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Corporate social responsibility: state of the art in Algeria

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Abstract:

CSR is taking a more significant role in the world. The growing number of discussions around CSR, along with the emergence of innovative managerial approaches, social dashboard tools, and standardized measures, demonstrates this. This article deals with the current state of CSR in Algeria. Although it is attracting increasing interest, it remains at an embryonic stage. Some large companies are integrating CSR practices; SMEs remain unresponsive to these issues. The regulatory framework remains limited. There is a growing awareness of environmental protection issues. The Algerian company is interested in CSR issues, but it has problems with implementation

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1. *Introduction*

Since the 1980s, there has been a significant increase in interest to corporate social responsibility (CSR), both in research and in its practical applications. This interest manifests in the proliferation of discussions around CSR, as well as in the emergence of innovative managerial approaches, social dashboard tools and standardized measures. On the academic level, there has been conceptual development in areas such as societal performance and stakeholder engagement, as well as a wide range of research methodologies using empirical and normative approaches (Acquier & Aggeri, 2015). All this dynamic had as its starting point the publication of Howard R. Bowen's book 'Social responsibilities of the businessman' in 1953. Bowen defined CSR as: "The doctrine of social responsibility must be considered as a means to guide the activity of companies towards the achievement of the objectives that society has set for itself" (Acquier&Aggeri, 2015).

In the literature on CSR, we have mainly two conceptions: American and European. CSR is as a commitment and voluntary for the Anglo-Saxons who trust voluntary approaches. While it is an obligation in the European conception, therefore a constraint and it is necessary to put in place regulations and oblige companies to comply with them.

Several factors explains this divergence. The difference in cultural values conveyed in each of the societies, the influence of the ideas specific to each of them, the specific conception of the company (Capron, 2006). A 'contractualist' company, an individual and original adventure, whose main reason for existence is to generate profits for the former, while the 'institutionalist' conception for the latter, and the origin of the company is more oriented towards the realization of social actions for the benefit of the community and the State. The entrepreneur's approach is part of an institutional economic context that conditions its success (Boutilier, Uzundis 1999). The company is an element of its territory, to which it is accountable.

The difficulty of defining the concept of responsibility for several reasons, including: Responsibility implies that an act (damage or benefit) attribute to a person. Originally, CSR is similar to the responsibility of the head of a company. The company, being a legal person. While, it is composed of several people "linked by relationships of authority, influence and interdependence", it is difficult to attribute responsibility for a given act to a particular person.

In Algeria, CSR is a complex issue marked by structural challenges. The company, challenged by pressures from multiple sources and at different levels, must increasingly address concerns about CSR which is increasingly highlighted, even if its adoption is uneven, while some large companies are gradually integrating CSR policies, this is not the case for SMEs.

The Algerian State is making efforts to establish a regulatory framework aimed at inciting and encouraging companies and organizations as a whole to adopt CSR strategies.

This empirical work takes place in this context. We will try to present the state of play of CSR in Algeria. What is the current state of the national and international regulatory framework that governs CSR? What are the main organizations involved in sustainable development and the promotion of CSR? How does standardization, particularly through the RSMENA project, influence the adoption of these practices? Finally, what are the specific difficulties that Algerian companies face in effectively integrating CSR principles into their strategies?

To address this, we adopted the following approach: in a first step, the presentation of national, international laws, and regulations related to CSR adopted by Algeria. Key actors involving in

promoting CSR follows. The third step deals with the standardization process through the RSMENA project. Finally, list the obstacles to the adoption of CSR by Algerian companies through the consultation of various academic works that have dealt with the issue.

1. CSR concept and theory

1.1. CSR and Business Ethics in the US and Europe:

There are two distinct conceptions of business ethics and CSR. The first, of Anglo-Saxon inspiration, considers the company as a group of individuals pursuing a common goal, where antagonisms are dysfunctions (Argyris, 1974). The values of the manager and his moral framework, base the ethics of the organization and influence fairer economic relations. In this perspective, the managerial process does not integrate CSR. It is often outsourced; it is the business of foundations or charitable initiatives. This vision values individual initiatives and the voluntarism of the manager.

