

**Ecole des Hautes Etudes Commerciales**

**D'Alger**



**Thesis submitted in partial fulfillment of the  
requirements for Master's degree in Commercial  
Sciences**

**Major : International Affairs**

**Topic :**

**The Importance of Economic Diplomacy to  
Generate Quality Exporting Companies**

**Case study:**

**Ministry of Foreign Affairs**

**By:**

Zineb REZIG

**Supervised by:**

Kamel MERARDA

**8-th promotion**

**June 2021**



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## ***Dedication***

*I dedicate this modest work to **my parents**, my wonderful mother and my dear father who have provided me with all the love and care of the world, and who have been supportive all the way in my endeavor to accomplish my Dreams. I want you to know that everything I do, I do it for you*

*To my aunt **NADJWA** for her support and sacrifice for me*

*To my brother **ABDERAHMANE** and my sister **ABIR***

*To my little brother **ZAKARIA***

*To my dear friends and family*

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## Abstract

Politics is no longer the main engine of international relations in the current global system. Rather, the power of states is measured by the strength of their economy. Which is necessary, to pay attention to the level of the economy and one of the ways to do this is by the economic diplomacy to devote dimension of economy in the diplomatic work, therefor economic diplomacy aimed at the convergence of the efforts of all actors in the economic field (parliamentarians and support structures and chambers of commerce, industry and common rooms) in order to attract investment and advancement In exports, with the development of a strategy to influence and pressure in order to defend the national economic interests of the multilateral bodies and organizations.

In fact, considering economic diplomacy as a translation of the economic and commercial dimensions of traditional state diplomacy, Algeria seeks to exit the hydrocarbon dependency system by diversifying its exports, reviving economic diplomacy and exploiting all available communication channels and frameworks for cooperation with foreign countries to serve the country's economy, in terms of searching for new markets to the Algerian products and to attract foreign businessmen and institutions to invest in Algeria. And in the practical aspect of research, we studied the readiness of the economic attachés to perform their duties.

**Key words:** international relations, exports, diplomacy, hydrocarbon dependency system, economic attachés.

## ملخص

لم تعد السياسة المحرك الأساسي للعلاقات الدولية في النظام العالمي الحالي بل باتت قوة الدول تقاس بقوة اقتصادها. حيث دعت الضرورة إلى الاهتمام بالمستوى الاقتصادي للدولة وإحدى طرق القيام بذلك هي إتقان الدبلوماسية الاقتصادية لتكريس للبعد الاقتصادي في العمل الدبلوماسي و تهدف الدبلوماسية الاقتصادية إلى التقاء جهود كل المتدخلين في المجال الاقتصادي (البرلمانيون وهياكل الدعم وغرف التجارة والصناعة والغرف المشتركة) من أجل جلب الاستثمارات و النهوض بالصادرات مع وضع استراتيجية للتأثير والضغط من أجل الدفاع عن المصالح الاقتصادية الوطنية لدى الهيئات والمنظمات المتعددة الأطراف.

وبصفة فعلية، باعتبار الدبلوماسية الاقتصادية ترجمة للبعدين الاقتصادي والتجاري للدبلوماسية التقليدية للدولة, تسعى الجزائر للخروج من نظام التبعية للمحروقات بتنويع صادراتها و اعادة احياء الدبلوماسية الاقتصادية و استغلال لكل ما تتيح من قنوات اتصال وأطر للتعاون مع البلدان الأجنبية خدمة لاقتصاد البلاد، من حيث البحث عن أسواق جديدة للمنتوج الجزائري واستقطاب وجلب رجال الأعمال والمؤسسات الأجنبية للاستثمار في الجزائر، و قد تمكنا من دراسة مدى استعدادية المحلقين الاقتصاديين لأداء هذه المهام في الجانب التطبيقي للبحث.

**الكلمات المفتاحية** : العلاقات الدولية، التصدير ، الدبلوماسية، نظام التبعية للمحروقات، الملحقين الاقتصاديين.

## Résumé

La politique n'est plus le principal moteur des relations internationales dans le système mondial actuel, mais le pouvoir des États se mesure plutôt à la force de leur économie. Étant donné que la nécessité a appelé l'attention sur le niveau économique de l'État, et que l'un des moyens d'y parvenir est de maîtriser la diplomatie économique pour consacrer la dimension économique au travail diplomatique. La diplomatie économique vise à répondre aux efforts de tous ceux qui sont impliqués dans le domaine économique (parlementaires, structures d'appui, chambres de commerce et d'industrie et chambres communes) afin d'attirer les investissements et de promouvoir les exportations, avec le développement d'une stratégie d'influence et de pression afin de défendre les intérêts économiques nationaux des organes et organisations multilatéraux.

En effet, considérant la diplomatie économique comme une traduction des dimensions économiques et commerciales de la diplomatie d'état traditionnelle, l'Algérie cherche à sortir du système de dépendance aux hydrocarbures en diversifiant ses exportations, en relançant la diplomatie économique et en exploitant tous les canaux et cadres de communication disponibles pour la coopération avec les pays étrangers pour servir l'économie du pays, en termes de recherche de marchés, nouveau sur le produit algérien et attirer et attirer des hommes d'affaires et institutions étrangers pour investir en Algérie. Et dans l'aspect pratique de la recherche, nous avons pu étudier l'état de préparation des attachés économiques pour accomplir leurs tâches.

**Mots-clés:** les relations internationales, l'exportation, la diplomatie, système de dépendance aux hydrocarbures, les attachés économiques.

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## List of abbreviations

<b>Abbreviation</b>	<b>Meaning</b>
<b>ALGEX</b>	Agence Nationale de Promotion du Commerce Extérieur
<b>ANDI</b>	Agence Nationale de Développement et de l'Investissement
<b>ANEXAL</b>	Association Nationales des Exportateurs Algériens
<b>BEA</b>	Banque Extérieure d'Alger
<b>CACI</b>	Chambre Algérienne de Commerce et d'Industrie
<b>CAGEX</b>	Compagnie d'Assurance et de Garantie des Exportations
<b>CNIS</b>	Centre National de l'Information et des Statistiques
<b>DAPS</b>	Droit Additionnel Provisoire de Sauvegarde
<b>DPSEE</b>	Directorate of promotion and support for economic exchanges
<b>EU</b>	European Union
<b>FDI</b>	Foreign direct investment
<b>GAFTA</b>	Great Arab Free Trade Area
<b>GATT</b>	General Agreement on Tariffs and Trade
<b>HE</b>	Hydrocarbon Exports
<b>NHE</b>	Non-Hydrocarbon Exports
<b>IAEA</b>	International Atomic Energy Agency
<b>IBRD</b>	International Bank for Reconstruction and Development
<b>ICSID</b>	International Centre for Settlement of Investment Disputes
<b>IDA</b>	International Development Association
<b>IFC</b>	International Finance Corporation
<b>IAEA</b>	International Atomic Energy Agency
<b>IMF</b>	International Monetary Fund
<b>ISO</b>	International Organization for Standardization
<b>MC</b>	Ministry of Commerce
<b>MIGA</b>	Multilateral Investment Guarantee Agency
<b>MFA</b>	Ministry of Foreign Affairs

<b>NES</b>	National Export Strategy
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>ONS</b>	Office National des Statistiques
<b>SAFEX</b>	Société Algérienne des Foires et Exportations
<b>SFPE</b>	Special Fund for the Promotion of Exports
<b>UAE</b>	United Arab Emirates
<b>UN</b>	United Nations
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNFAO</b>	UN Food and Agriculture Organization of the United Nations
<b>US</b>	United states
<b>WBG</b>	World Bank Group
<b>WTO</b>	World Trade Organization
<b>ZLECAF</b>	Zone de Libre-Échange Continentale Africaine

# Summary

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# **General Introduction**

## General Introduction

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The world has changed rapidly in the decade since the end of the Cold War, therefore military and the political forces are no longer predominant in international relations. However, with the increase in the processes of globalization, the elements of power in international relations have shifted from the politico-military space to the economic one. Real power today does not lie exclusively in military potential and control over a certain territory, but in the ability to integrate into the global economy.

In today's globalized world, characterized by the economic interdependence of different countries, the economy has become the decisive element in international relations. It is the "measurable" component of determining the level of relations between countries and it dictates the direction, content and intensity of political relations between countries.

As a result, the economy has acquired the central role in diplomatic activities, the boundaries between traditional political and economic diplomatic activities are narrowing more and more, and economic diplomacy has become one of the most important factors in the state's foreign policy and includes issues relating to foreign trade and import-export relations, the promotion of national economic interests in other countries.

In the recent period, Algerian interest has shifted towards the economy by searching for alternatives to oil, increasing exports outside of hydrocarbons, and creating an economic model based on production and aligned with digitization, and according to estimates by the National Association of Algerian Exporters (ANEXAL) non-hydrocarbon exports will approach \$ 3.5 billion by the end of 2021, a figure up compared to the previous year when the figure has not exceeded \$ 2.3 billion. In this context, by the end of the year 2020 a package of measures has been launched in favor of activating "economic diplomacy" in order to support local economic dealers on exports and foreign dealers to invest in Algeria. And for the first time, a group of diplomats was formed to occupy a trade attaché position at the Algerian embassies abroad. The aforementioned facts lead us to look into the following topic: *“The importance of Economic Diplomacy to generate quality exporting companies”*.

The choice of our topic, “The Importance of Economic Diplomacy to Generate Quality Exporting Companies”, was guided both by personal and objective reasons, as well as by the relevance and interest of this subject.

## General Introduction

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We have completed a two months internship at the Ministry of Foreign Affairs, more precisely at the Directorate of Promotion and Support for Economic Exchanges (DPSEE), we couldn't find a more suitable place due to its direct relation with our topic and to be close to diplomats.

In order to develop our topic it was necessary for us to choose a problematic that leads us to collect the maximum of information, therefore we have opted for the following problematic:

**“To what extent does Economic Diplomacy generate quality exporting companies?”**

To organize our research plan and to address this problematic, we have divided it into the following sub-questions:

- What is economic diplomacy?
- What are the duties of the economic attaché position?
- What is the situation of Non-Hydrocarbon Exports in Algeria?
- Do Algerians economic attachés have the necessary skills to support the national exports?

To answer these questions, we have formulated the following hypotheses that we will try to find out which one to be validated and which one is not:

- **Hypothesis 01:** Algerian economic diplomacy encourages exporting companies to enter the African market.
- **Hypothesis 02:** The Ministry of Foreign Affairs reactivates the role of economic diplomacy to diversify exports.
- **Hypothesis 03:** Newly-appointed Economic Attachés at the Algerian embassies will have a positive impact on export progress.

To provide some answers to the questions raised, we adopted the descriptive and analytical method for writing the first two chapters. And the last chapter is made by an observations collected within the internship at the Ministry of Foreign Affairs, and an exploratory analytical method based on a survey with the diplomats, and this was done through a questionnaire concluded by a statistical processing with SPSS software.

The tools used during our research include the consultation of books and reports as well as internal corporate documents (bibliographic research), and to support our study we conducted a survey for the diplomats who are selected to be the next economic attachés.

## General Introduction

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Our work is built around three chapters structured as follows:

1. First, we will begin by discussing, in the first chapter, diplomacy and then economic diplomacy in order to become familiar with its notions as well as the role of an economic attaché his characteristics, duties and tools.
2. Then, in a second chapter, we will discuss the situation of the non-hydrocarbon exports in Algeria and the instruments of Algeria to conduct it economic diplomacy, also the link between economic diplomacy and exporting companies.
3. The last chapter illustrates the study and analysis by considering to what extent economic diplomacy generates quality exporting companies, through the analysis and study of the results of the survey done on diplomats to test whether the newly-appointed Economic Attachés at the Algerian embassies will have a positive impact on export progress.

And finally, a general conclusion to complete our work

**Chapter I**

**The conceptual  
framework of economic  
diplomacy**

### Introduction

The world of diplomacy is no longer limited to political relations between states only, but rather it has become connected to other dimensions that overlap with the political dimension that affect and is affected by it, and the most important dimension is the economy because the power of states has become measured by the strength of their economy, also the intensification of economic competition between countries and then between countries and major institutions (such as multinational companies...) has made it necessary for diplomacy to intervene in the form of economic diplomacy so that competition does not turn into conflict and may escalate into wars.

In this chapter we will try to present the passage from diplomacy to economic diplomacy and divided it between sections the first one presents the definition, type and missions of economic diplomacy and their tools, actors and mutation.

The second part is to shed light on the diplomatic corps in particular the profile of the economic attachés, their skills, duties and tools to preserve the interests of the national economy.

## Section 01: From diplomacy to economic diplomacy

### 1.1 Definition and type of diplomacy

#### 1.1.1 The Genesis of Diplomacy

The word ‘diplomacy’ originated from the Greek verb ‘*diplo*,’ which means ‘to fold in two.’ and ‘*ma*’ means ‘an object.’ during the Roman Empire when ‘all passports, passes along imperial roads and way-bills were stamped on double metal plates, folded and sewn together in a particular manner.’ These ‘metal passes’ were called ‘*diplomas*,’ comparable to the modern diplomatic passport. It then became an official document signifying international.

#### 1.1.2 Definition of Diplomacy

*“Diplomacy is the promotion of the national interest by peaceful means.”—Hans J. Morgenthau.*

*“Diplomacy is the instrument of communication, not the message communicated”. George Kennan.*

*“Diplomacy is the art and practice of conducting negotiations between nations in order to implement policies and pursues interests<sup>1</sup>.”*

Based on the definitions aforementioned we define diplomacy as the art of obtaining agreement between countries whose need to cooperate to produce results in which each has an interest, by the mechanism of representation, communication and negotiation through which states and other international actors conduct their business.

#### 1.1.3 Objectives of Diplomacy<sup>2</sup>

Broadly speaking, Diplomacy seeks to secure two types of primary objectives for the nation it represents. These are:

##### **A. Political Objectives of Diplomacy:**

Diplomacy always works to secure the goals of national interest as defined by the foreign policy and it always works for increasing the influence of the state over other states. It uses

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<sup>1</sup>- MARKS (Edward), Ambassador and Former Director on Simons Center for Interagency Cooperation, Defining diplomacy, [http/ : www.thesimonscenter.org/defining-diplomacy/](http://www.thesimonscenter.org/defining-diplomacy/) (published August 26, 2015 accessed 10/04/2021 at 21:49).

<sup>2</sup>-[http/ : www.yourarticlelibrary.comDiplomacy: Meaning, Nature, Functions and Role in Crisis Management](http://www.yourarticlelibrary.comDiplomacy: Meaning, Nature, Functions and Role in Crisis Management) ( published 2017 accessed 27/03/2021 at 17:22)

persuasion, promises of rewards and other such means for this purpose. Through rational negotiations, it seeks to justify the objectives of the foreign policy of the nation and to promote friendship and cooperation with other nations.

### **B. Non-political Objectives of Diplomacy:**

The interdependence among nations is the most important and valuable fact of international living, each nation depends upon others for economic and industrial links and trade. Diplomacy always seeks to promote the economic, commercial and cultural links of the nation with other nations and it's depends upon peaceful means, persuasive methods.

#### **1.1.4 Types of Diplomacy**

##### **A. Public Diplomacy or "Soft Power"<sup>3</sup>:**

Public diplomacy serves many purposes, it can be used to gain the support of people and institutions, to attract people to share freedoms and values, to convince others who we are, what we do and what we are pursuing, to educate and unite through the exchange of ideas, people, experiences and trade, to demonstrate goodwill and the desire to achieve political arrangements; Public diplomacy helps state diplomacy, legitimizing it or influencing it at the public level.

##### **B. Cultural Diplomacy<sup>4</sup>**

The main objectives of cultural diplomacy activities are:

- Developing relations with other states, both bilaterally and multilaterally, through culture, education, science and technology, the media, youth and sport, and cultural tourism;
- Promotion of the cultural values;
- Building and consolidating the image/reputation of the country abroad.

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<sup>3</sup>- ACADEMICA BRANCUSI: "European Ombudsman And His Role In The European Union", Letter And Social Science Series, University of Tàargu-Jiu, 2015, p.59.

<sup>4</sup>-"The Annals of the University of Oradea", Economic Sciences department, Tom XXVI, 2017, P.280.

### C. Military Diplomacy or Defense Diplomacy<sup>5</sup>

International military co-operation often has its roots in historical ties, but there is usually the basic motivation of national interest; Defense diplomacy it's an integral part of foreign policy and a tool of preserving national interests

International links in the field of military intelligence backed by defense diplomacy are ultimately a set of professional negotiations; the value and opportunity to exchange information about those negotiations depend on the level of trust and the development of bilateral relations between countries, as well as the strength of the military intelligence services.

### D. Modern Diplomacy

Modern diplomacy is the mechanism of representation, communication and negotiation through which states and other international actors conduct their business. As nowadays globalization has transformed the organization of the international economic relationships around the world, affecting both political and economic spheres, the traditional state-to-state diplomacy is being fragmented in competition for the foreign direct investments and trying to improve the competitiveness of the national economy, many countries expect diplomats to serve their national interests in the economic and business spheres more effectively. This new attitude requires that diplomats specialize in economic diplomacy as highly oriented to the specific trade activities.

The state is no longer content with using its military capabilities as a way to threaten or gain support in order to encircle its national security, especially after the World War and the global fear of a nuclear confrontation that is destructive to humanity, so it was necessary to find another formula, and when it knew the value of the economic dimension in its ability On influence, she began working on laying the groundwork for a path that formed a new type of diplomacy, which was later called **economic diplomacy**.

#### The relationship of diplomacy with the economy:

The line between diplomacy and economic diplomacy is sometimes difficult to distinguish, so much so that it becomes difficult to determine the existence of a relevant dividing line between the two As Lee and Hocking point out: the origin of diplomacy in many countries,

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<sup>5</sup>-“*The Annals of the University of Oradea*”, Economic Sciences department, Op.cit, P.282.

from the Middle Ages, is linked to the maintenance of cordial relations with a view, in particular, to facilitating trade. A characteristic which is so valid today: as proof, the Ministries of Foreign Affairs and the Ministries of Trade have been merged in several countries like Australia, Canada or Belgium, testifying to the rapprochement of the missions of these two entities and the blurring of the line between diplomacy and economic diplomacy<sup>6</sup>

Diplomacy has become practiced on the economic side, which is termed as economic diplomacy, and known as the state's use of its political factors and economic resources to achieve economic benefits within a bilateral or multilateral international activity.

### 1.2 The elements of economic diplomacy

#### 1.2.1 Definition of economic diplomacy

*CARRON DE LA CARRIERE* considers that “we can ..... retain that economic diplomacy is the search for economic objectives by diplomatic means, whether or not they rely on economic tools to achieve them”<sup>7</sup>

The term economic diplomacy refers to the diplomatic service activities focused on the increasing of export, attracting foreign investments and participating in the work of international economic organizations, the activities generally focused on the affirmation of economic interests of a country on the international level, and it is concerned with economic policy issues.<sup>8</sup>

Economic diplomacy designed to influence foreign government policy and regulatory decisions that affect global trade and investment<sup>9</sup>.

Economic diplomacy encompasses the whole analysis, advocacy, coalition-building and negotiation chain that leads to international agreements on trade issues.<sup>10</sup>

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<sup>6</sup>- ROMAIN (Gelin), *Diplomatie économique: qu'est-ce que c'est?*, Gresea, december 2016, <http://www.gresea.be/spip.php?article1560> ( published 2018 accessed 09/04/2021 at 21:49).

<sup>7</sup>- CARRON DE LA CARRIERE. (Guy), *La Diplomatie économique, le diplomate et le marché*, édition ECONOICA, Paris, 1998, p.28.

<sup>8</sup>- TOMSIC (Dina), “*International fairs as tool of economic diplomacy*”, 2008, P.35.

<sup>9</sup>- ARYSTANKULOVA (Gulsara): *Economic diplomacy - Important component of foreign policy of modern state*, Special Edition, September 2018, Special Edition, September 2018, pp.2864-2873.

<sup>10</sup>-TOMSIC (Dina), “*International fairs as tool of economic diplomacy*”, Op.cit, P.36.

Based on the definitions aforementioned we define economic diplomacy as the art of serving economic security and strategic interests of the country by the use of diplomatic instruments in the conduct of state-to-state relations.

And it is designed to influence policy and regulatory decisions of foreign governments, as well as those of international organizations and includes others issues pertaining to foreign trade and import-export relations, promoting of national economic interests in other countries, informing and updating potential foreign investors on investment opportunities, negotiating economic and trade agreements on economic and trade cooperation, as well as cooperating with a view to eliminating problematic divergences and harmonizing standards in various sectors (economic, social, environmental, educational etc.).

### **1.2.2 Typology of economic diplomacy**<sup>11</sup>

Economic diplomacy operates at three levels: bilateral, regional, and multilateral (Peter & Melissen, 2011).

#### **A. Bilateral economic diplomacy**

Bilateral economic diplomacy plays a major role in economic relations; it includes bilateral agreements on trade, investment, employment, taxation, as well as a wide range of formal and informal economic issues between two countries (Fedoseyeva, 2002). Bilateral Free Trade Agreements have been the order of the day and are being implemented by many countries around the world, as the case of French diplomacy in Algeria.

#### **B. Regional cooperation**

Regional cooperation is becoming increasingly important in economic diplomacy because national interests and economic liberalization are well served within a specific region where removing barriers and opening markets become easier.

#### **C. Multilateral economic diplomacy**

Economic diplomacy at the multilateral level takes place within the framework of World Trade Organization (WTO), as well as numerous international economic and financial organizations such as the World Bank (WB), the International Monetary Fund (IMF), various UN agencies...etc.

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<sup>11</sup>- ARYSTANKULOVA (Gulsara), Op-cit, pp.2864-2873.

**D. Macroeconomic diplomacy and microeconomic diplomacy<sup>12</sup>****• Macroeconomic diplomacy**

Macroeconomic diplomacy deals with sovereign affairs and it works with the help of embassies, it is led by economic, commercial and financial advisers, whose mission to collect reliable information, identify opportunities and analyze the economic environment in the industry, agriculture, services and international trade

**• Microeconomic diplomacy**

Microeconomic diplomacy concerns corporate support, it is the promotion activity of national economic operators by the services of the embassy, by organizations of independent promotion or by chambers of commerce and associations employers.

**1.2.3 Models of economic diplomacy****A. The unification method with integration**

The economic work is unified and merged into one institution, which is the Ministry of Foreign Affairs and Trade, in which the head of mission plays a unified role, from his users: Australia, Canada, Korea and Sweden.

**B. The unification method without integration**

The diplomatic activity is unified, but without merging the Ministry of Foreign Affairs with the economic ministries, meaning that the Ministry of Foreign Affairs supervises foreign economic affairs administratively, as for the Ministry of Trade and Industry technically, it is used by Britain.

**C. The Singaporean Style**

The Ministry of Foreign Affairs remains largely away from economic work, giving way to the Trade Council and the Economic Development Board under the administration of the Ministry of Trade and Industry for economic work abroad; and we can almost classify Algeria from the users of this model but, recently it is looking forward to emerge the economic sphere in the diplomatic work.

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<sup>12</sup>- CARRON DE LA CARRIERE. (Guy), Op-cit, p: 190.

**D. The competitive approach**

This method is characterized by ambiguity as a result of the ongoing conflict between the Ministry of Foreign Affairs and the economic ministries regarding the powers and who should manage economic activities abroad, which hinders the activity of economic diplomacy in developing economic relations and interests, and from its users many developing countries such as Thailand and India.

**E. The neutral method**

It is the model of reunifying the economic work in a single economic ministry by establishing many commercial annexes abroad, which necessitates the allocation of large resources and this is inconsistent with the capabilities of the least developed countries; the role of the Ministry of Foreign Affairs in economic activity remains limited to facilitating and assisting and providing a basis for better relations, with its users the United States of America, China, Germany.

**1.2.4 Missions of Economic Diplomacy**

Government can sometimes sustain the national economic development by providing support to their own enterprises in form of advisory or legal assistance and export incentives in order to help and support home country's business and finance sectors, well developed and export oriented economies are establishing the international networks of commercial diplomatic missions around the world, we can define the role of those diplomatic missions as follows:

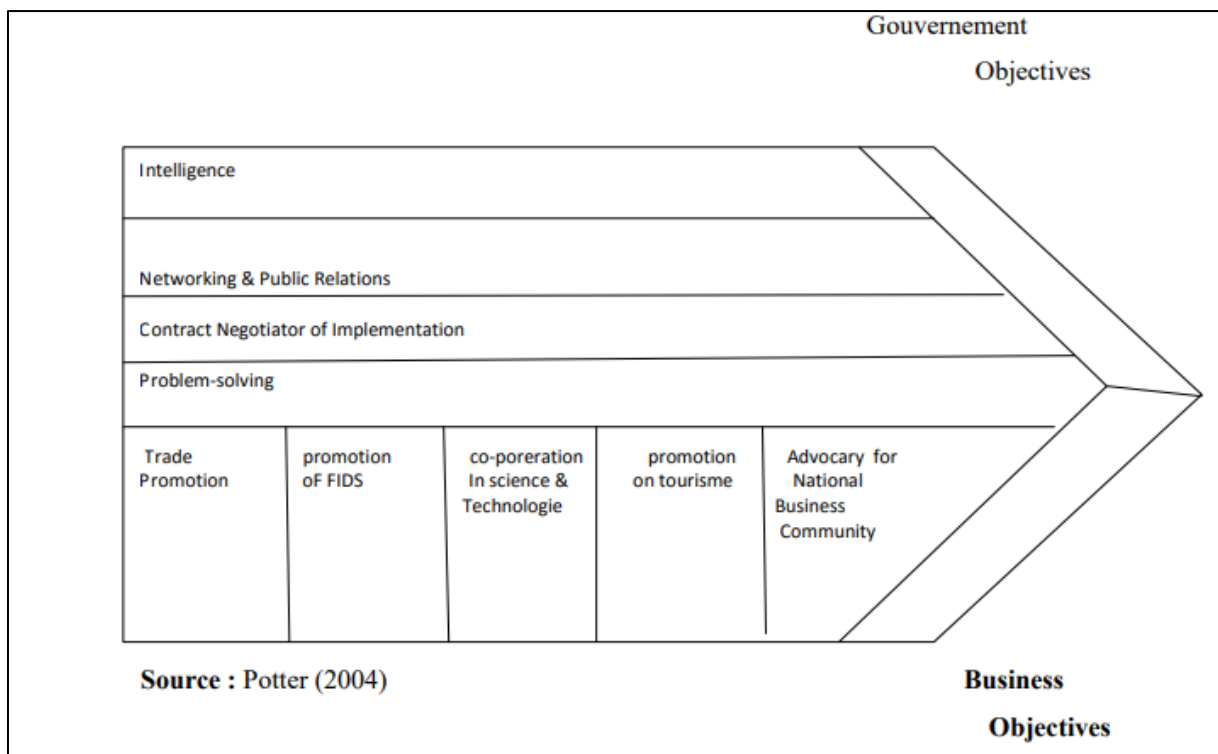
- Defend the economic interests of the country abroad and turn our foreign partners and our Business Councils into vectors of lobbying and defense of economic interests.
- Strengthen the attractiveness of a country and enhance the competitiveness of companies with regard to foreign markets and work to strengthen infrastructure contributing to the development of exports.
- Strengthen and multiply partnership opportunities between foreign economic operators, in the context of business councils, high-level meetings, institutional meetings and economic and trade missions.
- Develop strategic partnerships and focus on finding new markets of interest for economic operators in foreign countries.
- Assist businessmen from home country and foreigners by making information and statistics available to them in order to encourage them to create partnership links.

