an integrated tourism supply, these resources have not been optimally exploited. As part of a comprehensive and coherent approach to economic development in general and sustainable tourism development in particular, the Algerian authorities (Ministry of Tourism) developed a vision for sector development extending to 2013. The program included quantitative and qualitative objectives intended to guide the required leap forward, promote an alternative economy to hydrocarbons, contribute to major economic and financial balances (trade balance, balance of payments, employment, etc.), and activate the stimulating effects on other economic sectors. Sector

activation remains dependent on the ability to implement the basic options for its development and the established qualitative and quantitative objectives (Ministry of Tourism of Algeria, 2013, p. 15).

2-1- Qualitative Objectives

The qualitative objectives included: valuing natural, cultural, religious, and civilizational resources; improving the quality of tourism services and raising them to the level of international competition; improving Algeria's tourism image and the image held by international operators; changing perceptions of the Algerian tourism market; improving tourism-sector performance through management partnerships; rehabilitating hotel and tourism institutions; contributing to local development; preserving the environment and fragile areas to expand ecotourism; meeting the continuously increasing domestic demand in order to reduce the number of Algerians traveling abroad; and reconciling tourism promotion with environmental protection by integrating sustainability throughout the tourism-development cycle.

2-2- Quantitative Objectives

Achieving the preceding qualitative objectives requires the necessary conditions for success, represented by basic infrastructure. Therefore, the volume of projects and investment in the tourism sector in recent years was regarded as a guarantee for strengthening recovery and ensuring continuity in the sector. Achieving the intended challenge remains linked to removing the obstacles and difficulties facing tourism operators.

3- Tourism Investment Development

The recorded desire to invest in various tourism activities demonstrates the promising nature of a sector with high added value and the role it can play as a driver of the national economy. According to the program, tourism investment during the decade expanded through two different phases (2004–2007) and (2008–2013). This can be explained by the weakness of sector-development factors in previous years, on the one hand, and the implementation of a series of measures to reactivate it, on the other. Growth in the first phase depended on registered projects that were expected to be completed during 2004–2007.

3-1- Phase 2004–2007

During this phase, operators planned to create an additional accommodation capacity of 55,000 beds, resulting from projects under construction and suspended projects. Based on a rate of DZD 5.1 million per bed, investment was estimated at DZD 5.82 billion at the end of the phase.

3-2- Phase 2008–2013

Because the projects initiated and scheduled for completion during this phase were of medium and high quality, the 60,000 beds expected to be completed were associated with expected investment of DZD 150 billion, based on an average cost of DZD 5.2 million per bed. Accordingly, expected investment over 2004–2013 reached DZD 5.232 billion, noting that the cost of real estate (land) was not included because of the large differences characterizing the real-estate market.

4- Increasing Tourism Accommodation Capacity

This was to be achieved by restarting tourism investment through two main phases:

4-1- First Phase

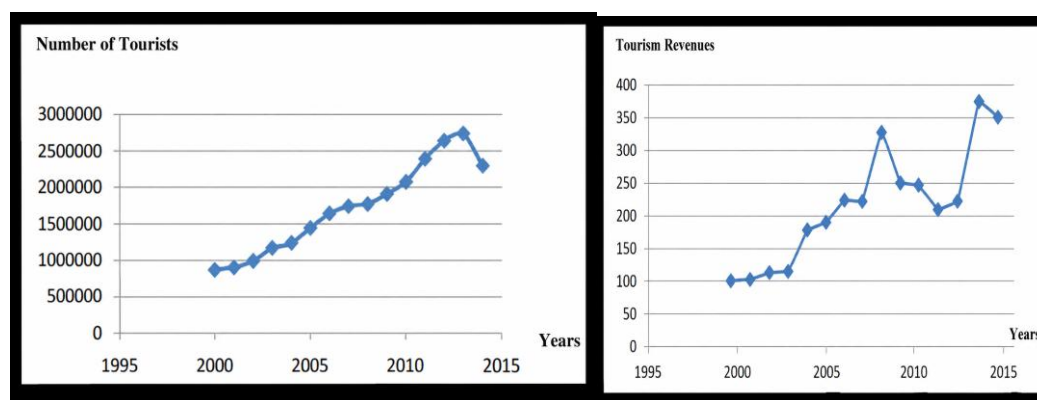
The first phase extended from 2004 to 2007. An additional accommodation capacity of 55,000 beds was expected, representing projects under construction or anticipated projects. Despite the absence of tourism land, the lack of financing methods compatible with investment, and the continuation of several obstacles, 8,300 beds entered operation during the period preceding the 2004–2007 phase after 115 hotels were completed. Removing the various obstacles would allow the completion of projects under construction and suspended projects during 2004–2007 and would result in an additional capacity of 55,000 beds, equivalent to an average annual operating capacity of 13,750 beds.

4-2- Second Phase

The second phase extended from 2008 to 2013. For economic and commercial reasons, accommodation capacity was expected to develop less strongly than during 2004–2007, with average annual growth estimated at 7%. Accordingly, potential additional capacity at the end of the phase would be slightly more than 60,000 beds, at an average of approximately 10,000 beds per year.

In reality, the period 2000–2013 witnessed an increase in tourist arrivals to Algeria, with the number of tourists approximately tripling, reaching the figure reported for 2013 in the source (11 2733000 tourists). The source attributes this to improved security conditions, especially in comparison with neighboring Arab countries. However, deterioration in the security situation in the Sahel region soon affected tourist arrivals in 2014, when the number of tourists fell to 2,301,000, a decline of 15.8% from 2013. Tourism revenues also fluctuated during the same period, and in 2014 tourism revenues decreased by approximately 5.44% compared with 2013 because of the decline in tourist arrivals (Moulay Lakhdar & Bourhli, 2016, p. 73).

