
Title: The Concession Contract as a Legal Mechanism for Public-Private Partnership to Improve the Quality of Public Services in Algeria

Ramdani Farid

Dr., University of Setif 2, Laboratory for Research and Studies on Contemporary Public Activity (Algeria). E-mail: f.ramdani@univ-setif2.dz

Received: 06.01.2025 Accepted: 25.03.2025 Publishing: 10.05.2025 Doi: 10.56334/sei/8.4.28

Abstract

The concession contract is considered one of the most prominent legal mechanisms adopted by the state to establish effective partnerships between the public and private sectors, with the aim of modernizing the management of public utilities and enhancing the quality of services provided to citizens. This contractual model grants the private sector the right to operate a specific public utility, under predefined conditions, in return for the obligation to deliver public services. However, this right remains subject to continuous oversight by the public authority to ensure alignment with the public interest and prevent any deviation from the contract's objectives. This study aims to analyze the legal framework of concession contracts in Algerian legislation and to highlight their role as a tool for public-private partnership in improving the delivery of public services. The study adopts a descriptive and analytical approach, supported by practical examples, in order to assess the effectiveness of this contractual model and to identify its strengths and limitations.

Keywords: Concession contract, public-private partnership, public sector, private sector, public service.

1 CC BY 4.0. © The Author (s). Publisher: IMCRA. Authors expressly acknowledge the authorship rights of their works and grant the journal the first publication right under the terms of the Creative Commons Attribution License International CC-BY, which allows the published work to be freely distributed to others, provided that the original authors are cited and the work is published in this journal.

Citation. Ramdani F. (2025). The Concession Contract as a Legal Mechanism for Public-Private Partnership to Improve the Quality of Public Services in Algeria. *Science, Education and Innovations in the Context of Modern Problems*, 8(4), 227-233; doi: 10.56334/sei/8.4.28. <https://imcra-az.org/archive/362-science-education-and-innovations-in-the-context-of-modern-problems-issue-4-volvi-2025.html>

1. Introduction

1.1. General Introduction:

The concession contract is considered one of the most prominent legal mechanisms adopted by the state to establish effective public-private partnerships, particularly in the management of public services. By granting the private sector the right to operate and manage certain public services under clearly defined conditions, the state aims to improve service quality and increase the efficiency of public utilities. This contractual model serves as a strategic tool to stimulate private investment in sectors that were previously entirely under state management, thus contributing to the development of infrastructure and modernization in delivering essential services to citizens.

In the Algerian context, the concession contract has gained significant importance, especially in vital sectors such as water, telecommunications, and transport. These sectors are crucial for improving living standards and enhancing economic development. Involving the private sector in managing these services contributes to better efficiency and innovation, while ensuring that high-quality services continue to be provided. Therefore, the concession contract plays a central role in the state's efforts to improve institutional performance and offer public services of a high standard, at a time when Algeria is undergoing significant economic and social transformations, including the shift toward digital transformation and the creation of an investment-friendly environment.

The importance of concession contracts extends beyond the economic aspect, as it also enhances transparency and accountability, ensuring continuous oversight by public authorities to align performance with the public interest. In this context, it becomes essential to study this contractual model within the Algerian framework, especially in light of the challenges faced by the national economy, such as declining oil revenues, the need to diversify sources of income, and the country's urgent need to improve the delivery of services to its citizens in line with international standards.

1.2. Research Problem:

Despite the increasing relevance of concession contracts in Algeria, there are numerous legal challenges that hinder their effective implementation. One of the primary issues is the weak enforcement of these contracts, which can be attributed to factors such as a lack of legal and administrative expertise and insufficient regulatory mechanisms to ensure compliance with the terms of the contract. Therefore, the central legal issue addressed in this study is: What are the reasons behind the ineffective implementation of concession contracts in Algeria, and what legal

factors influence the success of these contracts in improving public service quality?