In Europe, the company is a set of problems to be solved (Crozier, Friedberg, 1970s) or a political unit, where individual strategies can diverge from collective objectives. The institutionalization of social protection in the 20th century marginalized philanthropy and paternalism. Adherence to the institutionalized social protection regime and respect for collective agreements integrate the philanthropic dimension of the model of Carroll, without it being necessary to make it an explicit part of CSR. This conception prevailed in the development of ISO 26000, where the usual activities of the organization must integrate socially responsible actions (ISO 26000).

Corporate social responsibility (CSR) consists of voluntarily integrating social, environmental and economic concerns into the company's activities and relationships with its stakeholders. Focused on three pillars – sustainable profitability, social well-being (employees, equity, human rights) and reducing the ecological footprint – CSR aims to contribute to sustainable development while improving the company's competitiveness, reputation and relationships with its stakeholders. It thus meets the expectations of customers, employees, investors and other stakeholders.

1.2. CSR / OSR :

Corporate social responsibility *(CSR)* and organization social responsibility *(OSR)* are two related concepts, but with some differences.

Generally, CSR refers to the fact that the company is concerned about the impact of its activity on its environment. This means the adoption of ethical practices, the reduction of its environmental footprint, investment in community initiatives, etc. It focuses on three main points: economic, profitability and sustainable growth; social, concern for employee well-being, fairness, and respect for human rights; environmental, work to reduce its ecological footprint, adopt a sustainable development perspective.

OSR is a broader concept, it encompasses all organizations, not just companies. This includes public administrations, NGOs, associations, etc. OSR implies that any organization integrates social, environmental and economic concerns into its governance. Transparency and integrity policies, community development projects, environmental preservation initiatives

It focuses on Governance, transparency, ethics and responsibility; social, contribution to the well-being of society; environmental, responsible management of natural resources; economic, creation of sustainable economic value. Often, authors use the term CSR to refer to the social responsibility of organizations. In this paper, we use either the two acronym.

1.3. Evolution of the CSR concept:

The concept of CSR has gone through several phases marked by paradigm shifts, varied economic and political contexts. We can trace this evolution in the following stages.

1950s, emergence of the concept of CSR, in the United States, introduced by Howard R. Bowen in his book "Social Responsibilities of the Businessman", which states that companies must consider the social impacts of their decisions. In the sixteens, the concept became popular with the civil rights movement, environmental concerns and workers' rights. This responsibility goes beyond maximizing profits. The 1970s are a period of expansion and formalization. Milton Friedman discuses CSR, he argues that the primary responsibility of companies is to maximize profits (Friedman, 1970). This encourages reflection on social responsibilities, the emergence of models such as the stakeholder model of R. Edward Freeman (Pesqueux, 2017). The 1980s saw the introduction of concepts such as ethics and corporate governance. Companies began to formalize their social responsibility policies. In the 1990s, globalization and financial scandals encourages more CSR transparent practices; this was the period of institutionalization and standards. The creation of the Global Reporting Initiative (GRI) in 1997 provided guidelines for sustainability reporting. CSR became strategic in the 2000s by integrating environmental, social and governance (ESG) criteria into investment decisions. In 2010, the ISO 26000 standard was published, the first CSR standard as a guide for organizations. Beyond 2010, it is a period of maturity and global impact with the integration of CSR into national and international business strategies. Pressure from consumers and regulators is pushing towards greater transparency. The UN Sustainable Development Goals (SDGs), launched in 2015, establish a global framework for CSR. With the 2020s, the focus is on global issues such as the climate crisis and inequality. There is a shift towards a "shared value" approach, creating value for shareholders and society, with a focus on the measurable impact of CSR initiatives.

1.4. The main theoretical foundations of CSR

CSR theory has evolved with the evolution of schools and the concept. In the following, we will try to present two of these main theories.