Figure 1. Development of Tourist Arrivals and Tourism Revenues in Algeria, 2000–2014



Source: Moulay Lakhdar, A. R., & Bourhli, K. (2016, p. 73), citing *World Travel and Tourism Council Data (2016)* and *World Development Indicators (WDI)*, November 2015.

On the other hand, when compared with the global average for 2016, estimated at USD 7.6 billion, the source finds the figure low under all circumstances. Table 1 shows the development of inbound tourism revenues and outbound tourism expenditures during 1999–2012.

Table 01. Development of Inbound Tourism Receipts and Outbound Tourism Expenditure, 1999–2012

Indicator	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inbound tourism receipts	80	102	100	111	112	178.5	184.3	215.3	218.9	300	330	400	430	470
Outbound tourism expenditure	250	193	194	248	255	340.9	370	380.7	376.7	394	470	500	490	520

Unit: million Algerian dinars. Source: Bank of Algeria statistics, www.bank-algeria.dz.

5- Creating Employment Opportunities

Based on World Tourism Organization estimates concerning employment generated by tourism, the construction of two beds creates one permanent direct job in tourism and three additional indirect jobs in tourism-related activities. On the basis of this assumption and the additional capacities programmed in the plan,

the number of new jobs to be created by 2013 was estimated at 57,500 direct jobs and 172,500 indirect jobs, for a total of 230,000 additional jobs.

The number of workers in the tourism sector increased significantly during 2000–2015, multiplying by 1.6 times from 3,924 thousand employees in 2000 to 6,283 thousand employees in 2015. However, the recorded figure remained far below Algeria's substantial tourism potential because unclassified accommodation centers represent the largest share of accommodation capacity in Algeria, and their employment capacity is weak compared with four- and five-star hotels, which have greater employment potential. Algeria has also recently increased its attention to the environmental aspects of tourism by holding exhibitions and events to promote ecotourism. Researcher Nasser Mourad counts more than 260 ecotourism destinations in Algeria, extending from the northwest and the Algiers region to the northeast and the Great South, where ecotourism activities are more concentrated than in other areas. Local sources have proposed creating an integrated tourism database containing accurate photographs, maps, data, panels, and extensive information and advice to encourage foreign tourists to visit Algeria.

Table 02. Development of Employment in Hotels and Tourism Restaurants in Algeria, 2000–2010

Year	2000	2001	2003	2004	2005	2006	2007	2008	2009	2010
Employment	82,000	95,000	103,000	165,000	172,000	193,000	204,400	320,000	396,000	420,000
Growth rate (%)	–	15.85	8.42	60.19	4.24	12.73	5.42	56.6	23.75	8.6

Source: National Office of Statistics, www.ons.dz.

From Table 02, the growth rate of employment in tourism reached approximately 60.19% in 2004 and 56.6% in 2008. This can be attributed to the increase in the number of hotels, tourism agencies, and classified restaurants.

6- Increasing Foreign-Currency Earnings

The increase in revenues was estimated on the basis of revenues recorded in 2003, which were used as the reference for determining the indicator of “average annual expenditure per tourist.” Revenues generated by Algerians residing abroad could not be controlled at that time and therefore could not be the subject of an accurate assessment. Revenue calculations took into account the expenditure of foreign tourists excluding transportation costs, with average expenditure per tourist estimated at USD 520 in 2002. Annual revenue projections over the decade were prepared by applying the average expenditure of USD 520 per tourist, adjusted annually by an increase of 3%, raising tourism revenues from USD 133 million in 2002 to USD 3.1 billion at the end of 2013.

Second – Objectives of the Strategic Tourism Development Plan toward 2030

1- General Objectives

The new tourism policy within this plan targets a set of objectives, including: improving macroeconomic balances—employment, growth, trade and financial balances, and investment; extending the effects of the policy to other sectors (traditional industries, transport, services, industry, and employment); facilitating exchanges and openness at the national and international levels; reconciling tourism promotion with environmental protection by integrating sustainability throughout the tourism-development cycle and linking the social, economic, and environmental dimensions; valuing historical, cultural, and religious heritage because these elements constitute important attractions, while sustainable tourism strategies should respect cultural diversity, protect heritage, and contribute to local development; and continuously improving Algeria's image by changing the perception held by international operators of the Algerian market and creating prospects that make it an important rather than secondary market (Ministry of Spatial Planning, Environment and Tourism, n.d., p. 17).

2- Physical Objectives: 2008–2015

For example, to receive 5.6 million tourists under good conditions, Tunisia had 220,000 commercial beds. Algeria's objective at the end of 2015 was to receive 5.2 million tourists and, using the same ratios as neighboring countries, it would need 75,000 good-quality beds. The priority poles were intended to achieve approximately half of the expected accommodation capacity, namely 40,000 international-standard beds, including 30,000 high-end beds in the very short term and an additional 10,000 beds in the medium term. The plan identified seven tourism poles and targeted the creation of 400,000 direct and indirect jobs.

3- Financial Objectives for 2008–2015

The business plan for putting Algeria on a tourism-supporting path required mobilizing the necessary public and private investment between 2008 and 2015 at USD 5.2 billion. Total public and private, tangible and intangible investment (including natural structures and communication) could be estimated at USD 60,000 per fully equipped bed, consisting of USD 55,000 in tangible investment and USD 5,000 in intangible investment. To provide the 40,000 beds intended for the seven tourism poles of excellence, the amount allocated to this investment was expected to exceed USD 5.2 billion over seven years through 2015, i.e., USD 350 million annually. The public-investment share in the seven poles, using the indicative rate of 15%, required the public authorities, through all ministries, to cover USD 375 million over seven years for the seven tourism poles of excellence, i.e., USD 54 million annually (Ministry of Spatial Planning, Environment and Tourism, n.d., p. 18).