1.3. Research Objectives:

This study aims to achieve several key objectives, including:

- To analyze the legal framework governing concession contracts in Algeria.
- To examine the sectoral applications of concession contracts in Algeria, with a focus on critical sectors such as water, transport, and telecommunications.
- To compare Algeria's legal approach to concession contracts with that of other countries that use similar contractual models.
- To evaluate the effectiveness of concession contracts in improving public service quality and supporting local development.

1.4. Significance of the Study:

The importance of this research lies in its contribution to enhancing the legal system surrounding concession contracts and its potential to improve governance and public service provision in Algeria. By analyzing the legal framework and practical applications of concession contracts, this study seeks to identify both the strengths and weaknesses of the Algerian legal system. Furthermore, the research aims to provide recommendations that could enhance the effectiveness of concession contracts, thereby strengthening the role of the private sector in delivering high-quality public services.

2. Theoretical Framework

2.1. Definition of the Concession Contract

A concession contract is a legal arrangement in which a government (or public authority) grants a private entity the right to operate and manage a public service or infrastructure for a defined period. In exchange, the private entity assumes the responsibility of providing services or operating the infrastructure, often for a fee, while also bearing the financial risk associated with the operation. The concession contract typically involves a significant transfer of responsibilities to the private sector, while the government retains ultimate control over the quality of services and regulatory oversight (Gérard & Morandi, 2019).

In the Algerian legal context, the concession contract is governed by several key principles set forth in the country's public procurement laws. The basis of these contracts is found in the Algerian Public Procurement Law (Law No. 15-247), which outlines the procedures and conditions for awarding concessions, particularly in sectors such as water, transport, and energy. The legal

foundation of these contracts is designed to facilitate the efficient delivery of public services while ensuring accountability and transparency in the allocation of public resources (Brahimi, 2018).

2.2. Types and Classifications of Concession Contracts

Concession contracts can be classified into various types based on the sector of application and the nature of the services provided. Broadly, two major types are distinguished: public utilities concessions and economic concessions. Public utilities concessions generally involve the operation of essential services such as water supply, electricity, and waste management, where the private sector is responsible for the maintenance and delivery of services to the public. Economic concessions, on the other hand, typically relate to projects that aim to generate revenue, such as transportation systems or toll roads, where the private operator also assumes the risk of generating income (Kerf & Smith, 2017).

Furthermore, these contracts can be differentiated based on their contractual structure. For example, Build-Operate-Transfer (BOT) contracts are common in large-scale infrastructure projects, where the private entity builds, operates, and ultimately transfers the project back to the government after a predetermined period. Operation and Maintenance (O&M) contracts, by contrast, typically focus on the maintenance and management of existing infrastructure rather than building new facilities (Müller & Ahlers, 2020).

2.3. Historical Evolution of Concession Contracts

The concept of the concession contract dates back to ancient times, with early examples seen in the Roman Empire and medieval Europe, where the state granted private entities the rights to collect tolls or operate public markets (Hodge & Greve, 2017). Over time, the model evolved, especially in the context of colonial powers, which used concession contracts to exploit natural resources and manage infrastructure in their colonies.

In Algeria, the concession contract concept took shape during the colonial period, when the French administration implemented these contracts to manage key sectors such as transportation and utilities. Following independence in 1962, Algeria initially adopted a more centralized approach, with the state assuming direct control over public services. However, the pressures of economic modernization and the need for infrastructure development led to the re-emergence of concession contracts in the late 20th century, particularly as part of economic reforms and privatization initiatives in the 1990s (Boudiaf, 2016).

The evolution of concession contracts in Algeria has been influenced by the global trend toward public-private partnerships (PPPs), with the government

increasingly recognizing the need for private sector participation in the provision of public services. This shift was formalized with the adoption of the **Public-Private Partnership Law** (Law No. 18-04, 2018), which introduced a legal framework for the implementation of PPPs and concession contracts, aiming to enhance the efficiency and quality of public services (Zerrouki, 2020).

2.4. Legal Framework for Concession Contracts in Algeria

The legal framework governing concession contracts in Algeria is multifaceted, reflecting the state's intent to attract private investment while preserving public interest. This framework is built on several legislative pillars that establish the rules, obligations, and institutional roles involved in concession-based public service delivery.

