



ANNEX C1bis :Twinning light fiche¹

Project title : Strengthening of the Algerian Investment Promotion Agency

Beneficiary administration: **Algerian Agency for Investment Promotion - AAPI**

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TWINNING INSTRUMENT

¹ The twinning light fiche project should be detailed, as it will constitute an annex to the twinning light grant contract, along with the selected twinning proposal from the Member State. In addition to all the data and information mentioned in section 2.1.1, the twinning light fiche project also provides concrete guidance on how the work plan should be developed, the proposed activity programme, the profile of short-term experts, and the objectives and indicators that should be defined to ensure the timely achievement of the mandatory results.

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1. Basic information

1.1. Programme

Support Programme for Public Administrations and Institutions in the Framework of the EU–Algeria Partnership Implementation - OPSYS: NDICI-GEO-NEAR/2023/ACT-61874.

1.2. Twinning sector

This twinning project is primarily related to the economic development sector and more specifically to investment promotion.

1.3. European Union Funded Budget

The maximum budget is 250.000 million euros.

1.4. Sustainable development goals

This twinning project directly contributes to several United Nations Sustainable Development Goals (SDGs) :

- **SDG 8 Decent Work and Economic Growth:** By strengthening the AAPI's capacity to attract investments, the project supports sustainable economic growth in Algeria, including job creation and the improvement of working conditions.
- **SDG 9 Industry, Innovation, and Infrastructure:** The project is directly linked to this goal and contributes to the improvement of infrastructure essential for industrial development and innovation.
- **Peace, Justice, and Strong Institutions:** The development of the AAPI's institutional capacities will help enhance governance and the management of activities related to the entire investment process.

2. Objectives

2.1. Overall objective

The general objective of the twinning project is to strengthen the competitiveness of the Algerian economy.

2.2. Specific objective

The specific objective of the twinning project is to improve the effectiveness of the AAPI's investment promotion activities.

2.3. Contribution to the national strategy and Algeria-EU relations

Contribution to the national strategy for economic diversification

The support project for the AAPI fully aligns with the Algerian's national strategy for economic diversification and the promotion of non-hydrocarbon exports, as supported by the Government's Action Plan for the implementation of the President of the Republic's programme.

By strengthening the AAPI's capacity to promote investments in the strategic sectors, the project supports the government's objectives to boost the economy in areas identified as priorities (agri-food, industry, green technologies etc.).

Similarly, FDI are expected to boost domestic production and supply of high-quality goods, which will also increase the Algerian economy's non-hydrocarbon export capacity, while at the same time promoting job creation.

The facilitation of FDI is part of a framework for improving the business climate in Algeria. FDI will also be encouraged by strengthening the trade partnership with the European Union.

Contribution to Algeria-EU relations

The support project for the AAPI makes a significant contribution to strengthening the relationship between Algeria and European Union (EU). By supporting the modernization of investment promotion tools that encourage European FDI and by increasing non-hydrocarbon export capacities to the EU, the twinning project plays a role in strengthening economic ties between EU and Algeria. In doing so, the project can thus help to lay the foundations for a response to a regularly expressed expectation by the Algerian authorities for increased foreign investment, including European investment.

Link with the Association Agreement

Investment facilitation is mentioned several times in the Association Agreement concerning the free movement of capital and actions to support foreign direct investment by operators, as well as industrial, energy, and mining cooperation.

The twinning project is directly aligned with Article 54, which focuses on creating a favorable investment climate through: i) the establishment of harmonized and simplified procedures, as well as systems for identifying and providing information on investment opportunities, ii) the establishment of a legal framework promoting investment, and iii) technical assistance for the promotion and guarantee of national and foreign investments.

Link with the IU-Algeria partnership priorities

The twinning project is directly linked to Chapter II of the partnership priorities adopted in 2017 and extended in 2021, 'Cooperation, Inclusive Socio-Economic Development, Trade Exchanges and Access to the European Single Market,' which outlines the EU and Algeria's commitment, within the framework of their Association Agreement, to establish a dialogue on investments in order to attract foreign investments (particularly from Europe). This could be supported by the organisation of conferences and events backed by EU to mobilise potential investors in Algeria.

3. Description

3.1. Background and justification

Overall project context

The mission of the Algerian Investment Promotion Agency (AAPI) is to promote local and foreign investment in Algeria. As part of its economic diversification strategy, Algeria seeks to attract more investment, particularly in key sectors such as industry, agriculture and green technologies.

AAPI plays a central role in this process by facilitating administrative procedures, overseeing investment projects and highlighting the country's economic opportunities. However, to be more effective in its mission, AAPI should improve its promotional tools, strengthen its human capacities and optimise the use of communication technologies and data processing.