Table 03. Action Plan in Figures for 2015

Indicator	2007	2015
Number of tourists	7.1 million	5.2 million
Beds	869.84 to be rehabilitated	75,000 luxury beds
Contribution to GDP	1.7%	3%
Revenue (USD million)	250	1,500–2,000
Direct and indirect jobs	200,000	400,000
Training seats	51,200	19,600

Source: Algerian Ministry of Spatial Planning, Environment and Tourism, *Tourism Development Master Plan: Priority Action Program*, p. 18.

From the table, the source states that the projected development level in the number of tourists at the end of the period was 47.1 times the level achieved in 2007, while the targeted development level for beds was 8.1 times the currently available capacity, bringing total capacity to 159,868 beds. The sector's contribution to GDP was expected to increase by 3.1 times by the end of 2015, while tourism revenues were expected to increase by approximately seven to nine times compared with 2007. The increase in tourism employment was estimated at approximately twice the 2007 level. The plan also envisaged developing qualified human resources so that available training capacity would reach 142,800 pedagogical seats by the end of the period.

4- Priority Projects for Tourism Development

The main priority projects under the Tourism Development Master Plan included chain hotels, with the number of beds of all types reported as 286.29 beds; twenty distinguished tourism villages and new platforms planned for tourism expansion; and the launch of 80 tourism projects in six tourism poles of excellence. Table 4 presents the main projects under implementation in the tourism poles of excellence distributed nationally (Ministry of Spatial Planning, Environment and Tourism, n.d., p. 18).

Table 04. Projects under Implementation in Tourism Poles of Excellence

Tourism pole	Number of projects
--------------	--------------------

Northeast	23
North Central	32
Northwest	18
Southwest – Oases	04
Southwest – Touat Gourara	02
Great South – Ahaggar	01
Total	80

Source: Algerian Ministry of Spatial Planning, Environment and Tourism, Tourism Development Master Plan: Priority Action Program, p. 19.

The table indicates that the total projects under implementation in the six tourism poles are expected to provide new accommodation capacity estimated at 5,986 beds and 8,000 jobs after completion.

Third – The Five Mechanisms for Developing Tourism toward 2030

The Tourism Development Master Plan adopted five mechanisms for developing tourism toward 2030 (Teli & Sayagh, 2016, p. 163):

1- Algeria Destination Plan

To improve Algeria's image as a tourism country, the public authorities adopted a plan based on three actions: developing a strategy for marketing the Algerian tourism product (studying tourism supply and demand, identifying target markets, and defining the commercial strategy); promoting communication tools serving Algerian tourism; and establishing a permanent system for monitoring sector development.

2- Tourism Development Poles of Excellence (PTD)

The purpose is to improve Algeria's tourism image and make it an excellent, sustainable, competitive, renewed, and original tourism destination. The Tourism Development Master Plan 2030 seeks to promote tourism poles of excellence that possess high-quality natural and other assets capable of attracting tourists. These are shown in Table 5.

Table 05. Distribution of Tourism Villages of Excellence across Tourism Poles of Excellence

Tourism pole of excellence	Tourism villages / areas of excellence
Northeastern tourism pole of excellence	Annaba, Skikda, Guelma, Souk Ahras, Tebessa
North-Central tourism pole of excellence	Algiers, Tipaza, Boumerdes, Blida, Chlef, Ain Defla, Medea, Bouira, Tizi Ouzou, Bejaia
Northwestern tourism pole of excellence	Mostaganem, Oran, Ain Temouchent, Tlemcen, Mascara, Sidi Bel Abbes, Relizane
Southeastern tourism pole of excellence (Oases)	Ghardaia, Biskra, El Oued, El Meniaa
Southwestern tourism pole of excellence	Touat, Gourara, Adrar, Timimoun, Bechar
Great Southern tourism pole of excellence	Tassili n'Ajjer, Illizi, Djanet, Ahaggar, Tamanrasset

Source: Algerian Ministry of Spatial Planning, Environment and Tourism, Tourism Development Master Plan: Priority Action Program, p. 20.

3- Tourism Quality Plan (PQT)

This plan aims to improve the quality of the tourism supply and its image domestically and internationally by involving tourism stakeholders, including large hotels, large restaurants, tourism and travel agencies, and major local tourism offices. Implementation focuses on the quality of training and the use of information and communication technologies to improve tourism-service quality and keep pace with developments in the field.

4- Public-Private Partnership Plan

Public-private partnership occurs when public and private operators act together by sharing resources and risks. The state is responsible for spatial planning, protecting landscapes, and providing major infrastructure for tourism, while the private sector guarantees the fundamentals of tourism investment.

5- Tourism Financing Plan

Because tourism is an industry with investment returns, improving profitability, particularly internal profitability, requires state support and accompaniment in all operations. The financing plan seeks to achieve the following objectives: protecting and accompanying small and medium-sized tourism enterprises; preventing tourism projects from stopping and disappearing; attracting and protecting major national and foreign investors; encouraging investment in the tourism sector through tax and financial incentives; facilitating and adapting bank financing for tourism activities, particularly through the investment bank; and accompanying investors through appropriate procedures to support tourism investment while taking into account the specific nature of investment in this field (Teli & Sayagh, 2016, pp. 163–164).