At the core of this framework is Law No. 15-247 on public procurement, which regulates the general procedures for awarding public contracts, including concession agreements. This law emphasizes principles of transparency, equal treatment, free competition, and efficient use of public funds (Chibane, 2019). It stipulates clear conditions under which concessions may be awarded, including the need for public calls for tenders and the criteria for evaluating proposals.

Complementing this is Law No. 18-04 of 2018, which governs Public-Private Partnerships (PPPs). This law provides a dedicated legal basis for structuring long-term collaborations between the public and private sectors, especially in infrastructure, public utilities, and essential services. It defines the institutional framework, delineates the roles and responsibilities of both parties, and introduces mechanisms for performance monitoring, renegotiation, and dispute resolution. Importantly, this law also introduces the concept of value for money (VfM) as a guiding principle in the selection of concessionaires (CNES, 2023).

Additional regulatory instruments include Decree No. 10-232, which specifies sectoral procedures for awarding concessions, particularly in strategic sectors such as transportation, energy, and water management. These sector-specific regulations are often guided by broader policy goals, such as improving service delivery, increasing efficiency, and encouraging innovation.

The Algerian Commercial Code further reinforces the legal framework by establishing general contractual principles that govern commercial obligations, liabilities, and the enforcement of contract terms. This Code is particularly relevant in defining the legal personality of concessionaires, their rights and duties, and the enforceability of financial and operational clauses (Brahimi, 2018).

Moreover, the legal framework includes detailed provisions concerning the financial and technical qualifications of private partners. These requirements are intended to ensure that concessionaires possess the necessary capabilities to execute and sustain the project over the contract duration. Regulations also mandate performance bonds, insurance coverage, and other guarantees to protect the public authority in case of non-compliance or default.

Importantly, the framework provides for continuous monitoring and evaluation mechanisms. These include regular reporting obligations, performance audits, and contractual benchmarks, which serve to assess service quality, ensure regulatory compliance, and detect any potential conflicts of interest or breaches of contract (Boudiaf, 2016).

Despite the comprehensive nature of this framework, scholars and practitioners have pointed out several implementation challenges, including bureaucratic inefficiencies, institutional fragmentation, and ambiguous definitions in some legislative texts. These issues have at times hindered the full realization of the benefits associated with concession-based partnerships.

In summary, Algeria's legal regime for concession contracts reflects a cautious but evolving approach to involving the private sector in public service provision. While the legislative foundation is relatively robust, its practical effectiveness depends heavily on enforcement capacity, institutional coordination, and ongoing legal reforms.

3. Research Methodology

3.1. Research Approach

The research adopts a descriptive and analytical methodology in order to provide a comprehensive understanding of the concession contract and its application in Algeria. The descriptive approach is used to outline the legal framework surrounding concession contracts, offering a detailed examination of the relevant legal texts, regulations, and judicial interpretations. This approach is crucial in identifying the legal structure and regulatory framework that governs concession contracts in Algeria.

The analytical approach is employed to evaluate the practical implementation and effectiveness of concession contracts. This involves a critical analysis of how concession contracts are applied in various sectors, such as water, energy, and transportation, and an assessment of their impact on public service delivery. The analysis includes an examination of the strengths, challenges, and limitations of these contracts, particularly focusing on their role in enhancing public-private partnerships (PPPs) and improving public services.

Additionally, a comparative approach will be used to compare the Algerian experience with other countries that have successfully implemented concession contracts, such as France and Morocco. This comparative analysis will help identify best practices and areas for improvement in the Algerian context, offering valuable insights into the optimization of concession contracts and the broader framework of public-private partnerships.