**1.2.5 Objectives of economic diplomacy:**

The objectives of economic diplomacy are:

- Promote and develop closer economic cooperation, in accordance with the mutual interests of the country and its foreign counterpart in matters of trade, financial, industrial and investment cooperation.
- Promote and develop economic, commercial and technological exchanges.
- Encourage partnership relations.
- Propose and initiate incentives for investment and job creation.
- Recommend and propose to public authorities' actions likely to promote exchanges and iron out the difficulties and obstacles that hinder their development.
- Searching for markets for the sale of goods and capital investments in various foreign countries by encouraging businessmen and public and private institutions to invest and operate abroad.

**Figure 1.1:** Activities and goals of commercial diplomacy



**Source:** ZAKLADRADRIS: *Commercial diplomacy of the Republic of Croatia or why today's Croatia desperately needs a strong and systematic commercial diplomacy*, Institute for International Relations IMO, Zagreb, October 2012, p.14.

Potter defines 5 fundamental activities of economic diplomacy<sup>13</sup>:

1. Trade promotion
2. Promotion of foreign direct investment
3. Cooperation in science and technology including research and development
4. Promotion of tourism
5. Advocacy for the national business community.

To support primary activities, other support activities take place.

These support activities are<sup>14</sup>:

1. Intelligence.
2. Networking and public relations, participation in the image campaign of brand or image.
3. Support for business negotiation and implementation of statement of the problem.

### **1.2.6 Major Actors in economic diplomacy**<sup>15</sup>

There is no doubt that economic diplomacy is essential to promote a dynamic international cooperation at bilateral, regional and global levels.

Indeed, thanks to economic diplomacy, all States regularly practice the art of serve their economic security and strategic interests by using specific aspects of multilateral economic diplomacy to influence the political and regulatory decisions of their partners, as well as the content of resolutions of international organizations.

#### **A. The states**

The state is a form of human association distinguished from other social groups by its purpose, the establishment of order and security; its methods, the laws and their enforcement; its territory, the area of jurisdiction or geographic boundaries; and finally by its sovereignty.

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<sup>13</sup>- ZAKLADRADRIDIS; Op-cit, P.14.

<sup>14</sup>-Ibid, p.15

<sup>15</sup>-<http://www.gsom.spbu.ru/en/library/org/>, (published 2015 accessed 10/04/2021 at 20:49)

The state consists, most broadly, of the agreement of the individuals on the means whereby disputes are settled in the form of laws.<sup>16</sup>

### ❖ The conditions of existence of the State<sup>17</sup>

The three elements that a State must accomplish to prove its existence are: the territory, the population, government.

**The territory:** according to MAURICE HAURIOU State is essentially a phenomenon spatial "as the territory is an important element, it is the geographical extent over which will exercise the sovereign and exclusive authority of the state. The territory composes fewer than three inseparable spaces: land, sea and air.

**The population:** composed by a set of people present in the territory state; the population of a state is made up of nationals and also of foreigners (people who have nationalities from another country); and that we must distinguish between them because that nationals have the right to vote and access to public office.

**Government:** The government is the executive branch of the state and has the role to administer the state uniformly in the following aspects: political, economic, social, cultural, use of natural resources, environmental protection, national defense and security, and foreign affairs.

**Sovereignty:** sovereignty is the quality of having supreme, independent authority over a territory. It can be found in a power to rule and make law that rests on a political fact for which no purely legal explanation can be provided. The definition of "the Sovereignty" is quite similar to "the Independence" and they mostly used along together.

### B. The International organizations

These organizations are opinion leaders on different levels, good mastery negotiations and the conduct of meetings can be a support for States, this will allow countries that are powerful in diplomatic terms to influence the decisions of the whole member parties in a way that directly serves their interests.

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<sup>16</sup>-<http://www.britannica.com/topic/state-sovereign-political-entity>, (published 2019 accessed 12/04/2021 at 12:49).

<sup>17</sup>- ZARKA (Jean-Claude) : *l'essentiel du droit des collectivités territoriales*, Gualino-Carrés rouge, 3<sup>ème</sup> édition, 2021, p.12.

This diversity of international organizations can be summarized according to Guy CARRON OF THE CAREER in five species:<sup>18</sup>

**1. The forums:** in this category the exchange of information and of experiments have limited means of intervention like:

**The Organization for Economic Co-operation and Development (OECD):** The mission of this Organization is to promote policies that will improve the economic and social well-being of people around the world. The OECD provides a forum in which governments can work together to share experiences and seek solutions to common problems.

**UN Food and Agriculture Organization of the United Nations (UNFAO):** The Food and Agriculture Organization of the United Nations (FAO) is a specialized agency of the United Nations that leads international efforts to defeat hunger. Serving both developed and developing countries, FAO acts as a neutral forum where all nations meet as equals to negotiate agreements and debate policy.

**UN Conference on Trade and Development (UNCTAD):** Established in 1964, UNCTAD promotes the development-friendly integration of developing countries into the world economy. UNCTAD has progressively evolved into an authoritative knowledge-based institution whose work aims to help shape current policy debates and thinking on development, with a particular focus on ensuring that domestic policies and international action are mutually supportive in bringing about sustainable development.

**World Economic Forum:** The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

**2. The organisms:** for the implementations of economic and political policies within well-defined missions but enjoy a certain freedom of movement to accomplish it and may have powerful means like:

**The World Trade Organization (WTO):** it is the only global international organization dealing with the rules of trade between nations. At its heart are the WTO agreements, negotiated and signed by the bulk of the world's trading nations and ratified in their

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<sup>18</sup>- CARRON DE LA CARRIERE (Guy), Op.cit, P.160.

parliaments. The goal is to help producers of goods and services, exporters, and importers conduct their business.

**International Monetary Fund (IMF):** The International Monetary Fund (IMF) is an organization of 188 countries, working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world.

**World Bank Group:** The World Bank Group (WBG) is a family of five international organizations that makes leveraged loans, generally to poor countries. Its five agencies are: International Bank for Reconstruction and Development (IBRD), International Development Association (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA). Its mission is to promote foreign direct investment (FDI) into developing countries to help support economic growth, reduce poverty, and improve people's lives. The World Bank's (the IBRD and IDA's) activities are focused on developing countries, in fields such as human development (e.g. education, health), agriculture and rural development (e.g. irrigation, rural services), environmental protection (e.g. pollution reduction, establishing and enforcing regulations), infrastructure (e.g. roads, urban regeneration, electricity), and governance (e.g. anti-corruption, legal institutions development). The IBRD and IDA provide loans at preferential rates to member countries, as well as grants to the poorest countries.

**3. Service providers:** executing agencies with mainly technical competence example:

**International Atomic Energy Agency (IAEA):** The International Atomic Energy Agency (IAEA) is an international organization that seeks to promote the peaceful use of nuclear energy, and to inhibit its use for any military purpose, including nuclear weapons.

**International Trade Centre (ITC):** ITC's mission is to enable small business export success in developing and transition-economy countries, by providing, with partners, sustainable and inclusive development solutions to the private sector, trade support institutions and policy makers.

**4. Institutions:**

Like **the European Union (EU)**, they are an instrument of economic integration combining the development of common policies with executive and legislative functions, without forgetting a competence jurisdictional.

### 5. Administration and management organizations:

We can take an example **the International Organization for Standardization (ISO)**: it is an independent, non-governmental international organization, with a membership of 165 national standards bodies, which bring together experts to share knowledge and develop consensus-based, market relevant international standards that support innovation and provide solutions to new global challenges.

### 1.3 The Tools and mutation of economic diplomacy

#### 1.3.1 Tools of economic diplomacy

##### 1.3.1.1 Nation branding<sup>19</sup>

As in the commercial world, countries can distinguish themselves from their competitors with a strong “brand”, in order to gain economic and political advantages, and it would not be wise for countries to ignore this process. Without branding, a single country will become invisible in this globalized world.

A brand – a valuable intangible asset – is much more than a name, and branding is a strategy problem, not a naming problem (Webster and Keller, 2004:389, in Lee, 2009).

Nation branding is considering the position of a country in the ‘global village’ and its recognisability in the international arena, according to Olins (2002). Nation branding has emerged as a practice as countries turn to brand management techniques in order to compete effectively on the world stage (Dinnie, 2008:21, in Lee 2009) and has been developed over the previous decades as a concept to influence the image of products, enterprises and social organizations.

The process of managing a country’s image has to do with a broad spectrum of areas which all have an influence on it, directly or indirectly: promotion of national and regional tourism, export promotion, foreign investments, managing national inheritance, buyers of product and services, international relations, foreign policy of the government, economic developments, membership of supranational bodies, etc. (Duijvestijn, 2004:11).

The first area is export branding. It is obvious that consumers associate specific products or labels with specific countries (Mercedes with Germany, pizza with Italy, MacDonalds with the United States and Watches with Switzerland). When, for example, a country excels in

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<sup>19</sup>- Wouter (ten Haaf), *Commercial diplomacy and the role of embassies*, in the case of the Royal Netherlands Embassy in Malaysia, master's thesis in Management and Governance international management , University of Twente, October 2010, P.19.

technical performance, all related technical products of that country will tend to have the perception of also being of high quality, which is the halo effect<sup>11</sup> (e.g. Jaffe & Nebenzahl, 2001; Kotler et al., 1993, in Lee, 2009). This halo effect has a downside; when one industry prevails above others, it might overshadow them.

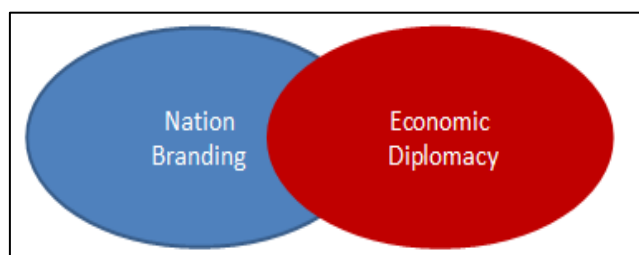
The second area is foreign investment. Increasing interdependency and a globalized economy force companies to look beyond their borders, in order to realize cheaper production costs or improve the R&D opportunities. By having a good “nation brand”, in the sense of highly skilled people, being a trustworthy partner, good infrastructure, it is less difficult to attract foreign investments. The third area is the fourth biggest industry worldwide, tourism, with an estimated growth of 9% a year (Olins, 2002). By generating an increasing stream of tourists to your country, you will actually contribute to the nation brand.

#### ❖ Embassy as partner in nation branding

Depending on the organizational structure, ministries of foreign affairs or economic affairs are challenged to adapt to the rapidly changing world, and they must increasingly take the foreign public opinion into account. According to Melissen (2006) public diplomacy is beyond doubt one of the hottest topics under discussion in the world’s diplomatic services. Ministries of Foreign Affairs in all corners of the world pay increasing attention to their country’s reputation overseas.

Against the background of the changes in diplomacy, governments are confronted with new tasks and changing functions of their embassies. The embassies (or other established government institutions) are the analyzers of information, conducting commercial diplomatic activities, lobbying, maintaining contact with society and host country, and facilitating international business networks. Embassies must realize that the dialogue with non-official groups and individuals in the countries where they are based is an important task and in some cases perhaps even their principal task (Melissen, 2006).

**Figure 1.2:** The integration between economic diplomacy and nation branding



**Source:** Wouter (ten Haaf), Op-cit, P: 22

Economic diplomacy is tailor-made to the needs of different countries, and there is no one-size-fits-all concept. The diplomatic service is always adapted to the local circumstances and preoccupations first of all (Melissen, 2006). Secondly economic diplomacy that deals with foreign target groups should be a two-way street. It is as much about listening and receiving as it is about speaking and sending. The intention is to work more outwards. In other words, diplomatic activities serve as a window into a society and as a window out.

**Figure 1.3:** Economic diplomacy framework



**Source:** Wouter (ten Haaf), op-cit, P: 24

1. **Business Support:** the focus of commercial diplomatic activities is to help, stimulate and guide companies abroad, by providing them with an appropriate toolkit of services and information. This research should lead to an understanding of how the commercial diplomatic activities are perceived by the target group.
2. **Economic diplomacy:** business support is effectuated by commercial diplomatic activities. The middle circle will contain a description of how the activities are executed by the government representatives.
3. **Nation branding:** in the perspective of this research, nation branding is being considered as one of the duties of a state representative. The third ring will contain a description of how promotional activities are being executed and what influence they have as perceived by the target group.

**1.3.1.2 Fairs**<sup>20</sup>

It is important to highlight the outlook to the fairs and exhibitions, as the oldest trade and communications instruments known in business. Due to their international character, fairs bring together domestic and foreign business partners and contribute to a better understanding among nations. Many fairs have a high percentage of foreign exhibitors and visitors, thus serving as an instrument of export promotions, enabling various opportunities for initiating and often concluding export transactions.

Besides, fairs offer politics the opportunity to create a strong image internally and also serve to focus on new initiatives in foreign policy. This chance is often exploited on the occasion of fair's opening ceremonies. Though the fairs are more closely related to economic diplomacy and its activity, their capacity will be further examined as within the scope of wider economic diplomacy activities.

**1.3.1.3 Economic Diplomacy Negotiations**<sup>21</sup>

In classic diplomacy, negotiation was the central function of diplomacy. Indeed, the doyen of diplomatic writing of that age, Harold Nicolson, defined diplomacy as the art of negotiating agreements' that could be ratified. Today we define the core tasks of diplomacy in wider terms but in bilateral relations with problem states, the avoidance, management and resolution of conflict are the central task. As economic diplomacy moves progressively to the regulatory stage, negotiation becomes one of its central tasks.

Typically, the object is to get the other side to accept an arrangement that suits one's own side to the maximum extent that is attainable, while giving up the least of what one can concede. To put it plainly, each side tries to get the most, and concede the least. Thus negotiations between nations are not different from commercial negotiation, even if the grammar and the issues are different. In both, a balance has also to be found between short-term or one-shot gain, and building credibility and a long-term reputation, for future business.

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<sup>20</sup>-*International Tool of Economic Diplomacy Fairs as a Dina Tomsic*, Op-cit, P: 43

<sup>21</sup>- Berridge, GR, *Diplomacy Classics: Theory and Practice*, 2<sup>nd</sup> edition, (Palgrave, Basingstoke), 2002, p:83

### ❖ Negotiation Stages<sup>22</sup>

In practice countries do not follow the negotiation stages set out below, and that is often one reason that the results fall short of expectations.

#### A. Pre-negotiation

In Diplomacy: This is also called the stage of ‘negotiation about negotiations. This is the stage where it becomes clear if both sides truly want to negotiate, or if one or both, are simply going through the motions. The utility of treating pre-negotiation as a distinct prelude is that it places focus on intention and credibility. If this stage is traversed successfully, it leads to consideration of an **agenda**, the **format** of the negotiation process, the **venue**, the **delegations** that are to represent each side and the **timing**. Initial dialogue may be via secret emissaries.

#### B. Preparation<sup>23</sup>

Negotiation preparation is easy to ignore, but it’s a vital first stage of the negotiating process. To prepare, research both sides of the discussion, identify any possible trade-offs, determine your most-desired and least-desired possible outcomes. Then, make a list of what concessions you’re willing to put on the bargaining table, understand who in your organization has the decision-making power, know the relationship that you want to build or maintain with the other party, and prepare your BATNA (“best alternative to a negotiated agreement”). Preparation can also include the definition of the ground rules: determining where, when, with whom, and under what time constraints the negotiations will take place.

#### C. Negotiation

This can be a straightforward process, or may be drawn out over many sessions and even years. It includes the formal sessions of bilateral negotiation and the informal exchanges that may supplement it; it is useful to have some kind of a document, even of a non-binding character, to serve as a dialogue benchmark, to avoid repetitive discussions. The main sub-stages are:

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<sup>22</sup>- EVANS (Peter) and others: “*Double-Edged Diplomacy*”, academic journal, University of California Press, Berkeley, 1993, p.04.

<sup>23</sup>-<http://www.masterclass.com/articles/how-to-negotiate#the-5-stages-of-the-negotiation-process> , (published 2017 accessed 12/04/2021 at 22:27).

**The ‘initial’ stage** when the opening statements are made, calls for perceptive listening to hear the hidden message. The dialogue at this point may appear ritualistic, but it sets the process in operation.

**The ‘exploration’ stage** when tentative sounding is carried out, often in varied settings. Hidden signals and non-verbal communication is important.

**The ‘formula’ stage** where the broad approaches or themes are covered. It is essential to agree on these before moving forward.

**The ‘details’ stage** is where the fine print is elaborated and agreed. Sometimes this becomes the battleground for the major decisions. Or there may be no clear distinction between these two stages.

**The ‘packaging’ stage** where the fine print and all the details are tied together. The closer the agreement appears, the greater the sensitivity and the need for caution. Where feasible, the implementation process should be built into the agreement.

### **D. Follow-up**

In the euphoria of successful negotiation follow-up might be overlooked. But it’s necessary to ensure the following steps:

- A full assessment of the implications of the agreement, and its consequence on other relationships and issues.
- Communication of the results to the stakeholders and to the public at large, creating optimal conditions for implementation.
- Starting actual implementation, keeping in view all the parameters.
- Detailing the negotiation experience ‘learning’, incorporating this into the ‘institutional memory’. Often this is overlooked.

### 1.3.2 The mutations of economic diplomacy<sup>24</sup>

These newly emerged diplomatic functions and roles could be categorized in the following manner:

**Table 1.1:** The actors of economic diplomacy

	Functions	Roles
State Actors	Economic diplomacy Commercial diplomacy	Economic diplomats Commercial diplomats
Non-State Actors	Corporate diplomacy Business diplomacy	Corporate diplomats Business diplomats

Source: Donna (Lee), op-cit, p.119.

#### A. State actors

##### Economic and commercial diplomacy

Commercial diplomacy was introduced relatively late in the whole range of diplomatic activities led by state representatives. Better known activity fields are economic, military or political diplomacy. Commercial diplomacy defined as the application of the tools of diplomacy to help bring about specific commercial gains through promoting exports, attracting inward investment and preserving outward investment opportunities, and encouraging the benefits of technology transfer (Potter, 2004).

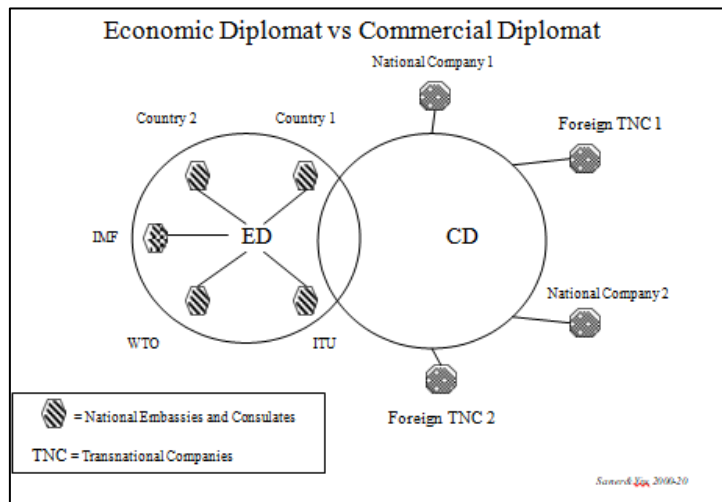
Commercial diplomacy has an “invisible” status within diplomatic studies (Lee and Hudson, 2004), since it is not completely distinguishable from economic diplomacy, and there is overlap in several activities. Governments benefit from economic diplomacy services because ‘image impact’ extends in both directions: successful companies may improve the country’s reputation, and ‘successful’ governments might have a positive impact on a business firm’s image (Naray, 2008).<sup>25</sup>

<sup>24</sup>- DONNA (Lee): “*Endgame at the Kennedy Round: A Case Study of Multilateral Economic Diplomacy*”, *Diplomacy & Statecraft*, Vol: 12, N°3, 2001, pp.119-120.

<sup>25</sup> -WONTER (ten Haaf), Op-cit, pp.11-76.

For some, commercial diplomacy is distinct from economic diplomacy, Economic diplomacy is diplomacy with a commercial twist, and commerce it's one of the economic activities and the term 'economic' is a much wider term than 'commercial'<sup>26</sup>, and it is possible to see that the commercial diplomacy as a sub-set of the economic diplomacy

**Figure 1.4:** The difference between Economic Diplomacy and commercial diplomacy



**Source:** RAYMOND (Saner), LICHIA (Yiu): “*Coping with Labour Turnover in Taiwanese Companies*”, the American Asian Review, Vol. XI, N°1, Spring 1993, p.162.

**B. Non-State Actors**

**Corporate diplomacy and Business diplomacy<sup>27</sup>**

In order to succeed as a business and ensure sustainable economic viability of their investments, transnational enterprises must draw on competencies that will allow them to manage multiple stakeholders at home and abroad.

The diplomatic function of Multi-National Companies is to ensure continuation and structural cohesion within its diverse web of headquarter and subsidiaries companies.

The function could be divided into two, namely, that of Corporate Diplomacy and of Business Diplomacy.

<sup>26</sup>- BAAZIZ (Abdallah) and FERHI (Adem), *The impact of economic diplomacy on promoting foreign trade in non-hydrocarbon sectors*, master's thesis in commercial science, Ecole des Hautes Etudes Commerciales, 2018, p.09.

<sup>27</sup>-RAYMOND (Saner), LICHIA (Yiu), Op-cit, pp.195-162.

- **Corporate Diplomacy**

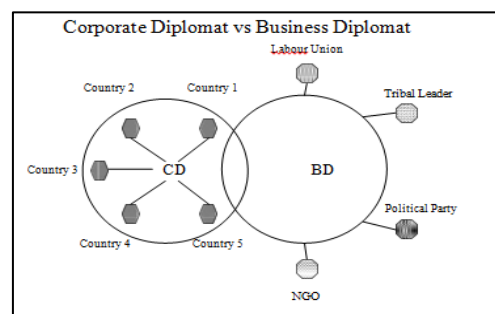
Generally, corporate diplomacy can be understood as a range of activities aiming at generating favorable conditions for carrying out firms' activities and accomplishing organizational goals. Corporate diplomacy, in this sense, includes activities such as influencing other economic and social actors to create and exploit business opportunities, collaborate with public authorities and regulators that affect commercial and investment processes, and prevent possible conflicts with external stakeholders and minimize related political risk, and attract the favors of the media and opinion leaders to safeguard the corporate image and reputation (Saner et al., 2000)<sup>28</sup>

- **Business Diplomacy**

Pertains to the management of interfaces between the global company and its multiple non-business counterparts and external constituencies, for instance, global companies are expected to abide by multiple sets of national laws and multilateral agreements set down by international organizations such as the World Trade Organization (WTO) and the International Labor Organization (ILO).

On account of a global company, Business Diplomats negotiate with host country authorities, interface with local and international NGOs in influencing local and global agenda. At the firm level, they will help define business strategy and policies in relation to stakeholder expectations, conduct bilateral and multilateral negotiations, coordinate international public relations campaigns, collect and analyses pertinent information emanating from host countries and international communities

**Figure 1.5:** Corporate Diplomat vs Business Diplomat



**Source:** RAYMOND (Saner) and others, Op-cit, p.92.

<sup>28</sup> - RAYMOND (Saner) and others, Op-cit, pp.80-92.

## Section02: The role of a trade attaché position

In a world with a complex international environment, diplomats foster communication, different nations and perform a variety of duties including connecting with global leaders, gathering information to make recommendations for foreign policies, resolving government conflicts, and representing their home country in the media.

### 2.1 The Diplomatic Corps

#### 2.1.1 Definition of a diplomat

Diplomats, also known as Foreign Service Officers, create, preserve, and repair relationships between their nation-state and other countries. They often engage in complex dialogues and negotiations with international representatives in order to protect their nation's interests abroad, including economic, political, social, or cultural views.<sup>29</sup>

Diplomats interact with political officials from foreign countries to advance or protect their nations' interests. Without skilled diplomats, it would be difficult to facilitate the trade deals and political agreements that form the backbone of today's complex international systems.<sup>30</sup>

#### 2.1.2 Range of diplomatic positions<sup>31</sup>

First of all, diplomatic positions should be defined and then arranged:

- 1) **Head of mission:** head of a diplomatic representation; an ambassador, for example, consul general or permanent representative.
- 2) **Ambassador:** an official envoy who represents a state to another sovereign state.
- 3) **High commissioner:** senior diplomat (generally ranking as an ambassador) in charge of the diplomatic mission of one government to another.
- 4) **Consul (or consul general):** Official representative of the government of one state in the territory of another, normally acting to assist and protect the citizens of the consul's country, and to facilitate trade and friendship between the people of the two countries.

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<sup>29</sup>-[http : www.northeastern.edu/graduate/blog/what-do-diplomats-do/](http://www.northeastern.edu/graduate/blog/what-do-diplomats-do/) (published 2019 accessed 13/04/2021 at 17:05).

-[http : www. online.norwich.edu/academic-programs/resources/what-is-a-diplomat](http://www.online.norwich.edu/academic-programs/resources/what-is-a-diplomat) (published 2020 accessed 13/04/2021 at 17:45).

<sup>30</sup>- Ibid.

<sup>31</sup>- YVAN (Bazouni) : *Le métier de diplomate*, édition l'Harmattan, Paris, 2005, P .45

In modern diplomacy there are a number of ranks below ambassador. This modern ranking system follows a similar, but not exactly parallel, pattern in different countries, and is as follows:

- Ambassador
- Minister
- Minister-Counselor
- Counselor
- Third Secretary
- Second Secretary
- First Secretary
- Assistant Attaché
- Attaché

In Algeria the diplomacy positions arranged from the highest grade in descending order as follows:

- Minister Plenipotentiary
- Foreign Affairs Councilor
- Foreign Affairs Secretary
- Foreign Affairs Attaché

### 2.1.3 Type of diplomats<sup>32</sup>

Diplomats on those positions specialize in the practical side of diplomatic work into three main categories: political, trade, and consular services.

- A **political officer** usually reports on local developments and advocates for support for the country's interests.
- In contrast, a **consular officer** deals with day-to-day travel problems like lost passports and provides essential services to citizens in need.
- A **trade attaché** promotes the interests of the country's companies by introducing them to helpful connections, informing them of business opportunities, providing guidance for visits, and necessary information they can use.

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<http://www.careerexplorer.com/careers/diplomat/#:~:text=There%20are%20four%20ranks%20of,%2C%20and%20charge%20d'affaires> , (published 2019 accessed 15/04/2021 at 20:49).

## **2.2 The profile of the economic attaché**

### **2.2.1 Definition of Economic Attaché position**

Attaché is a French term in diplomacy denotes an official, under the authority of an Ambassador or other head of a diplomatic mission, who serves either as a diplomat or as a member of the support staff<sup>33</sup>.

An Economic Attachés is an officer in the foreign commerce service of a country who is attached to an embassy or legation in those countries considered important for trade or business<sup>34</sup>.

Economic Attaché monitor and report on economic policies in foreign countries and give the home government advice on how to best influence them.

Economic Attachés have different titles, experiences, nationalities and responsibilities. Some are known as a commercial counsellor, while others have titles such as trade commissioner, trade attaché, trade representative, or director of trade and investment.

The generic term the International Trade Centre tends to use is Trade Representative. They are generally career diplomats. They may also be commercial managers of business associations, national trade promotion organizations or representatives of regional governments within a given country.<sup>35</sup>

### **2.2.2 The styles of the economic attaché position**

In style and approaches to commercial diplomacy among countries. Three basic types of Economic Attachés can be suggested<sup>36</sup>:

- **A business promoter** may be described as a business-oriented, pro-active Economic Attaché that seeks the satisfaction of companies served, their major role is to provide the consultancy-like services requested by business firms, and they have a solid technical know-how and entrepreneurial approach.
- **A civil servant Economic Attaché** tends to be reactive rather than pro-active and keep their distance from business deals, he is more responsive to government

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<sup>33</sup>-<http://www.definitions.net/definition/attach%C3%A9>, (published 2015 accessed 15/04/2021 at 21:30).