The Second Axis: The Tourism Sector in Algeria According to Actual Figures, Far from the Objectives of the Strategic Plans Established for It

First - Number of Tourists and Tourism Revenues in Algeria during 2007–2017

This can be illustrated through the following figure:

Figure 02. Number of Tourists and Tourism Revenues in Algeria during 2007–2017



Source: Turner, R., & Freiermuth, E. (2017), *Travel and Economic Impact 2017*, World Travel & Tourism Council, p. 5.

According to Figure 02, the number of tourists arriving in Algeria increased relatively, with tourist arrivals approximately doubling from about 2.5 million in 2007 to about 3.2 million in 2017. The source expected the number to rise further in 2027 to approximately 4 million tourists as a result of improved security conditions in Algeria and programs established to improve tourism, particularly the National Tourism Development Master Plan toward 2025, as well as improved competitiveness compared with neighboring countries such as Tunisia and Morocco.

Second - Algeria's Ranking According to the Overall Travel and Tourism Competitiveness Index in 2017

Algeria has beautiful and diverse natural features and is considered an attractive tourism destination for different needs and tastes because of its natural tourism attractions. The 2017 report issued by the World Economic

Forum, covering 136 countries including 13 Arab countries, placed Algeria 123rd internationally in the overall index. Table 6 presents Algeria's classification according to the TTCL.

Table 06. Algeria's Position in the Overall Travel & Tourism Competitiveness Index, 2015 and 2017

Country	2015 International (141)	2015 Arab (14)	2017 International (136)	2017 Arab (13)
Algeria	123	12	118	12

The list contained 14 Arab countries, but after Mauritania left the classification it contained only 13 countries. Source: The Travel & Tourism Competitiveness Report 2015, 2017.

According to the table, Algeria occupied relatively low positions: it ranked 123rd out of 141 countries in 2015 and advanced to 118th in 2017. However, the change coincided with a change in the number of participating countries, making direct comparison difficult unless the advancement is substantial. The ranking among Arab countries, after Mauritania's removal, shows that Algeria moved down by one position to the penultimate position, indicating a low position in global and Arab tourism competitiveness according to this measure.

Third – Algeria's Ranking within the Main International Travel and Tourism Competitiveness Indicators in 2017

According to the values reported in the 2017 Travel and Tourism Competitiveness Report, Algeria's ranking by components of the index was as follows:

Table 07. Algeria's Ranking within the Main International Travel and Tourism Competitiveness Indicators, 2017

Category	Indicator	Algeria rank
Enabling environment	Business environment	110
Enabling environment	Safety and security	81
Enabling environment	Health and hygiene	89
Enabling environment	Labor market	112
Enabling environment	ICT readiness	96
Policy and enabling conditions	Travel and tourism prioritization	131
Policy and enabling conditions	International openness	134
Policy and enabling conditions	Price competitiveness	04
Policy and enabling conditions	Environmental sustainability	106
Infrastructure	Air transport infrastructure	100
Infrastructure	Ground and port infrastructure	105
Infrastructure	Tourist service infrastructure	131
Natural and cultural resources	Natural resources	124
Natural and cultural resources	Cultural resources	53

Source: World Development Indicators, World Bank Group, <http://databank.albankaldawli.org/data/reports.aspx?source=2&series=ST.INT.ARVL&country=JOR#>

The preceding data indicate that Algeria has not been able to fully exploit its tourism assets, especially its natural and cultural assets. This reflects the relatively low priority given to the sector in development programs until recently, when the Tourism Development Master Plan (SDAT 2025) was established to promote and develop

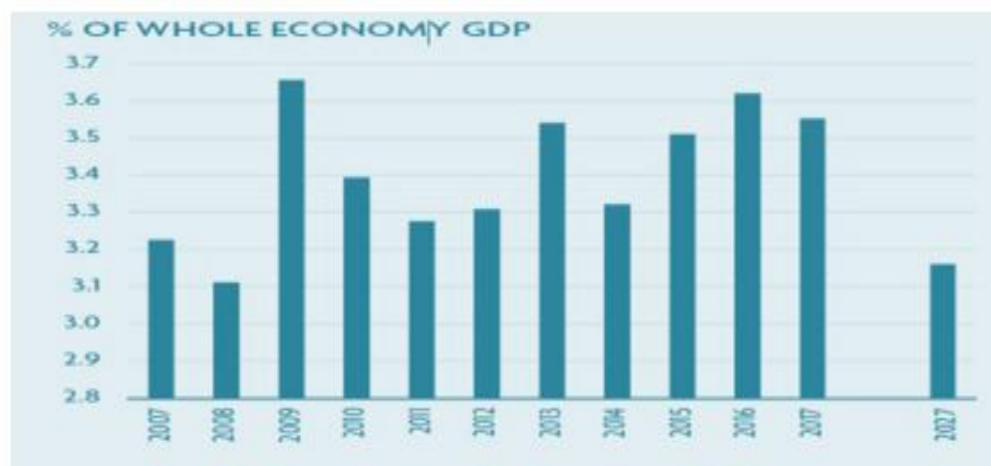
the sector. The plan focuses on tourism sustainability through policies aimed at revitalizing and promoting tourism areas in Algeria, which possesses resources capable of making it a major tourism country. The tourism sector nevertheless contributes only a small share of GDP, not exceeding 4% during 2009–2014; in 2000 the contribution was 3.1%, partly because of reforms introduced by hotel and tourism-agency legislation through reclassification procedures. The sector's highest contribution was 3.3% of GDP in 2014 and 3.5% in 2015. The source attributes this mainly to the Algerian economy's concentration on oil revenues and neglect of other sectors, including tourism. Nevertheless, an overall increase in the contribution can be observed, as shown in Table 8.