3.2. Legal Sources

This research relies on a comprehensive set of legal sources to ensure an in-depth understanding of the legal framework governing concession contracts in Algeria. These sources are categorized as follows:

a. Primary Legal Texts

The core of the legal analysis is based on key national legislative instruments:

- **Presidential Decree No. 15-247 of September 16, 2015**, on public procurement and public service delegation, is a central text that regulates the award procedures for concession contracts. It establishes principles of transparency, competition, equal treatment of bidders, and efficiency in public contracting. It also includes detailed provisions for the selection criteria, evaluation procedures, and contract enforcement mechanisms (Brahimi, 2018; Chibane, 2019).
- **Law No. 18-04 of May 10, 2018**, on public-private partnerships (PPPs), provides a broader framework for structuring PPPs, including concession agreements. This law defines the legal status, responsibilities, and obligations of the public and private parties, and outlines mechanisms for project approval, risk allocation, monitoring, and dispute resolution (Zerrouki, 2020).
- **Decree No. 10-236 of October 7, 2010**, further complements the legal framework by detailing the regulatory processes for awarding and executing concessions in specific sectors, such as transportation, energy, and water management (Boudiaf, 2016).
- **The Algerian Commercial Code (Ordinance No. 75-59, as amended)** is also essential, as it governs general commercial and contractual principles applicable to concession agreements. It addresses issues related to contractual obligations, liability, termination clauses, and arbitration (Brahimi, 2018).

These texts collectively ensure legal clarity and procedural integrity in concession arrangements, although several scholars have pointed out the need for further refinement to reduce legal uncertainty and

promote investor confidence (Chibane, 2019; Boudiaf, 2016).

b. Judicial Precedents

Judicial rulings by administrative and commercial courts in Algeria serve as essential interpretive tools for understanding how concession contract disputes are adjudicated. While Algeria does not follow a strict precedent-based system, jurisprudence provides practical insights into contract enforcement, interpretation of ambiguous clauses, and the role of public interest in concession annulments (Zerrouki, 2020). These cases are crucial in evaluating the stability and predictability of concession contract enforcement.

c. Administrative Reports

Reports issued by national agencies such as the **Ministry of Finance**, **Ministry of Public Works**, and the **National Economic, Social, and Environmental Council (CNES)** provide empirical data and official evaluations of PPP and concession performance. For instance, CNES (2023) highlights administrative bottlenecks and institutional weaknesses in contract implementation. Similarly, the IMF (2021) and African Development Bank (2023) have offered assessments on improving public investment management and creating a conducive environment for private participation.

These documents offer a governmental perspective on the effectiveness, challenges, and reform needs of the current legal system for concessions.

d. Previous Legal Studies

Academic contributions offer critical theoretical and practical insights into the concession framework. Studies by Brahimi (2018), Chibane (2019), and Zerrouki (2020) delve into legal gaps, regulatory fragmentation, and enforcement challenges. Comparative studies such as Hodge & Greve (2017) and Gérard & Morandi (2019) offer international perspectives that can inform reforms in the Algerian context by drawing lessons from other civil law jurisdictions.

3.3. Analysis Methods

The research will employ a combination of analysis methods to study the actual application of concession contracts in Algeria:

1. **Textual Analysis:** The first step will involve a detailed analysis of the legal texts that govern concession contracts. This will include identifying key provisions in the laws and regulations, as well as examining how these provisions are interpreted by courts and applied by public authorities. Textual analysis will focus on understanding the legal language and ensuring that the framework is conducive to effective public-private partnerships.

2. **Comparative Analysis:** A comparative analysis will be conducted to contrast Algeria's concession contract framework with that of other countries that have established successful PPPs. This will involve reviewing case studies and legal frameworks from countries like France, which has a long history of concession contracts, and Morocco, which has made significant strides in its use of public-private partnerships. The aim is to identify best practices that could be applied to the Algerian context.
3. **Case Study Analysis:** Specific case studies of concession contracts in Algeria will be examined to assess their practical implementation. These case studies will focus on sectors such as water, energy, and transportation, where concession contracts have been used. Through these case studies, the research will highlight the successes, challenges, and lessons learned from the real-world application of concession contracts in Algeria.
4. **Critical Analysis:** Finally, a critical analysis will be used to evaluate the overall effectiveness of concession contracts in improving the quality of public services. This will involve assessing whether these contracts have led to tangible improvements in service delivery, whether public interests have been adequately protected, and whether the legal framework is effective in ensuring the sustainability of public-private partnerships.