The support project for the AAPI aims to strengthen its capacity for investment promotion, improve its communication tools and optimise its information system to ensure better attractiveness for Algeria as an investment destination.

Legal framework for investment management

The act of investing in Algeria is governed by Law No. 22-18 of 24 July 2022 on investment. This text aims to create an environment conducive to investment by offering tax incentives, investment protection guarantees and simplifying administrative procedures.

Law No. 22-18 also enabled the creation of the² as the entity responsible for facilitating investments, promoting the country's economic opportunities, and supporting investors throughout the process.

Identified constraints and needs

AAPI is undergoing a transformation, seeking to become a more proactive organisation, in coordination with a significant number of institutional actors. This drive to modernise the agency, particularly its internal processes, will enable it to be more responsive to the needs of investors. In this context, AAPI faces several challenges in managing investments and implementing its projects. The main identified needs are as follows:

Targeting of investors

- AAPI does not yet have a structured programme to effectively plan and target investors.
- **Needs:** Apply market and investor targeting methods, using tailored communication strategies to attract investors.

Updating of the value proposal

- AAPI lacks sufficient data to update and improve its value proposition, which is crucial for attracting investors.
- **Needs:** Develop tools for analysing geographical information and using statistical data for better personalisation of the value proposal.

Production of promotional materials

- The methodology for creating promotional materials should be improved (brochures, websites, etc.), and collaboration between the different departments of the AAPI should be strengthened.
- **Needs:** Establish shared templates for material production and automate report generation to improve efficiency.

Organisation and event management

- AAPI has a modest experience in organising events for investment promotion, which slows down outreach efforts.
- **Needs:** structure event organisation, with the help of planning tools and ongoing training for the teams.

Data exploitation

- The management of statistical data and investor feedback needs to be improved, which hinders proper analysis of trends and the impacts of events.
- **Needs:** Automate investment monitoring and improve data exploitation through BI tools like Power BI, in order to optimise reporting and result evaluation.

Lack of specialised human resources

- Despite efforts to recruit, AAPI still lacks specialists in key areas such as investor relations management, and sector targeting.
- **Needs:** Train internal teams to improve their technical skills.

² This was achieved by renaming the Investment Development Agency, established by Ordinance No. 01-03 of 22 August 2001

3.2. Ongoing reforms

Ongoing reforms are part of:

The government's action plan

Several actions focus on revitalising investment:

- Establish the principle of 'legal security' to guarantee the stability of laws and the legal status of individuals and entities, which will improve the attractiveness of investing in the country and contribute to attracting foreign investment.
- Improve the attractiveness of the investment climate: facilitation of the investment process, access to financing, overhaul of the one-stop shop, development and optimisation of economic land use, development of public-private partnerships.
- Strengthen tax reform, notably by implementing investment incentive mechanisms (short-term tax exemptions, tax credit system, etc.)
- Accelerate the digital transformation of the administration and easing administrative procedures.

Digitalisation Strategy and Law

These projects are in the final stages of development. They aim, in particular, to:

- Generalise the use of digital technologies in administrations to simplify and accelerate administrative procedures;
- Create unified digital platforms to allow citizens and businesses to access public services online (tax payments, obtaining administrative documents, etc.) ;
- Reduce bureaucracy and corruption through transparent and traceable systems.

3.3. Linked activities

The linked activities involve the following EU-funded programmes:

- Euro-Algerian partnership for sustainable investment (EU-Algeria Sustainable Investment Partnership), just ended. This programme, led by the AAPI, focuses on establishing «Algerian-European Economic Expert Group» to maintain economic dialogue and develop joint studies, organising events on economic relations between European countries and Algeria, identifying sectors/value chains in Algeria with strong potential for European FDI and/or nearshoring, promoting concrete FDI or nearshoring projects in Algeria, and developing information tools on the investment environment in Algeria :
- Support Facility for Partnership Priorities: This programme, which concluded in 2024, provided support to the AAPI in aligning its information system goals with its strategic objectives and in overhauling its website;
- Support Programme for Industrial Diversification and Business Climate Improvement (PADICA): This programme ended in 2024. Its business climate improvement actions directly impacted the Agency's activities under its previous name, the National Investment Development Agency.
- New programme under the 2025 Annual Cooperation Plan: EU-Algeria Partnership for Investment and Improving the Business Climate (EU-Algeria for business).