<sup>34</sup>- **MERRIAM: Webster's unabridged dictionary, 2021**

<sup>35</sup>- International Trade Centre: "*A Guide to Commercial Diplomacy Publication*", Geneva, May 2019, p.18.

<sup>36</sup>- Wouter (ten Haaf), Op.cit, P.17.

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instructions than company's needs. Their strength is to provide a link between business and the ministry rather than to stimulate business operations.

- **A generalist Economic Attaché** is a career diplomat assuming business support functions on an ad hoc basis or in addition to other diplomatic duties. Typically, they tend to be less technical than the two former types. However, they may offer good contacts (especially at ambassador level)

### **2.2.3 Skills that Commercial Diplomat Needs to Acquire**<sup>37</sup>

The commercial diplomat requires all the finesse and knowledge of foreign cultures required by a traditional diplomat. In addition, the commercial diplomat must acquire a wide range of analytical, advocacy, public relations and negotiating skills.

#### **1) Analysis**

##### **A. Commercial Analysis**

Commercial diplomacy is all about commercial interests and the commercial diplomat must have the ability to analyze and understand the commercial interest that underlies most issues in trade negotiations. The commercial diplomat must be able to read a company's balance sheet and income statement, and understand how a trade issue impacts the costs, revenues, market share and growth prospects of a firm or industry.

##### **B. Economic Analysis**

Commercial diplomacy touches not only the commercial interests of individual firms and industries, but also on the economic interests of the country as a whole. The commercial diplomat therefore must be sufficiently conversant with economic analysis to be able to analyze and discuss the impact of trade policy decisions on overall national economic output, growth, jobs, wages, consumer prices, industry profits, and income distribution.

##### **C. Political Analysis**

Since commercial diplomacy takes place against the backdrop of a domestic political process, the commercial diplomat must be able to analyze the politics of any particular issue. This requires an ability to identify stakeholders, their interests, and their means of political influence. The commercial diplomat must understand the similarities and differences of the political process in different countries, and how the domestic politics of each country impacts trade policy decisions.

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<sup>37</sup>-GEZA (Feketekuty): *Training Professionals in Trade Policy Development Advocacy and Negotiation - The Training Challenge in Commercial Diplomacy*, 2013, P.4.

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**D. Legal Analysis**

Both domestic laws and international trade rules influence government policy on trade and foreign investment. Commercial diplomacy thus requires an understanding and a rudimentary ability to analyze the domestic and international legal issues that underlie a negotiation or trade dispute. The commercial diplomat must be able to analyze the stated and implied objectives of domestic laws and the legislative history that influences their implementation.

**2) Developing a Plan of Action**

A commercial diplomat must be both a keen observer and a participant in the political process leading to a desired policy decision and/or negotiating outcome. In order to assure that the actions are well targeted, the commercial diplomat must translate the analysis of the issue into possible solutions, and into strategies and policies for implementing desired outcomes .

**A. Developing a Solution**

Successful Commercial Diplomacy requires creativity in the development of solutions to trade problems or avenues for pursuing trade opportunities. This requires an ability to integrate all the elements of the analysis into a holistic view of the issue, and developing an approach that builds on the opportunities and addresses the problems identified in the course of the analysis. The solution must be politically feasible, i.e., meet the needs of the most interested stakeholders, while also serving the broader public interest, i.e., constitute good public policy .

**B. Strategy Development**

In order to translate a desired policy or negotiating outcome into reality, the commercial diplomat must develop a strategy. A strategy moves the commercial diplomat from the role of keen observer to an actor in the process. Aspiring commercial diplomats have to be taught that good strategy flows from good analysis, and that a well-implemented strategy should provide a coherent blueprint on how the problems identified in the analysis can be addressed or how potential allies can be mobilized.

**2.2.4 Knowledge that Commercial Diplomat Need to Acquire**

Along with the skills outlined above, the commercial diplomat must acquire knowledge in a diverse number of fields. These fields include<sup>38</sup>: trade laws and institutions, current trade issues, foreign languages and cultures, major areas of domestic policy, and a combination of economic history and the history of economic thought.

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<sup>38</sup>GEZA (Feketekuty), Op.cit, P.7.

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**A. Trade Laws and Institutions**

The commercial diplomat must know the basic rules that govern global trade, these include:

- The rules of the World Trade Organization, the rules of key regional trade agreements like the European Communities (EC) and the North American Free Trade Agreement (NAFTA).
- The laws governing trade within the home country and within trading partner countries. A commercial diplomat must understand the institutions established for managing trade issues at the national, regional and global level.
- The domestic procedures established for negotiating international agreements and addressing and resolving trade conflicts.
- A good knowledge of the country of accreditation, its political system, its society, its institutions, its economy and its industrial, financial and commercial
- A thorough knowledge of the situation political, economic and social of the country of accreditation, its public policies and government priorities.

**B. Current Trade Issues**

A trade professional needs to acquire a full familiarity with all of the current issues on the proposed trade policy and negotiating agenda. No matter what organization or particular issue a trade professional represents, he must be sufficiently familiar with all the issues on the current negotiating agenda to understand potential linkages and trade-offs.

**C. Foreign Languages and Cultures**

To some extent, the commercial diplomat operates within a global culture defined by the rules and practices of the World Trade Organization and by the English language, which has become the common language in the current era. Nevertheless, to be fully effective when working in a foreign country, the commercial diplomat must be able to speak the language of that country and be conversant with local cultural norms. The commercial diplomats have to be able to discern and address the cultural dimension of international interactions.

**D. Major Areas of Domestic Policy**

Trade policy and negotiations cover an increasingly wide range of domestic regulatory issues. Health, safety, and environmental standards; domestic regulations in banking and telecommunications; domestic agricultural support programs, and a myriad of other issues are covered by trade negotiations. An effective commercial diplomat must therefore acquire enough knowledge of the underlying regulatory issues to ask experts in the field the right questions.

**E. History of Economic Thought and Economic History**

Knowledge of the history of economic thought and of economic history is useful in commercial diplomacy because it helps to put current issues and ideas into a broader and longer-term context, thus providing the basis for a deeper understanding of the issue and of

possible solutions. Such knowledge is not as essential as knowledge of current issues and applicable laws and institutions, but it helps to prepare the truly world class professionals in the field.

### **2.3 Economic attaché role, duties and tools**

#### **2.3.1 The role of an Economic Attaché**

Under the authority of the head of post, the diplomat in charge of economic and commercial affairs in the Algerian consular fulfills several missions in the exercise of its functions. In general, it contributes to the strengthening cooperation and economic relations and trade between Algeria and the country of accreditation.

The role of the Economic Attaché initially is to deal with the followings issues<sup>39</sup>:

##### **A. Trade negotiations**

There are two types of trade negotiations between countries – multilateral and bilateral. Multilateral trade negotiations are between multiple governments about the laws that govern trade, including tariffs, non-tariff barriers, export subsidies, import quotas, etc. Global multilateral trade negotiations are held under the auspices of the World Trade Organization (WTO). They aim to reduce formal and informal barriers to trade.

Most Economic Attachés are not likely to be involved directly in WTO negotiations, but they may play a role in bilateral or regional trade negotiations. If two countries seek to establish a bilateral free trade agreement, the Economic Attaché can provide knowledge of current and potential trade opportunities to shape the home country's negotiating position.

##### **B. Lobbying**

Lobbying by an Economic Attaché is a form of advocacy to support companies from the home country. While the company is in the forefront of any bid for business, discreet, behind the scenes work by an Economic Attaché can be crucial to success.

Lobbying can take many forms. It can involve writing a letter describing the strengths of a particular company, confirming that they are well known in the home country, have been in business for five years, employ 1000 people, and so on. For maximum impact, Economic Attachés need to ensure that information conveyed in any such letter is accurate and avoid sending letters of support too often. When these are too common, they can lose

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<sup>39</sup>- International Trade Centre: "*A Guide to Commercial Diplomacy Publication*", Op.cit, p.78.

their value. A letter signed by the head of mission or a minister in the home country usually carries most weight.

### C. Disputes and arbitration

Trade disputes arise for a number of reasons, ranging from simple misunderstandings to changes in market conditions, such as dramatic shifts in global commodity prices. Some cases may involve non-tariff barriers or even dishonesty or fraud. Complaints that might involve the Economic Attaché include:

- A local importer against an exporter from the home country.
- A home-country exporter against a local importer.
- A complaint from a home country company about infringement of intellectual property rights.
- A dispute with a government agency on inspection or testing of goods.

Trade disputes are counterproductive. They sap the time and energy of all parties involved and can be costly and damaging. Anything that minimizes disputes is likely to be a good investment. One way of doing this is to help companies to avoid disputes.

Whenever possible, the Economic Attaché should recommend that companies agree on appropriate dispute resolution procedures before doing business. Thus, when a dispute arises, there is an agreed, clear path forward for the parties to resolve the problem. As discussed previously, the Economic Attaché should advise exporters to be careful when appointing agents or representatives. Having an importer with high ethical standards can reduce the level of disputes dramatically.

As international law governing trade is complex, it is best for Economic Attachés to leave legal issues to professionals who are specialists.

Occasionally, exporters may seek help from the Economic Attaché over unfair treatment by government officials in the host country. This could be in relation to import controls, technical standards compliance, or other issues. If the complaint seems legitimate, there should be an approach to the host government. This might be informal at first, to see if an amicable solution can be reached. If that is not possible, the head of mission may authorize a formal approach, usually involving a visit to the appropriate ministry and leaving an aide-memoire or a note verbal. The ministry would be expected to respond. Further action depends on the nature of the response. If the response is regarded as unsatisfactory, it may be possible to take the dispute to the World Trade Organization.

### **2.3.2 Range of duties of an economic attaché**

Based on his knowledge of the field, he should be able to propose a strategy to position Algerian companies and organize activities and interventions for its implementation. In any case, he must seek business opportunities for Algerian companies, as well as markets for the export of Algerian products.

In this context, the Algerian diplomat must advise and support Algerian companies in their procedures in the country of accreditation. It must provide information and advice on the market entry strategy of the country of accreditation, organize meetings, promote made in Algeria and support any Algerian establishment in the country of accreditation.

The duties of the Economic Attaché initially is to deal with the followings issues<sup>40</sup>:

#### **A. Export promotion**

- Contributions to national export plans
- Trade missions
- Business-related programs for government ministers and other VIPs
- Contributions to major public procurement tenders
- Commercial intelligence and new opportunities for exporters
- Tailored market research, business visit programs, participation in trade fairs and exhibitions for exporters
- Buyer visits to the home country
- Seminars and business meetings for exporters or investors
- Identification of potential local partners for exporters
- Introducing exporters to key local people, including regulators
- Trade enquiries from home country

#### **B. Investment promotion**

- Organizing events to promote the home country to investors
- Seeking out potential investors
- Helping national investment agency prepare pitches
- Organizing visits to home country by potential investors

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<sup>40</sup> - International Trade Centre: “*A Guide to Commercial Diplomacy Publication*”, Op.cit, p.58.

### **C. Tourism promotion**

- Participating in travel shows and expositions
- Advertising and planning promotional campaigns for tourism
- Tourism trade missions
- Researching country branding and perceptions

### **D. Trade policy and embassy representation**

- Identifying and reporting on trade barriers confronting home country exporters
- Supporting information flows between government and business on potential trade agreements
- Liaising with trade policy lead at the embassy and engaging with host government on trade policy
- Developing close relationships with various trade-related ministries and organizations
- Preparing economic reports on the host country
- Providing economic and commercial advice to the ambassador, identifying opportunities for him/ her to help
- Providing commercial insight to home-based government agencies on technology, education and tourism
- Representing the country at national days or celebrations

### **E. Public relations**

- Media relations, including social media; programs for business journalists to visit home country
- Representation at meetings, speaking assignments, participating in activities of economic attachés of other countries
- Board member of a bilateral chamber of commerce
- Activities with local representatives of home-based companies

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### 2.3.3 Tools of Economic Attaché

#### 2.3.3.1 Sources that economic attaché could use

Thanks to the internet, Economic Attachés and their customers have access to more sources of market intelligence than ever before, with four main types of providers<sup>41</sup>:

- Governmental and institutional, such as customs, bureau of statistics, ministries of trade, sector associations, trade promotion organizations in the host-country
- international and regional institutions, such as the World Bank, World Trade Organization, International Monetary Fund, International Trade Centre, Common Market for Eastern and Southern Africa;
- Commercial publishers, such as Reuters, PWC, KPMG, Dow Jones, Bloomberg;
- Non-conventional, such as logistics operators, banks, retailers and online businesses
- Google Market Finder is an example of an online service that recommends the best market for a business, and provides insights needed to research the market.

#### 2.3.3.2 Local service providers and host country partners<sup>42</sup>

Some local organizations may offer similar services to those provided by Economic Attachés. Moreover, Economic Attachés from different organizations may be located in the same host country. Such representatives may work for their country's trade promotion agency, investment agency, national tourism agency, cities and regions, chambers of commerce and sector association,(Table 4). host country partners (table5)

The best advice in these cases is to cooperate with other organizations and avoid duplicating their services. There is more than enough work for everyone. It is best there be a spirit of collaboration, flexibility, imagination and a 'can do' approach. Competition is destructive, while cooperation is productive.

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<sup>41</sup> -International Trade Centre: "*A Guide to Commercial Diplomacy Publication*", Op.cit, p.37.

<sup>42</sup> -Ibid, p.24.

Table 1.2: Local service providers

Local service providers	Area of similar service	Observations
Chambers of commerce or industry associations	<ul style="list-style-type: none"> <li>• Matching buyers and sellers Trade missions</li> <li>• Market research</li> <li>• Trade fairs and exhibitions Some elements of trade negotiations</li> <li>• Dispute resolution</li> </ul>	Important partners for all these activities
Banks	<ul style="list-style-type: none"> <li>• Matching buyers and sellers</li> <li>• Trade missions</li> <li>• Financial reports</li> </ul>	Potential sponsors of missions and other events
Other government departments in the home country: agriculture, industry, foreign affairs, etc.	Specialists from various government branches may be posted to the same country to promote tourism commodities or investment. Larger embassies often have trade policy specialists	Embassies of smaller countries or least developed countries have fewer specialists, with the Economic Attaché often also covering tourism and trade policy
Accountants and legal firms	Sometimes involved in matching buyers with sellers	May be willing to sponsor receptions or high-level dinners
Private consultants	Offer services for a fee, including: market research, identifying partners, public relations, media coverage, organizing trade fairs or other events, and marketing programs	Economic Attachés may refer customers to private consultants if they do not have capacity or expertise to help
Publishers of trade directories	Publish market research, business matching and profiling of individual companies	Useful source of information....
Trade fair and exhibition organizers	Organize trade fairs and exhibitions, with participation from home country	Sometimes willing to organize meetings with local buyers
Travel agents	Can organize business programs for visitors or trade missions.	
State or provincial government representatives from home country	May duplicate roles of Economic Attaché, but only for the state or province they represent	Economic Attaché should align regional initiatives with national campaigns.
Other Economic Attachés from home country, but located in other cities	Duplication can arise with exhibitions, missions and market research.	Economic Attachés from same country should be part of one unified network.

**Source :** International Trade Centre: “A Guide to Commercial Diplomacy Publication”, Op.cit, P.73.

**Table 1.3:** Host country Partners

Partner	Likely scope of cooperation	Observations
Government departments and agencies	Networks with government departments such as trade, foreign affairs, customs, public works, economy or agriculture can be valuable in accessing new opportunities, economic reporting, high-level visits or solving trade problems.	The central bank, investment and regulatory agencies can also be useful.
Industry associations	Networks with local industry associations and chambers of commerce can help to identify importers and distributors and gain information about local demand	Can be useful partners in events and in staging trade missions
Companies	A network of importers requires a lot of work, but is likely to give valuable outcomes of increased exports	The Economic Attaché should target companies looking to import, form joint ventures or invest in the home country
Other economic development actors	Economic actors working in independent ecosystems are gaining importance. This includes incubators, accelerators or technology hubs, facilitators and on-line retailers	Advice on working with them is set out in this Chapter.
Facilitators	A network of export facilitators, such as accountants, banks, freight forwarders and exhibition organizers can be very useful.	They are often willing to take part in mission briefings and assist the clients of Economic Attachés in their areas of professional expertise.
Local import agencies	Some European countries have governmental organizations that promote imports from developing countries. These include: the Dutch Centre for the Promotion of Imports from developing countries, the German Import Promotion Desk, and the Swiss Import Promotion Program	Local investment agencies seek companies from the Economic Attaché's home country that might wish to invest in the host market. The Economic Attaché can refer such potential investors to them for assistance. Trade and investment support institutions can also help with high-level visits and trade missions.
Host country investment promotion agency	Can assist in organization of outward investment mission	

**Source:** International Trade Centre: "*A Guide to Commercial Diplomacy Publication*", Op.cit, P.74.

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### 2.3.3.3 Social media<sup>43</sup>

Social media is becoming increasingly important as an online marketing and networking tool for Economic Attachés. The key is to share content that users can learn from and share with their social networks. Effective use of social media broadens exposure and customers reach.

Whenever a group of clients, partners or experts have common interests, there is scope to make social media work for communication, networking and marketing. Aim to make social media content as engaging as possible, using photos, videos, infographics, quote cards, polls and gifs (when appropriate). Write in a simple and conversational way, staying away from acronyms, jargon and technical terms. Use multiple languages and post in different time zones to target various audiences, if applicable. The focus should be on creating and sharing content that adds value by providing up-to-date news and information; analysis of the implications of such news and information, including longer term trends; practical tips, such as how to organize events; and entertainment, when it is related to the subjects you are covering.

In addition to the social media platforms listed above, Economic Attachés can maintain a blog – or vlog – to keep contacts up to date on activities, remind them about upcoming events, and share information that educates. To build trust with audiences, post regularly and respond to questions, comments and messages. A final tip: Use Twitter or WhatsApp to communicate quickly and effectively with clients at events. For example, send a WhatsApp message to invite buyers to visit the national stand at a trade fair at a set time.

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<sup>43</sup> - International Trade Centre: “*A Guide to Commercial Diplomacy Publication*”, Op.cit, p.75.

Table 1.4: Major social media platforms and their strengths

Name	Use for	Push or pull?
<b>Facebook</b>	Consider it a 'home base' for people to exchange practical tips/resources, photos/videos and upcoming events, as well as to form groups around similar interests. Facebook is the world's leading social network with 2.23 billion monthly users (June 2018).	Good for pulling new people into your network. Users look for quick news and entertainment updates, upcoming events, and the latest on family/friends. Tips: Post at least once a day, and regularly reply to comments and messages.
<b>Twitter</b>	Quick way to reach journalists, government leaders and members of the diplomatic community. Journalists make up 25% of verified accounts, and 83% of the world's leaders are on Twitter. It has 335 million monthly users (June 2018).	Good for pushing out latest news and updates to a large audience, quickly. Tips: Always attach a photo, tag relevant accounts and use hashtags to appear in searches. Create customized 'lists' of contacts for easy, targeted outreach.
<b>LinkedIn</b>	Connect and network with business people. Think of it as the Facebook of professionals. Groups are by invitation only. LinkedIn has 500 million users (January 2018).	Good for pulling people into your network. Tips: Connect with people who are already connected to your contacts. Videos do particularly well on LinkedIn, compared with other types of content.
<b>Instagram</b>	Reach younger demographics with high-quality photos/videos, and to share real-and-raw 'stories' that disappear after 24 hours. Users look for inspiring and curated content from emerging brands, influencers and thought leaders. Has one billion monthly users (June 2018), mostly in the 18-34 age range.	Good for pushing visual, aspirational and aesthetically pleasing content on the wall, and for sharing behind-the-scenes or day-to-day content in the stories. Can stream live video. Tips: Like and comment on posts of accounts with big followings to boost engagement.
<b>YouTube</b>	A free video-hosting platform. It is the second-largest search engine after Google. It has 1.6 billion monthly users (January 2018).	Good for pushing content that lets businesses show their products in action. Particularly useful for companies with limited physical distribution channels, including those that mostly sell over the internet. Tips: Aim to have videos professionally produced. Add subtitles. Focus on showing concrete impact and/or testimonials from clients.
<b>WhatsApp</b>	A mobile and web-based messaging service that has become a social networking platform where news/videos/photos are shared one-on-one or in groups. WhatsApp has 1.5 billion users and sees 60 billion messages sent per day (December 2017).	Good for pushing and pulling content from individuals or highly targeted groups. Need to have mobile numbers to have them on WhatsApp. Tips: Engage individuals or groups in a personal way with tailored messages/stories/multimedia.
<b>Wechat</b>	A Chinese multi-purpose messaging, social media and mobile payment app developed by Tencent. First released in 2011. By 2018, it was one of the world's largest standalone mobile apps with over a billion monthly active users.	Good for pushing and pulling content. Known as China's 'app for everything' because of its wide range of functions and platforms. Note that Facebook, Twitter and many other applications are not available in China.

**Source:** International Trade Centre: “*A Guide to Commercial Diplomacy Publication*”, Op.cit, p.75.

#### 2.3.3.4 Trade fairs and exhibitions<sup>44</sup>

Major international trade fairs bring together a large group of players in a particular sector in one place at one time. They offer an efficient way to reach many relevant contacts in a short time, sometimes promoting inward investment as well as trade. Trade fairs can be combined with trade missions and visits to potential market partners.

The Economic Attaché becomes involved when a trade fair is held in the host country and the home country organizes a national stand or pavilion. The trade promotion

<sup>44</sup>- International Trade Centre: “*A Guide to Commercial Diplomacy Publication*”, Op-cit, p.51.

organization, or a business association in the home country, usually takes the lead on trade fair participation. Sometimes governments offer subsidies to participating companies and ask the coordinating organization to recruit a national delegation.

The trade fair organizer in the host country does much of the work, generating an audience and managing the logistics. The organizers are usually keen to attract national delegations and are often willing to provide additional services to such groups, including arranging meetings with potential buyers. The Economic Attaché provides logistical support, helps exhibitors make connections locally, and advises them on local business practices. Some markets have many trade fairs, and the Economic Attaché may be asked for advice on which ones merit participation by the home country

### **2.3.3.5 Store promotions**<sup>45</sup>

Store promotions can range from large department store promotions to a food tasting in a supermarket. Often they involve national branding and a range of products from the home country.

Typical objectives for a store promotion are to:

Persuade a store to stock more of an established product or give products more prominent shelf space;

- Introduce new products into a market and test consumer responses;
- Educate consumers about a product;
- Enhance the image of products by being associated with a prestigious store;
- Raise the profile of the home nation's brand.
- For the store, it is a way to attract customers, while for the Economic Attaché it can be a valuable promotional tool.

Delivering excellence Store promotions can run for several weeks and may include special display of merchandise from the home country; elaborate store decoration with national branding; support media advertising, special ceremonies, receptions, appearances of prominent people, in-store demonstrations and/or entertainment, contests, and cultural events. Food tastings are likely to be smaller events, involving only one part of a large store. Promotions in department stores are usually planned at least one year in advance,

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<sup>45</sup> - International Trade Centre: "*A Guide to Commercial Diplomacy Publication*", Op-cit, p.53.

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which means preparations should start early. The store will handle most, if not all, of the in-store arrangements.

### **2.3.3.6 Seminars and webinars**<sup>46</sup>

Seminars are usually held in a large room or auditorium. Their purpose could include the objective of informing the audience about new products; demonstrating the capability of the home country in a particular industry sector; establishing credibility; or using a prominent speaker as a way to build contacts.

A seminar tends to have educational value and can be particularly suitable for discussions on new technologies or sharing experience from other countries. Seminars are valuable in the health and defense sectors, for example, and can often occur in conjunction with a visiting mission or trade fair.

The internet is increasingly used to manage collective events. One example is the webinar, or web-based seminar. A webinar allows Economic Attachés or sellers to give a presentation over the internet. Participants can view charts, graphs and photographs, provided they have internet access. There are numerous websites to help users run more effective online conferences.

The advantage of these facilities is avoiding the cost of international travel, but they lack the intimacy of personal contact and run the risk of technical problems, so it is good to try the technology before the event.

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<sup>46</sup>- International Trade Centre: “*A Guide to Commercial Diplomacy Publication*”, Op.cit, p.59.

## **Conclusion**

Moving away from the classic view of political diplomacy becomes now an imperative, and our diplomats based abroad must stop being simple salaried employees in the embassies, but it's must now be a priority to exercise lobbying for the benefit of Algerian companies and encouraging them to exporting to new emerging markets in Africa, Asia or even elsewhere in America or Europe.

According to the analyzes of the survey results, the economic attachés due to their academic background and experiences in the political sphere, they are not ready yet to achieve the economic goals because a training program that they had in economic diplomacy of one month is not enough, it had to be organized at least for 6 months, and despite that their level in the economic topics has increased but still under the required level, and they need more emphasis in the field of international supply chain risks, international financial markets and market research and business intelligence.

Thus, the Ministry of Foreign Affairs has established a media office at the Ministry of Foreign Affairs to ensure the reception of Algerian dealers to facilitate their operations and provide them with useful information and searching for markets for the Algerian product and introducing it. Representatives of the diplomatic corps abroad must know Algerian products and how to promote them so that they can attract foreign investors. Thus, it becomes one of the tasks of the Ministry of Foreign Affairs at the central administration level or at the level of embassies and consulates to promote economic interests, and this can only be achieved through a process of tight coordination with other ministries.

In this context, the Ministry of Foreign Affairs alone cannot take the initiative alone because it is in fact a heavy and difficult initiative that needs the efforts of other ministries, especially the Ministry of Transport, the Ministry of Industry and Small and Medium Enterprises, the Ministry of Agriculture and Water Resources, and the Ministry of Labor, Higher education and scientific research, health, culture, and the need for a flexible banking system in light of the growing financial globalization and developments in global banking..

**Chapter II**

**Economic diplomacy and  
non-hydrocarbon exports  
in Algeria**

## **Introduction**

In recent decades, both government and companies have been facing new challenges in new dimensions regarding internationalization, therefore expanding the local market can have mutually beneficial aspects for companies and the government, and the diplomatic apparatus can be adopted as one of the strategies of international economic competition to access foreign markets.

In the first section of this chapter, we introduce what the exporters need to know before exporting and the indicators of the Algerian non hydrocarbon exports and new measures and dynamics set by the government to diversify exports.

Then in next section we present the instrument and tools available for Algeria in the field of economic diplomacy to support non-hydrocarbons exports, their international trade conventions

We conclude the chapter by illustrating the particular link between economic diplomacy and exporting companies.

## **Section01: The situation of the Algerian Non hydrocarbon exports**

### **1.1 The basics that exporters need to know** <sup>47</sup>

#### **1.1.1 Essential study before exporting**

Export is free in Algeria and is not subject to any license or prior authorization, apart from a few exceptions aimed at protecting our livestock, our flora and our archaeological and historical heritage.

However, some goods are subject to specific regulations (prohibited or suspended from export, subject to specifications) like<sup>48</sup>:

- Raw or semi-finished coral
- Palm seedlings;
- Sheep and breeding cattle;
- Objects of national interest in terms of history, art or archeology, including old vehicles

#### **A. Why export?**

- Increase its turnover;
- Face international competition and consolidate its local position;
- Expand its customer base;
- Reduce the risk of dependence on a single market by diversifying its customers;
- Optimize and make profitable its resources;
- Gain international reputation and know-how for your company.