1.4.1. Stakeholder Theory :

Ansoff (1968, cited by Mercier, 2001) was the first to speak of stakeholder theory. He considers that the responsibility of the company is to reconcile the conflicting interests of the groups that are in direct contact with it: managers, employees, shareholders, suppliers, distributors. The company must therefore adjust its objectives in order to give each of them a fair share of satisfaction. Profit is one of these satisfactions, but does not necessarily have a predominant place in this set of objectives" (Mercier, 2001). Sturdivant (1979), Jones and Wicks (1999) consider the origins of the theory are the waves of social movements in the 60s/70s or they trace them back to the 70s/80s with the demand for a more democratic company. For Quairel & Capron 2013, the *SHT* is the main reference for CSR. It is a framework for defining it and integrating it into strategic management. The company is in the center of the PPs who have implicit or explicit expectations of it; some have a power that can be able to influence the decisions of the managers. In this option, taking into account the expectations of the stakeholders in addition to those of the shareholders in the governance of the company legitimizes the CSR movement. As a result, the main objective of the *SHT* is to broaden the representation that management sciences have of the role and responsibilities of managers. This is no longer limited to satisfying shareholders by

maximizing profit; it must expand and take into consideration, in the governance of the company, the expectations and demands of non-shareholders (Mercier, 2001). "Social behavior must serve economic performance. In order to seek competitive advantage, the company must seek to satisfy not only the expectations of its shareholders and employees, but also all of its stakeholders" (Capron, 2009).

1.4.2. The Carroll's pyramid (Carroll, 1991) :

The Carroll CSR Pyramid is a model for understanding and applying CSR. It is a hierarchical presentation of the various responsibilities of the company to society. Archie B. Carroll categorized CSR into four groups in 1979 (Carroll, 1979) before presenting it in its final form in 1991. It describes the specific ways in which companies interact with their surrounding communities. It explores the nature of CSR in order to understand its components and characterize it as a whole. So that it is useful to managers who wish to reconcile their obligations to their shareholders and the company's stakeholders..

Historically, the company is an economic entity designed to provide goods and services for the members of society. Profit is the primary motivation for entrepreneurship. To generate profits and be economically viable, it must fulfil its economic responsibilities to its shareholders and stakeholders. The company must generate profits, without this there is no possibility of doing CSR work. Without economic responsibility the other are irrelevant.

The company is not only required to make profits, it respectes the rules and submites to the laws. The company must comply with the laws and regulations set by the governments and authorities of the countries in which it is established. Governments create the markets in which the company operates. They regulate them through taxes, fines and various legal interventions. As part of a social contract between society and the company, the latter is required to achieve its economic objectives within the framework of the law. Legal responsibility reflects a codified ethic in the sense that it integrates all the operations (rules) established by the legislator.

The company makes decisions; that have an impact on the company itself, on the customer, the employees and on the environment. "Ethics encompasses practices that are accepted or banned by members of society, even if they are not codified as laws. Ethical responsibility encompasses standards, norms or expectations that reflect what employees, consumers and stakeholders consider important and right" (Carroll, 1991). From there, the perception that all these actors have of the company is important and the company has an interest in having a good reputation to last. This aspect is at the heart of the company's values. Changing ethics and values precedes the establishment of laws because they are behind the creation of laws and regulation. Ethical responsibility integrates new values that emerge and that society expects the company to follow, because they reflect a higher level of performance than what the law requires. This includes principles such as justice, rights and utilitarianism. It is present in the third level of the pyramid and is in dynamic exchange with legal responsibility. From there it pushes the latter to surpass itself and expand.

Consumers, citizens expect that the company that has done well will pay back in return, in the form of assistance to various development programs, and be a good citizen. These programs aim to promote human well-being. They can be in the form of financial contributions or working hours of managers and employees, contributions to the arts, education or the community. The philanthropic responsibility is more discretionary or voluntary.