3.4. List of EU Acquis Provisions/Applicable Standards

The provisions of the EU acquis and the applicable standards aimed at strengthening investment promotion and economic governance are primarily:

<i>Directives</i>	<i>Impact on Investment Promotion</i>
Directive on services (Directive 2006/123/EC)	Facilitates cross-border investment in services, which represent a significant share of the European economy

<i>Directives</i>	<i>Impact on Investment Promotion</i>
Directive on the Protection of Foreign Direct Investments (FDI) (Regulation (EU) 2019/452)	While focusing on protection, this directive also provides transparency and predictability for foreign investors, which is crucial for strengthening their confidence
Directive on Public Procurement (Directives 2014/24/EU, 2014/25/EU and 2014/23/EU)	Encourages investment in public projects, particularly in infrastructure, while opening up opportunities for foreign companies
Directive on the Promotion of Renewable Energy (Directive (EU) 2018/2001)	Accelerates investment flows in renewable energy by providing regulatory stability guarantees
Directive on Non-Financial Reporting and Sustainability (Directive 2014/95/EU and the future CSRD Directive)	Enhances transparency and sustainability, making the EU more attractive to institutional and responsible investors
Energy Efficiency Framework Directive (Directive 2012/27/EU and 2021 revision)	Promotes investment in sustainable infrastructure and innovative technologies
Data Protection Directive (RGPD - General Data Protection Regulation)	Promotes investment in digital technology by providing a reliable and secure regulatory environment

3.5. Results/outputs

The results to be achieved are 3 :

Output 1 : Promotional tools and techniques are mastered

This will aim to develop a dynamic and updatable value proposition based on the investment strategy, improve and modernise existing promotional tools, and develop a framework for planning and monitoring promotional activities.

Output 2: Investor targeting is improved

Based on the analysis of investor targeting methods, new techniques will be developed. Similarly, the preparation, execution, and follow-up of promotional events will be improved to maximise the potential impact, both for events organised by the AAPI and for those in which it participates.

Output 3: Data exploitation in evaluation, reporting and studies is enhanced

This will aim to enhance the impact of promotional events, notably through methods of analysing event data, such as the number of leads generated and return on investment, as well as by deepening the analysis of investor feedback. Similarly, the use of statistical and monitoring data will be enhanced by the automation of data collection and processing, as well as the production of analysis notes and reports using business intelligence tools.

3.6. Expected activities

The expected activities for the three outputs are as follow:

Output 1 : Promotional tools and techniques are mastered

Act. 1.1 : Update the value proposition

- Conduct a critical analysis of the value proposition based on strategic orientations and national priorities (sectors, clusters, etc).
- Provide training on territorial marketing.

- Support the update of the value proposition to ensure its applicability for the coming years and its adaptation for two priority sectors/activities.

Act. 1.2 : Improve promotional tools

- Critical analysis of existing tools
- Training on communication tools
- Assistance in developing a model for a set of priority tools
- Coaching to enhance and produce tailored tools

Act. 1.3 : Establish a framework for planning production and update activities

- Development of an annual and sub-annual programme for the production of materials based on needs
- Definition of internal and external demand for the production of data, studies, and materials

A4 : Organise a study visit for a number of executives on territorial marketing and investment promotion management

- Understanding best practices: strategies for territorial marketing, creation and management of a value proposition for priority sectors, promotional tools used (websites, brochures, advertising campaigns)

Output 2 : Investor targeting is improved

Act. 2.1 : Develop techniques for targeting investors

- Analysis of existing targeting techniques
- Training on targeting techniques
- Support for the analysis of target markets
- Coaching on the application of investor targeting techniques for two priority markets
- Support in developing a communication strategy for each target market
- Support/Coaching for the start-up of the Partnership Exchange (the design of which already exists in its original version)

Act. 2.2 : Harnessing the potential of events

- Selection of events based on defined priority targets.
- Training on communication techniques applied to investment attraction.
- Coaching for organising an event and participating in an event (general materials, specific materials, guest lists, mailing campaigns and networking, stakeholder identification and mobilization, timeline, checklists, ...).

Act. 2.3 : Organise a study visit for a number of executives on investor targeting and sectoral outreach

- Observation of investor targeting practices: segmentation of target markets and approach to investor relations management (targeting techniques and investor segmentation, analysis of event organisation for attracting targeted investors - trade fairs/forums, investor relationship management tools).

Output 3 : Data exploitation in evaluation, reporting and studies is enhanced

Act. 3.1 : Strengthen the evaluation of the impact of promotional events

- Analysis of existing event reporting and evaluation methods.
- Development of complementary methods for event evaluation through event data analysis (e.g., number of leads generated, return on investment).
- Preparation of an evaluation report for a specific event.
- Training on the use of tools and methods for real-time event reporting and evaluation.

Act. 3.2 : Strengthen the statistical data exploitation and monitoring activities

- Analysis of existing reports and study of the internal needs of national/foreign partners.
- Development of a dynamic dashboard for monitoring investments, events, and investor feedback
- Coaching for the production of reports according to an enhanced template that allows for tracking project progress and identifying trends in real time

Act. 3.3 : Deepen the analysis of investors feedback

- Analysis of current practices for the use of investor feedback.
- Development of a dashboard to measure the effectiveness of AAPI services, using key indicators derived from investor feedback.
- Establishment of methods for collecting and using investor feedback through surveys or digital feedback tools.
- Coaching for the use of feedback to produce reports for continuous improvement.