Fourth – The Contribution of the Tourism Sector in Algeria during 2000–2017 to GDP, Employment, and Tourism Investment

1- Tourism Sector Contribution to Gross Domestic Product

Figure 02 analyzes the contribution of the tourism sector to Algeria's GDP over the ten-year period 2007–2017.

Figure 02. Direct Contribution of Tourism to Algeria's GDP, 2007–2017



Source: World Travel & Tourism Council Data (2016), World Development Indicators (WDI), November 2017.

The figure shows a general increase in tourism's contribution to GDP, but it did not exceed 4% throughout 2007–2017, a very low proportion compared with the global average of 19.1%. The source attributes this to high oil prices in global markets and Algeria's concentration on the oil sector while neglecting other sectors, including tourism.

2- Tourism Sector Contribution to Employment

Figure 03 analyzes the contribution of the tourism sector to employment in Algeria over the ten-year period 2007–2017.

Figure 03. Tourism Contribution to Employment, 2007–2017



Source: World Travel & Tourism Council Data (2016), World Development Indicators (WDI), November 2017.

Regarding employment during 2007–2017 in hotels and tourism restaurants in Algeria, Figure 03 indicates noticeable growth. The number of workers reached 3,500 thousand in 2016 according to the source’s wording and was expected to rise in 2027 by 0.2% to reach 3,550 workers. This remains dependent on hotel classification, specialization, and professional competence, which must develop through an increase in institutions specializing in tourism training.

3- Tourism Investment in Algeria during 2007–2017

Figure 04 analyzes the volume of investment in the tourism sector in Algeria over the ten-year period 2007–2017.

Figure 04. Volume of Investment in the Tourism Sector, 2007–2017



Source: World Travel & Tourism Council Data (2016), World Development Indicators (WDI), November 2017.

Tourism investment during 2007–2017 is shown in Figure 04. Investment in the tourism sector reached approximately DZD 196 million in 2016 and declined because of the liquidity crisis in the treasury resulting from the fall in oil prices in 2017. It was nevertheless estimated to increase by approximately 4.1% over the following ten years in line with tourism plans, reaching DZD 238.8 million in 2027. At the same time, the tourism sector’s share of national investment was expected to rise from 2.5% in 2017 to 2.8% in 2027.

Fifth - Algeria's International Tourism-Sector Performance According to the 2024 Travel & Tourism Development Index (TTDI)

The 2024 Travel & Tourism Development Index (TTDI) represents the second edition after the Travel & Tourism Competitiveness Index (TTCI), launched by the World Economic Forum in 2007. The TTDI is used to assess factors and policies contributing to tourism development, using a modern methodology that considers contemporary challenges such as sustainability and digital transformation and economic and environmental risks. It aims to provide insights to decision-makers to improve tourism-sector performance. Table 8 presents Algeria's ranking according to this index in 2024.

Table 08. Algeria's Ranking According to the Travel & Tourism Development Index (TTDI), 2024

Rank	Country	Index value
01	United States	5.24
02	Spain	5.18
03	Japan	5.09
04	France	5.07
05	Australia	5.00
06	Germany	5.00
07	United Kingdom	4.96
08	China	4.94
09	Italy	4.90
10	Switzerland	4.81
11	Canada	4.81
98	Algeria	3.42
119	Mali	2.78

Source: World Economic Forum (2024), p. 11.

The index covers 119 economies and its overall scores range from 1 to 7, from the lowest to the highest. The United States ranked first globally with 5.24, followed by several other countries shown in the table. Algeria ranked 98th with a score of 3.42. This is an improvement compared with 2015, when Algeria ranked 123rd out of 141 economies, and 2017, when it ranked 118th out of 136 economies. The source interprets this as showing efforts to develop the sector, while also noting substantial challenges compared with leading tourism countries. Despite strategic planning, the results reported by global indicators remain below what might be expected from Algeria's tourism potential.

Sixth - Algeria's Arab Tourism-Sector Performance According to the 2024 Travel & Tourism Development Index

Table 09 presents Algeria's position among Arab countries according to the TTDI in 2024.

Table 09. Algeria's Ranking among Arab Countries According to the TTDI, 2024

Rank	Country	Index value
01	United Arab Emirates	4.62
02	Saudi Arabia	4.23

03	Qatar	4.02
04	Bahrain	3.96
05	Egypt	3.96
06	Oman	3.87
07	Jordan	3.81
08	Lebanon	3.66
09	Morocco	3.64
10	Tunisia	3.60
11	Kuwait	3.44
12	Algeria	3.42

Source: World Economic Forum (2024), p. 11.

The United Arab Emirates ranked first among Arab countries and 18th globally with an index of 4.62. The source associates this result with the practical outcomes of attention to tourism, particularly its National Tourism Strategy 2031. Saudi Arabia and Qatar ranked second and third among Arab countries, respectively. Algeria ranked last among the Arab countries shown, which the study presents as a reason to accelerate reassessment of the implementation of strategic plans, address imbalances hindering sector development, and examine the results clearly in order to improve them.

Seventh – Contribution of the Tourism Sector to GDP in Algeria

For many countries, tourism is a source of contribution to GDP. Table 10 presents the situation for a number of Arab countries.