1. CSR in Alegria :

Social, environmental, health, local, national and international pressures increases concerns regarding CSR, in Algeria.

1.1. On the regulatory level :

Since its independence, Algeria has worked towards a development policy that respects human rights and environmental rights. As a result, it has made several international commitments by ratifying or adhering to several conventions and by developing adequate national legislation and creating institutions working in this area.

1.1.1. Algeria's commitments regarding CSR at the international level:

To achieve its development objectives, outlined in the various economic plans developed for its economy, Algeria has ratified several international agreements on CSR. The table in appendices 1 briefly presents these agreements. The table presents some of the accessions and conventions ratified by Algeria since its independence, whether on a global or continental scale. It shows five categories: environmental, economic, social, human rights, sustainable development and standards. This shows Algeria's interest in all aspects of the development of its economy.

If we look at the time scale, the first convention signed by Algeria is that of the ILO (International Labor Organization) which concerns work in general. Indeed, on October 19, 1962, Algeria ratified 47 international conventions of the International Labor Organization (ILO). These conventions are the basis of Algerian legislation concerning work and the source of labor law (Belloul, 2019) in a concern to combat poverty and achieve social equity.

This was followed during the 70s and 80s by charters and conventions on human rights (social, economic, etc.), the fight against discrimination of all kinds (ethnic, disability, etc.), and in the mid-90s the fight against gender-related discrimination. From the 90s onwards, environmental concerns emerged, with the signing of the United Nations Convention on Climate Change, and the signing of the various COP conventions (Rio, Paris, Tokyo, and Dubai). Algeria is committed to achieving the United Nations Sustainable Development Goals (SDGs) to prepare the sustainable development agenda until 2030.

1.1.2. National regulations :

In addition to these international conventions, Algeria has issued several legislative texts concerning sustainable development, worker protection, and environmental protection:

In 1983, Algeria promulgates the framework law for the environment, establishing the general principles of environmental management and protection. The excessively long procedures and deficiencies in its design delayes its application. Algeria enacted laws, particularly sectoral, regarding pollutant emission standards, the protection of water resources, soils and forests, as well as standards aimed at improving the framework and quality of life of citizens

Many companies have implemented codes and charters on CSR issues. Indeed, the code of ethics and good conduct, existing in almost all organizations, defines the rules of professional ethics that apply to them. It is a directory of principles of good conduct and best practices intended for the various members of the organization from the first manager to the simple employee. There is no regulation regarding the CSR reporting of organizations, and no Algerian CSR label yet.

1.2. Organizations related to sustainable development:

Government creates several organizations and institutions to support this CSR policy and therefore sustainable development:

• The Renewable Energy Development Center (REDC);
• The High Council for the Environment and Sustainable Development, 1988;
• National Waste Agency ANDE 1996;
• National Observatory for the Environment and Sustainable Development 2002
• National Conservatory of Environmental Training 2002
• National Center for Cleaner Production Technologies 2005
• National Center for the Development of Biological Resources 2007
• National Climate Change Agency
• National Coastal Commission.

All these organizations work, each at their own level and according to their prerogatives, to develop and achieve the objectives set for sustainable development.

1.3. Actions related to sustainable development and CSR

An ambitious development plan has been developed by Algeria, the PNAE-DD (National Action Plan for the Environment and Sustainable Development), it is part of a market economy and aims to commit Algeria to the path of sustainable development including the rationalization of the use of natural and financial resources. Its main objective is to propose a national strategy for the environment and sustainable development, responding to the environmental issues identified in the National Report on the State and Future of the Environment (RNE 2000). The PNAE-DD integrates experiences from other countries in three particularly significant areas, namely:

• The recommended strategy and the priority action plan are dependent on a rigorous economic analysis using efficiency criteria to prioritize choices;
• In-depth consultation of all sectors and stakeholders for optimal social choices.