Act. 3.4 : Automate data collection methods and the production of statistical data and reports

- Analysis of existing data collection tools and the production of statistical reports.
- Exploration of Business Intelligence (BI) tools to automate data collection, their analysis, and the production of statistical data and analysis reports on investments and promotional activities.
- Selection and training of users in the use of BI tools for data collection, analysis, and report production.
- Implementation of automated processes for data collection and analysis, as well as the generation of analytical notes and reports.

Act. 3.5 : Organise a study visit on automated data collection and analysis and the automated generation of analysis notes and reports

Observation of the automation of data collection to the generation of analytical notes and reports :

- Data collection and processing.
- Data exploitation methodologies.
- Use of BI tools.
- Automated generation of analytical notes and reports.

All activities are outlined in Annex 1, Logical Framework, which includes the deliverables and an estimate of the resources to be mobilised.

3.7. Means /input from the EU member state administration

To meet the needs of the AAPI, the technical support to be mobilised with the EM administration will primarily cover:

- Expertise in investment policies.
- Expertise in institutional communication, including territorial marketing.
- Expertise in event planning and organisation.
- Expertise in market research.
- Expertise in data processing using BI tools.
- Expertise in generating analytical notes and reports using BI tools.

Profile and tasks of the PL

The Project Leader, who must be a senior civil servant, works closely with his/her Algerian counterpart to ensure the direction and coordination of the project as a whole. Responsible for managing the project, his or her level of responsibility must enable him or her to call on short-term experts to support the effective implementation of the planned activities.

The Project Leader is responsible for the activities assigned to his/her administration and must be available for the project for at least three days per month, with a field visit at least every three months.

Profile of the PL

- University degree or equivalent professional experience of 8 years.
- Senior executive with at least 3 years of experience and recognised skills in investment promotion
- Experience in implementing cooperation projects (contributing to the management and monitoring of a similar project is an asset)

Tasks of the PL

His/her mission primarily consists of:

- Leading the implementation of the twinning project, supervising and coordinating the actions of short-term experts,
- Writing quarterly interim reports and the final report.

Profile and tasks of the components/product managers

The components/product managers are to be selected from the short-term experts to be mobilised. They should be among the most experienced and will play an important role within the project.

In addition to the tasks to be carried out as a short-term expert, the component manager will be responsible for coordinating the work of his/her colleagues involved in the component, in collaboration with the project leader from the MS administration and his/her counterpart from the beneficiary administration.

Profile and tasks of other Short Terms Experts

Investment Policy Expert

- Role:
Update Algeria's value proposition by focusing on strategic sectors to promote to investors.
- Skills:
Minimum 3 years' experience with recognized skills in creating value proposals and analysing economic sectors.

Institutional Communication Expert, including Territorial Marketing

- Role:
Enhance existing promotional tools, develop new tools tailored to the project's needs, and train AAPI teams on their usage.
Develop a framework for planning activities related to the production of promotional materials.
- Skills:
University degree or equivalent professional experience of 8 years.
Minimum 3 years' experience with recognised skills in corporate communication and the creation of promotional materials (brochures, websites, etc.).
Knowledge of digital tools and modern investment promotion techniques (asset).

Expert in Event Planning and Organisation

- Role:
Develop techniques for targeting investors.
Harnessing the potential of events.
Launch the Partnership Exchange.
- Skills:

University degree or equivalent professional experience of 8 years.
Minimum 3 years' experience with recognised skills in communication strategy and targeting of investors, including experience in organising promotional events (fairs, forums, etc.).
Knowledge of digital communication tools (asset).

Market analysis expert

- Role:
Contribute to the development of investor targeting techniques.
- Skills:
University degree or equivalent professional experience of 8 years.
Minimum 3 years' experience with recognised skills in investment-oriented market analysis.

Experts in data processing and generation of analysis notes using BI tools

- Role:
Automate the methods of collecting data and producing statistical data and reporting.
Strengthen the evaluation of the impact of promotional events, as well as the exploitation of statistical data and monitoring activities.
Deepen the analysis of investor feedback.
- Skills:
University degree or equivalent professional experience of 8 years.
Minimum 3 years of experience with recognised expertise in Business Intelligence (BI) and tools for collecting and analysing investment data and generating analytical and reporting notes.
Experience in automating the generation of interactive reports and dashboards (asset).
Expertise in evaluating promotional events and measuring the impact of promotion measures (asset).