#### **B. Strategic issues in export**

- What to export? (Products, Services)
- Where to export? (Markets and countries)
- Who to export to? (Customers, Central purchasing offices, Representative agents, Franchise, etc.)
- With what means to export? (Financial resources, human resources, logistics, etc.)
- How to export? (Distribution networks, customer research, promotional tools, fairs and exhibitions, etc.)

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<sup>47</sup>- « Guide pratique de l'exportation Algérien », ALGEX, 2021. P.28.

<sup>48</sup> -Ministerial decree corresponding to February 26, 1992, relating to suspending the export of raw or semi-finished coral.

- Ministerial Decree corresponding to April 9, 1994, relating to the establishing the list of goods suspended from export.

- When to export?
- How much? (Capacity and volume to export)

**C. The right market**

Selling its products or services abroad is more difficult than selling on the national market, because it would be necessary to take into account the specificities of each country, such as the stereotypes and cultures of the country, the language and the consumption habits, the differences in regulations specific to each country.

Market research allows you to understand in detail the functioning of the target market. By carrying out this study, establishing a strategic position in a given market becomes easier. Generally, market research should identify and analyze the four main components:

**Table 2.1:** The four components of the market research

<p><b>MARKET</b></p> <ul style="list-style-type: none"> <li>• Which target market (its size and evolution)?</li> <li>• What are the products / services of the competition?</li> <li>• Who are the actors (distribution chain, customs, logistics, etc.)?</li> </ul>	<p><b>ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>• What are the external elements that can influence your project? (Innovation, regulations, lobbies, etc.)</li> <li>• What is the economic and political situation in the target country?</li> </ul>
<p><b>OFFER</b></p> <ul style="list-style-type: none"> <li>• How is the offer evolving?</li> <li>• What are the characteristics of the offer and the companies competing?</li> </ul>	<p><b>REQUEST</b></p> <ul style="list-style-type: none"> <li>• How is demand changing?</li> <li>• What is the behavior of consumers?</li> <li>• How are demand distributed (segmentation)?</li> </ul>

Source: [www.algex.dz](http://www.algex.dz)

Exporters can call external professionals (design offices, consulting firms, etc.) to carry out this study.

**1.1.2 Sources of commercial information**

To complete your market research, it's recommends that you consult the sources of commercial information presented below:

**Table 2.2:** Sources of commercial information

SOURCES NATIONALES	SOURCES INTERNATIONALES
Department of Commerce - www.mincommerce.gov.dz	Banque Mondiale - www.banquemondiale.org
ALGEX - www.algex.dz	ITC -www.intracen.org
Customs - www.douane.gov.dz	Trade Map - www.trademap.org
CACI - www.caci.dz	Comtrade - www.comtrade.un.org
CAGEX - www.cagex.dz	ITA - www.trade.gov
CACQE - www.cacqe.org	CCI - www.cciwbo.org
IANOR - www.ianor.dz	OMC - www.omc.org / www.wto.org
ALGERAC - www.algerac.dz	FMI - www.imf.org
ONML - www.onml.dz	BAD - www.afdb.org
ONS - www.ons.dz	BERD - www.ebrd.com
Bank of Algeria - www.bank-of-algeria.dz	Market access database -
UNTCA - www.untca-dz.org	www.madb.europa.eu
ANEXAL - www.exportateur-algerie.org	Helpdesk - www.exporthelp.europa.eu
DSA www.minagri.dz	CIA the worldfactbook -www.cia.gov
FCE -www.fce.dz	Economist Intelligence Unit -
	www.eiu.com
	Cnuced - www.cnuced.org
	http://trade.ec.europa.eu/
	Business France - www.businessfrance.fr
	Bureau International des tarifs douaniers –
	www.bitd.org
	ISO - www.iso.org

Source: [www.algex.dz](http://www.algex.dz)

## 1.2 Indicators of Algerian non-hydrocarbon exports

### 1.2.1 The structure of non-hydrocarbon exports

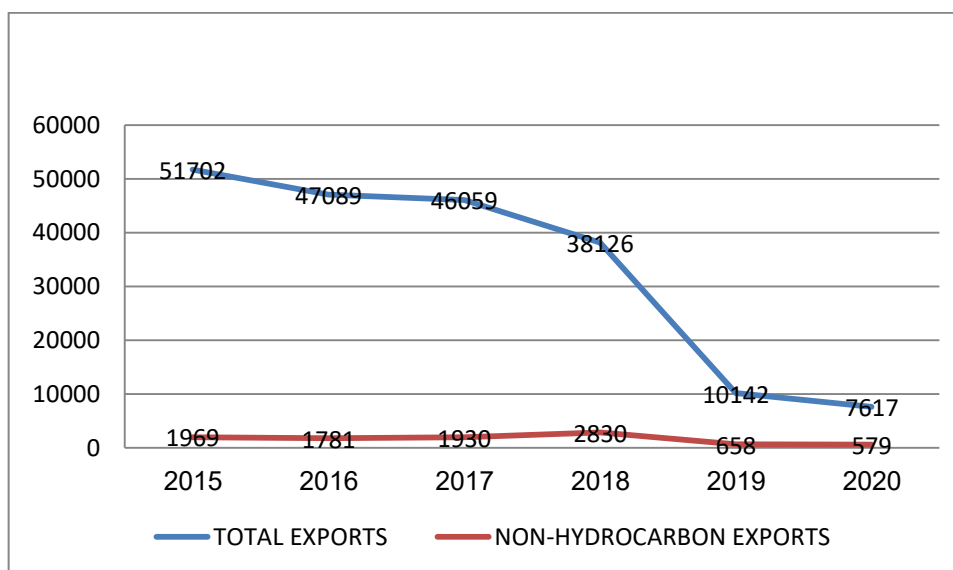
**Table 2.3:** The evolution of non-hydrocarbon exports during the period 2015-2020

Values in millions of USD

Exports Years	2015	2016	2017	2018	first trimester 2019	first trimester 2020
<b>Hydrocarbon exports</b>	49733	45308	44129	35296	9484	<b>7038</b>
<b>Non-Hydrocarbon exports</b>	1969	1781	1930	2830	658	<b>579</b>
<b>Total Exports</b>	51702	47089	46059	38126	10142	<b>7617</b>
<b>Percentage of H. Exports</b>	96.1%	96.2%	95.8%	92.57%	93.5%	<b>92.3%</b>
<b>Percentage of NH exports</b>	3.8%	3.7%	4.1%	7.4%	6.4%	<b>7.6%</b>
<b>Evolutions of NH exports</b>		-9%	8%	46%	-76%	<b>-12%</b>

Source: Elaborated by us using data from CNIS.[www.douane.gov.dz](http://www.douane.gov.dz)

**Graphic2.1:** The evolution of non-hydrocarbon exports during the period 2015-2020



Source: Elaborated by using data from CNIS.[www.douane.gov.dz](http://www.douane.gov.dz)

According to table and figure non-hydrocarbon exports have kept almost the same level during these five years. In 2016 Non-hydrocarbon exports, which still remain marginal, with only 3.7% of the global volume of exports, equivalent of nearly 1.79 billion US dollars, recorded a decrease of 9% compared to 2015. .

In 2018 the overall volume of non-hydrocarbon exports, equivalent of 2.8 billion USD, an increase of 46% compared to 2017 was recorded. As for the first trimester of 2019, with only 6.4% of the global export volume equivalent to 658 million US dollars non-hydrocarbon recorded a decrease of 76% compared to the eleven months of 2018.

In 2020, non-hydrocarbon exports represent 7.6% of the overall volume of exports, value of 579 million USD because to the pandemic, they recorded a drop of 12% compared to the first quarter of 2019.

### **1.2.2 The evolution of exports of Algeria during the period 2015-2020 by groups of use**

According to the table 2.4

Algerian exports are strongly dominated by hydrocarbons and Algeria is still in weak export dynamics, the table shows that this weak dynamic continues to be driven exclusively by certain exports of crude and semi-finished products or products from the primary refining of hydrocarbons (energy and lubricant) represent 95% of the Algerian exports.

In 2016, the groups of products exported apart from hydrocarbons consist mainly of semi-finished products which represent a share of 4.5% of the overall volume of exports, i.e. the equivalent of 1299 million USD, food goods with a share of 1.13%, or 327 million USD, crude products with a share of 0.29%, or in absolute value of 84 million USD and finally industrial equipment goods and non-food consumer goods with the respective shares of 0.18% and 0.06%.

In 2017 the main non-hydrocarbon products exported consist mainly of the "semi-finished" group which represents a share of 3.67% of the overall volume of exports, or the equivalent of 1053 million USD. The "food goods" group comes in second with a share of 1.05% or US \$ 301 million, followed by the "raw products" group 0.21% or in absolute value of 59 million USD, and finally the "industrial capital goods" and "non-food consumer goods" groups with the respective shares of 0.22% and 0.06%.

In 2020 Non-hydrocarbon exports experienced a significant decrease due to the Corona-Virus pandemic; it consisted of semi-finished products with 433.57 million USD, food goods with 111.48 million USD, and industrial equipment goods with 11.19 million USD. They were also made up of crude products with 15.28 million USD, non-food consumer goods with 7.16 million USD and finally agricultural equipment goods with 0.09 million USD.

**Table2.4:** The evolution of exports by groups of use. (Values in millions of USD)

<b>Export Years</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Food</b>	235	327	301	373	161.70	111,48
<b>Energy and lubricant</b>	23299	27102	27178	38338	9483,51	7038, 39
<b>crude product</b>	106	84	59	92	38.83	15,28
<b>Semi-finished product</b>	1597	1299	1053	2242	617.37	433,57
<b>Agricultural equipment goods</b>	1	-	0.15	0.30	0,17	0,09
<b>Industrial equipment goods</b>	19	53	64	90	29,02	11,19
<b>Non-food consumer goods</b>	11	18	16	33	9,21	7,16
<b>Total</b>	25268	28883	28671,15	41168	10141,6	7617,09

**Source:** Elaborated by us using data from CNIS.[www.douane.gov.dz](http://www.douane.gov.dz)

**1.2.3 The main non-hydrocarbon products exported over the period 2019-2020:**

According to the table 2.5:

The "top five" (5) of products exported for the first quarter of 2020 alone account for more than 79.66% of non-hydrocarbon exports. These are mineral or chemical nitrogenous fertilizers, oils and other products from the distillation of coal tars, cane or beet sugars, anhydrous ammonia and dates and figs with the respective shares of (36%), (38%), (17.49%), (10.64%), (10.58%) and (4.56%).

An examination of the evolution of the main non-hydrocarbon products exported during the first quarter of 2019-2020 indicates the following:

- Increases for acyclic alcohols and their halogenated derivatives, locust beans, algae, sugar beets and sugar cane, dates and figs and oils and other products from the distillation of coal tar with the respective rates of (37%), (66%), (18.80%), (9.58%) and (5.01%).
- Reductions for hydrogen and rare gases, natural calcium phosphates, anhydrous ammonia or in aqueous solution and hydraulic cements, whether or not colored, with the respective rates of (66.04%), (38.12%), (26, 63%) and (7.0).

Table2.5: The main non-hydrocarbon exported products





Products / Values in millions of USD	First trimester 2019		First trimester 2020		Evolutions (%)
	value	Percentage %	value	Percentage %	
Mineral or chemical nitrogen fertilizers	205,46	31,22	210,56	36,38	2,48
Oils and other products of the distillation of high temperature	96,41	14,65	101,24	17,49	5,01
Cane or beet sugar and chemically pure saccharin in solid form	61,13	9,29	61,56	10,64	0,71
Ammonia, anhydrous or in aqueous solution (ammonia)	83,47	12,68	61,25	10,58	-26,63
Dates, figs, pineapples, avocados, guavas.	24,10	3,66	26,41	4,56	9,58
Hydraulic cements, even colored	19,83	3,01	18,43	3,18	-7,05
Natural calcium phosphates	19,54	2,97	12,09	2,09	-38,12
Carobs, treble, sugar beets and cane, fruit kernels and kernels and other edible vegetable products	5,83	0,89	6,93	1,20	18,80
Hydrogen, noble gases and other non-metallic elements	19,40	2,95	6,59	1,14	-66,04
Acidic alcohols and their halogenated, nitrated or nitro sated derivatives	4,74	0,72	6,52	1,13	37,66
<b>Subtotal</b>	<b>539,90</b>	<b>82,05</b>	<b>511,5</b>	<b>88,40</b>	<b>-5,25</b>
<b>Other</b>	<b>118,14</b>	<b>17,95</b>	<b>67,13</b>	<b>11,60</b>	<b>-43,18</b>
<b>TOTAL</b>	<b>658,04</b>	<b>100%</b>	<b>578,70</b>	<b>100%</b>	<b>-12,06</b>

Source: Elaborated by us using data from CNIS. www.douane.gov.dz

### 1.2.4 The evolution of exports by economic regions

**Table2.6:** The evolution of exports by economic regions period 2015-2018

Unité : millions USD

ZONE GEOGRAPHIQUE	Premier trimestre 2019		Premier trimestre 2020*		Evolution (%)
	Valeur	Structure (%)	Valeur	Structure (%)	
<b>EUROPE</b>	<b>12 774,46</b>	<b>59,48</b>	<b>9 857,38</b>	<b>58,89</b>	<b>-22,84</b>
Dont :  UNION EUROPEENNE	11 013,29	51,28	8 069,62	48,21	-26,73
<b>ASIE</b>	<b>4 944,25</b>	<b>23,02</b>	<b>3 959,79</b>	<b>23,66</b>	<b>-19,91</b>
Dont :  CHINE	2 679,20	12,48	2 021,06	12,07	-24,56
 INDE	636,81	2,97	463,15	2,77	-27,27
 REP DE COREE	594,27	2,77	351,52	2,10	-40,85
<b>AUTRES</b>	<b>3 756,62</b>	<b>17,49</b>	<b>2 921,68</b>	<b>17,45</b>	<b>-22,23</b>
<b>Total général</b>	<b>21 475,33</b>	<b>100%</b>	<b>16 738,85</b>	<b>100%</b>	<b>-22,06</b>

**Source:** Data from CNIS.[www.douane.gov.dz](http://www.douane.gov.dz)

In terms of the distribution of Algeria's exports by geographical area during the first quarter of 2020, the analysis of the table clearly shows that the bulk of these exchanges still remain focused on traditional partners.

Indeed, the countries of Europe record a share of 58.89% of the global value of trade during the first quarter of the year 2020, that is to say an amount of 9.86 billion USD against 12.77 billion USD recorded during the same period of the year 2019.

The countries of Asia come second in trade flows with a share of (23.66%), going from 4.94 billion USD in 2019 to nearly 3.96 billion USD for the first trimester 2020.

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### **1.3 Facilitation measures and new dynamics for the promotion of non-hydrocarbon exports**

#### **1.3.1 Facilitation measures for the promotion of non-hydrocarbon exports**

##### **A. Special Fund for the Promotion of Exports<sup>49</sup> (SFPE)**

Established by the Finance Law for 1996, the Special Fund for the Promotion of Exports (SFPE) is intended to provide financial support to exporters in their actions to promote and place their products on foreign markets.

Originally, the SFPE was created to promote non-hydrocarbon exports by covering part of the costs associated with the transport of goods and the participation of companies in fairs and exhibitions abroad.

##### **Participation in economic events abroad**

- 80%, in the case of collective participation in fairs and exhibitions included in the official annual program.
- 50%, in the case of individual participation in other fairs not included in the official annual program.
- 100%, in the case of an exceptional participation or limited to the establishment of a one-stop shop.
- Advertising costs (posters, brochures, leaflets, advertising on written and audiovisual media), specific to the event in question (fair title, period, place, etc.), are eligible for coverage by the SFPE.

##### **For the transport, transit and handling of goods intended for export:**

- 50% of the international transport costs of perishable agricultural products or to distant destinations.
- 50% of international transport costs for non-agricultural products
- 50% of the internal land transport costs of exported products.
- In addition, an overhaul of this system took place in 2009 by creating new sections which will only be applicable after the setting of eligibility criteria for aid applications by the Ministry of Commerce.

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<sup>49</sup> - The Algerian newspaper Eco Times, February 27, 2021 edition.

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## B. Customs Facilitations

Customs economic regimes are beneficial to exporters on several levels, as they provide fiscal, financial and administrative incentives.

The most important incentives are<sup>50</sup>:

**The green circuit:** The operator benefits from the establishment of a green circuit which allows him to validate the export declaration without checking the goods.

**Home customs clearance and on-site verification:** The exporter wishing to ship goods abroad can complete the export formalities at the customs office closest to his company. Also they can benefit from a prior authorization and submission of the declaration before the arrival of the goods.

**The Status of the Authorized Economic Operator (AEO):** This is a status which allows any economic operator (producer, processor and exporter) to be granted customs clearance facilities, in particular:

- Ease of access to simplified customs procedures;
- The reduction in the number of physical and documentary checks;
- Priority treatment of goods in the event of an inspection;
- Orientation of goods, as the case may be, to the customs clearance circuit without immediate control or to that of documentary control;
- Remote customs clearance and site visit.

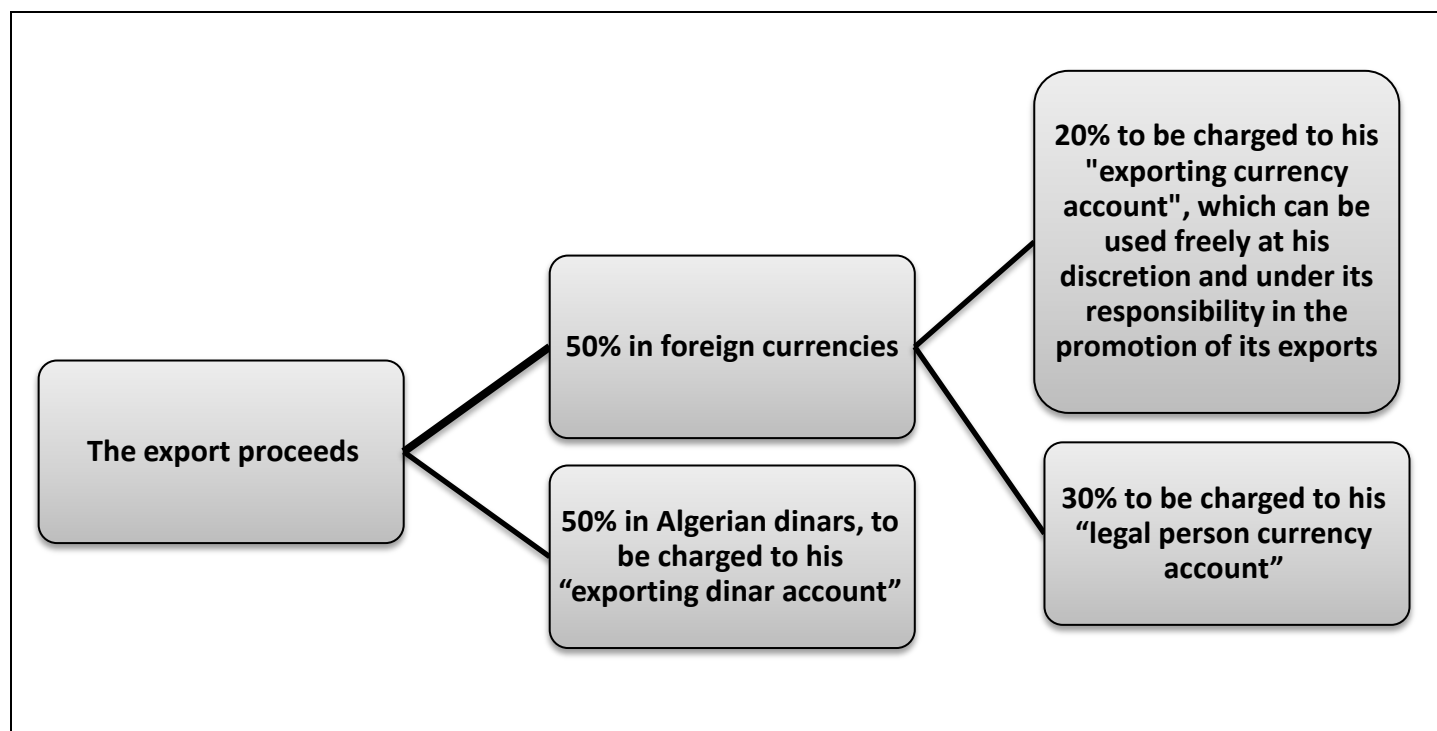
## C. Banking facilitations

Any company producing goods or services installed in Algeria, working in the field of the export of products of Algerian origin, benefits from banking facilities, either for participation in fairs and exhibitions abroad, or for export, justified by supporting documents.

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<sup>50</sup>- LATRCHE (Lazhar), PDG de la BEA: Financement des opérations d'exportation et perspectives d'implantation de succursales à l'étranger, Ministry of Foreign Affairs, March 2021.

Figure2.2: The distribution of the export proceeds



Source: Elaborated by us

- **Retrocession of the proceeds of the export sale**

In terms of retrocession of the proceeds of the sale, the registration of export earnings is set by the Bank of Algeria Instruction No. 05-11 of October 19, 2011 amending the provisions of Instruction N ° 22-94 of April 12, 1994.

- **Domiciliation of exports of fresh, perishable and / or dangerous products<sup>51</sup>**

It can take place during the five (05) working days following the date of dispatch and customs declaration (Art. 60 of Regulation No. 07-01 of February 3, 2007 of the Bank of Algeria).

These exports are authorized at customs, under cover of an incomplete declaration, together with the non-domiciled invoice.

<sup>51</sup> -MANSOURI (Riad), Directeur à la Banque d'Algérie: Implication de la Banque d'Algérie dans les opérations d'investissement en Algérie et des exportations vers l'étranger, Ministry of Foreign Affairs, March 2021.

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### 1.3.2 New dynamics of enrichment the Algerian exports

#### A. Algeria's National Export Strategy for 2023 (NES)<sup>52</sup>

The development of this National Export Strategy designed by the Ministry of Commerce with the support and technical assistance of the Center du Commerce International (CCI) was the subject of four national stakeholder consultations held at ALGEX between October 2017 and September 2018, the results of which fully reflect national choices.

On the basis of these consultations, this national export strategy broken down into four strategic objectives namely:

- Diversify the Algerian economy and exports to strengthen their resilience and sustainability;
- Improve the business climate;
- Strengthen the capacities and quality of production and management of export-oriented companies;
- Promote foreign trade within the framework of sustainable development and social justice.

To support the diversification of the national economy, the choice of the SNE focused on the selection of four priority sectors represented by:

- Food and drink products;
- Pharmaceutical products;
- Automotive and electronic parts and components;
- Information and communication technologies.

The performance of these sectors is determined by the quality of the service provided by trade support services which must function effectively to strengthen export competitiveness and which have been summarized on four functions:

- Commercial information and promotion;
- Quality management and packaging;
- Trade and logistics facilitation;
- Export financing.

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<sup>52</sup>[http/ : www.algex.dz](http://www.algex.dz),(accessed 22/04/2021 at 10:13).

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The main keys for the implementation of the strategy presented in three phases:

- **Main key short-term measures (1 to 2 years)**
  - Set up the public / private strategy for the implementation of the SNE in the form of a National Export Council;
  - Redesign the export assistance system (FSPE);
- **Main medium-term measures (1 to 3 years)**
  - Review the governance structure of trade support institutions;
  - Set up a one-stop shop for exports in the form of an online portal;
  - Diversify the export financing instruments offered by the Algerian banking and financial sector.
- **Main long-term measures (3 to 5 years)**
  - Develop a national label "Made in Algeria" for Algerian products intended for export;
  - Establish logistics platforms and processing and packaging centers;
  - Develop air freight and adequate infrastructure in airport areas.

### **B. Express maritime line Algiers, Nouakchott and Sète to access the African market<sup>53</sup>**

The Algerian maritime fleet is far from meeting the needs of exporters or importers who find themselves obliged to go to foreign companies to transport their goods to or from the various ports of the country. A situation which generates very significant costs for Algerian foreign trade

So in order to meet the great demand in terms of logistics for export, the Algerian company Global Maritime Algeria "GMA" chartered the ship "Imedghassen" began its operations of transporting Algerian exports especially to the port of Nouakchott, while waiting for serve other ports in Central Africa.

This maritime line, in addition to the land route via the "Mustapha Benboulaïd" border crossing, should consolidate trade between Algeria and the West African States and open up broad prospects for Algerian exporters in terms of 'access to African markets, in accordance with the strategy drawn up by the State for this purpose.

With this initiative the line will provide:

Every three weeks (20 days), the company will organize a new trip on this line to export various Algerian products to Mauritania as well as its neighboring African countries. And which has a shipping capacity of 1000 containers.

The opening of this sea line, which is the first direct line to Africa, will enable Algeria to export its various products to the African continent in a record period, as well as provide the best conditions to preserve the goods and protect them from damage.

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<sup>53</sup>-[http/ : www.elwatan.com/edition/economie/exportations-anisfer-lance-la-ligne-entre-alger-nouakchott-et-sete-13-04-2021](http://www.elwatan.com/edition/economie/exportations-anisfer-lance-la-ligne-entre-alger-nouakchott-et-sete-13-04-2021), (published 2021 accessed 23/04/2021 at 20:49).

Also the arrival of Algerian products to Nouakchott by sea, it is possible to "easily" use land routes to deliver goods to other African countries, such as Mali, Senegal and other African countries.<sup>54</sup>

The launch of the Express maritime line (Algiers - Nouakchott - Algiers - Sète) will be put into service from Monday 12.04.2021 from Algiers to the port of Nouakchott in Mauritania, for the departure from Algiers to Sète scheduled around 24-25.04.2021 the details as follows:

- Port of Loading: ALGIERS
- Port of Destination: NOUAKCHOTT
- Routing: DIRECT
- Transit Time: 5 Days
- Type of containers: 20 '+ 40' DRY
- Sea Freight: 1700 USD 20 'ST + 2800 USD 40' ST
- Boarding costs; 20 '20.000 DZD +40 '25 .000 DZD
- Deposit: 20 '150,000.00 DZD + 40' 400,000.00 DZD

### C. Opening branches of Algerian banks in Africa<sup>55</sup>

The currency currently passes through three or four transactions until it reaches the Algerian bank, which negatively affects the national currency and the foreign currency at the same time.

That's why Algeria is preparing to open representatives of public banks in a number of African countries which was fully approved by the President of the Republic Abdelmadjid Tebboune comes within the framework of the government's endeavor aim to :

- to diversify exports outside of hydrocarbons,
- to accompany Algerian exporters,
- To strengthen Algeria's position in the African market, and increase the chances of Algerian goods to be present there.
- This step will facilitate the economic process for economic dealers and reduce the cost, as well as strengthen economic relations and trade exchange between Algeria and Africa.
- It's an opportunity to revive investment and facilitate the movement of capital to and from Algeria.

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<sup>54</sup>- [http/ : m.alayam24.com/articles-317283.html#.YHW5mpOCX\\_E.whatsapp](http://m.alayam24.com/articles-317283.html#.YHW5mpOCX_E.whatsapp), ( published 2021 accessed 18/04/2021 at 11:17).

<sup>55</sup>-REGGAD (Salim), Directeur du Suivi et de la Promotion des Échanges commerciaux au Ministère du Commerce : Développement des zones frontalières et les perspectives d'exportation, Ministry of Foreign Affairs, March 2021.

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It is believed that Mauritania, Tunisia, Nigeria, Mali and Niger will be the first countries in which Algeria will open branches for its banks by the year of 2023<sup>56</sup>, especially since these countries receive Algerian goods and commodities, which would reduce the suffering of Algerian exporters in the field of financial transactions and secure them.

### **D. Opening the border crossings to Africa for commercial exchanges**

The government is targeting \$ 5 billion in non-hydrocarbon exports to be achieved in 2021 by taking into account the economic potential and knowledge of entrepreneurs, investors and economic actors with the support of the public authorities.