The PNAE-DD brings many new points:

• It involves in its actions all decentralized services of the State, local authorities, civil society to participate in the proposal.
• Aims to achieve sustainable development by taking into account environmental concerns.
• Develop an effective public policy to deal with environmental externalities linked to the intensification of private activity.
• Development of the regulatory framework through institutional strengthening and the introduction of new economic and financial instruments.

To be up to date with concerns about the climate in the world, Algeria developed the adaptation plan for climate change in 2003. The national land use planning scheme (SNAT 2010/2030). It also launches the national renewable energy program and in 2015, creates the national prize for environmental protection.

Sustainable Consumption and Production Modes (MCDP) Algeria, it is an action plan to develop sustainable consumption and production modes comprising 42 actions.

The table in appendices 2 lists the main national actions relating to CSR

1.4. Standardization:

Algeria joined ISO in 1976, and created IANOR: The Algerian Institute of Standardization (IANOR) in 1989. It is a public industrial and commercial establishment (EPIC), responsible for the development, publication and dissemination of Algerian standards. It also contributes to the application of international conventions and agreements in the fields of standardization to which Algeria adheres. IANOR is responsible, among other things, for the development of Algerian

standards, the application of international conventions and agreements in the fields of standardization to which Algeria is a party, in this it is the structure in charge of the promotion and development of ISO 26000 in Algeria. Among its missions, it offers economic operators various certification programs covering management systems (NA ISO 9001, 14001 and 45001), products (*TEDJ* brand) and Service (welcome label "*FI KHIDMATIKOUM*") as well as Halal certification of foodstuffs. Its site offers complete information on the standard: Presentation, ISO 26 000 news, good practices, useful resources, etc.

1.5. The RS MENA project in Algeria:

RS MENA Project was set up to encourage the adoption and use of the ISO 26000 standard in Algeria, supported by ***the International Organization for Standardization*** **(ISO)** and funded by ***the Swedish International Development Cooperation Agency*** **(Sida)**. It aims to encourage the use of ISO 26000 and the implementation of Social Responsibility in the Middle East and North Africa (MENA) region. It targets 8 pilot countries: Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Syria and Tunisia, and covers a series of actions aimed at creating a team of national and regional experts. The main objective is to strengthen the capacities for action by relying on national standardization bodies.

In Algeria, IANOR. lades the project. It lasted 4 years. This approach aims to:

• Register the actors in a regional approach followed worldwide;

• Implement recommendations of social responsibility in harmony with a sustainable development approach

• Anticipate the future application of an international reference.

The following Algerian companies and organizations are involved in this project:

Table: The first companies involved in the RS MENA program

L'année	Entreprise publique
2011	NCA- ROUIBA (New Algerian Cannery), CETIM (Center for Study and Technological Services of the Construction Materials Industry)
2012	ENAC (national pipeline company), Condor, SACASE (Algerian bags and coatings company), ETRHB.
2013	SAIDAL Group, SEAAL (Algiers water and sanitation company), COSIDER, ALREM, SOCOTHYD, CTTP (National body for technical control of public works), ENSM (National higher school of management of Algiers), HYDROAMENAGEMENT (national company for hydraulic developments)
2014	MULTICATERING, AMIMER ENERGIE, ORIFLAME NAFTAL /fuel branch.

Note. Adapted from «L'opérationnalisation de la performance sociétale, quel rôle pour la démarche qualité : Cas des entreprises pilotes du projet RS MENA », *Revue Finance & Marchés,* 8(1), p65, Haddaden, M., & Kechad, R., 2021. https://asjp.cerist.dz/en/article/146406

At the end of this period of support by specialist consultants, few companies have extended and completed their CSR approach, following the example of companies such as Sasace and NCA Rouiba.