4. Budget

The maximum available budget for the grant is : **250, 000 EUR.**

5. Implementation arrangements

5.1. Implementing body responsible for procurement and financial management

The implementing body responsible for the procurement and the financial management is the European Union Delegation to Algeria.

Contact person

Fausto PERINI, Program Manager, European Union Delegation to Algeria, fausto.perini@ec.europa.eu
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5.2. Institutional framework

The beneficiary administration of the twinning project is the AAPI. The various operational departments directly involved in the investment promotion process will be concerned, as well as those indirectly involved, upstream and downstream, through the production of materials and the mobilisation and/or exploitation of data. These include DEPICC, DESEE, DEAFS, DEDGP, as well as the one-stop shops.

5.3. Counterparts in the beneficiary administration

The counterpart to the PL is an official from the beneficiary administration and actively participates in the management and coordination of the project.

Contact person

M. Mahfoud OGBA, Director at the Director-General's (Directeur auprès du Directeur Général), AAPI
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PL counterpart

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6. Duration of the project

The execution period is eight (8) months.

7. Sustainability

The sustainability of the AAPI support project is due to the very nature of the activities which aim to develop its institutional capacities. It is based on key aspects guaranteeing that the results will endure beyond the intervention.

- The project will enable the AAPI to strengthen its internal capacities through staff training and the acquisition of new skills. These skills will reflect proficiency in investment promotion practices and the adoption of best practices.
- The tools developed as part of the project, such as new communication tools and reporting systems, will be integrated into the operations of the AAPI. The trained staff will be able to use these tools sustainably.
- The project will promote the consolidation of technical partnerships. This will enable the AAPI to benefit from support and collaborations, thereby strengthening the project's outcomes.

8. Cross-cutting issues

In terms of sustainable development, the project aims to promote investments in environmentally friendly sectors, contributing to the fight against climate change and renewable energy, as these activities are among the national priorities.

The project also contributes to equitable regional coverage and development by ensuring that investment opportunities extend to the various wilayas, thereby reducing territorial inequalities.

9. Conditionality and sequencing

This twinning project is not subject to any specific conditions for its implementation.

The dependency of activities is solely chronological. While it is preferable to follow a sequence in the implementation of the components, most activities can be carried out in parallel.

10. Performance indicators

Outputs/results	Measurement Indicators	Indicator	
		reference	target
Output 1 : Promotional tools and techniques are mastered	Number of priority sectors covered by the value proposition	0	2
	Number of models of promotional tools elaborated	0	3
	Number of operational promotional tools improved	0	5
	Annual and infra-annual tool production programme elaborated	0	1
Output 2 : Investor targeting is improved	Number of new target markets analysed	0	2
	Number of new specific communication strategies	0	2
	Number of new events organised	0	1
	Number of participations in events	0	1
	Number of prospects referenced in the Partnership Exchange	0	3
Output 3 : Data exploitation in evaluation, reporting and studies is enhanced	Number of new evaluation reports developed: <ul style="list-style-type: none"> - Directorate for Studies in charge of Investment Monitoring, Statistical Reports and Foresight Studies (DESIERSEP - Direction d'étude Suivi) - Directorate for Studies in charge of coaching, facilitation and simplification of procedures (DEAFS - Direction d'étude facilitation) 	0 0	1 1
	Dynamic dashboard for tracking investments and events developed	0	1
	Dashboard to measure the effectiveness of AAPI services based on investor feedback	0	1
	Automated processes for data collection and analysis and generation of analytical and reporting notes put in place	0	1

11. Available facilities

An office (or more if needed) will be made available to the experts for the entire duration of the project, in addition to a meeting room that can accommodate the expert(s) wishing to meet or work with the relevant teams.

Similarly, AAPI will provide the necessary resources to enable short-term experts to carry out their missions under the best possible material conditions.

The beneficiary will cover all costs related to the organisation of workshops (room hire, catering, accommodation and transportation of participants, teaching equipment, training materials ...).

All logistical arrangements will be ensured to guarantee the smooth organisation of activities involving other relevant stakeholders (training, workshops).