Table 10. Tourism-Sector Contribution to GDP in Selected Arab Countries, 2017-2022

Country	2017	2018	2019	2020	2021	2022
United Arab Emirates	-	-	6.1%	3.9%	6.2%	6.3%
Saudi Arabia	-	-	3.6%	1.6%	2.7%	3.5%
Qatar	3.5%	3.2%	3.3%	2.0%	2.3%	3.0%
Bahrain	7.3%	6.1%	6.6%	1.4%	3.2%	6.0%
Oman	2.7%	2.7%	2.9%	2.5%	2.4%	2.4%
Tunisia	-	4.1%	4.5%	1.7%	2.0%	3.2%
Algeria	2.2%	2.1%	2.1%	1.1%	1.5%	1.9%

Source: Zakaria Mohi Eddine, H. (2025). An analytical study of the tourism sector in Algeria using SWOT and PESTEL models. *Journal of Economics and Finance*, 11(2), p. 68.

The table shows that tourism's contribution to Algeria's GDP declined from 2.2% in 2017 to 1.9% in 2022 as a result of the effects of the COVID-19 pandemic, which affected countries worldwide. According to the statistics cited in the source, the rate returned to a higher level in 2023, indicating a slight improvement in tourism's contribution to Algeria's GDP. Nevertheless, it remained low compared with the other Arab countries in the table, both before and after the pandemic. Therefore, the sector requires analysis and auditing of existing plans, whose results have not appeared despite the expiration of their short-, medium-, and long-term deadlines. This

supports the source's conclusion that tourism in Algeria has not yet become a dependable sector for diversifying national economic revenues.

Eighth - Algeria's Arab Ranking according to the Main International Travel and Tourism Competitiveness Indicators in 2024

Table 11 shows Algeria's position compared with Egypt, Tunisia, and Morocco regarding the main international travel and tourism competitiveness indicators in 2024.

Table 11. Algeria Compared with Tunisia and Morocco within the Main International Travel and Tourism Competitiveness Indicators, 2024

Indicator group	Sub-indicator	Algeria	Egypt	Morocco	Tunisia
Enabling environment	Business environment	3.24	3.88	4.15	3.43
Enabling environment	Safety and security	5.58	5.37	5.75	5.17
Enabling environment	Health and hygiene	4.35	3.95	3.71	4.41
Enabling environment	Labor market	3.03	3.43	3.10	3.38
Enabling environment	ICT readiness	4.41	4.45	4.41	4.28
Policy and enabling conditions	Travel & tourism prioritization	3.96	5.87	4.38	5.60
Policy and enabling conditions	International openness	2.49	3.09	4.19	4.43
Policy and enabling conditions	Price competitiveness	6.03	6.11	4.84	5.94
Policy and enabling conditions	Environmental sustainability	3.42	4.07	4.00	3.97
Infrastructure	Air transport infrastructure	2.66	4.85	3.65	2.95
Infrastructure	Ground and port infrastructure	2.80	3.85	3.33	2.69
Infrastructure	Tourist service infrastructure	2.61	2.76	2.31	2.69
Natural, cultural and non-leisure resources	Natural resources	2.47	3.11	2.20	2.02

Natural, cultural and non-leisure resources	Cultural resources	2.20	3.18	2.75	1.83
Natural, cultural and non-leisure resources	Non-leisure resources	1.94	2.39	2.90	2.64
Travel & tourism sustainability	Sustainability of tourism demand	2.82	4.90	3.49	3.35
Travel & tourism sustainability	Economic and social impact of travel & tourism	4.47	2.27	2.69	3.45

Source: TTDI (2024), p. 39.

According to the table, Algeria's enabling environment records comparatively low values for the business environment, human resources, and labor market. Algeria performs better in safety and security than Egypt and Tunisia and is close to Morocco. In health and hygiene, Algeria is higher than Tunisia but the source reports other differences among the countries. Regarding information and communication technology readiness, Algeria records 4.41 compared with Egypt's 4.45.

For policies and enabling conditions in travel and tourism, Algeria is relatively close to Egypt in price competitiveness, with 6.03 compared with Egypt's 6.11. The source associates this partly with the lower value of the Algerian dinar compared with foreign currencies such as the euro. Tourism prioritization and openness to travel and tourism are relatively weak for Algeria compared with the other countries, indicating the need to improve the travel environment to attract tourists rather than focusing only on domestic tourism.

For infrastructure and services, Algeria records low values in air transport infrastructure, ground and port infrastructure, and tourism-service infrastructure. The source highlights Egypt's stronger values and calls for these gaps to be addressed in Algeria's national tourism strategy.

Regarding natural, cultural, and non-leisure resources, Algeria records moderate values compared with Egypt, which leads the countries shown on some of these measures. The source interprets this as evidence that Algeria has not adequately exploited its substantial natural and cultural resources for tourism and recommends correcting strategic-plan deviations accordingly.

Regarding travel and tourism sustainability, Algeria records weak values for sustainability of tourism demand and environmental sustainability, while its economic and social impact of travel and tourism records 4.47, which is the highest among the four countries in the source's comparison. The source therefore considers that tourism could generate significant benefits for the national economy.

Ninth – Obstacles to Tourism Development

The main obstacles include the following (Abdelkader, 2012, p. 60):

1- Planning Obstacles

These obstacles can be attributed to decision-makers and policy-makers in the state. Formulating development projects without sufficient compatibility with the existing social reality constitutes a serious challenge to development in general and tourism development in particular. One of the most important obstacles is failure to adopt an integrated dimension of development, including neglecting popular participation in the planning and implementation of tourism-development programs.