And according to estimates by the National Association of Algerian Exporters (ANEXAL) non-hydrocarbon exports will approach \$ 3.5 billion by the end of 2021, a figure up compared to the previous year when the figure has not exceeded \$ 2.3 billion<sup>57</sup>.

The Algerian authorities have high hopes for benefiting from the size of the African market estimated at 1.2 billion people, and trade exchanges around 3 trillion dollars, with continental GDP of 54 African countries totaling 2.7 trillion dollars.

Algeria expressed, according to its first minister, Abdelaziz Jarad, its hope that the obstacles facing the intra-trade movement will be overcome by trying to establish free exchanges area across its vast desert, depending on a north-south car road (under construction), waiting to equip the Hamdaniya port in the Tipaza governorate (49 km west of the capital), in partnership with China. It is the African crossing for what is known as the New Silk Road<sup>58</sup>.

In a related context, The Minister of Commerce, Kamal Rezig confirms that within the framework of the facilities provided by the government to all exporters, all border crossings will be opened:

Debdab crossing in Ilizi with Libya

Talib Al-Arabi crossing in El-Oude with Tunisia

A Zouerat crossing in Tindouf with Mauritania and two other crossing with Niger and Mali.

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<sup>56</sup>-<http://www.radioalgerie.dz/news/ar/article/20210403/209543.html>, ( published 2021 accessed 23/05/2021 at 12:41).

<sup>57</sup>- El Moudjahid newspaper, February 08th, 2021.

<sup>58</sup>-<http://www.aljazeera.net/ebusiness>, (published 2021 accessed 24/05/2021 at 23:10).

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**E. Inter-African import-export webinars and seminar<sup>59</sup>**

1st Inter-African Import-Export Fair "IMPEX" will take place from 25 to 27 May 2021 at the SAFEX exhibition center.

In the 21st century, the African market represents a population of more than one billion inhabitants, that is to say as many potential consumers and imports made by these markets amount to several billion dollars.

Placed under the High Patronage of the Minister of Trade, this event is part of the continuity of support for inter-African customs agreements, relating to the creation of the African Continental Free Trade Area (ZLECAF).

This exhibition will be enriched by the organization of seminars which will be led by eminent experts, and a morning which will be reserved for a visit by economic advisers from all the embassies accredited in Algeria, whom we will invite.

Customs barriers having been removed in order to allow businessmen from different African countries to seize the opportunities that will be available to them, offered in terms of exchanges, partnerships, investments and complementarities.

This exhibition aims to develop and strengthen inter-African trade, bringing together all the countries of this continent, and will also highlight the potential of export products concerned by customs agreements, in terms of tax exemption benefits.

This meeting will also make it possible to play the role of barometer, by comparing the quality / price ratio of African production with that usually imported from other continents.

Inter-African exchanges will also make it possible to participate in the development of different sectors of activity, such as agriculture, industry and others... and which consequently, the various African exporting countries will benefit substantially from the benefits in terms of development, job creation and others.

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<sup>59</sup>-FERRAH (Ali), DG Filiale Tasdir du Groupe de la SAFEX: La coordination en matière d'organisation des Foires et des Salons internationaux, Ministry of Foreign Affairs, March 2021.

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**Section 02: The instruments of Algeria to conduct their economic  
Diplomacy**

**2.1 The Algerian international trade conventions**

**2.1.1 Bilateral**

**2.1.1.1 The preferential trade agreement between Algeria and Tunisia<sup>60</sup>:**

With barely 3.77% of Algerian exports in 2019, Tunisia remains its number one customer in Africa and the Arab world, although under the preferential bilateral agreement in December 2008, which entered into force in 2014, only 2,000 products were submitted to the free exchange.

**2.1.1.2 China - Algeria cooperation<sup>61</sup>**

Since the early 2000s, Chinese companies have won a significant portion of public and private contracts. In 2018 the two countries agreed to project a new five-year 2019-2023 cooperation plan and signed an agreement to carry out a phosphate and natural gas mining project for USD 6 billion<sup>40</sup>.

In this sense, China has been the leading commercial supplier since 2013, exporting in 2019 for 7.6 billion USD, or 18.25% of total Algerian imports.

**2.1.1.3 Cooperation United Arab Emirates - Algeria<sup>62</sup>**

Business investments between the two countries are estimated at USD 10 billion, particularly in petrochemicals, mechanics, petroleum derivatives, real estate, steel processing, tobacco production and port management through the Dubai Port World group.

In addition, 40 agreements and memorandums of understanding were signed covering the management of industrial parks, small and medium-sized enterprises, tourism, double taxation, agriculture and transport. During a visit by the UAE Foreign Minister in 2020 to Algiers, the two countries confirmed their willingness to strengthen the partnership with the aim of increasing the value of their investments to nearly USD 20 billion in the medium term.

In addition to that, Algeria has many bilateral agreements with France, Spain, Germany, Turkey, Italy, and Switzerland.

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<sup>60</sup> - OFFICIEL JOURNAL OF THE ALGERIAN REPUBLIC N° 12, corresponding February 17th 2010, P.4.

<sup>61</sup>-Federal department of foreign affairs FDFA: “Economic report Algeria, Swiss confederation”, 2020, P.07.

<sup>62</sup>-Ibid, P.07.

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## 2.1.2 Multilateral<sup>63</sup>

### 2.1.2.1 The African Continental Free Trade Zone « ZLECAF »

In its general objectives are:

- Create a single market for goods and services by facilitating the movement of people in order to deepen the economic integration of the African continent and in accordance with the pan-African vision of an “integrated, prosperous and peaceful Africa” such as set out in Agenda 2063;
- Create a liberalized market for goods and services through successive rounds of negotiations;
- Contribute to the movement of capital and natural persons and facilitate investments by building on initiatives and developments in States Parties;

### 2.1.2.2 The Great Arab Free Trade Area (GAFTA)

This convention and its executive program provide for the establishment of an Arab Free Trade Zone between the contracting parties.

Date of signature: 02/27/1981, in Tunis.

Date of application: 01/01/2009.

Contracting parties are: Algeria, Bahrain, Egypt, Kuwait, Jordan Oman, Tunisia, Yemen, Morocco, Sudan, Mauritania, Palestine, Qatar, Saudi Arabia, Syria, Libya, United Arab Emirates, Iraq, and Lebanon.

Mauritania is also excluded during the 83rd session of the Arab League's economic and social council, held in February 2009.

Its objective is:

- To revive the process of Arab economic integration.
- Benefit from a total exemption from customs duties and duties and taxes of equivalent effect. (Only the customs duty is concerned by the exemption)
- Promote and achieve inclusive and sustainable socio-economic development, gender equality and structural transformation of States Parties;

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<sup>63</sup>-Federal department of foreign affairs FDFA: “Economic report Algeria, Swiss confederation”, 2020, Op-cit, P.06.

- 
- Strengthen the competitiveness of the economies of States Parties at continental and global levels

### **2.1.2.3 Association Agreement between Algeria and the European Union (EU)**

Relations are based on an Association Agreement (AA) which entered into force in 2005 within the framework of the Euro-Mediterranean partnership. The AA is not only limited to the creation of a free trade area but also integrates economic, political, social and cultural aspects.

The association agreement between the European Union and Algeria did not achieve the objectives set mainly related to the promotion of non-hydrocarbon exports and the attraction of foreign direct investments, due to the numerous technical and regulatory conditions imposed by the European side on Algerian companies, which made the task difficult.

For the latter to access European markets The Algerian negotiator must have high intellectual and scientific capacities for diplomatic work to succeed in the service of the economic development of Algeria.

### **2.1.2.4 WTO accession negotiations:**

While membership in the WTO may at first glance be dynamic, it risks being dangerous for the rentier economy, which is not structured to face competition. The WTO demands the reduction of customs duties and the limitation of support for exports, while Algeria is moving in the opposite direction, imposing measures such as the "DAPS" (Droit Additionnel Provisoire de Sauvegarde ) to protect against foreign competition.

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## 2.2 The instruments of the Algerian economic diplomacy

### 2.2.1 ALGEX<sup>64</sup>:

The national agency for the promotion of foreign trade is a public institution created in 2004 by the executive decree No. 4-174 of June 12.2004. ALGEX's mission is to contribute, under the aegis of the Ministry of Commerce, to the development of Algerian non-hydrocarbon exports.

ALGEX is responsible for preparing, for the benefit of the Ministry of Trade, periodic reports on foreign trade, impact studies of trade agreements on the Algerian economy, economic reports on basic products imported by Algeria, as well as market analyzes, product analyzes and sectoral panoramas.

Its teams provide Algerian companies with advice and information on the public aid system for exports, on international trade regulations and on business opportunities, in order to help them prepare their access to foreign markets, in particular through its listening and guidance unit, the “Maison des Exportateurs” (Dar-El-Moussadder).

#### ❖ **ALGEX Missions:**

The main missions of ALGEX revolve around actions destined to:

- Promote the Algerian product through the support and advice provided to Algerian operators;
- Analyze foreign markets by developing commercial and regulatory intelligence as well as prospective studies;
- Organize Algerian participation in fairs and economic events abroad and business meetings;
- Identify the national export potential through a better knowledge of national production;
- Manage instruments to promote non-hydrocarbon exports for the benefit of exporting companies.
- Develop an annual evaluation report on export policy and programs and more recently, analyze the data on imports under Decree No. 08-313 of 5 October 2008.

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<sup>64</sup>-<http://www.algex.dz/algex/a-propos-d-algex>, (published accessed 15/04/2021 at 10:01).

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### **2.2.2 SAFEX<sup>65</sup>:**

Algerian fairs and expositions SAFEX is a public enterprise stemming from the change of the business purpose and the denomination of the national office of fairs and expositions (ONAFEX) the company was created in 1971.

As a part of its statutory missions, SAFEX practices its activities as follow:

- Organization of fairs, specialized shows and expositions with national, international, local and regional character.
- Organization of Algerian participation in fairs and exposition abroad.

Assistance of the economic operators regarding international trade, by means of:

- Information about the regulation of international trade.
- Business opportunities with the foreigners.
- Getting in touch with the business.
- Export procedures.
- Edition of economic magazines and commercial catalogues.
- Organization of professional meetings and conferences.
- Management and operation of infrastructures and structures of exposition center.

### **2.2.3 ANEXAL<sup>66</sup> :**

Created on June 10, 2001, the ANEXAL is an association governed by the law N ° 90/31 of December 24, 1990 as well as by its particular statutes.

❖ **ANEXAL objectives:**

- Gather and federate Algerian exporters.
- Defend their material and moral interests.
- Participate in the definition of an export promotion strategy.
- Assist and sensitize economic operators.
- Promote the search for partnership through information networks.
- Animate training programs in export techniques.

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<sup>65</sup>-<http://www.safex.dz/onafex-historique-safex/>, (published 2020 accessed 15/04/2021 at 10:35).

<sup>66</sup>-<http://www.exportateur-algerie.org/presentation-bienvenue-anexal/anexal-presentation.html>, (published 2019 accessed 15/04/2021 at 10:17).

❖ **ANEXAL Activities:**

- Collection of economic information from the Chambers of Commerce, ALGEX, Banks, commercial representations of Embassies, etc...
- Diffusion of useful information (business opportunities, laws, decrees, application circulars, bilateral agreements, etc.) to all members and economic operators.
- Orientation and supervision of members.
- Advice and assistance to exporters.

**2.2.4 The Algerian Chamber of Commerce and Industry<sup>67</sup> (CACI)**

The Algerian Chamber of Commerce and Industry is a local organization of businesses and companies in Alger with the intention to develop and further the interests of local companies and businesses in Algeria.

Members of a Chamber of Commerce are usually international and local operating companies, such as lawyers, property developers, tourism companies, airlines, manufacturing companies, import and export businesses, banks, finance companies, legal advisors, IT and electronics manufacturers...etc.<sup>68</sup>

The missions of the chamber are:

- To provide public authorities, at their request or on their own initiative, with Suggestions and recommendations on issues and concerns that are of direct or indirect interest, at the national level, in the trade, industry and services sectors.
- To carry out any action and study that may contribute to the promotion of products and national services on external markets.
- To propose any measure to facilitate and promote the operations.
- Export of national products and services.
- To establish relations and to conclude cooperation and mutual exchange agreements with foreign counterparts or similar organizations.

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<sup>67</sup>-Executive Decree No. 96-94 corresponding to March 3, 1996 establishing of the Algerian Chamber of Commerce and Industry, amended and supplemented by Executive Decree No. 2000-312 corresponding to October 14, 2000 and Executive Decree No10-139 of December 21, 2010.

<sup>68</sup><http://www.caci.dz/en-us/Pages/Accueil.aspx> (accessed 15/04/2021 at 10:55)

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### 2.2.5 L'ANDI<sup>69</sup>

The ANDI is a public establishment with character administrative body with legal personality and financial autonomy. It replaced the APSI (Agency for Promotion, Support and Investment Monitoring) set up from 1993 until 2019.

❖ **ANDI missions:**

**A facilitation mission:** decentralized one-stop shops are set up available to investors in 58 wilayas, includes the services of public administration and taxation.

**A promotional mission:** ANDI ensures the connection of business non-resident investors with Algerian operators and undertakes information to promote the general investment environment.

**An assistance mission:** this mission consists in welcoming and caring for investors, providing them with assistance, setting up services for non-resident investors and assisting them to complete the formalities required.

**Benefit management:** ANDI is required to identify projects with a particular interest for the national economy, to verify eligibility for benefits and to issue the benefits decision.

**A follow-up mission:** ANDI observes and listens, provides a statistical service, collects information on the progress of projects, and ensures compliance with the commitments made by investors under the bilateral and multilateral conventions on the protection of investments.

### 2.2.6 CAGEX<sup>70</sup>:

Created within the framework of Ordinance No. 96/06 of 10 October 1996 relating to export credit insurance, CAGEX is a Public Economic Company, founded by five public banks and five companies of public insurance.

❖ **The advantages of CAGEX insurance:**

To guard against possible payment incidents, it is desirable for the exporter to be able to take out an "export credit" insurance policy with CAGEX. This insurance allows you to benefit from certain advantages related to:

- Risk prevention abroad and on national territory.
- Security of payment in the event of default by the buyer.

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<sup>69</sup> -KPMG : « Guide investir en Algérie », Pixal communication, Blida, 2011.

<sup>70</sup> - <http://www.cagex.dz>,( accessed 15/05/2021 at 20:49).

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- Competitiveness to penetrate risky markets thanks to the guarantee of insurance which allows the use of increasingly long commercial credit.
  - Selection and monitoring of buyers through information networks in which CAGEX is a full member.
  - Substantial compensation for losses (between 80 and 90% of the amount of the debt).
  - Clearance of the file with the bank in the event of non-repatriation of the debt.
  - Support and follow-up of litigation in Algeria and abroad.

### **2.3 The link between economic diplomacy and exporting companies**

The quality of penetration of foreign markets depends on the good work of economic diplomacy as it is the starting and ending point of the export process.

On upstream of the export process companies need information on foreign markets to place their products in competitions so, to do a good market research they must go to the external market and collect reliable data which requires a large investment in money and time, at this point economic diplomacy can add value through unpublished information that they obtain from the country of accreditation.

Economic Attachés can track changes in markets, by studying the economic statistics and through daily experience. This represents valuable intelligence to exporters who are new to the market. For example, Economic Attachés in a foreign country will naturally be more familiar with market information, such as supermarket chains that have their own private standards, as well as local labelling and packaging requirements.

Changes in the host market may lead to specific opportunities. Reduced import duties, for example, may boost demand for luxury goods. Changes in fashion may create a new demand for sportswear. Public health concerns may initiate a trend towards healthier food. When a trend is likely to have an impact on home country exports, the Economic Attaché should ensure that the information gets to exporters, either through the trade promotion organization or a trade association.

Sometimes the presence of Economic Attachés in a market enables them to identify a market niche. Through observation of the retail spaces, combined with analysis of production, consumption and international trade statistics, it is possible to identify opportunities that are not visible outside of the host country.

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Economic Attachés at times must produce reports on their market. Big-picture reports are particularly useful to government ministers or senior officials and can help correct distorted and out-of-date perceptions about the host country.

He writes sectoral reports and provides relevant opinions and economic analyzes for the benefit of The Department of Promotion and Support for Economic Exchanges (DPSEE) of the Ministry of Foreign Affairs. He also follows the activities of Algerian companies present in the country.

We present examples of report that Economic Attaché should deliver to exporters<sup>71</sup>:

**A. Market report structure**

- Overview of main opportunities for exporters
- Introduction with the country's geography (size, major cities), brief history, business culture, list of public holidays, population and ethnic makeup, government, GDP and per capita income
- Trade statistics and trends at high level, including total figures for imports and exports, as well as major categories; how the country is positioned internationally, for example 15th largest importer
- Trade between the home and host countries, including top exports and imports most significant home country companies participating in trade, issues in trade relations
- Main inward and outward investors between the two countries
- Major development or infrastructure projects
- Macro trends of significance to the home country.
- A sector-specific report prepared ahead of a trade mission or a trade fair, such as oil and gas, mining, food and drink, might aim to supplement the high-level report described above.

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<sup>71</sup>- International Trade Centre: "A Guide to Commercial Diplomacy Publication", Op.cit, P.3.

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**B. Sector-study structure**

- Executive summary of market potential for home country exporters
- Introduction and brief background on the industry
- Basic statistics on production, consumption and growth
- Breakdowns by subsector
- Trends in consumption and local tastes, including commercial intelligence that might change trends
- Import and export statistics and trends
- Composition of the industry, such as amount of production generated by largest company
- The regulatory environment, including laws, labelling requirements and tariffs
- What competitors in the market are doing?
- Logistics, including examples such as shipping issues
- Distribution networks, including information on importers, wholesalers and retailers.

**C. Time-saving information sheets**

These information sheets or handouts should be checked and updated at regular intervals, such as monthly, to ensure information remains current, especially regarding websites and contact details.

- Trade office and Embassy/High Commission address, contact names and numbers, e-mail address and hours of operation, plus emergency contact number.
- Major government departments, with addresses and contact details.
- Major trade fairs and exhibitions, dates and contact details for organizers.
- Forthcoming visits and events, such as government ministers and trade missions.
- Five to 10 reputable lawyers, with contact details.
- Five to 10 accounting companies, with contact details.
- Three to five public relations firms.

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- Five competent marketing consultants.
  - Five interpreters and/or translators and their contact details.
  - Useful websites with a brief description.
  - World Bank listing of local business regulations.
  - Sources of tariffs and customs information.
  - Standards and certification.
  - Serviced office premises where visitors can access office and communications facilities.
  - A template for an import agency agreement.
  - Names of key journalists who write about trade matters.
  - Five to 10 reputable hotels, with contact details and special rates negotiated for clients Information on local transport – car rental companies, taxis, buses and trains.
  - Doctors, dentists, hospitals and pharmacies.
  - Public holidays, major events and festivals.

**D. Local business laws report**

Economic Attachés need to be aware of local laws covering distribution and agency agreements, as well as laws regarding local investment and joint ventures. It is important to know, for example, whether the law requires the local partner to have a majority stake in the joint venture. Sometimes it is helpful to make such information available in handouts for exporters. A local law firm might be able to provide this.

**E. Business culture report**

Advice on the business culture should focus on differences in the ways of doing business in the host country compared with at home. In some countries, for example in Latin America, business is a social activity based on personal relationships. People do business with an individual rather than a company. This may involve dinners, lunches, family gatherings and a lot of social conversation, to establish personal ties before getting down to business. In other countries, such socializing can be seen as a waste of time and money, with the focus on getting to the point, agreeing the deal and signing the contract.

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**F. Timeliness report**

Attitudes on timeliness also differ. In some countries, it is seen as extremely discourteous to arrive late for a meeting, with the risk that late arrival could undermine business prospects. In other cultures, the timing of a meeting is viewed more as a goal, and the actual starting time depends on factors such as traffic conditions and whether a previous meeting ran late. These can sometimes lead to last minute cancellations and requests to rearrange.

**G. Etiquette**

Advice by Economic Attachés on business culture should also cover issues such as dress etiquette, particularly the degree of formality, and physical contact, such as shaking hands. In addition, Economic Attachés may want to provide advice on customs and attitudes regarding gender in the host country. These include expectations for women's attire, which can reflect religion and other social customs, and physical contact. In some countries, shaking hands may be viewed as normal for men, but not for women. While there are useful websites with country profiles including ways of doing business, Economic Attachés are best placed to offer advice because of their understanding of how business is done at home.

**H. Corruption**

While bribery and corruption remain part of the business culture in some countries, Economic Attachés should always advise exporters to avoid becoming involved in such practices. Many countries now have legislation that makes it illegal to offer, promise, give, request, agree, receive or accept bribes. Often that legislation has extraterritorial effect, so that an exporter risks prosecution at home or in a third country for any such activities in a foreign market.

Downstream, economic diplomacy should accompany Algerian companies when they are present in the host country and that begins first of all with market visit program, such a visit gives the exporter an opportunity to meet personally with potential partners and other contacts, as well as see the market in person and verify the advice and information that the Economic Attaché has provided.

An exporter may also request help from the Economic Attaché in organizing a program for the visit. Economic Attachés are well placed to do this because their position within an

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embassy or business association can open doors that might be otherwise closed to an individual business visitor.

**I. Market visit programs<sup>72</sup>**

The program typically includes appointments with pre-screened contacts, specifying time and location. The Economic Attaché should always try to meet with the exporter in person. Exporters greatly appreciate such meetings, which can also help the Economic Attaché learn more about the company and its plans for the market.

Programs vary according to the needs of the visitor, but they are likely to reflect the following for meetings: the Economic Attaché; importers; chamber of commerce; government representatives; retailers; potential agents or partners; trade fair organizers Delivering excellence or publicity agents; local lawyers or accountants; and anyone else relevant to the needs of the client.

Economic Attachés are not generally expected to accompany the visitor during the program, although it can sometimes be beneficial by helping to endorse the credibility of the visitor. He should try to group appointments geographically to minimize travelling times for the exporter. The program should include advice on transport between meetings and some background information on the person that the exporter will meet. If interpretation services are required, the Economic Attaché normally refers the exporter to a professional service provider.

In additions Economic Attachés generally have arrangements with local hotels where business visitors can be accommodated at an agreed rate, and they can provide this information to the visitor. It is better for Economic Attachés not to make the bookings themselves to avoid liability if the exporter cancels at the last minute.

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<sup>72</sup>- International Trade Centre: “A Guide to Commercial Diplomacy Publication”, Op-cit, P.39.

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## **Conclusion**

The world of trade and international commerce is becoming more important and challenging every day, global markets are far more integrated and less distant than ever before, therefore exports become the engine of economic development and the driving force behind the recovery of domestic economy.

In this context, companies in Algeria are encouraged to expand their international production networks to entire the African market as a first step, by facilitation measures and new dynamics in logistics, banking, and finance law.

And because corporations need help in negotiating joint ventures, contracts and sales agreements with foreign companies, as well as in managing the relationships with a wide range of governments around the world, economic diplomacy of Algeria is negotiating extensive trade agreements to achieve economic goals on bilateral and multilateral levels to promote investments and diversify exports.

# **Chapter III**

## **Practical Case Study**

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## **Introduction**

In light of the new changes taking place in the export sector and the resurrection of economic diplomacy to support this sector, in this chapter we have conducted a practical study at the Ministry of Foreign Affairs to study the importance of economic diplomacy for the exporting companies.

In the first section, we carried out a descriptive and analytical study of the structure of the Ministry of Foreign Affairs and of the directorate in charge of economic exchanges.

The theoretical study in the previous chapters clarifies the necessary skills for an economic attaché to positively influence foreign trade in order to drop the theoretical side on the practical side, in the second section we conducted an exploratory study for a sample of diplomats based on the survey method to test if economic attachés at the Algerian embassies will have a positive impact on export progress.

## **Section01: The governmental institution charged for economic diplomacy**

Considering that the diplomatic apparatus represents one link in a chain of interveners, "this chain begins with the farmer, the craftsman, the producer, and the factory, reaching the goal of the person in charge of economic and commercial affairs in representations abroad, passing through legislative bodies, guardian ministries, and supporting bodies, as well as banks and employers' organizations, as well as customs".

The MFA is one of the instruments to conduct the economic diplomacy and it delivers the necessary information to other interveners on foreign trade.

### **1.1 Synthetic presentation of the Ministry of Foreign Affairs**

The Ministry of Foreign Affairs is the ministerial department of the Algerian Government responsible for implementing Algeria's foreign policy and ensuring relations within the African Union and the Maghreb Union. The headquarters of the ministry Installed since October 31, 2011 in the El Annasser plateau in Algiers, next to the Palace of Culture Moufdi Zakaria

The current Minister of Foreign Affairs is Sabri Boukadoum, in office since April 2, 2019. Pursuant to Presidential Decree No. 19-244 of September 11, 2019;

Under the authority of the Minister of Foreign Affairs, the central administration of the Ministry of Foreign Affairs comprises<sup>73</sup>:

1. **The secretary general**, assisted by advisers, to whom are attached the mail office and the ministerial office for internal safety of the establishment;
2. **Ambassadors -counselor**;
3. **The chief of cabinet**, assisted by study and synthesis officers;
4. **The general inspectorate**, the organization and functioning of which are fixed by a specific text;

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<sup>73</sup> -Presidential Decree N° 19-244 corresponding to September 11, 2019, relating to the organization of the administration central office of the Ministry of Foreign Affairs.

**5. The following structures:**

- The General Directorate of Protocol,
- The General Directorate of Arab countries,
- The General Directorate “Africa”,
- The General Directorate “Europe”,
- The General Directorate “America”,
- The General Directorate “Asia-Oceania”,
- The General Directorate of Multilateral Relations,
- The General Directorate of Consular Affairs and National Community Abroad,
- The General Directorate of Communication, Information and Documentation,
- The General Directorate of Strategic Intelligence, the Anticipation and Management of Crises,
- The General Directorate of Resources,
- The Legal Affairs Department,
- The Directorate of Promotion and Support for Economic Exchanges,
- The Directorate of Technical Services.

**The General Directorate of Protocol** is responsible for:

- Questions relating to foreign diplomatic and consular missions in Algeria and Algerian abroad, to international representations and cultural centers.
- Questions concerning the situation of the members of these missions and representations, within the framework of the Vienna conventions on diplomatic and consular relations and the appropriate Algerian legislation.
- The organization of visits to Algeria by foreign official personalities.

**The General Directorate of Arab Countries** is responsible for:

- To ensure the implementation of Algeria's policy with the Arab world and with specialized Arab and Maghreb organizations.
- Propose formulas for the development and promotion of cooperation between Algeria and the Arab world.

**The Directorate General “Africa”** is responsible for:

- The implementation and coordination of African national policy at the bilateral and multilateral level.
- The promotion of cooperation actions.
- Evaluation and monitoring of cooperation actions.

**The Directorate-General “Europe”** is responsible for:

- The implementation of the Algerian policy towards the member states of the European Union, the states of central and eastern Europe, the Baltic states as well as the countries of the Commonwealth of Independent States.
- To promote and coordinate, with other state structures, cooperation, dialogue and partnership with the institutions of the European Union and the Euro-Mediterranean area.

**The General Directorate “Americas”** is responsible for stimulating, coordinating and analysis of bilateral relations with the countries of the American continent and the countries of the Caribbean as well as with regional-organizations and sub-organizations.

**The General Directorate “Asia-Oceania”** is responsible for:

- In relation with the other departments and institutions concerned.
- To implement the policy of Algeria towards the countries of Asia and Oceania.
- Coordination and animation of state institutions, responsible for promoting cooperation actions with the countries of Asia and Oceania.