Annexes

Annex 1 : Logical framework of the twinning fiche

Result chain matrix

	Result chain	Indicators (with relevant baseline and target data)*	Verification sources	Assumptions (external factors to the project)
Overall objective (Impact)	The competitiveness of the Algerian economy is strengthened	industrial production as a % of GDP ($x \rightarrow y$) Investment volume : amount, number($x \rightarrow y$) Export level : amount, % PIB ($x \rightarrow y$)	Publications of the National Statistics Office (ONS) AAPI activity reports Project reports	The identified priority sectors align with the national priorities and interests of investors. The proposed benefits meet the needs of investors
Specific objective (outcomes)	The effectiveness of AAPI's investment promotion actions is improved	The effectiveness of the AAPI's investment promotion actions is improved ($x \rightarrow y$) Annual promotional programme developed and initiated ($x \rightarrow y$) Decision- support tool based on data exploitation ($x \rightarrow y$)		

* the values of the indicators will be defined at the start of the project

	Result chain	Indicators (with relevant baseline and target data)*	Verification sources	Assumptions (external factors to the project)
Mandatory result 1 (Execution)	Promotional tools and techniques are mastered	Number of priority sectors covered by the value proposition (0→2) Number of promotional templates developed (0→3) Number of operational promotional tools improved (0→3) Annual and infra-annual tool production programme elaborated (0→1)	AAPI information system AAPI website Project reports	The stakeholder administrations involved in the investment process meet the needs of the AAPI
Mandatory result 2 (Execution)	Investor targeting is improved	Number of new target markets analysed (0→2) Number of new specific communication strategies (0→2) Number of prospects referenced in the Partnership Exchange (0→3) Number of events « organisation » (0→1) Number of events « participation » (0→1)		
Mandatory result3 (Execution)	Data exploitation in evaluation, reporting and studies is enhanced	Number of new evaluation reports developed [0→2 : 1 Investment monitoring Directorate (DESIERSEP) / 1 Facilitation Directorate (DEAFS)] Dynamic scoreboard for tracking investments and events developed (0→1) Dashboard to measure the effectiveness of AAPI services based on investor feedback (0→1) Automated processes for data collection and analysis and generation of analytical and reporting notes put in place (0→1)	AAPI information system AAPI website Project reports	The stakeholder administrations involved in the investment process meet the needs of the AAPI

Activities matrix

Activities per output	Tasks	Deliverables		
Output 1 : Promotional tools and techniques are mastered				
Act. 1.1 : Update the value proposition Concerned structures DEPICC, project team, national/foreign partners	Tasks <ul style="list-style-type: none">• Critical analysis of the value proposition based on strategic directions and national priorities (sectors, clusters, etc.)• Training on territorial marketing• Support for updating the value proposition, applicable for the coming years, and for its adaptation to 2 priority sectors/activities	Deliverables <ul style="list-style-type: none">➤ Critical analysis report of the value proposition➤ Updated value proposition for priority sectors➤ Plan for updating communication tools for the sectors		
	Resources to be mobilised			
	Expert	Mission	Day	Total days
	Investment policies	2	5	10
	Total	10 days		
Act. 1.2 : Improve promotional tools Concerned structures DEPICC, project team, national partners	Tasks <ul style="list-style-type: none">• Critical analysis for existing tools• Training on communication tools• Support for developing a template for a number of priority tools• Coaching for enhancing and producing tailored tools	Deliverables <ul style="list-style-type: none">➤ critical analysis report of existing promotional tools➤ training guide on communication tools➤ enhanced promotional tools tailored to needs		
	Resources to be mobilised			
	Expert	Mission	Day	Total days
	Communication - marketing territorial	3	5	15
	Total	15 days		

Activities per output	Tasks	Deliverables		
Act. 1.3 : Establish a framework for planning production and update activities Concerned structures DEPICC, DESIERSEP, GUD, project team	Tasks <ul style="list-style-type: none">Development of an annual and sub-annual programme for the production of materials based on needsDefinition of internal and external needs for data/studies and material production	Deliverables <ul style="list-style-type: none">➤ Annual and sub-annual programme for the production of materials➤ List of internal and external needs for data/studies and material production		
	Resources to be mobilised			
	<i>Experts</i>	<i>Mission</i>	<i>Days</i>	<i>Total days</i>
	Communication - Marketing territorial	3	5	15
	Total	15 days		
Act. 1.4 : Organise a study visit for a number of executives on territorial marketing and investment promotion management Concerned structures To be determined	Tasks <ul style="list-style-type: none">Understanding best practices: territorial marketing strategies, creating and managing a value proposition for priority sectors, promotional tools used (websites, brochures, advertising campaigns)Support for developing MoU between AAPI and the visited institutions	Deliverables <ul style="list-style-type: none">➤ Study visit programme➤ Mission report on the possibilities of adapting the presented experiences to the Algerian context		
	Resources to be mobilised			
	<i>Participants</i>	<i>Number</i>	<i>Day</i>	
	AAPI officials	5	5	
	Output 1 : total experts/days		40	