2- Administrative Obstacles

Administrative obstacles have a direct impact on tourism development. The source lists differences among administrative bodies, slow development of legislation, limited availability of modern administrative leadership, poor distribution of responsibilities, very slow administrative procedures, limited monitoring of the productivity of productive projects, and the centralized nature of the governmental administrative apparatus.

3- Economic Obstacles

Among the most important economic obstacles are weak use and deployment of natural resources, inadequate exploitation of available resources, inability to create new sources of wealth, and weak foreign investment in tourism.

4- Social Obstacles

These include high population-growth rates relative to production, failure to make optimal use of the increasing human resources, and demographic imbalance. They also include widespread habits, traditions, or behaviors that hinder development, such as negligence, dependence, passivity, lack of seriousness, lack of will for reform, and lack of commitment. The source also discusses the negative impact on social behavior as a whole and on social value systems: interaction with others may produce social shocks resulting from blind imitation and an individual's perception of having a low social position, and consequently the tourist's perception of superiority.

5- Educational Obstacles

Among the most important educational obstacles are the following (Brahim Chaouch Toufik, 2017, p. 66):

5-1- Absence of a Clear Educational Philosophy

The educational philosophy should provide education aimed at preparing individuals for occupations consistent with their skills, abilities, and interests and with the types of specializations available in technical and, particularly, hotel schools, in a way that corresponds to labor-market requirements.

5-2- Alienation of Education in Its Content

There is limited organic and functional linkage between education and development plans and programs. Educational curricula are alienated from the practical reality and its needs and do not adequately address the basic problems of society and its aspirations. This has led the educational system to produce a surplus of graduates in some fields and shortages in others in which development plans and programs are most in need. Rapid scientific and technological development in economic activity has produced a revolution in the structure of the economy and in occupations and jobs, causing old jobs to disappear and new jobs that did not previously exist to emerge, which in turn produces social change.

Tenth – Proposed Solutions for Activating Tourism Investment in Algeria

Among the most important solutions that should be adopted to strengthen tourism investment are the following:

- Create and diversify sources of financing for tourism projects in order to reduce the financing problem faced by investment projects in tourism, including establishing specialized banks and funds to finance tourism investment.
- Accelerate the resolution of problems that obstruct tourism investment and limit its effectiveness and concern investors, beginning with the tourism-land problem and extending to eliminating all forms of corruption and administrative bureaucracy and stabilizing the administrative body responsible for the tourism sector.
- Ensure continuous follow-up and supervision of integrated strategic plans with clear features and objectives concerning investment and investors in the tourism sector, as it is an important sector that should be developed and promoted; the strategy should clearly identify what is required from investors.
- Consider relinquishing the 51/49 rule applied to foreign investors in order to attract foreign direct investment that benefits the tourism sector.

- Continuously monitor the roles of the parties involved in tourism—the state, local authorities, the National Agency for Investment Promotion, and the National Tourism Development Agency—because of the important role these parties should play in activating and promoting tourism investment.
- Provide additional incentives to help attract domestic and foreign investors by simplifying procedures for obtaining investment projects, facilitating access to bank loans, and providing additional fiscal and tax exemptions, particularly for highly productive tourism investment projects.
- Modernize and develop infrastructure and facilities necessary for tourism, especially basic services such as water, electricity, and main roads serving tourism investment projects.
- Provide stronger guarantees for investors in this type of investment and provide security for investment projects and capital owners so that they can operate under stable conditions.
- Intensively promote tourism attractions through the media and highlight the important investment opportunities available in Algeria in this field.
- Encourage the creation of more small and medium-sized enterprises in the tourism sector because of their role in activating tourism investment and developing tourism.
- Create a tourism information center that provides all tourism data and information, helping attract investors and facilitating the work of investors in tourism.
- Qualify the human resources working in tourism to meet labor-market needs through education and training programs compatible with the requirements of modern tourism.
- Tourism investment requires substantial financial resources to establish basic tourism facilities and institutions, making it a risky investment because it is undertaken in long-term fixed assets. The period required to achieve returns may reach ten years or somewhat less, which requires adapting bank loans to the specific characteristics of these projects.

Results and Recommendations

First - Study Results

- There is broad agreement that Algeria's natural wealth, geographical location, cultural and historical heritage, and infrastructure potential constitute important attractions for tourists and can play an important role in advancing the tourism sector and contributing to development. Accordingly, the Algerian authorities have paid attention to organizing and structuring tourism activity through numerous tourism-development programs, the most important being the Tourism Development Master Plan toward 2030, whose purpose was to value and exploit these assets, improve Algeria's destination image, and promote sustainability. Algeria therefore seeks sustainable tourism development through the plan, which aims to attract markets and increase tourism investment.
- Tourism investment is an effective contributor and an important link in achieving tourism development: as the volume of tourism investment increases, tourist arrivals and tourism revenues may increase, GDP may be strengthened, jobs may be created, and tourism destinations may experience positive effects.
- Algeria has implemented a set of programs and reforms to develop and sustain tourism, including the Tourism Development Master Plan (2010–2013) and plans toward 2025 and 2030, which incorporate conditions for sustainable tourism development. Tourism could improve economic indicators such as GDP, unemployment, and handicrafts if the strategies proposed for the sector were effectively implemented. Reaching this objective is not impossible if efforts are combined and sustained and if implementation is entrusted to competent actors with serious commitment, drawing on Algeria's material and human resources and civilizational assets.
- Despite its considerable tourism potential, which could qualify Algeria to occupy a leading position at least at the African level, its share of the national economy remains weak. This is evident in low tourism revenues, a tourism-balance deficit, a low number of workers in the sector, and limited tourism activity compared with Tunisia, which does not possess the same level of tourism resources as Algeria. The source attributes this partly to treating tourism as a secondary sector despite programs and strategies designed to develop it, including the

Tourism Development Master Plan toward 2030. In short, the source argues that Algeria lacks an adequate policy directed toward developing the tourism sector as it should.