**The General Directorate of Multilateral Relations** is responsible for:

- Questions of a political nature, human rights, social development, disarmament, international security at the level of the United Nations organization and regional institutions.
- Multilateral economic, financial and trade issues examined by the United Nations, its specialized agencies as well as by international and transregional groupings.
- Preparation for Algeria's participation in world and inter-regional conferences falling within its competence.

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**The General Directorate of Consular Affairs and the National Community Abroad** is responsible for:

- The implementation and monitoring of national policy towards the Algerian community established abroad, its protection and the defense of its interests.
- Monitoring of national skills abroad.
- The management and follow-up of questions relating to foreigners in Algeria.

**The Directorate-General for Communication, Information and Documentation** is responsible for:

- Organize and coordinate press activities within the framework of Algerian diplomatic action.
- Ensure the dissemination of information to all structures of the ministry.
- Organize and manage the documentation and archives of the ministry.

**The General Direction of Strategic Intelligence, Anticipation and Crisis Management**, is responsible for:

- To establish the strategy of prevention and reaction to risky situations or crises likely to affect the vital interests of Algeria and to monitor its execution in coordination with the sectors concerned.
- To anticipate risky situations by continuous monitoring and monitoring of precursor and warning signs of sources of instability and various crises likely to impact Algeria's national interests.
- To ensure the mission of focal point between the national institutions concerned and the foreign diplomatic and consular missions accredited in Algeria, as well as any national or foreign party concerned by the crisis situation.

**The General Directorate of Resources** is responsible for:

- The administrative management of human resources and their development.
- The design and definition of financial and resource needs.
- Support and administrative and financial support to diplomatic and consular representations abroad.

**The Legal Affairs Department**, responsible for:

- Ensure the formal preparation of bilateral and multilateral treaties committing the Algerian State and provide for their ratification, publication and conservation.
- To give legal opinions and to make any observations and remarks on the draft texts of a legal nature in the course of preparation, at the national level or involving Algeria at the international level.
- To ensure the follow-up of judicial questions at the international and regional levels.

**The Directorate of Promotion and Support for Economic Exchanges** is responsible for

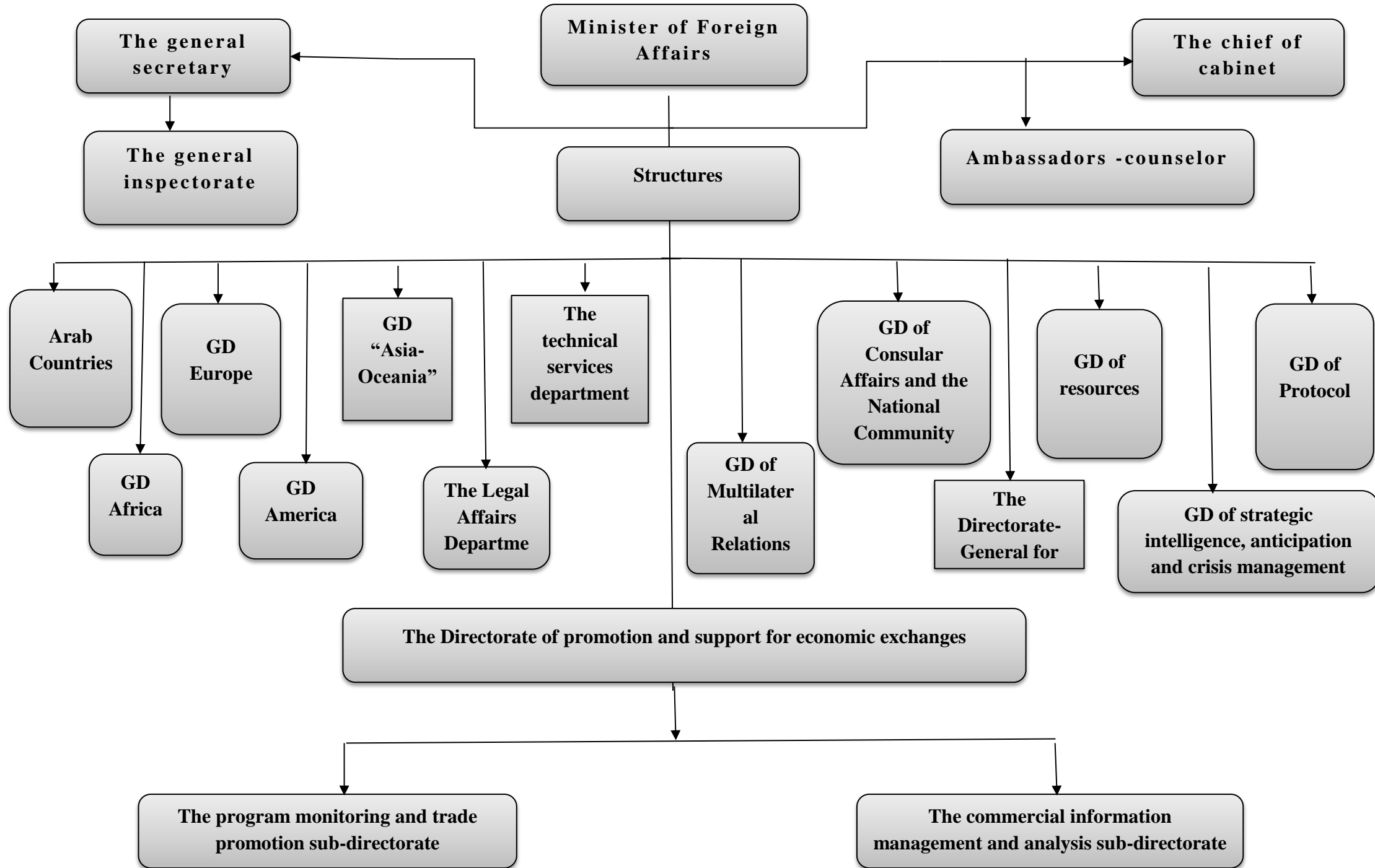
- Multilateral economic, financial and trade issues examined by the United Nations, its specialized agencies as well as regional and trans-regional groupings.
- Animation, coordination and monitoring of Algeria's participation in international conferences.

**The Technical Services Department**, responsible for:

- To manage the various technical supports necessary for the activity of the ministry.
- To propose any element likely to be of interest or concern the protection, improvement or reinforcement of these support.
- Study and design new operating techniques in relation to recent technologies.

**Figure 3.1:** The organization chart of the ministry of foreign affairs

**Source:** Elaborated by us



## **1.2 Attribution and structures of the MFA in the field of Economic Diplomacy**

### **1.2.1 The Attribution of the MFA in the field of Economic Diplomacy**

1. Presidential Decree No. 02-403 corresponding to November 26, 2002 setting the attributions of Ministry of Foreign Affairs Art. 14:
  - The Ministry of Foreign Affairs ensures, in terms of bilateral cooperation, the coordination, the preparation, definition and implementation and to collect the contribution all agents and operators likely to contribute economically to the promotion of financial, commercial, cultural, social and scientific cooperation with foreign governments.
  - It participates in the research and development of partnerships with foreign operators as well as the encouragement of foreign investment in Algeria.
  - It ensures the control and monitoring of these actions and evaluates the results.
  
2. Presidential Decree No. 02-406 corresponding to November 26, 2002 setting the attributions of ambassadors of the Algerian Democratic Republic and Popular:
  - Art. 3. - The ambassador is responsible in particular: to assist national stakeholders - companies, media and non-governmental organizations - in their dealings with foreign partners.
  - Art. 9. - The ambassador works to develop relationships, economic development and the promotion of trade and partnership with companies in the country of accreditation.
  
3. Presidential Decree No. 02-407 corresponding to November 26, 2002 setting the attributions of heads of consular posts of the Algerian Republic democratic and popular:
  - Art. 15. - The head of the consular post works to develop economic, commercial, cultural and scientific relations between Algeria and the territorial communities and institutions of its constituency.
  - Art. 16. - The head of the consular post ensures to regularly inform the economic operators of his district, of any demonstration or national or international exhibition organized by Algeria.

### **1.2.2 The structures of the MFA in the field of Economic Diplomacy:**

The important directorate related to our subject where we affected our internship it is the following<sup>74</sup>:

#### **1.2.2.1 The Directorate of Promotion and Support for Economic Exchanges (DPSEE)**

The Directorate of Promotion and Support for Economic Exchanges (DPSEE) constitutes the privileged interface of ministerial departments and other institutions and national bodies supporting the development of the economy in terms of coordinating their international actions and the support for Algerian companies in their efforts to penetrate foreign markets.

The DPSEE aims at diversifying the national economy to get out of dependence on hydrocarbons and promote the attractiveness of our country to foreign investors. It revolves around:

- The promotion of international trade in Algeria.
- Contribute to the implementation of the policy of support and promotion of non-hydrocarbon exports.
- To provide the information and the economic analyses necessary for the penetration of foreign markets and to support Algerian companies in their efforts, in this way.
- To draw up economic reports on international trade for the companies, institutions, organizations and ministries concerned.

**The DPSEE is made up of two sub-directorates:**

**A. The commercial information management and analysis sub-directorate,** is responsible for:

- To set up a network of commercial information and databases.
- Create a portal on foreign trade for national stakeholders, Algerian diplomatic and consular representations, and any other interested party.
- Collect, analyze and communicate statistical data and information on foreign trade to interested partners.
- To put in place means of disseminating information.

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<sup>74</sup> - BENAMARA, Ambassadeur Conseiller : *Quel rôle pour an charge des affaires économiques commerciales d'une mission diplomatique algérienne ?*, Ministry of Foreign Affairs, March 2021.

B. **The program monitoring and trade promotion sub-directorate**, responsible for:

- Lead programs to enhance and promote foreign trade, mainly oriented towards the development of non-hydrocarbon exports.
- To set up efficient trade promotion mechanisms, instruments and tools to support Algerian exporting companies in coordination with the commercial and economic services of Algerian embassies.

#### **1.2.2.2 Information and Promotion Office for Investments and Exports (IPOIE)**

Information and Promotion Office for Investments and Exports (IPOIE), located at the headquarters of the Ministry of Foreign Affairs (Plateau des Annassers), is a space dedicated to Algerian economic actors, who are part of the national community abroad engaged in export operations or in partnership with their foreign partners.

The main missions of the office are:

1. To receive economic actors in the office, after making an appointment by phone or email, to inform and provide them, if necessary, with any documentation available in connection with the external aspects of their procedures (regulations in target countries, access to foreign markets, international calls for tenders, partnership proposals, economic missions and exhibitions abroad, etc.).
2. Provide economic actors with the network of Economic and Commercial Affairs Officers of all of our diplomatic and consular missions around the world with the ease of direct and rapid contacts.
3. Support them in the final phase of your procedures for product or service export operations.
4. Organize, in close collaboration with other ministerial departments and organizations concerned, training activities, seminars, study days and economic missions.

### **1.2.3 Algeria looks forward to effective economic diplomacy<sup>75</sup>:**

The economic dimension has become a significant role in the establishment of diplomatic relations between countries, and the economy has entered the broad section on the agenda of the priorities of the ministries of foreign affairs.

The Algerian Ministry of Foreign Affairs (February 2021) embarked on the initiative to strengthen the economic field by strengthening the economic diplomacy, and several measures have been taken for this to achieve the following endeavors:

- Attracting foreign investments (companies, businessmen) in various fields, and through them creating jobs in Algeria to absorb unemployment, and attracting not only foreigners, but even Algerians living abroad to invest in their country.
- Searching for new markets for the Algerian product and introducing it to foreign operators and consumers, to achieve the target set by the government of \$ 5 million for non-hydrocarbon exports.

To achieve the aforementioned goals, the Ministry of Foreign Affairs has taken a series of measures, we mention the following:

- Establishing an economic portal on the MFA's website in the context of diplomatic accompaniment for economic dealers.
- Training on Economic Diplomacy for the diplomatic corps.

#### **1.2.3.1 Training on Economic Diplomacy for the diplomatic corps:**

In addition to The Department of Promotion and Support to Economic Exchanges (DPSEE) and its Information and Promotion Office for Investments and Exportations, located in the headquarters of the Ministry of Foreign Affairs, and in support to the program underlined by President Abdel Majid Tebboune, to achieve \$ 5 billion in Non- hydrocarbons exports for the year 2021, the Ministry of Foreign Affairs took the first initiative to contribute in achieving this export process goal. By instruction from Foreign Affairs Minister of Sabri Boukadoum, economic diplomats have received training on economic diplomacy and by the end of 2021; they will be filling their new Economic Attachés post in selected embassies abroad. .

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<sup>75</sup>[http/ : www.akhbardzair.dz/ar](http://www.akhbardzair.dz/ar), (published 2021 accessed 17/04/2021 at 9:02).

Carron de la Carrière (1998) argues that business support is not a job for traditional diplomats; rather, the job finds its roots and challenges in marketing, market knowledge, commercial and financial techniques which are in general not expected from traditional career diplomats. Economic Attachés are expected not only to have business training and education but also direct experience in the trade sector.

That's why a tightly planned training program on economic diplomacy was held for diplomats, from ambassadors to consuls and all members of the diplomatic corps, to familiarize them with his duties;

The training for those trade attachés would allow them:

- To prepare in-depth reports on market requirements in the countries in which they work, and reporting to the government on economic developments in the host country
- To be aware of various aspects in the financial, commercial and legislative fields in order to facilitate the process of polarization and negotiation and in accompanying economic dealers in providing the necessary and possible information.
- To organize exhibitions of national product, on the sidelines of which information seminars show the Algerian productive capabilities and investment opportunities in Algeria.

#### ❖ **The program of the training**

Economic diplomacy in 2021 is a priority on the agenda of the Algerian Ministry of Foreign Affairs therefore; training for diplomats in the field of economy was organized as follows:

- 4 weeks of theoretical conference were presented by specialists from different fields on various problems: the Logistics Chain, Business English, Customs Clearance procedures, the Financial Market...etc. (the 4 week program table in detail, see appendix n°1).
- And two practical weeks, during which diplomats visited most of the country's economic centers to listen to the preoccupations of the economic operators and to coordinate their strategy, the exploratory visits were at East: Annaba, Constantine, Sétif, West: Oran, Tlemcen, South: Adrar, Biskra, Oued Souf, The center: Bordj Bou Arreridj, Bejaia and The Algerian Chamber of Commerce and Industry CACI.

## **Section 02: Research and field study**

During our practical internship in the Ministry of Foreign Affairs we attended the training of economic diplomacy with diplomats who are selected to occupy economic attachés abroad so we took the opportunity to do an experimental study on this sample because it directly concerns our problematic and to analyze if economic attachés at the Algerian embassies abroad will have a positive impact on export progress?

We have choose the research tool the questionnaire because it is a quantitative and qualitative method which corresponds to our variables in the survey, low costs, and multiple variables can also be effectively analyzed using surveys.

### **2.1 The objective of the study**

The objective of this study is to analyze whether the economic attaché in the Algerian embassies abroad will have a positive impact on the exports progress, so we studied the qualifications of diplomats in the economic field and according to the results of the study we can judge whether diplomats will positively affect exports in particular and the economy in general. In other words, to verify the hypothesis “the Algerians economic attachés have the necessary skills to support the national exports”.

### **2.2 Methodological approach, Population and Sample study:**

Determining the study method and describing the study population and sample is considered one of the most basic procedures for completing the field study. Through it, the characteristics of the target sample members are identified for statistical analysis.

#### **2.2.1 Methodological approach**

In this chapter, we relied on the descriptive approach for describing the characteristics of the study sample, and we also relied on the statistical analytical method when presenting the results of the practical study and commenting on its results.

The statistical analytical method was based on the five-point Likert scale, corresponding with the type and objectives of the study.

### 2.2.2 The study population:

The study population consists of economic attachés and consular in the Ministry of Foreign Affairs who work under the program of improvement of economic diplomacy who are intended for economic missions in the Algerian embassies abroad, and other diplomats work in DPSEE for the economic diplomacy at the local level (They are the link between attachés outside the country and local exporters).

### 2.2.3 The study sample

The study sample expresses the group of units that are selected from the total community in order to represent it in the research under study, and surveying the sample means including a part of the original community provided that this part is an accurate representative of the characteristics of the community.

It should be noted that the sampling method is a comprehensive survey, based on selecting the diplomats who will be affected to economic attaché position at the Algerian embassies abroad and their number reached 27 (They vary between an attachés and a consular) and I add 3 other diplomats to the sample who work for the economic diplomacy but locally in the DPSEE, because the correct methodology for the questionnaire requires at least 30 samples, So the sample size: consisted of 30 economic attachés on the MFA.

The number of distributed forms reached (30), and after collecting the distributed questionnaires, we were able to retrieve all of them (30). The following table shows that:

**Table3.1:** The number of distributed and retrieved survey.

Survey	Frequency	Percentage
The distributed survey	30	100%
The retrieved survey	30	100%

**Source:** Elaborated by us

## **2.3 The description of the survey and statistical analyses methods:**

In this we will discuss the study tool, as well as its description and measurement to determine the answers of the study sample individuals. We will also explain the statistical methods used in the study.

### **2.3.1 The description of the questionnaire**

We prepared a questionnaire to study the readiness of economic representatives to support the exporting companies. After reviewing a number of previous books and studies related to the subject of the study, we formulated the sentences of the questionnaire in accordance with the hypotheses of the study.

#### **A. Stages of preparing the questionnaire:**

The questionnaire preparation process went through several steps until it reached its final form, and it was as follows:

1. Preparing the initial questionnaire in order to use it in collecting data and information.
2. Presenting the initial questionnaire to the supervisor to test its suitability for data collection.
3. Presenting the questionnaire to a group of professors, who made a set of important amendments in terms of reformulating some phrases, deleting others, and amending some of them to serve the problem of the study.
4. Setting the questionnaire in its final form using google forums and distributing it to all members of the sample by email to collect data needed for the study.

#### **B. Survey parts:**

The survey made of 3 types of questions:

1. **Closed questions:** the interviewee will answer with a "yes" or a "no" He has only one alternative. Example: question N°:01, 05, 09.
2. **five-point Likert question:** interviewee will choose one of the answers: "Very Poor", "Poor", "Average", "Good" and "Very Poor". Example the questions N°: 06, 07 and 08.
3. **Open questions:** They leave the respondent some freedom to formulate the answers. Example questions N°: 11 and 12.

The questionnaire is divided into two parts:

**The first part:** This part contains information related to the samples:

1. **Gender:** male and female.
2. **Years of experience:** This variable included three categories as shown in the questionnaire form.
3. **Department** they are working at in the MFA.
4. **Countries** they have worked on.
5. Experience **on economic mission.**

**The second part:** This section of the questionnaire contained one part related to the topic of the study, which was prepared in order to answer the main problem of the study, and the various sub-questions previously raised, and that part of the questionnaire came as illustration the appendices n°2.

### 2.3.2 The statistical analyses methods:

#### 2.3.2.1 Analysis scale:

To analyze the opinions of the samples, the five-point Likert scale was used for all the questionnaire statements. After obtaining the total of the questionnaires, they were coded to give each opinion a certain value from 01 to 05, as shown in the following table:

**Table3.2:** The scores of the answers on Likert's five-point scale.

Scale	Very poor	Poor	Average	Good	Very Good
Answer scores	01	02	03	04	05

**Source :** EZZ HASSAN (Abdel Fattah): An Introduction to Descriptive and Inferential Statistics Using SPSS, Khwarazm Scientific Publishing and Distribution House, Kingdom of Saudi Arabia, 2008. P.525.

To determine the minimum and the maximum length of the 5-point Likert type scale, the range is calculated by  $(5 - 1 = 4)$  then divided by five as it is the greatest value of the scale  $(4 \div 5 = 0.80)$ . Afterwards, number one which is the least value in the scale was added in order to identify the maximum of this cell.

The length of the cells is determined in the table below:

**Table3.3:** The length of the ranges according to the five Likert scale

Scale	Score	Range
Very Poor	1	From 1 to 1.80
Poor	2	From 1.81 until 2.60
Average	3	From 2.61 until 3.40
Good	4	From 3.41 until 4.20
Very Good	5	From 4.21 until 5.00

**Source:** DISEASE (Burdens): Quality of Life Measures, Springer, New York, P.488.

Through the table, we note that the length of the category was estimated at (0.80), and when I used the five-fold Likert scale, the Arithmetic Mean estimated is (3), as a basis for determining the orientation of the members of the sample which is the readiness of the economic attachés to perform their duties, and the Arithmetic Mean was calculated according to the following relation:

**Arithmetic Mean**<sup>76</sup> =  $\frac{\sum \text{The scores}}{\sum \text{The number of scores}}$

$$\text{Arithmetic Mean} = \frac{1+2+3+4+5}{5} = 3$$

<sup>76</sup>-[http/ : www.nasainarabic.net/education/articles/view/maths-minute-all-about-averages](http://www.nasainarabic.net/education/articles/view/maths-minute-all-about-averages), (published 2017 accessed 17/05/2021 at 9:02).

### 2.3.2.2 Constancy of the questionnaire:

The consistency of the tool means stability in its results, that is, the possibility of obtaining the same results if the questionnaire is redistributed more than once under the same conditions, or in other words, the constancy of the questionnaire means stability in its results and not to change them significantly if it is redistributed to the members of the study sample several times during certain periods of time, as this scale also shows the extent of reliance on the results of the questionnaire, and the extent to which the results can be generalized to the study population.

The constancy coefficient "Alpha Cronbach" was used to investigate the constancy of the questionnaire, and the results were as shown in the following table:

**Table3.4:** Results of survey constancy test

Axis	Number of sentences*	The constancy coefficient "Alpha Cronbach"
1	20	0.92

**Source:** Elaborated by us by SPSS. See appendices n°3.

\*Sum of sentences in questions 6, 7 and 8.

It is clear from the results of the table that the value of the reliability coefficient for all the questionnaire items (Alpha Cronbach) was high (0.92), which is more than 0.60, the acceptance rate, so it is a good reliability coefficient, indicating that the questionnaire has a high degree of stability, and it can therefore be relied upon.

Based on the results of this study the final form questionnaire is distributable and suitable for analyzing the results, answering the study questions and testing the hypotheses.

## 2.4 Results and Analysis of the survey

Through this part, the answers of the study sample individuals are presented in the form of frequencies and percentages, and the general orientation of the study sample members, in order to verify the formulated hypotheses, by conducting the statistics Tests that prove or disprove these hypotheses.

### 2.4.1 Survey results<sup>77</sup>

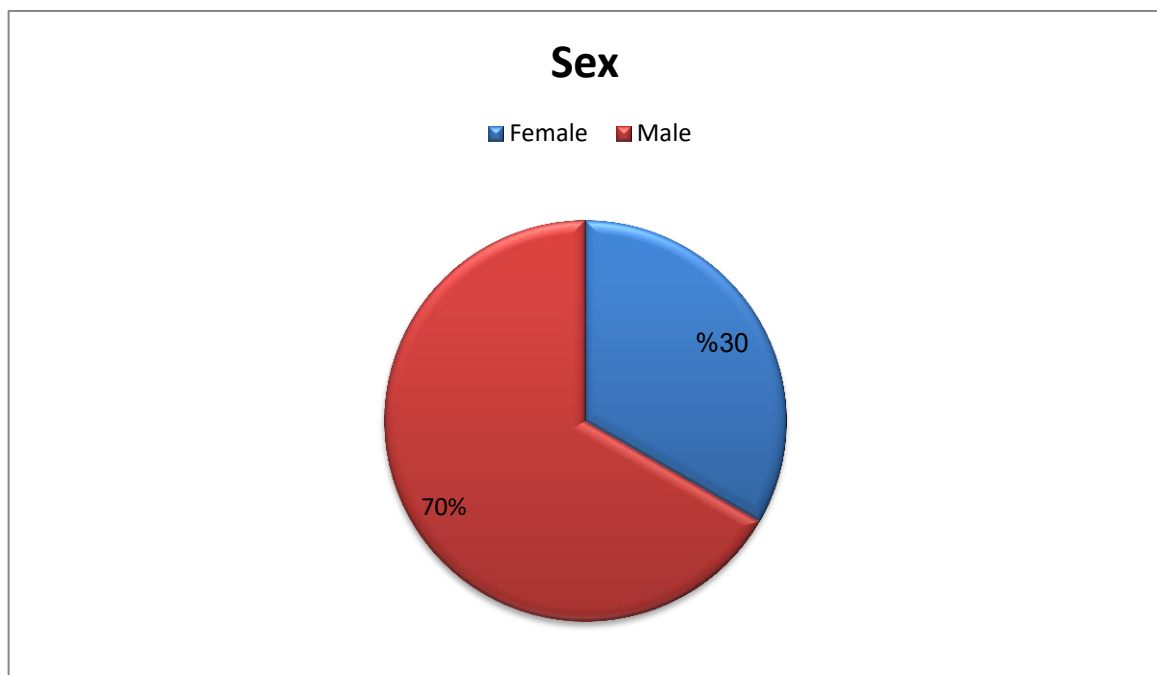
**Question01:** Gender?

**Table3.5:** Demography of the sample

	Frequency	Percentage
<b>Female</b>	9	30%
<b>Male</b>	21	70%
<b>Total</b>	30	100%

Source: Elaborated by us

**Figure 3.2:** Demographic percentage



Source: Elaborated by us

According to the figure, 70% of the economic attachés are male and 30% of them are female.

<sup>77</sup> - The results in details see appendices n°4 and 5.

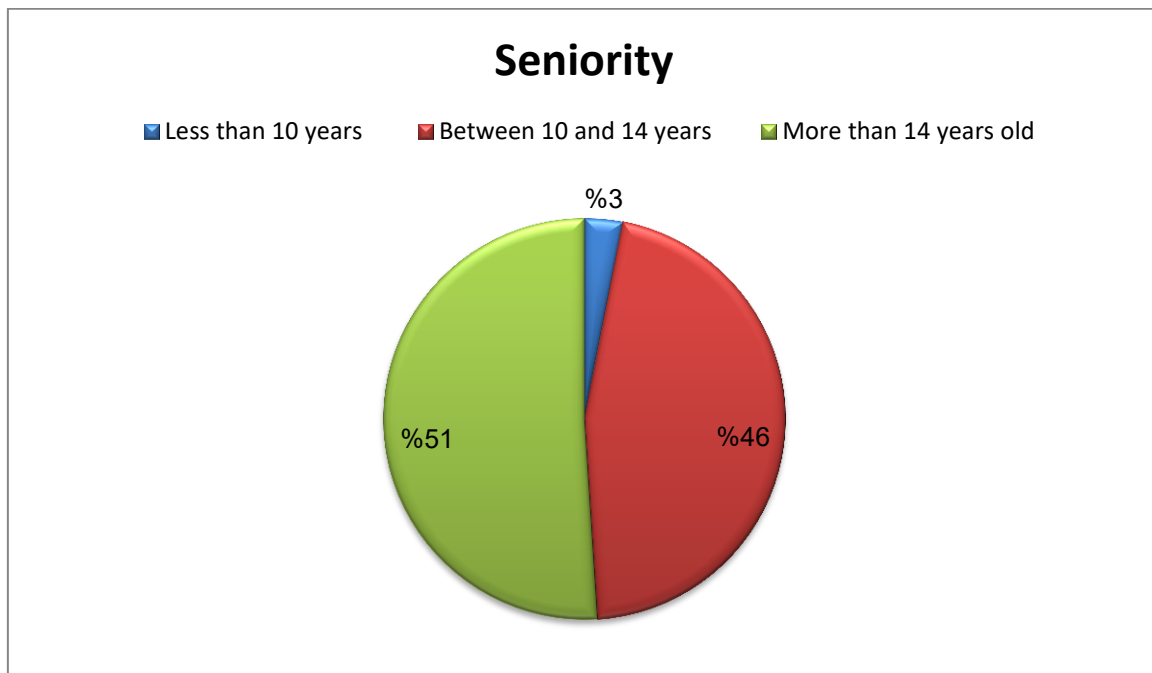
**Question02:** How long have you been working at the Ministry of Foreign Affairs?