Activities per output	Tasks	Deliverables		
Output 2 : Investor targeting is improved				
Act. 2.1 : Develop techniques for targeting investors Concerned structures DEPICC, DESIERSEP, project team	Tasks <ul style="list-style-type: none">• Analysis of existing targeting techniques• Training on targeting techniques• Support for target market analysis• Coaching for applying investor targeting techniques to two priority markets• Support for developing a communication strategy by target• Support/coaching for the start-up of the Partnership Exchange	Deliverables <ul style="list-style-type: none">➤ Annual and sub-annual programme for the production of materials➤ List of internal and external needs for data/studies and material production		
	Resources to be mobilised			
	Expert	Mission	day	Total days
	Events planning and organisation	2	5	10
	Maket study	2	5	10
	Total	20 days		
Act. 2.2 : Harnessing the potential of events Concerned structures DEPICC, DESIERSEP, DEDGP, project team	Tasks <ul style="list-style-type: none">• Selection of events based on defined priority targets• Training on communication techniques applied to investment attraction• Coaching for event organisation and participation in an event (general materials, specific materials, guest lists, mailing campaigns and networking, stakeholder identification and mobilisation, timeline, checklists, etc)	Deliverables <ul style="list-style-type: none">➤ Operational plan template for event organisation or participation in promotional events, put into practice for one organisation and one participation➤ Report model on event organisation or participation, illustrated by one organisation and one participation		
	Resources to be mobilised			
	Expert	Mission	day	Total days
	Events planning and organisation	4	5	20

Activities per output	Tasks	Deliverables		
	Total	20 days		
Act. 2.3 : Organise a study visit for a number of executives on investor targeting and sectoral outreach Concerned structures To be determined	Tasks <ul style="list-style-type: none">• Observation of investor targeting practices: segmentation of target markets and approach to managing investor relations (targeting techniques and investor segmentation, analysis of event organisation to attract targeted investors - trade fairs/forums, investor relationship management tools)• Support for developing MoU between AAPI and the visited institutions	Deliverables <ul style="list-style-type: none">➤ Study visite programme➤ Mission report on the possibilities of adapting the presented experiences to the Algerian context		
	Resources to be mobilised			
	Participants	Number	Day	
	AAPI officials	5	5	
	Output 2 : total experts/days		40	
Output 3 : Data exploitation in evaluation, reporting and studies is enhanced				
Act. 3.1 : Strengthen the evaluation of the impact of promotional events Concerned structures DEPICC, DESIERSEP, DEAFS	Tasks <ul style="list-style-type: none">• Analysis of existing event reporting and evaluation methods• Development of complementary event evaluation techniques through data analysis (e.g., number of leads generated, return on investment).• Development of an evaluation report for a specific event• Training on the use of tools and methods for real-time event reporting and evaluation	Deliverables <ul style="list-style-type: none">➤ Analysis note template on event organisation or participation in promotional events, put into practice for one organisation and one participation➤ Evaluation report template on event organisation or participation, illustrated by one organisation and one participation		
	Resources to be mobilised			
	Expert	Mission	Day	Total days
	Data processing	3	5	15

Activities per output	Tasks	Deliverables		
	Total	15 days		
Act. 3.2 : Stengthen the statistical data exploitation and monitoring activities Concerned structures DESEE, DESIERSEP, DEDPG	Tasks <ul style="list-style-type: none">• Analysis of existing reports and study of internal needs of national/foreign partners• Development of a dynamic dashboard for monitoring investments, events, and investor feedback• Coaching for report production based on an enhanced template that monitors project progress and identifies trends in real-time	Deliverables <ul style="list-style-type: none">➤ Dynamic dashboard for monitoring investments and events➤ Investment and investor feedback monitoring report		
	Resources to be mobilised			
	Expert	Mission	Day	Total days
	Data processing	4	5	20
	Total	20 days		
Act. 3.3 : Deepen the analysis of investors feedback Concerned structures DESIERSEP, DEAFS, DEDPG	Tasks <ul style="list-style-type: none">• Analysis of current practices for the use of investor feedback• Development of a dashboard to measure the effectiveness of AAPI services, using key indicators derived from investor feedback• Implementation of methods for collecting and using investor feedback through surveys or digital feedback• Coaching for the use of feedback to produce continuous improvement reports	Deliverables <ul style="list-style-type: none">➤ Report on the utilization of investor feedback➤ Dashboard to measure the effectiveness of AAPI services➤ Tools for collecting and utilizing investor feedback		
	Resources to be mobilised			
	Expert	Mission	Day	Total days
	Data analysis	4	5	20
	Total	20 days		

Activities per output	Tasks	Deliverables		
Act. 3.4 : Automate data collection methods and the production of statistical data and reports Concerned structures DESIERSEP, DEAFS, DEDPG	Tasks <ul style="list-style-type: none">● Analysis of existing data collection and production tools, and the development of statistical reports● Exploration of Business Intelligence (BI) tools to automate data collection, their analysis, and the production of statistical data and analysis reports on investments and promotional activities● Selection and training of users on the use of BI tools for data collection, analysis and report production● Implementation of automated processes for data collection and analysis, as well as the generation of analysis notes and reports	Deliverables <ul style="list-style-type: none">➤ An automated data collection system➤ An automated statistical data production system➤ An automated analysis note and report production system		
	Resources to be mobilised			
	Expert	Mission	Day	Total days
	Data processing	3	5	15
	Total	15 days		