1.6. Associations that deal with CSR:

We can cite:

The Association of Algerian Beverage Producers (APAB/2003) 4; The Forum of Business Leaders (FCE/2000) 5;

• The Circle of Action and Reflection around the Company (CARE) (IANOR): it is a meeting space of the "think-tank" type, around shared values and a desire to act. Whose mission is to contribute to improving the conditions for sustainable economic and social development in the country, through reflection, communication and the promotion of any positive economic initiative www.care-dz.org. This association works to: Build a modern, open economy integrated into its environment; Promote the private sector, integrate the informal sector; the Existence of a strong regulatory State; promote social dialogue; Develop and promote skills without exclusion; Promote sustainable development initiatives

Its activities are mainly: Production, dissemination of studies and reflections; Development of advocacy in areas related to the purpose of the association; Initiation and participation in public debate by organizing debate meetings of different formats; Participation in economic and social dialogue initiated by public authorities and other stakeholders; Integration and participation in regional and international networks for the promotion of exchanges around sustainable economic and social development. Organization of training, information and capacity development.

• The Association of Algerian Beverage Producers (apab)(APAB Algeria): created in 2003, it brings together beverage producers and works to support and defend the interests of this sector.

• The forum of business leaders (FCE) : created in October 2009 by business leaders in order to contribute to the establishment of the entrepreneurial spirit and to promote the interests of the Algerian company.

• The Algerian Network of Women in the Green Economy (RAFEV) is a space open to women, created in November 2012, this network operates particularly in the field of the green economy and renewable energies, the (RAFEV) is a forum for the promotion and good societal and development practices.

• The Network of Associations for the Promotion of Sustainable Development The creation of this network results from the desire to involve civil society in defining the implementation of programs to combat desertification and sustainable rural development in mountain areas; it brings together around fifteen associations

1.7. On the academic level :

The interest in CSR grows in the academic level. Works relating to the issue are more and more numerous and deal with all aspects of CSR. By launching a search on ‘CSR in Algeria’ on the SNDL CERIST website, the latter displays a number of 15367 in 0.11 seconds.

Indeed, for two decades, more and more academic works, theses and Master’s dissertations and publications, focuses on the issue.

From reading some of these works, we can briefly present some results and observations made concerning CSR in the Algerian company.

1.7.1. Algerian compagnies and CSR :

With the opening of the Algerian economy to the market economy, the Algerian company finds itself in a highly competitive environment. Faced with stronger and more economically efficient companies and standardized markets that are difficult to access, "The Algerian company is facing a double challenge; confronting companies with better efficiency and performance, finding a place in an environment where economies are inserted differently in globalized knowledge." (Zitouni Imane, Marhoun Malek, 2018.)

In addition, to fully play its role in this new economic context, and meet the expectations of society and the various stakeholders of the company must have good economic health. (Gond 2002)

Indeed, several constraints handicaps the Algerian company: weak human and technical resources, Poor quality of management, non-control of markets, lack of training and skills, cumbersome administrative procedures

The companies that were pioneers in the implementation of CSR policy are:

SONATRACH, the largest company in the country, as such it was the first to implement a CSR approach. "SONATRACH works around its areas of establishment to strengthen social ties, help populations in need, promote research and scientific activities, help artistic creation, promote sports practice, contribute to the preservation of nature and the safeguarding of cultural and historical heritage" (DJAOUAHDOU & NABTI, 2011). Which has made it a 'case study', and has attracted the interest of many researchers and academics. NCA Rouiba, the first Algerian company to apply the principles of CSR dictated by the ISO 26000 standard, applied within the framework of the RS-MENA project mentioned above.

The Port Company of Bejaia, like the previous case, the port company of Bejaia EPB, engaged in integrated management since 1997 (Oueslati, 2009).

Subsequently, several companies have engaged in a CSR approach, aware of the need and obligation of such an approach to evolve in a competitive and globalized environment.