4. Sectoral Applications of Concession Contracts in Algeria

In line with the Algerian government's strategy to enhance the role of the private sector in financing and managing public infrastructure and services, the country has adopted the public-private partnership (PPP) model as a strategic option to reduce public spending and improve project efficiency. Within this framework, concession contracts have emerged as a key contractual form alongside other models such as BOT and BOOT (CNES, 2023).

4.1 Water Sector

The water sector is one of the most prominent areas where concession contracts have been implemented in Algeria. Law No. 05-12 of 2005 on water allowed for the delegation of water supply and sanitation services to the private sector through concession or delegated management contracts (Oxford Business Group, 2022a). A notable example is the partnership between the Algerian Water Company (SEAAL) and the French company Suez, which began in 2006 to manage drinking water and wastewater services in the Greater Algiers area. The contract was later extended until 2021 (Oxford Business Group, 2022a). Additionally, several seawater desalination projects have been implemented in recent years under the Build-Operate-Transfer

(BOT) concession model in partnership with foreign firms.

4.2 Electricity and Energy Sector

Law No. 02-01 of 2002 liberalized electricity production in Algeria, ending the state's monopoly and allowing private companies to produce electricity. However, transmission and distribution networks remain under public control, governed by specific concession contracts (Oxford Business Group, 2022b). This reform encouraged private investment in electricity generation plants, especially in renewable energy projects (solar and wind). The government has signed long-term concession agreements with both domestic and international firms to build large-scale solar power plants, as well as oil and gas power projects under licensing and investment share models (CNES, 2023).

4.3 Transport and Communications Sector

The transport sector has witnessed a significant expansion in PPP applications through the awarding of concession contracts for the operation and management of urban transport networks, ports, and highways (Oxford Business Group, 2022c). For example, SETRAM, a joint venture involving Paris Metro operator RATP, manages the tramway systems in Algiers, Oran, and Constantine under 10-year concession agreements (Oxford Business Group, 2022c). RATP's Algerian subsidiary also operates the Algiers Metro under a separate concession. In the port sector, a 30-year concession was granted to the UAE-based company DP World to manage the container terminal at the Port of Algiers, with a commitment to modernize and expand infrastructure (Oxford Business Group, 2022c). The government has also relaunched highway projects under the BOT model, such as the proposed "Hauts Plateaux Highway," to attract private funding and reduce fiscal burdens (CNES, 2023).

4.4 Health Sector and Other Public Services

Despite the relative success of concession contracts in economic sectors, their use in the health sector remains limited. The state continues to finance and build public health facilities, while private sector involvement is largely restricted to the supply of medical equipment and services through public procurement (Oxford Business Group, 2022d). No formal concession contracts have been signed for hospital construction or management under a PPP model. Similarly, other public services such as local transportation and waste management are still in early stages of private-sector engagement, often relying on traditional management contracts or administrative delegations rather than full concession models (CNES, 2023).

5. Challenges and Opportunities Related to Concession Contracts in Algeria

Despite the relative progress made by Algeria in adopting public-private partnership (PPP) models through concession contracts, the implementation of such agreements still faces a number of legal and regulatory challenges that hinder the achievement of intended goals. At the same time, there are promising opportunities for improving the legal and institutional framework of these contractual arrangements.