**Table 3.6:** The results of the answers about the seniority of the economic attachés at the MFA

Years	Frequency	Percentage
Less than 10 years	1	3%
Between 10 and 14 years	14	45%
More than 14 years old	15	50%
<b>Total</b>	<b>30</b>	<b>100%</b>
<b>Average</b>	<b>13.57</b>	
<b>Minimum</b>	<b>8</b>	
<b>Maximum</b>	<b>17</b>	

Source: Elaborated by us

**Figure 3.3:** Percentage of seniority of the economic attachés at the MFA



Source: Elaborated by us

According to the table and the figure, the seniority's average of the economic attachés at the MFA is 13.57 years with a maximum of experience 17 years and the minimum 8 years, we notice that the majority 51% of the economic attachés work at the MFA for more than 14 years, and then the second proportion 46% are between 10 and 14 years of experience and the minority 3% of them working for less than 10 years.

**Questions 03:** Which Department you are working in?

The economic attachés have been chosen from different department such the Legal department, Strategic intelligence department, African countries department, Human resources, European Affairs, Arab's countries department.

**Questions 04:** Which countries did you work on?

The sample members have worked in many countries such as Italy, Germany, the Netherlands, Portugal, Mali, Niger, Senegal, Chad, Burkina Faso, West African countries, Ethiopia, European Union member states, Syria and Morocco.

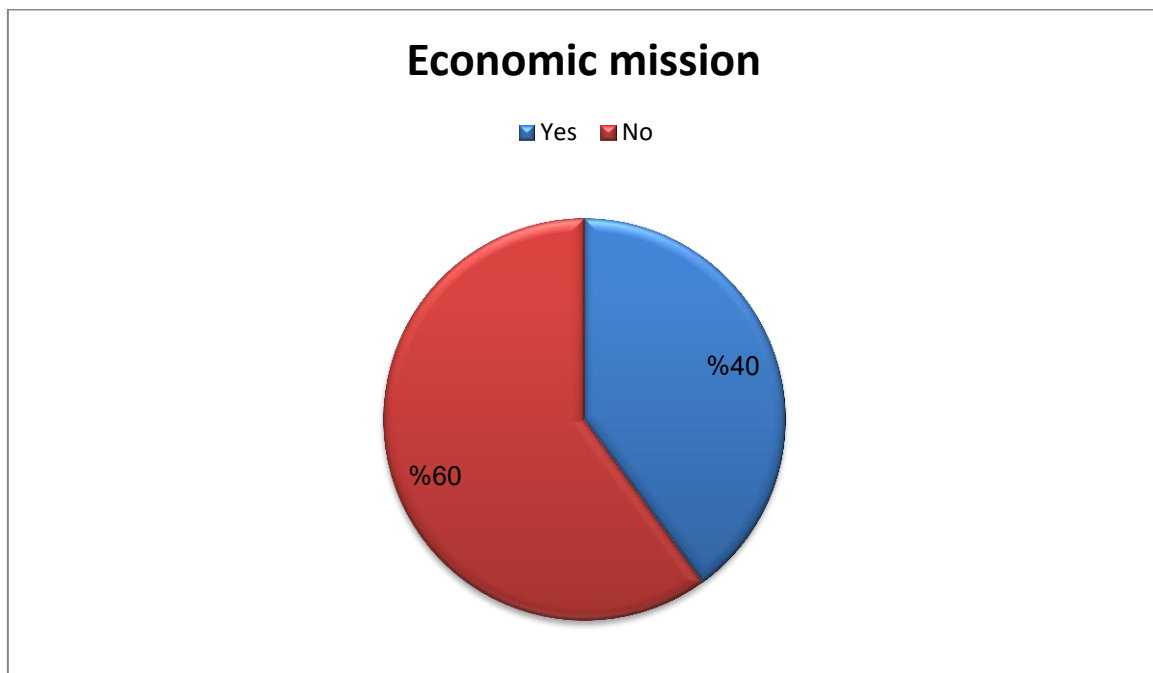
**Question 05:** Have you ever had at least one economic mission before?

**Table 3.7:** The results of the answers about the economic mission

	Frequency	Percentage
Yes	12	40%
No	18	60%
Total	30	100%

Source: Elaborated by us

**Figure 3.4:** Economic mission percentage



Source: Elaborated by us

According to the table and the figure, 60% of the diplomats didn't have any economic mission before while 40% of them they had at least one economic mission as one of their duties.

**Questions 06:** How do you qualify the relation you have with other ministries?

**Table 3.8:** Individuals' answers about their relationship with other ministries.

Questions	Frequency Percentage	Scales					Arithmetic Mean	The orientation of the members of the sample
		Very Poor	Poor	Average	Good	Very Good		
Ministry of Interior	Frequency	4	16	8	2	0	2.27	Poor
	Percentage	13.3%	53.3%	26.7%	6.7%	0%		
Ministry of Commerce	Frequency	1	5	10	14	0	3.23	Average
	Percentage	3.3%	16.7%	33.3%	46.7%	0%		
Ministry of Finance	Frequency	1	10	11	8	0	2.87	Average
	Percentage	3.3%	33.3%	36.7%	26.7%	0%		
Ministry of Industry	Frequency	5	10	15	0	0	2.33	Poor
	Percentage	16.7%	33.3%	50%	0%	0%		
Exporting Small/Medium companies	Frequency	1	11	9	9	0	2.87	Average
	Percentage	3.3%	36.7%	30%	30%	0%		
Arithmetic mean of the question							2.71	Average

Source: Elaborated by us using outputs of SPSS

According to the table:

**1) First category:**

**-The relation of diplomats with the Ministry of Interior:** The arithmetic mean of this statement is (2.27);

**-The relation of diplomats with the Ministry of Industry:** The arithmetic mean of this statement is (2.23);

The arithmetic means of the two sentences belongs to the second category [1.81-2.60] and expresses the degree of the answer "Poor". In other words, there is almost total consensus

from the study sample that their relation with the Ministry of Interior and the Ministry of Industry is Poor (rare contact).

**2) Second category:**

- **The relation of diplomats with the Ministry of Commerce:** The arithmetic mean of this statement is (3.23);

-**The relation of diplomats with the Ministry of Finance:** The arithmetic mean of this statement is (2.87);

-**The relation of diplomats with the Exporting Small/Medium companies:** The arithmetic mean of this statement is (2.87);

The arithmetic means of those sentences belong to the third category [2.61-3.40] and expresses the degree of the answer “Average”. In other words, there is almost total consensus from the study sample that their relation with the Ministry of Commerce, Ministry of Finance and the Exporting/ Small and Medium companies is Average (limited professional contact).

The arithmetic mean of the question 6 is (2.71) belongs to the third category [2.61-3.40] and expresses the degree of the answer “Average” there is almost total consensus from the study sample that their relation with other ministries in general are average.

**Question 07:** How familiar with these topics were you before the training?

This question identifies the diplomat's proficiency of various economic subjects before training of economic diplomacy.

**Table 3.9:** Individuals' answers about their command of economic topics after the training.

Questions	Frequency and Percentage	Scales					Arithmetic Mean	The orientation of the members of the sample
		Very Poor	Poor	Average	Good	Very Good		
Commercial negotiation techniques	Frequency	2	9	9	5	5	3.07	Average
	Percentage	6.7%	30%	30%	16.7%	16.7%		
Market research and business intelligence	Frequency	7	14	7	2	0	2.13	Poor
	Percentage	23.3%	46.7%	23.3%	6.7%	0%		
International legal environment	Frequency	3	5	10	10	2	3.10	Average
	Percentage	10%	16.7%	33.3%	33.3%	6.7%		
International financial markets	Frequency	1	17	8	3	1	1.97	Very Poor
	Percentage	3.3%	56.7%	26.7%	10%	3.3%		
International supply chain risks	Frequency	9	13	8	0	0	2.53	Poor
	Percentage	30%	43.3%	26.7%	0%	0%		
Customs for export and import	Frequency	6	15	7	2	0	2.17	Poor
	Percentage	20%	50%	23.3%	6.7%	0%		
Business English	Frequency	0	7	15	3	5	3.20	Average
	Percentage	0%	23.3%	50%	10%	16.7%		
<b>Arithmetic mean of the question</b>							2.59	Poor

Source: Elaborated by us using outputs of SPSS

According to the table:

### 1) First category:

**-International financial markets:** The arithmetic mean of this statement is (1.970) which belongs to the first category [1-1.80] and expresses the degree of the answer “Very Poor”. In other words, before the training there is almost total consensus from the study sample that their command of the international financial markets issues is very poor.

**2) Second category:**

**-Market research and business intelligence:** The arithmetic mean of this statement is (2.13);

**-International supply chain risks:** The arithmetic mean of this statement is (2.53);

**-Customs for export and import:** The arithmetic mean of this statement is (2.17);

The arithmetic means of those sentences belong to the second category [1.81-2.60] and expresses the degree of the answer “Poor”. In other words, before the training there is almost total consensus from the study sample that their command of the international supply chain risks, customs for export/ import, market research and business intelligence is poor.

**3) Third category:**

**-Commercial negotiation techniques:** The arithmetic mean of this statement is (3.07);

**-International legal environment:** The arithmetic mean of this statement is (3.10);

**-Business English:** The arithmetic mean of this statement is (3.20);

The arithmetic means of those sentences belong to the third category [2.61-3.40] and expresses the degree of the answer “Average”. In other words, there is almost total consensus from the study sample that their command of Commercial negotiation techniques, International legal environment and Business English is average.

The arithmetic mean of the question 7 is (2.59) belongs to the second category [2.61-3.40] and expresses the degree of the answer “Poor” there is almost total consensus from the study sample that their command of the economic topics is poor before the training.

**Question 08:** How would you rate your command of these topics after the training?

This question identifies the diplomat's proficiency of various economic subjects before training of economic diplomacy.

**Table 3.10:** Individuals' answers about their command of economic topics after the training.

Questions	Frequency and Percentage	Scales					Arithmetic Mean	The orientation of the members of the sample
		Very Poor	Poor	Average	Good	Very Good		
Commercial negotiation techniques	Frequency	0	7	15	3	5	3.20	Average
	Percentage	0%	23.3%	50%	10%	16.7%		
Market research and business intelligence	Frequency	0	6	7	9	8	3.63	Average
	Percentage	0%	20%	23.3%	30%	26.7%		
International legal environment	Frequency	0	9	14	7	0	2.93	Average
	Percentage	0%	30%	46.7%	23.3%	0%		
International financial markets	Frequency	2	4	9	12	3	3.33	Average
	Percentage	6.7%	13.3%	30%	40%	10%		
International supply chain risks	Frequency	0	5	18	6	1	3.10	Average
	Percentage	0%	16.7%	60%	20%	3.3%		
Customs for export and import	Frequency	0	9	15	6	0	2.90	Average
	Percentage	0%	30%	50%	20%	0%		
Business English	Frequency	1	5	13	11	0	3.13	Average
	Percentage	3.3%	16.7%	43.3%	36.7%	0%		
<b>Arithmetic mean of the question</b>							3.17	Average

**Source:** Elaborated by us using outputs of SPSS

According to the table, the arithmetic means of all statements belongs to the third category [2.61-3.40] and expresses the degree of the answer “Average”. In other words, there is almost total consensus from the study sample that their command of all topics: Commercial negotiation techniques, Market research and business intelligence, International legal environment, International financial markets, International supply chain risks, Customs for export and import and Business English is average.

The arithmetic mean of the question 8 is (3.17) belongs to the third category [2.61-3.40] and expresses the degree of the answer “Average” there is almost total consensus from the study sample that their command of the economic topics are average after the training.

**Table 3.11:** The changes of individuals' answers about their command of economic topics before and after the training.

	Before the training		After the training		The value of change
	Arithmetic Mean	The orientation of the members of the sample	Arithmetic Mean	The orientation of the members of the sample	
<b>Commercial negotiation techniques</b>	3.07	Average	3.20	Average	0.13
<b>Market research and business intelligence</b>	2.13	Poor	3.63	Average	1.5
<b>International legal environment</b>	3.10	Average	2.93	Average	-0.17
<b>International financial markets</b>	1.97	Very Poor	3.33	Average	1.36
<b>International supply chain risks</b>	2.53	Poor	3.10	Average	0.57
<b>Customs for export and import</b>	2.17	Poor	2.90	Average	0.73
<b>Business English</b>	3.20	Average	3.13	Average	-0.17

**Source:** Elaborated by us using outputs of SPSS

According to the table, we noticed that after the training the arithmetic means of:

-The International financial markets increase with a (+1.36), and the statement changes its category from the first one (1-1.80) expresses the degree of answer “Very Poor” to the third category (2.61-3.40) expresses the degree of answer “Average”.

-Market research and business intelligence increased with a (1.5), an increase of (0.57) in International supply chain risks and (0.73) for the Customs for export and import, automatically the statement changes their categories from the second one (1.81-

2.60) expresses the degree of answer “Poor” to the third one (2.61-3.40) expresses the degree of answer “Average” .

-Commercial negotiation techniques increased with a (0.13), however the statement did not change its category and still in the third one (2.61-3.40) expresses “Average”.

-For the International legal environment and Business English there is a decrease of (-0.17) in the arithmetic means, however, the two statements did not change its category and still in the third one (2.61-3.40) expresses “Average”.

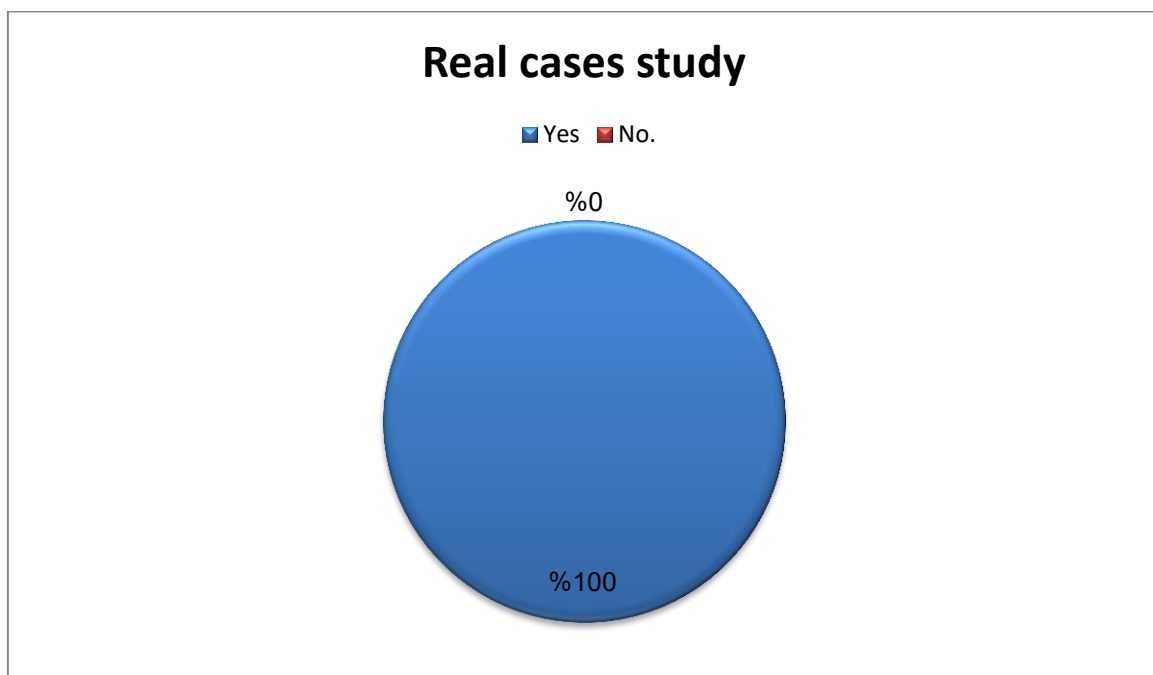
**Question09:** During the training, have you studied real case involving Algerian exports companies?

**Table 3.12:** The results of the answers about the real cases study

	Frequency	Percentage
<b>Yes</b>	30	100%
<b>No</b>	0	0%
<b>Total</b>	30	100%

Source: Elaborated by us

**Figure 3.5:** Percentage of the real cases study



Source: Elaborated by us

According to the table and the figure, we noticed that the percentage of the economic attachés studied real cases involving Algerian exports companies is 100%, they were all concerned about a practical case study.

**Question10:** If yes, what is your topic?

The subjects of their study covered almost all areas of export in Algeria: construction services, medicinal industry, agro-food, financial and banking Sector, opportunities in West African countries for Algerian exports, Small and middle companies, the impact of the Greater Arab Free Trade Area (GAFTA) on Algeria's trade exchanges...etc.

**Question11:** What were the difficulties you went through to develop your study?

We can summarize the difficulties they went through in the lack of data and statistical information and the period given to complete the study was short (a month and a half) not sufficient to study all aspects of the subject.

**Question12:** In your opinion, what do economic attachés need to have to ensure the economic functions of diplomacy?

The overall response to this question was that to ensure the economic functions of diplomacy, economic attachés need sufficient information on the capacities of national products (quantities and quality, in particular compliance with international norms and standards).

Information on the capacities of Algerian companies to carry out work abroad and their center of interest on investment with more focus on the legal and institutional instruments governing the bilateral cooperation and the perspectives of each country.

Financial help is necessary also liberty to work outside the office in order to hold meetings with business man and companies.

#### ❖ **General analysis**

We can see from the question 1,2,3,4 and 5 that the selection of diplomats for an economic attaché position was based on different criteria, they came from different departments of the ministry and worked in many countries around the world, and the majority of them have a good diplomatic experience of more than 14 years, and in other words the sample is heterogeneous so that the economic attachés cover all the fields.

And the question 6 shows that the general orientation of the sample is “average” and we need to be more specific so we compare the arithmetic mean of the question 6 (2.71) is less than the arithmetic mean of the study (3) so the general orientation of the sample for this question is less than the required level, which mean that the network of the diplomats with other ministries it’s not sufficient for a good synergy between the different parts of the export chain.

The same for the question 7 shows that the general orientation of the sample is “average” and we need to be more specific so we compare the arithmetic mean of the question 7 (2.71) is less than the arithmetic mean of the study (3) so the general orientation of the sample for this question is less than the required level, which mean that their command of economic topics was insufficient before the training.

The difference between the results of arithmetic mean the questions 7 (2.59) and 8 (3.17) illustrate that the diplomat develop their command of economic topics from poor to average but this result still insufficient to cover all the risks of the foreign trade.

Despite the fact that they studied real cases involving Algerian exports companies which covered almost all areas of export in Algeria, the improvement of their level in foreign trade still need more efforts because the one month training is not enough to accrue all the aspects of the subject (illustrated by the question 11).

#### **2.4.2 Hypothesis test:**

In order to test the hypotheses of the study, we used the T-Test, which performs calculations of the Arithmetic mean, t value and the degree of the statistical significance, This test compares the arithmetic mean of the axis with the default value of (3) and at a level of significance (0.05). The decision-making rule is as follows:

- Reject the nihilism hypothesis (H0) and accept the alternative hypothesis (H1) if the calculated absolute value of (T) is greater than the t (T table) or if (sig < 0.05)
- Accept the nihilism hypothesis (H0) and reject the alternative hypothesis (H1) if the calculated absolute value of (T) is less than the tabular value (T table) and if it is (0.05 < sig).

In order to test the first hypothesis of the study that the Algerian Economic Attachés have the necessary skills to support the national exports, we conducted a T-Test on the phrases of

the axis of the questionnaire, and the null hypothesis and the alternative hypothesis were formulated as follows:

- H0 nihilism hypothesis: Newly-appointed Economic Attachés at the Algerian embassies will not have a positive impact on export progress.
- H1 alternative hypothesis: Newly-appointed Economic Attachés at the Algerian embassies will have a positive impact on export progress.

**Table3.13:** T-test results

	Arithmetic mean	T table	df*	T value	Sig**
M1	2.8404	1.69	29	-1.441	0.160

**Source:** Elaborated by us using SPSS. See appendices n°6.

\*df: is the degrees of freedom

\*\*Sig: The statistical significance level.

In general, the arithmetic mean of the axis is (2.84), which is lower than the arithmetic mean used in the study (3), indicating that the members of the sample confirm that the Algerian Economic Attachés don't have yet the necessary skills to support the national exports, and to guarantee the validity of the results, we relied on the T-test.

The above table shows that the calculated value of (T) is (-1.44) which is less than the value of (T table) estimated at (1.69), and the statistical significance level (0.16) is greater than (0.05), based on the decision rule, the nihilism hypothesis H0 is accepted and the alternative hypothesis H1 is rejected, which means that the Algerians economic attachés don't have yet the necessary set of skills to support the national exporting companies.

## Conclusion

Moving away from the classic view of political diplomacy becomes now an imperative, and our diplomats based abroad must stop being simple salaried employees in the embassies, but it's must now be a priority to exercise lobbying for the benefit of Algerian companies and encouraging them to exporting to new emerging markets in Africa, Asia or even elsewhere in America or Europe.

According to the analyzes of the survey results, the economic attachés due to their academic background and experiences in the political sphere, they are not ready yet to achieve the economic goals because a training program that they had in economic diplomacy of one month is not enough, it had to be organized at least for 6 months, and despite that their level in the economic topics has increased but still under the required level, and they need more emphasis in the field of international supply chain risks, international financial markets and market research and business intelligence.

Thus, the Ministry of Foreign Affairs has established a media office at the Ministry of Foreign Affairs to ensure the reception of Algerian dealers to facilitate their operations and provide them with useful information and searching for markets for the Algerian product and introducing it. Representatives of the diplomatic corps abroad must know Algerian products and how to promote them so that they can attract foreign investors. Thus, it becomes one of the tasks of the Ministry of Foreign Affairs at the central administration level or at the level of embassies and consulates to promote economic interests, and this can only be achieved through a process of tight coordination with other ministries.

In this context, the Ministry of Foreign Affairs alone cannot take the initiative alone because it is in fact a heavy and difficult initiative that needs the efforts of other ministries, especially the Ministry of Transport, the Ministry of Industry and Small and Medium Enterprises, the Ministry of Agriculture and Water Resources, and the Ministry of Labor, Higher education and scientific research, health, culture, and the need for a flexible banking system in light of the growing financial globalization and developments in global banking.

# **General Conclusion**

## General Conclusion

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This study allowed us to understand the concept of economic diplomacy and its contribution to exports, to demonstrate the need for Algeria to have productive economic diplomacy and to improve its image in order to attract international markets.

In light of the drop in oil prices and the uncertainty of the global economy, which has increased the intensity of the trade war between the United States and China, as well as the subsequent effects of the Corona pandemic- virus, we note that Algeria is called today and more than ever to encourage non-hydrocarbon exports, especially since the Algerian economy is unilaterally dependent on oil revenues.

Today, the field of economic diplomacy is one of the best alternative means to improve the volume of Algerian non-hydrocarbon exports, as it is designed to influence the policies and regulatory decisions of foreign governments in the interest of national economy, and it is also this observation that has aroused our interest in this theme.

Developing a more diversified economy also requires stepping up the efforts of all actors, whether public or private, and in all areas, especially the diplomatic field. Diplomatic bodies deployed abroad can play an important role in the development of exports through the promotion and support of domestic enterprises abroad.

Our research was intended to the question of the importance of economic diplomacy to generate quality exporting companies and we have addressed in particular the link between economic diplomacy and exporting companies.

In the two first chapter, we tried to prepare the ground for our topic by presenting some of the necessary elements that are related to our theme, we started by presenting the economic diplomacy by giving a presentation of its objectives, tools, and mutation and shed light on the profile of the economic attaché.

We also discussed the indicators of the Algerian non hydrocarbon exports and new measures and dynamics set by the government to diversify exports.

## General Conclusion

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Our research was reinforced by a survey conducted at the Ministry of Foreign Affairs and answered by diplomats, through the various analyzes and results obtained from the survey, and the data presented in chapter II, it became easy to verify the hypotheses set up beforehand:

**Hypothesis 01:** Algerian economic diplomacy encourages exporting companies to enter the African market. Is **valid**

This hypothesis is valid depending on the information gathered in Section 01 Chapter II, which we can summarize in the following points:

Establishing a maritime line “Algiers, Nouakchott and Sète”, for the Algerian exporters to access to the African markets.

Also Algeria is preparing to open representatives of public banks in a number of African countries. And an Inter-African import-export webinars and seminars will take place by the end of year 2021.

In a related context, the establishing of a free exchanges area across its vast desert, depending on a north-south car road (under construction), waiting to equip the Hamdaniya port in the Tipaza governorate (49 km west of the capital), it is the African crossing for what is known as the New Silk Road.

And all border crossings will be opened: the border crossings Debdab in Ilizi with Libya, Talib Al-Arabi in El-Oude with Tunisia, Zouerat in Tindouf with Mauritania and two others with Niger and Mali.

**Hypothesis 02:** The Ministry of Foreign Affairs reactivates the role of economic diplomacy to diversify exports. Is **valid**

Through our field research, during our internship at the Ministry of Foreign Affairs we can confirm the hypothesis 02 depending on the information gathered in Section 01 Chapter III, which we can summarize in the following points

Establishing an Information and Promotion Office for Investments and Exports (IPOIE), located at the headquarters of the Ministry of Foreign Affairs, conceived as a space dedicated to Algerian economic operators to support them to export their products.

## General Conclusion

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In addition, the Department of Promotion and Support to Economic Exchanges (DPSEE) and its Information and Promotion Office for Investments and Exportations, made the first initiative of its kind, to offer a training program on economic diplomacy to a sizable group of diplomats.

**Hypothesis 03:** Newly-appointed Economic Attachés at the Algerian embassies will have a positive impact on export progress. Is **invalid**

Based on analyzing the results of the survey and testing the hypothesis by T-test presented in section 02 chapter III the hypothesis 03 is invalid, and the Algerians economic attachés don't have yet the necessary set of skills to support the national exporting companies.

-The results of our field study were able to shed light on some facts related to the work of economic diplomacy in helping companies to export. This work was hard because of the difficulties encountered in obtaining appointments and information, especially with the diplomats, and the lack of information about the subject of the Algerian economic diplomacy.

However, despite these limitations, the executives we surveyed showed interest and willingness for the topic of study.

Based on the results presented above, we tried to come up with some recommendations that, in my opinion, could fill the delays observed in Algerian economic diplomacy regarding export subsidies:

- Because diplomatic work in the economic model is considered new for political diplomats, experts and graduates of institutes and universities of economic and commercial sciences must be linked to diplomatic work to promote economic diplomacy.
- Conducting continuous training courses for diplomats in economic diplomacy for a period of not less than a month, and integrate them in the business filed.
- Organizing practical internships for diplomats in the chambers of commerce of the partner countries of Algeria, and pay for them to attend training courses in the international trade center.
- Activating the synergy between the ministries of trade, finance, industry and the ministry of foreign affairs and all the economic operators interested in promoting the exports.

## General Conclusion

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- Establishing branches of Algerian banks in African countries to support exporters to penetrate the African market.
- It is opportune to concretize relations of partnership with international operators having logistic means allowing to carry out operations of fast export and secure, especially the airing cargoes.
- Facilitating the granting of visas for businessmen.
- Investment in paving the Zouerate road towards Mauritania to facilitate the Algerian economic operators to enter the West and Middle African market.