1.7.2. Obstacles to social responsibility in Algerian companies:

The usefulness of CSR for the company has been widely discussed by authors since the advent of this concern. If we consider the financial aspect, some studies show a positive link between the implementation of CSR and the financial performance of the company, while for others, implementing a CSR approach within a company is costly. This can be a competitive disadvantage; the gains generated by this type of behaviour are often lower than the costs incurred. The pursuit of achieving socially responsible objectives distances managers from the objective of making a profit, the company's main reason for being. This will be a competitive disadvantage against competitors who are not interested in societal commitment

Indeed, while authors such as (Vance1975, Brammer et al 2006) show that the cost of implementing CSR can have a negative influence on the company's profit. (Wright and Ferris 1997) also highlight a negative relationship between CSR and financial performance. For Aupperle et alii1985, cited by Hirigoyen G. and Poulain-Rehm T., 2014) that high social performance is at the expense of a decline in financial performance, it is an economic disadvantage that the company has compared to others less socially responsible. Balabanis et al 1998 speaks of the deterioration of financial profitability in the long term, he admits that investment in socially responsible actions (charity, environmental protection, community

assistance, etc.) generates additional costs and requires resources. On the other hand, there are studies that show a positive link between CSR and the financial performance of companies. Authors such as Posinkoff (1997) Mcguire et al. (1988) found that CSR had a positive effect on FP. The same goes for the work of Ruf et al (2001) in the banking sector or Shen and Chang (2008) in the mining sector in China. Brammer et al (2006

Algeria's economic policy since independence means that it is the State that has taken care of certain aspects of CSR, particularly with the full employment policy, the subsidy of certain products, this through the public enterprise (BENZERROUG, 2017). Thus, the first characteristic of CSR in Algeria emerges, namely the predominance of the implicit form (Hamidi et al., 2012). According to surveys conducted on CSR, it emerges that the majority of Algerian companies experience social responsibility implicitly, particularly through informal involuntary practices. This informal commitment is often due to ignorance of the concept of CSR (Hamidi et al., 2012), or to apprehensions about the costs and means required to implement a complete CSR approach.

For Ouaret (2012 cited by Lazreg 2020) there is a hesitation among Algerian companies regarding the implementation of CSR. There are philanthropic actions on the part of certain multinationals, including Henkel, Danone, Peugeot, Carrefour, Renault, Société Générale, Michelin, etc., which make donations of all kinds and sponsor certain activities as well as sports clubs. The explicit form of CSR is found in large public or private companies that have developed economic, environmental and social certifications. Small and medium-sized companies often implement responsible management actions, and not formal measures. Considered restrictive and requiring significant human and financial resources. The lack of support from public authorities for the implementation of CSR means that companies are content to comply with the laws and regulations put in place by the legislator, which means that the approach is not voluntary. The company faces various problems to develop actions in connection with CSR. There are several limitations to the development of CSR in Algeria. We can cite some (LAZREG, 2020):

• The absence of a regulatory framework;
• Social and environmental reporting and a consulting market in this area in Algeria;
• The importance of the costs for the adoption of standard standards or certification;
• The neglect of workers' rights and environmental protection due to imbalances in government measures;
• Failures in upgrading and certification;
• Threats from the informal network and counterfeiting;
• A lack of interest from professional organizations;
• A low level of unionization in private companies;
• A delay in the implementation of market economy indicators due to the recent transition from an administered economy to a market economy;
• A corporate culture that does not encourage consultation with its stakeholders

2. Conclusion

CSR is constantly evolving, following global economic, social and environmental changes and shifts. From a voluntary and philanthropic American design, it has been developed and equipped with regulatory frameworks and standards that take into account not only economic and societal

aspects but also environmental concerns and integrate the principles of sustainability as well as governance issues. Different theories explains this evolution. A look at the situation of CSR in Algeria allows us to make the following observation. Since its independence, Algeria has developed ambitious development plans based on industry, and the State as the main actor. To be part of a sustainable development logic, Algeria has joined the various United Nations programs, as well as the ISO. It has also adopted substantial national legislation for the protection of the environment of employees.....