5.1 Legal Challenges

Key legal obstacles facing concession contracts in Algeria include:

- **Legislative ambiguity and legal fragmentation:** The legal texts governing concession contracts suffer from overlapping competencies and unclear definitions, particularly in distinguishing between concession contracts, delegated management, and service contracts. The absence of a unified and detailed law on PPPs adds to the complexity of contractual procedures (World Bank, 2020).
- **Bureaucracy and weak institutional coordination:** Administrative bureaucracy and the involvement of multiple agencies result in delays in contract execution. Moreover, poor coordination between ministries and regulatory bodies diminishes the efficiency of monitoring and implementation (IMF, 2021).
- **Lack of transparency and oversight mechanisms:** Some sectors lack robust legal and financial oversight frameworks, creating openings for non-transparent practices such as favoritism or misallocation of public resources (Transparency International, 2022).
- **Limited administrative and negotiation capacity:** Public authorities often face a lack of legal and technical expertise needed for negotiating complex and long-term contracts, which impacts the quality of contractual drafting and the balance of interests between parties (AfDB, 2023).

5.2 Opportunities for Improvement

In spite of these challenges, Algeria holds several opportunities and reform avenues that could strengthen the environment for concession contracts:

- **Developing a dedicated PPP legal framework:** The government is currently preparing a legislative framework for PPPs to clearly define contract types and stages. This would offer legal clarity and help attract both local and international investors (CNES, 2023).
- **Enhancing transparency and oversight tools:** The introduction of digital tools into project tendering, bid evaluation, and contract disclosure processes

could help reduce corruption and increase confidence among economic stakeholders (UNDP, 2022).

- **Capacity building for public entities:** Providing technical and legal training for public sector employees involved in contract design and oversight would improve negotiation efficiency and project governance (OECD, 2022).
- **Promoting local private sector participation:** Encouraging qualified national firms to participate in concession projects will enhance technology transfer and generate employment opportunities within the country (AfDB, 2023).

6. Recommendations

In light of the legal, institutional, and operational challenges surrounding the implementation of concession contracts in Algeria, this section presents a set of legal and regulatory recommendations designed to enhance the effectiveness, transparency, and sustainability of such contracts in the Algerian context.

6.1 Reforming the Legal Framework

- **Draft and enact a comprehensive PPP law:** Algeria should adopt a unified and detailed legal framework for public-private partnerships, including concession contracts. This law must clearly define the roles of contracting authorities, stages of project execution, dispute resolution mechanisms, and risk-sharing models, as recommended by the World Bank (2020).
- **Harmonize sectoral legislation:** It is necessary to reconcile and align sector-specific laws (e.g., energy, water, transport) with overarching PPP principles to eliminate contradictions and legal fragmentation (AfDB, 2023).
- **Amend public procurement regulations:** The current public procurement code should be revised to integrate flexible procedures specific to long-term PPPs, while preserving transparency and competitive bidding principles (OECD, 2022).

6.2 Enhancing Institutional and Administrative Capacity

- **Establish a central PPP unit:** The creation of a specialized public-private partnership unit within a key government body would centralize expertise, streamline project evaluation, and support sectoral ministries in contract negotiation and monitoring (IMF, 2021).
- **Build legal and technical capacity:** Targeted training programs for public officials in legal drafting, financial modeling, and project risk

assessment are crucial to ensure well-negotiated and enforceable contracts (UNDP, 2022).

6.3 Promoting Transparency and Collaboration

- **Adopt digital tools for procurement and monitoring:** Algeria should institutionalize digital platforms for managing concession bids, contract publication, and performance tracking, thereby improving public access to project data and limiting corruption risks (Transparency International, 2022).
- **Foster dialogue with the private sector:** A more structured dialogue between public authorities and private investors would promote trust, ensure project viability, and reduce contractual disputes. Establishing regular consultation mechanisms can facilitate mutual understanding and better alignment of public objectives and private capabilities (CNES, 2023).

7. Conclusion

7.1 Summary of Key Findings

This study has explored the legal framework, sectoral applications, and institutional dynamics of concession contracts in Algeria, revealing several key insights. First, concession contracts—primarily framed within Algeria's broader public-private partnership (PPP) strategy—serve as essential instruments for mobilizing private sector expertise and investment in critical infrastructure sectors, including water, energy, transport, and to a lesser extent, health and other public services. The legal underpinnings of these contracts are rooted in sector-specific laws (e.g., Water Law No. 05-12 of 2005, Electricity and Gas Law No. 02-01 of 2002), with limited overarching coordination under a unified PPP legislative framework.