The subject takes us back to discover an opportunity to explore other reflection and research track to expand some points that are not covered in this research, we cite as an example:

- Targeting some exporting companies of different legal forms (SME / SMI /: SARL -EURL-SNC-SPA) activating in various fields (agri-food, pharmaceutical industry...etc.) to find out what deficiencies in the export process could be solved by economic diplomacy.
- The integration of new technology of information and communication in the process of economic diplomacy.
- The use of marketing in the approach of economic diplomacy.
- The role of economic diplomacy to overcome the risks of the international supply chain.

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# **Appendices**

# Appendices

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## List of appendices

**Appendice N°1:** The economic diplomacy training program

**Appendice N°2:** OFFICAL JOURNAL OF THE ALGERIAN REPUBLIC, Presidential Decree N° 19-244 corresponding to September 11, 2019 relating to the organization of the administration central office of the Ministry of Foreign Affairs.

**Appendice N°3:** Questionnaire

**Appendice N°04:** Reliability statistics

**Appendice N°05:** Frequencies and percentages of the answers.

**Appendice N°06:** The arithmetic means of the Q6, Q7 and Q8

**Appendice N°07:** T-test results

## Appendices

### Appendice N°01: The economic diplomacy training program

#### Programme de perfectionnement en Diplomatie économique 1<sup>o</sup> Semaine

Salle E NAS المصدر - Bâtiment AUS février - (4 mer 2021)

Dimanche 28-02-2021 Après-midi	13h30-14h: Séance d'ouverture Présentation de La formation ci de sec objectifs  <b>M. Benamara Ambassadeur conseiller et M. Fassih.. DPSEE</b>	14h00-15h00  Quel rôle pour an Charge des Affaires économiques 6 commerciales d'une mission diplomatique algérienne ?, <b>M. Benamara, Ambassadeur Conseiller</b>  Les relations entre In DPSEE et le Réseau des Chargés des affaires économiques ct commerciales, <b>M. Fassih, Directeur de {sn Promotion et du Soutien aux Echanges économiques</b>	Rôle de la CACI en matière d'appui aux portions el coordination avec L'appareil diplomatique, <b>Mme Bahloul, D.G de la CACI</b>
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#### Séminaire de deux jours sur le processus d'exportation en Algérie animé pur des experts de la CACI

Lundi 01/03/2021	09h00-12h00 : Environnement du commerce international, stratégie et approche des modes d'entrée export. <b>M. Kamel Kheffache</b> (Expert de la CACI)	13h30-16h30 : Sécurisation financière et contractuelle, <b>M. Hadi Djoumagh</b> (Expert de la CACI)
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Mardi 02/03/2021	09h00-11h00 :	011h00-13h00 :	14h00-16h00 :
	Environnement logistique et chaîne documentaire export, <b>M. Abdenour Sidi Said</b> , (Expert de la CACI)	Les Douanes à l'export <b>M. Djamel Benarab</b> (Expert de la CAC)	Cas de synthèse, <b>M. Mohamed Gouffi</b> (Expert de la CACII )

Mercredi 03/03/2021 Après-midi	13h30-15h00	15h00-16h30
	Les relations économiques bilatérales Algérie/Pays arabes, <b>M. Bouziane, DG Pays arabes</b> Les relations économiques bilatérales Algérie (Pays d'Afrique), <b>M. Maanodi, DG Afrique</b>	Les relations économiques bilatérales Algérie/Pays européens <b>M. Bekhedda, DGE.</b> L'Accord d'Association Algérie /UE, <b>M. Bekheddi, DGE</b>
Jeydi 04/03/2021 Matin	09h-10h30	16h30-12h00
	La Grande Zone de Libre Échange arabe, <b>M. Bouxiane, DG Pays arabes</b> La Zone de Libre Echange continentale africaine, <b>M. Gaouaoui, Relations Multilatérales</b>	Les Relations économiques bilatérales Algérie/Pays d'Asie, M. Guenad, DG Asie-Océanie Les relations économiques bilatérales Algérie / Pays d'Amérique, M. Yazid, DG Amérique

## Appendices

**Programme de perfectionnement en Diplomatie économique 2<sup>ème</sup> Semaine**  
**Salle ENASR (المنصر) – Bâtiment A (07-11 mars 2021)**

Dimanche 07/03/2021 Après -midi	13h30-14h50  Techniques des négociations commerciales (Lieu : IDRI)  <b>Pr. Djamel Moktefi</b>	15h00-16h30  Conférence thématique « Etat des lieux et perspectives des exportations algériennes  <b>M. Ali Nasri Bey</b> , Président de l'Association nationale des Exportateurs Algériens
Lundi 08/03/2021 Après -midi	13h30-15h00  Diplomatie économique (Salle Enasr)  <b>Pr. Baba Ahmed</b>	15h00-16h30  Diplomatie économique (Salle Enasr)  <b>Pr. Baba Ahmed</b>
Mardi 09/03/2021 Matin	09h-10h30  Anglais commercial (Salle Enasr)  <b>Pr. Soraya Kouaci</b>	10h30-12h00  Anglais commercial (Salle Enasr)  <b>Pr. Soraya Kouaci</b>
Mercredi 10/03/2021 Après -midi	13h30-15h00 / Conférences thématiques  - Stratégie nationale de l'Exportation : Etat des lieux et perspectives, <b>M. Tarek Alloune</b> , Sous-directeur de la Coopération avec les Institutions spécialisées, Ministère du Commerce - Développement des zones frontalières et les perspectives d'exportation, <b>M. Salim Reggad</b> , Directeur du Suivi et de la Promotion des Echanges commerciaux, Ministère du Commerce - Rôle d'ALGEX en matière d'accompagnement des opérateurs dans leurs opérations à l'export, <b>Mme Chellal Bouziani Akila</b> , Directrice de l'Information et de la Communication, ALGEX	15h-16h30 / Conférences thématiques  - La coordination en matière d'organisation des Foires et des Salons internationaux, <b>M. Ali Ferrah</b> , DG Filiale <i>Tasdir</i> du Groupe de la SAFEX - L'export et la gestion des risques à l'international, <b>M. Djilali Tariket</b> , PDG CAGEX
Jeudi 11/03/2021 Matin	09h00-11h00 / Conférences thématiques  - Implication de la Banque d'Algérie dans les opérations d'investissement en Algérie et des exportations vers l'étranger, <b>M. Riad Mansouri</b> , Directeur à la Banque d'Algérie - Financement des opérations d'exportation et perspectives d'implantation de succursales à l'étranger, <b>M. Lazhar Latreche</b> , PDG de la BEA	11h00-12h00 / Conférences thématiques  Rôle de la CACI en matière d'appui aux exportations  <b>Mme Ouahiba Bahloul</b> , DG de la CACI

**N.B : Samedi 13 mars 2021:** Départ du MAE par bus à 9h30

**10h00-12h00 :** Rencontre avec les opérateurs économiques à la CACI d'Alger

## Appendices

### Programme de perfectionnement en Diplomatie économique 3<sup>ème</sup> Semaine (14-18 mars 2021)

Dimanche 14/03/2021 Après -midi	13h30-14h50 (Lieu : IDRI)  Techniques des négociations commerciales, <b>M. Djamel Moktefi</b>	15h00-16h30 Conférence thématique / Salle <i>ENASR</i> (النصر)  - Analyse des exportations algériennes : Tendances et perspectives, <b>M. Radji Smail</b> , Directeur des Etudes et de la Prospective à la DGD - Facilitations douanières à l'export, <b>M. Yazid Foudad</b> , Sous-directeur de la Législation et de la Réglementation à la DGD
Lundi 15/03/2021 Après -midi	13h30-15h00 (Lieu : IDRI) Diplomatie économique, <b>Pr. Baba Ahmed</b>	15h00-16h30 (Lieu : IDRI) Diplomatie économique, <b>Pr. Baba Ahmed</b>
Mardi 16/03/2021 Matin	09h-10h30 (Lieu : IDRI) Anglais commercial, <b>Pr. Soraya Kouaci</b>	10h30-12h00 (Lieu : IDRI) Anglais commercial, <b>Pr. Soraya Kouaci</b>
Mercredi 17/03/2021 Après -midi	13h30-15h00 / Conférences thématiques / Salle <i>ENASR</i> (النصر)  - Les IDE en Algérie : Etat des lieux et perspectives, <b>M. Salah Kaloune</b> , Chef d'Etudes à la D.G Promotion de l'Investissement/ Ministère de l'Industrie - Rôle de l'ANDI en matière d'attrait d'investissements : avantages et garanties accordés aux investisseurs étrangers, <b>Mme Safia Kouiret</b> , Directrice de la Promotion de l'Investissement, ANDI	15h-17h00 / Conférences thématiques/ Salle <i>ENASR</i> (النصر)  - Le potentiel touristique et la promotion de la destination « Algérie », <b>Mme Saliha Nacer Bey</b> , DG de l'Office national du Tourisme (ONT) - Le développement de l'artisanat traditionnel en Algérie et son potentiel à l'export, <b>Mme Faiza Berchiche</b> , DG de l'Agence nationale de l'Artisanat traditionnel (ANART) - Le Touring Club d'Algérie et le développement des circuits touristiques en Algérie, <b>M. Redouane Keddour</b> , Conseiller du Président de Touring Club d'Algérie et <b>M. Reda Ammar</b> , Assistant principal chargé du Marketing
Jeudi 18/03/2021 Matin	09h00-10h30 / Conférences thématiques / Salle <i>ENASR</i> (النصر)  - Les perspectives de développement du fret aérien, notamment vers l'Afrique, <b>M. Rabah Midou</b> , Directeur du Cargos, Compagnie nationale d'Air Algérie - Le développement du transport routier des marchandises, notamment vers les pays sahélo-sahariens, <b>M. Boualem Kini</b> , PDG du Groupe Logitrans	10h30-12h30 / Conférences thématiques / Salle <i>ENASR</i> (النصر)  - Le développement de la production agricole à l'exportation, <b>M. Ali Zoubar</b> , Sous- Directeur de l'Organisation et de la Régulation des Filières agricoles, Ministère de l'Agriculture et du Développement rural - Les exportations de produits agricoles : potentiel, avantages et contraintes, <b>M. Mohamed Yazid Hambli</b> , Président de la Chambre nationale d'Agriculture - Le Potentiel du secteur de la pêche à l'export, <b>M. Fethi Yadi</b> , Membre de la Chambre algérienne de la Pêche et de l'Aquaculture (CAPA) et exportateur de produits de pêche

N.B : Samedi 20 mars 2021: Départ du MAE par bus à 8h30

10h00-12h00 : Rencontre avec les opérateurs économiques à Blida

## Appendices

### Programme de perfectionnement en Diplomatie économique 4<sup>ème</sup> Semaine (21-25 mars 2021)

Dimanche 21/03/2021 Après -midi	13h30-14h50 (Lieu : IDRI)  Techniques des négociations commerciales, <b>M. Djamel Moktefi</b>	15h00-17h00 Conférence thématique / Salle <i>ENASR</i> (النصر)  - Le potentiel du secteur pharmaceutique privé en matière d'exportation de médicaments, <b>M. Abdelouahab Kerrar</b> , Président de l'Union nationale des Opérateurs de la Pharmacie (et PDG de Biopharm) - Le potentiel de l'Algérie à l'export dans le secteur de l'agroalimentaire, <b>M<sup>me</sup> Nabila Sahnoune</b> , Directrice des Industries agroalimentaires et manufacturières, Ministère de l'Industrie
Lundi 22/03/2021 Après -midi	13h30-15h00 (Lieu : IDRI) Diplomatie économique, <b>Pr. Baba Ahmed</b>	15h00-16h30 (Lieu : IDRI) Diplomatie économique, <b>Pr. Baba Ahmed</b>
Mardi 23/03/2021 Matin	09h-10h30 (Lieu : IDRI) Anglais commercial, <b>Pr. Soraya Kouaci</b>	10h30-12h00 (Lieu : IDRI) Anglais commercial, <b>Pr. Soraya Kouaci</b>
Mercredi 24/03/2021 Après -midi	13h30-15h00 / Conférences thématiques / Salle <i>ENASR</i> (النصر)  - Le secteur de la sidérurgie en Algérie : Quelles opportunités en matière d'attrait des IDE et de développement des exportations ?, <b>M. Tarik Bouslama</b> , PDG du Groupe des Industries Métallurgiques et Sidérurgiques (IMETAL) - Le secteur du ciment en Algérie : Quelles opportunités en matière d'attrait des IDE et de développement des exportations ?, <b>M. Merzak Zeboudj</b> , Directeur du Développement industriel, Groupe Industriel des Ciments d'Algérie (GICA)	15h-17h00 / Conférences thématiques/ Salle <i>ENASR</i> (النصر)  - Le marché africain : Opportunités et défis, <b>M. Lakhdar Rekhroukh</b> , PDG du Groupe Cosider - Le potentiel de Sidal en matière d'exportation de produits pharmaceutiques, <b>M. Sofiane Brouri</b> , Chef de Département Exportation, Sidal
Jeudi 25/03/2021	09h00-12h00 / Conférences thématiques / Salle <i>ENASR</i> (النصر)  Table ronde sur la coordination entre l'appareil diplomatique et les entreprises algériennes en matière d'attrait des IDE et de promotion des exportations, représentants des associations patronales (M. <b>Sami Agli</b> , Président CAPC, <b>Mme Saida Naghza</b> , Présidente CGEA, <b>M. Farouk Moukah</b> , Vice-président CAP, <b>M. Abdelwahab Ziani</b> , Président CIPA, <b>M. Nasreddine Mounir Rebai</b> , Président ONDE)	13h30-17h00 / Conférences thématiques / Salle <i>ENASR</i> (النصر)  - L'expérience du Groupe IRIS en matière d'exportation, <b>M. Djamel Guidoum</b> , Vice PDG du Groupe IRIS - L'expérience de l'Entreprise Boublenza en matière d'exportation, <b>M. Chakib Boublenza</b> , Co-gérant de l'Entreprise Boublenza - شعبة التمور في الجزائر في ظل السوق العالمي و تجربة مزرعة الضاوية في تصدير التمور، السيد بلخير جيلي، نائب رئيس المجلس الوطني للتمور (و صاحب مزرعة الضاوية)

N.B : Les collègues du Ministère qui souhaitent assister aux conférences thématiques sont les bienvenus.

## Appendice N°2: OFFICAL JOURNAL OF THE ALGERIAN REPUBLIC Presidential Decree N° 19-244 corresponding to September 11, 2019 relating to the organization of the administration central office of the Ministry of Foreign Affairs.

16 Moharram 1441  
16 septembre 2019

JOURNAL OFFICIEL DE LA REPUBLIQUE ALGERIENNE N° 56

3

### DECRETS

**Décret présidentiel n° 19-244 du 11 Moharram 1441 correspondant au 11 septembre 2019 portant organisation de l'administration centrale du ministère des affaires étrangères.**

Le Chef de l'Etat,

Sur le rapport du ministre des affaires étrangères,

Vu la Constitution, notamment ses articles 91° (3, 6 et 9), 102 (alinéa 6) et 143 (alinéa 1er) ;

Vu le décret présidentiel n° 94-167 du 5 Moharram 1415 correspondant au 15 juin 1994 portant missions, organisation et fonctionnement de l'inspection générale du ministère des affaires étrangères ;

Vu le décret présidentiel n° 02-403 du 21 Ramadhan 1423 correspondant au 26 novembre 2002 fixant les attributions du ministère des affaires étrangères ;

Vu le décret présidentiel n° 03-63 du 7 Dhou El Hidja 1423 correspondant au 8 février 2003 relatif à la composition du cabinet du ministre des affaires étrangères et à l'ouverture de postes de directeurs d'études auprès du secrétaire général du ministère des affaires étrangères ;

Vu le décret présidentiel n° 09-221 du Aouel Rajab 1430 correspondant au 24 juin 2009 portant statut particulier des agents diplomatiques et consulaires ;

Vu le décret présidentiel n° 17-262 du 13 Moharram 1439 correspondant au 4 octobre 2017 portant organisation de l'administration centrale du ministère des affaires étrangères ;

Vu le décret présidentiel n° 19-111 du 24 Rajab 1440 correspondant au 31 mars 2019, modifié, portant nomination des membres du Gouvernement ;

Vu le décret exécutif n° 90-188 du 23 juin 1990 déterminant les structures et les organes de l'administration centrale des ministères ;

Vu le décret exécutif n° 90-361 du 10 novembre 1990, modifié, portant création des fonctions supérieures de secrétaire général adjoint et d'ambassadeurs conseillers, au titre de l'administration centrale du ministère des affaires étrangères ;

Vu le décret exécutif n° 98-410 du 18 Chaâbane 1419 correspondant au 7 décembre 1998, modifié et complété, portant création, attributions et organisation des bureaux ministériels de la sûreté interne d'établissement ;

#### Décète :

Article 1er. — Sous l'autorité du ministre des affaires étrangères, l'administration centrale du ministère des affaires étrangères comprend :

**1. Le secrétaire général**, assisté de directeurs d'études, auquel sont rattachés le bureau du courrier et le bureau ministériel de sûreté interne d'établissement ;

**2. Les ambassadeurs - conseillers ;**

**3. Le chef de cabinet**, assisté de chargés d'études et de synthèse ;

**4. L'inspection générale** dont l'organisation et le fonctionnement sont fixés par un texte particulier ;

**5. Les structures suivantes :**

- la direction générale du protocole,
- la direction générale des pays Arabes,
- la direction générale « Afrique »,
- la direction générale « Europe »,
- la direction générale « Amérique »,
- la direction générale « Asie-Océanie »,
- la direction générale des relations multilatérales,
- la direction générale des affaires consulaires et de la communauté nationale à l'étranger,
- la direction générale de la communication, de l'information et de la documentation,
- la direction générale de la veille stratégique, de l'anticipation et de la gestion des crises,
- la direction générale des ressources,
- la direction des affaires juridiques,
- la direction de la promotion et du soutien aux échanges économiques,
- la direction des services techniques.

Art. 2. — **La direction générale du protocole**, est chargée :

— des questions relatives aux missions diplomatiques et consulaires étrangères en Algérie et algériennes à l'étranger, aux représentations internationales et centres culturels ;

— des questions concernant la situation des membres de ces missions et représentations, dans le cadre des conventions de Vienne sur les relations diplomatiques et consulaires et de la législation algérienne appropriée ;

— de l'organisation des visites en Algérie des personnalités officielles étrangères.

Elle comprend deux (2) directions :

**1- La direction des immunités et privilèges diplomatiques**, chargée :

— des questions liées aux immunités et privilèges diplomatiques ;

— de la délivrance des titres et documents officiels et de l'introduction auprès des missions étrangères des demandes de visas au profit des agents du ministère des affaires étrangères et des missionnaires de l'Etat.

# Appendices

République Algérienne Démocratique et populaire

Ministère de L'Enseignement Supérieur et de la Recherche Scientifique

École Des Hautes Études Commerciales



Dear Sir, Madam,

I am a student at the Higher School of Business (EHEC), for the preparation of an end-of-cycle thesis to obtain a master's degree in Commercial Sciences, International Affairs option, on a theme titled «The importance of Economic Diplomacy to generate quality exporting companies». Case study: Ministry of Foreign Affairs.

We invite you to answer this survey anonymously in a very quick 3 min to help as complete the research.

We thank you in advance for your cooperation

**Question 01: Gender**

Female  Male

**Question 02:** How long have you been working at the Ministry of Foreign Affairs?

.....

**Question 03:** Which Department you are working in?

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**Question 04:** Which countries did you work on?

.....  
.....  
.....  
.....

**Question 05:** Have you ever had at least one economic mission?

Yes  No

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**Question 06:** How do you qualify the relation you have with other ministries

	Very Poor	Poor	Average	Good	Very Good
Ministry of Commerce					
Ministry Of Finance					
Ministry Of Industry					
Ministry of Interior					
Exporting/ Small and Medium companies					

**Question 07:** How familiar with these topics were you before the training?

	Very Poor	Poor	Average	Good	Very Good
Commercial negotiation techniques					
Market research and business intelligence					
International legal environment					
International financial markets					
International supply chain risks					
Customs for export and import					
Business English					

**Question 08:** How would you rate your command of these topics after the training?

	Very Poor	Poor	Average	Good	Very Good
Commercial negotiation techniques					
Market research and business intelligence					
International legal environment					
International financial markets					
International supply chain risks					
Customs for export and import					
Business English					

## Appendices

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**Question 09:** During the training, have you studied real cases involving Algerian export companies?

Yes  No

**Question 10:** If yes, what is your topic?

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.....  
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**Question 11:** What were the difficulties you went through to develop your study?

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**Question 12:** In your opinion, what do economic attachés need to have to ensure the economic functions of diplomacy?

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**Question 13:** Any additional comments / Suggestions?

.....  
.....  
.....  
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.....

# Appendices

## Appendice N°04: Reliability statistics

### Récapitulatif de traitement des observations

		N	%
Observations	Valide	30	100,0
	Exclue <sup>a</sup>	0	,0
	Total	30	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

### Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,933	19

## Appendice N°05: Frequencies and percentages of the answers.

### Gender

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	female	9	30,0	30,0	30,0
	male	21	70,0	70,0	100,0
	Total	30	100,0	100,0	

### Expériences

Experience		
N	Valide	30
	Manquant	0
Moyenne		13,57
Minimum		8
Maximum		17

# Appendices

## Expériences

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	8	1	3,3	3,3	3,3
	10	4	13,3	13,3	16,7
	11	5	16,7	16,7	33,3
	12	2	6,7	6,7	40,0
	13	1	3,3	3,3	43,3
	14	2	6,7	6,7	50,0
	15	8	26,7	26,7	76,7
	17	7	23,3	23,3	100,0
	Total		30	100,0	100,0

## Q05

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	no	18	60,0	60,0	60,0
	yes	12	40,0	40,0	100,0
	Total	30	100,0	100,0	

## Q06.1

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	4	13,3	13,3	13,3
	poor	16	53,3	53,3	66,7
	average	8	26,7	26,7	93,3
	Good	2	6,7	6,7	100,0
	Total	30	100,0	100,0	

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### Q06.3

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	1	3,3	3,3	3,3
	poor	10	33,3	33,3	36,7
	average	11	36,7	36,7	73,3
	Good	8	26,7	26,7	100,0
	Total	30	100,0	100,0	

### Q06.4

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	5	16,7	16,7	16,7
	poor	10	33,3	33,3	50,0
	average	15	50,0	50,0	100,0
	Total	30	100,0	100,0	

### Q06.5

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	1	3,3	3,3	3,3
	poor	11	36,7	36,7	40,0
	average	9	30,0	30,0	70,0
	Good	9	30,0	30,0	100,0
	Total	30	100,0	100,0	

### Q07.1

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	2	6,7	6,7	6,7
	Poor	9	30,0	30,0	36,7
	Average	9	30,0	30,0	66,7
	Good	5	16,7	16,7	83,3
	very good	5	16,7	16,7	100,0
	Total	30	100,0	100,0	

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### Q07.2

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	7	23,3	23,3	23,3
	poor	14	46,7	46,7	70,0
	Average	7	23,3	23,3	93,3
	good	2	6,7	6,7	100,0
	Total	30	100,0	100,0	

### Q07.3

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	3	10,0	10,0	10,0
	poor	5	16,7	16,7	26,7
	Average	10	33,3	33,3	60,0
	good	10	33,3	33,3	93,3
	very good	2	6,7	6,7	100,0
	Total	30	100,0	100,0	

### Q07.4

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	1	3,3	3,3	3,3
	poor	17	56,7	56,7	60,0
	Average	8	26,7	26,7	86,7
	good	3	10,0	10,0	96,7
	very good	1	3,3	3,3	100,0
	Total	30	100,0	100,0	

### Q07.5

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	9	30,0	30,0	30,0
	poor	13	43,3	43,3	73,3
	Average	8	26,7	26,7	100,0
	Total	30	100,0	100,0	

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### Q07.6

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	6	20,0	20,0	20,0
	poor	15	50,0	50,0	70,0
	Average	7	23,3	23,3	93,3
	good	2	6,7	6,7	100,0
	Total	30	100,0	100,0	

### Q07.7

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	poor	7	23,3	23,3	23,3
	Average	15	50,0	50,0	73,3
	good	3	10,0	10,0	83,3
	very good	5	16,7	16,7	100,0
	Total	30	100,0	100,0	

### Q08.1

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	poor	7	23,3	23,3	23,3
	Average	15	50,0	50,0	73,3
	good	3	10,0	10,0	83,3
	very good	5	16,7	16,7	100,0
	Total	30	100,0	100,0	

### Q08.2

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	poor	6	20,0	20,0	20,0
	Average	7	23,3	23,3	43,3
	good	9	30,0	30,0	73,3
	very good	8	26,7	26,7	100,0
	Total	30	100,0	100,0	

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### Q08.3

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	poor	9	30,0	30,0	30,0
	Average	14	46,7	46,7	76,7
	good	7	23,3	23,3	100,0
	Total	30	100,0	100,0	

### Q08.4

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	2	6,7	6,7	6,7
	poor	4	13,3	13,3	20,0
	Average	9	30,0	30,0	50,0
	good	12	40,0	40,0	90,0
	very good	3	10,0	10,0	100,0
	Total	30	100,0	100,0	

### Q08.5

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	poor	5	16,7	16,7	16,7
	Average	18	60,0	60,0	76,7
	good	6	20,0	20,0	96,7
	very good	1	3,3	3,3	100,0
	Total	30	100,0	100,0	

### Q08.6

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	poor	9	30,0	30,0	30,0
	Average	15	50,0	50,0	80,0
	good	6	20,0	20,0	100,0
	Total	30	100,0	100,0	

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### Q08.7

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	very poor	1	3,3	3,3	3,3
	poor	5	16,7	16,7	20,0
	Average	13	43,3	43,3	63,3
	good	11	36,7	36,7	100,0
	Total	30	100,0	100,0	

### Q10

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	No	1	3,3	3,3	3,3
	Yes	29	96,7	96,7	100,0
	Total	30	100,0	100,0	

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### Appendice N°06: The arithmetic means of the Q6, Q7 and Q8

#### Statistiques descriptives

	N	Minimum	Maximum	Moyenne	Ecart type
Q06.1	30	1	4	2,27	,785
Q06.2	30	1	4	3,23	,858
Q06.3	30	1	4	2,87	,860
Q06.4	30	1	3	2,33	,758
Q06.5	30	1	4	2,87	,900
Q07.1	30	1	5	3,07	1,202
Q07.2	30	1	4	2,13	,860
Q07.3	30	1	5	3,10	1,094
Q07.4	30	1	5	2,53	,860
Q07.5	30	1	3	1,97	,765
Q07.6	30	1	4	2,17	,834
Q07.7	30	2	5	3,20	,997
Q08.1	30	2	5	3,20	,997
Q08.2	30	2	5	3,63	1,098
Q08.3	30	2	4	2,93	,740
Q08.4	30	1	5	3,33	1,061
Q08.5	30	2	5	3,10	,712
Q08.6	30	2	4	2,90	,712
Q08.7	30	1	4	3,13	,819
Q06	30	1,20	3,80	2,7133	,67606
Q07	30	1,71	4,29	2,5952	,69994
Q08	30	1,86	4,57	3,1762	,69347
M1	30	1,89	4,05	2,8404	,60697
N valide (liste)	30				

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## Appendice N°07: T-test results

### Statistiques sur échantillon uniques

	N	Moyenne	Ecart type	Moyenne erreur standard
M1	30	2,8404	,60697	,11082

### Test sur échantillon unique

Valeur de test = 03

	t	ddl	Sig. (bilatéral)	Différence moyenne	Intervalle de confiance de la différence à 95 %	
					Inférieur	Supérieur
M1	-1,441	29	,160	-,15965	-,3863	,0670

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