- Although Algeria possesses substantial tourism resources that constitute the fundamental support for developing a promising tourism product, the absence of genuine attention to the sector has prevented results commensurate with the scale of these resources. Some modest dynamism and positive results have been achieved in recent years, but they do not correspond to the available potential and become very limited when compared with some Arab countries.

Second – Study Recommendations

Based on the preceding results, the following recommendations are proposed. Algeria should change its national strategy in several important respects:

- Create sustainable tourism services that help develop Algeria's tourism attractiveness over the long term.
- Invest in tourism infrastructure, particularly air transport and all facilities that tourists are likely to use extensively when coming to Algeria, especially given the country's large area and the fact that the Sahara covers approximately 85% of its territory.
- Give greater attention to sustainable tourism development and to all measures that can protect the tourism environment from degradation during use and ensure its safety and sustainability.
- Raise awareness of the importance of tourism among all social groups so that the openness-to-travel-and-tourism indicator improves. Algeria's tourism potential in all forms should be promoted in ways that support openness and enable the country to keep pace with developments in leading tourism countries, especially given competition from neighboring countries.
- Political stability has been one of Algeria's positive features in recent years and should therefore be used in tourism-promotion and tourism-investment programs.
- Continue increasing attention to English-language education among learners in Algeria so that it can strengthen communication with tourists and make attracting them easier.
- Invest in technological innovation and develop digital infrastructure to contribute directly to supporting tourism, particularly because the sector is experiencing substantial growth in the spread of technology and digital tools.
- Do not rely on domestic tourism as the main driver of sector competitiveness; instead, reform national strategies to attract foreign tourists through carefully planned investment in existing resources and their appropriate exploitation.
- Establish a legal framework for tourism in which the vision is clear to domestic and foreign investors, without excessive legislation and frequent changes that could become a negative factor against the positive effect of political stability in the country.

References

- Abdelkader, H. (2012). Strategies for sustainable tourism development in Algeria in light of the Tourism Development Master Plan 2015. *Journal of Algerian Business Performance*, 2, 60.
- Al-Sharqawi, M. F. (2009). *Tourism science*. Dar Al-Maaref Al-Jamia, Alexandria, Egypt.
- Ghayada, M. A. (n.d.). *Ecotourism and its impact on economic development in rural areas*. Palestine Remembered. www.palestineremembered.com
- Hajjar, M. H. (2007). *Hotel and tourism marketing management*. Dar Al-Wafaa for Printing and Publishing, Amman.
- Hijab, M. M. (2001). *Tourism media*. Dar Al-Fajr for Publishing and Distribution, Egypt.
- Kafi, Y. M. (2006). *The tourism industry as a strategic option for economic development*. Dar Al-Furat for Publishing and Distribution, Lebanon.

- Masoud, M. M. (2004). The legal framework for tourism and hotel activity. Modern Arab Office.
- Ministry of Tourism of Algeria. (2013). Vision and development of tourism for the decade 2004–2013.
- Ministry of Spatial Planning, Environment and Tourism of Algeria. (n.d.). Strategic plan: The five dynamics and priority tourism action program.
- Ministry of Spatial Planning, Environment and Tourism of Algeria. (n.d.). Tourism development master plan: Priority action program.
- Moulay Lakhdar, A. R., & Bourhli, K. (2016). Requirements for developing the tourism sector in the Algerian economy. *Algerian Journal of Economic Development*, 4, 73–74.
- National Tourism Development Agency. (n.d.). Tourism development information. <http://www.andt-dz.org>
- National Office of Statistics. (n.d.). Tourism and employment statistics. www.ons.dz
- Bank of Algeria. (n.d.). Tourism receipts and expenditure statistics. www.bank-algeria.dz
- Brahim Chaouch Toufik. (2017). How to integrate sustainable tourism concepts and principles into tourism activity. *Journal of Economic Research*, University of Blida, 16, 66.
- Teli, M. I., & Sayagh, A. R. (2016). An evaluative study of the performance of the Algerian tourism sector during 2010–2015 according to WTTC data. *Journal of Quantitative Economic Studies*, 2, 163–164.
- Timour Zaki, D. M. (2007). Tourism awareness and tourism development: Concepts and issues. University Youth Foundation, Egypt.
- The Travel & Tourism Competitiveness Report 2015. (2015). World Economic Forum.
- The Travel & Tourism Competitiveness Report 2017. (2017). World Economic Forum.
- Turner, R., & Freiermuth, E. (2017). Travel and economic impact 2017. World Travel & Tourism Council.
- World Bank. (n.d.). World Development Indicators. <http://databank.albankaldawli.org/>
- World Economic Forum. (2024). Travel & Tourism Development Index 2024.
- World Travel & Tourism Council. (2016). World Travel & Tourism Council data and World Development Indicators (WDI).
- Zakaria Mohi Eddine, H. (2025). An analytical study of the tourism sector in Algeria using SWOT and PESTEL models. *Journal of Economics and Finance*, 11(2), 68.

Translation and APA note: This English version preserves the source document's heading numbers, section sequence, tables, figures, statistical values, source attributions, and substantive claims. Numerical inconsistencies or typographical anomalies appearing in the Arabic source have not been silently corrected; they are retained so that the translation remains faithful to the supplied document. APA-style author-date citations and a consolidated reference list have been applied where the source provides identifiable bibliographic information.