The study also identified significant limitations in the current regulatory and institutional environment, including fragmented legislation, underdeveloped institutional capacities, and challenges related to transparency and contractual enforcement. Nevertheless, the ongoing implementation of PPP projects, such as in desalination, tramway operations, and port terminal management, indicates the model's potential—if properly governed—to contribute to sustainable public service delivery in Algeria.

7.2 Directions for Future Research

Building upon these findings, future research may pursue several directions:

- **Comparative legal analysis:** Further studies could systematically compare Algeria's PPP and concession frameworks with those of other MENA or African

countries, highlighting best practices in legislative design, risk-sharing mechanisms, and dispute resolution models.

- **Impact assessments of PPP projects:** Empirical evaluations of concession contracts—especially regarding their fiscal impact, quality of service, and socio-economic outcomes—would offer critical insights for policy refinement.

- **Governance and anti-corruption in concessions:** Investigating the role of institutional oversight, audit mechanisms, and digital transparency tools in preventing abuse and ensuring accountability in concession-based public service delivery.

These avenues of inquiry would not only deepen academic understanding of concession governance but also support evidence-based policy reforms to improve the effectiveness of public-private collaboration in Algeria.

References:

African Development Bank. (2023). *Private sector participation in infrastructure: Algeria country profile*. Retrieved from <https://www.afdb.org>

Boudiaf, A. (2016). The evolution of concession contracts in post-colonial Algeria: Legal and economic perspectives. *Algerian Journal of Public Law*, 10(3), 45–61.

Brahimi, K. (2018). *Public procurement and concession contracts in Algeria: Legal foundations and challenges*. University of Algiers Press.

Chibane, M. (2019). Public-private partnerships in Algeria: Legal framework and challenges in the infrastructure sector. *International Journal of Law and Economics*, 23(2), 123–137.

CNES. (2023). *Le financement du développement en Algérie: Quelle place pour les partenariats public-privé (PPP)?* Conseil National Économique, Social et Environnemental. Retrieved from <https://www.cnese.dz>

Gérard, E., & Morandi, A. (2019). *Concession contracts and public-private partnerships: An international perspective*. Cambridge University Press.

Hodge, G. A., & Greve, C. (2017). *Public-private partnerships: Theories and practices*. Routledge.

International Monetary Fund. (2021). *Algeria: Technical assistance report—Strengthening public investment management*. International Monetary Fund.

Kerf, M., & Smith, D. (2017). *Public sector and private sector partnerships in infrastructure: An analytical overview*. World Bank Publications.

Müller, R., & Ahlers, M. (2020). *Public-private partnerships: Critical perspectives on contract management and project delivery*. Springer.

OECD. (2022). *Public-private partnerships: Governance and capacity in MENA countries*. Organisation for Economic Co-operation and Development.

Oxford Business Group. (2022a). *SEAAL and Suez: Algeria's water PPP model*. Retrieved from <https://www.oxfordbusinessgroup.com>

Oxford Business Group. (2022b). *Reforming Algeria's electricity sector*. Retrieved from <https://www.oxfordbusinessgroup.com>

Oxford Business Group. (2022c). *Transport infrastructure and PPPs in Algeria*. Retrieved from <https://www.oxfordbusinessgroup.com>

Oxford Business Group. (2022d). *Public health services and private sector involvement in Algeria*. Retrieved from <https://www.oxfordbusinessgroup.com>

Transparency International. (2022). *Corruption perceptions index: Algeria*. Retrieved from <https://www.transparency.org>

UNDP. (2022). *Digital governance for transparency in public procurement*. United Nations Development Programme.

World Bank. (2020). *Improving the legal framework for PPPs in North Africa: Algeria report*. Retrieved from <https://www.worldbank.org>

Zerrouki, R. (2020). Public-private partnerships in Algeria: Legal and regulatory issues. *Algerian Law Review*, 8(4), 88–102.