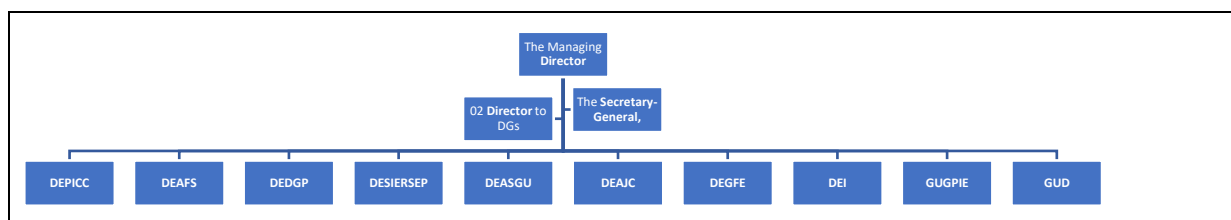
Activities per output	Tasks	Deliverables	
Act. 3.5 : Organise a study visit on automated data collection and analysis and the automated generation of analysis notes and reports <i>Concerned structures</i> To be determined	Tasks <ul style="list-style-type: none">● Observation of the analysis of promotional event results, using data for investment evaluation and automating activity reporting:<ul style="list-style-type: none">- Techniques used to evaluate events (participant feedback, monitoring leads generated)- Business Intelligence (BI) tools to automate report production and monitor event data- Methodologies for collecting and using investor feedback● Support for developing MoU between AAPI and the visited institutions	Deliverables <ul style="list-style-type: none">➤ Study visite programme➤ Mission report on the possibilities of adapting the presented experiences to the Algerian context	
	Resources to be mobilised		
	<i>Participants</i>	<i>Number</i>	<i>day</i>
	AAPI officials	5	5
	Total output 3 experts/days		70
Total project experts/days		150	

Indicative completion schedule

Month of project	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
Output 1 : Promotional tools and techniques are mastered								
Act. 1.1 : Update the value proposition								
Act. 1.2 : Improve promotional tools								
Act. 1.3 : Establish a framework for planning								
Act. 1.4 : Organise a study visite								
Output 2 :Investor targeting is improved								
Act. 2.1 : Develop techniques for targeting								
Act. 2.2 : Harnessing the potential of events								
Act. 2.3 : Organise a study visite								
Output 3 : Data exploitation in evaluation, reporting, and studies is enhanced								
Act. 3.1 : Strengthen the evaluation of events impact								
Act. 3.2 : Strengthen the data exploitation activities								
Act. 3.3 : Deepen the analysis of investors feedback								
Act. 3.4 : Automate data production and reports								
Act. 3.5 : Organise a study visit								

Month of project	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
Project management								
Work plan	Initial Plan			adjusted			adjusted	
Kick-off and closing conferences								
Steering Committee Meeting			1			2		final
Reports			1			2		final

Annex 2 : Organizational Chart of AAPI



DEPICC: Directorate for Studies in charge of Investment Promotion, Communication and Cooperation

DEAFS: Directorate for Studies in charge of coaching, facilitation and simplification of procedures

DEDGP: Directorate for Studies in charge of Digitalisation and Management of the Investor's Digital Platform

DESIERSEP: Directorate for Studies in charge of Investment Monitoring, Statistical Reports and perspective Studies

DEASGU: Directorate for Studies in charge of the audit and follow-up of the one-stop shops

DEAJC: Directorate for Studies in charge of Legal Affairs and Litigation

DEGFE: Directorate for Studies responsible for the management of Industrial Property

DEI: Directorate for Studies in charge Inspection

GUGPIE: Single Window for Large Projects and Foreign Investment

GUD: Decentralised one-stop shops/single windows.

Annex 3 :List of legal texts related to the twinning project

- Law No 22-18 of 24 July 2022 on investment
- Law No 20-07 of 4 June 2020 on the supplementary budget law for 2020
- Executive Decree 22-298 of 8 September 2022 establishing the organisation and operation of the Algerian Investment Promotion Agency, as amended and supplemented

It should be noted that:

Law No 16-09 of 3 August 2016 on investment promotion: has been repealed by Law 22-18 with the exception of Article 37;

Order No 01-03 of 20 August 2001 on the development of investment: has been repealed by Law 16-09 with the exception of Articles 6, 18 and 22

Legislative Decree No 93-12 of 5 October 1993 on investment promotion: has been repealed by Law 01-03