Government creates several organizations, each in its own field, to monitor and supervise this sustainable development policy. Moreover, adopts CSR implementation programs and integration of its standards, like the RSMENA program, to help Algerian companies evolve in a globalized economy. Indeed, and with the opening to the market economy, the Algerian company finds itself in a highly competitive environment. Faced with stronger companies that perform better economically and standardized markets that are difficult to access. Despite abundant national and international regulations, the implementation and integration of CSR within the Algerian companies remain weak, limited to a few cases in implicit form, while the explicit form is only visible within large companies. This lack of integration is mainly due to the costs required for its implementation.

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6. *Appendices*

Appendices;

international agreements on CSR signed by Algeria.

Domain	***Title of the agreement***	***Date of signature***	***Date of ratification***
The environment	***United Nations Framework Convention on Climate Change (UNFCCC) (NY May, 9th 1992)***	***June 9th, 1993***	***June 13th, 1993***
	Convention on Biological Diversity (CBD)	***June 13th, 1992***	***August 8th, 1995***
	Convention to Combat Desertification (UNCCD)	***Oct. 14th, 1994***	***May 22nd, 1996***
	The Kyoto Protocole		***Feb. 16Th, 2005***
The social	***International Labour Organization (ILO) core conventions on fundamental principles and rights at work***		
	C029 - Forced Labour Convention, 1930 (No. 29)	***October 19th, 1962***	
	C087 - Freedom of Association and Protection of the Right to Organise Convention, 1948. (No. 87)		
	C098 - Right to Organise and Collective Bargaining Convention, 1949 (No. 98)		
	C100 - Equal Remuneration Convention, 1951 (No. 100)		
	C105 - Abolition of Forced Labour Convention, 1957 (No. 105)	***June 12th, 1969***	
	C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111)		

	C138 - Minimum Age Convention, 1973 (No. 138) Minimum age specified: 16 years	***April 30th, 1984***	
	C155 - Occupational Safety and Health Convention, 1981 (No. 155)	***June 06th, 2006***	
	C182 - Worst Forms of Child Labour Convention, 1999 (No. 182)	***February 09th, 2001***	
Human Rights	***International Convention on the Elimination of All Forms of Discrimination.***	***Dec 9th, 1966***	***Feb 14Th, 1972***
	African Charter on Human and Peoples' Rights	***April 10th, 1986***	***March 1st, 1987***
	International Covenant on Economic, Social and Cultural Rights	***Dec 10th, 1968***	***Sept 12th, 1989***
	Accession to the Convention on the Elimination of All Forms of Discrimination against Women		***May 22nd, 1996***
	Conventions on the Rights of Persons with Disabilities	***Mar. 30th, 2007***	***Dec 04th, 2009***
Sustainable development	***United Nations Millennium Declaration and the 8 MDGs 2000/2015*** ***• Eradicate extreme poverty and hunger,*** ***• Achieve universal primary education,*** ***• Promote equality and empower women,*** ***• Reduce child mortality,*** ***• Improve maternal health,*** ***• Combat disease,*** ***• Ensure environmental sustainability.*** ***• ODD ??***	***September 2000***	
Normes	***ISO membership***	***1976***	

*Note***.** Author's own construction based on readings..

Appendices 2

SD and CSR actions in Algeria

	Actions launched	**Date**
Environment	Creation of the Ministry of Land Use Planning, Environment and Tourism (MATE)	2001
	National Report on the State and Future of the Environment (RNE 2000)	2001
	National Action Plan for the Environment and Sustainable Development (PNAE-DD/ 2002-2012)	2002
	Climate Change Adaptation Plan (2002-2013)	2003-

		2010
	National Land Use Planning Plan SNAT/ 2010-2030	2010
	National Renewable Energy Development Program (PNEDER/ 2011-2030)	2011
	National Prize for Environmental Protection	2015
	MCDP Algeria Action Plan 2016-2030	2016
NGO's	917 local associations and 32 national associations are active in the environmental field	
	Association for the Protection and Guidance of Consumers and their Environment (APOCE)	2011

*Note***.** Author's own construction based on readings