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Introduction

The profound political, administrative, and socio-economic transformations that have characterized contemporary societies, particularly since the late twentieth century, have generated extensive debate regarding the management of public affairs and the effectiveness of traditional models of public administration. In this context, the concept of **good governance** has emerged as a comprehensive theoretical and practical framework aimed at enhancing institutional performance, promoting transparency and accountability, strengthening the rule of law, and ensuring the efficient and equitable management of public resources.

At the local level, these transformations have reinforced the strategic importance of local authorities in achieving sustainable local development, thereby placing **local good governance** at the core of administrative reform and the transition from centralized administrative practices to participatory and inclusive governance models.

Course Description

The course **Local Good Governance** constitutes a fundamental component of the Master's program in **Political Science, specialization in Local Government Management**. It aims to provide students with a solid conceptual and analytical understanding of good governance and its application at the local level. Particular emphasis is placed on the Algerian experience, through the analysis of legal, institutional, and administrative frameworks governing municipalities and wilayas, as well as the mechanisms and indicators used to assess local governance performance.

Target Audience

This course is designed for:

- Second-year Master's students
- Specialization: Political Science – Local Government Management

It may also be relevant to students in related fields such as public administration, public policy, and local development.

Prerequisites

Students enrolling in this course are expected to have prior knowledge of:

- Principles of administrative law
- Public and local administration
- State organization and institutional structures
- Basic concepts of political science and governance
- Democratic systems and decentralization

General Objective of the Course

The general objective of this course is to:

Equip students with a comprehensive understanding of the theoretical and practical foundations of **local good governance**, analyze its mechanisms, evaluate its current status, and understand the challenges of its implementation in Algeria, thereby forming competent professionals capable of assessing and contributing to local governance and policy-making processes.

Learning Objectives / Intended Learning Outcomes

By the end of the course, students are expected to be able to:

1. Cognitive / Knowledge Outcomes

- Understand the core concepts of **good governance** and **local good governance**
- Differentiate between **local administration** and **local governance**
- Comprehend the principles and standards of good governance
- Analyze the legal and institutional framework of local governance in Algeria

2. Analytical Outcomes

- Examine the current state of local governance in Algeria
- Evaluate the indicators and mechanisms of local governance
- Apply theoretical frameworks to practical case studies

3. Skills Outcomes

- Develop critical thinking and analytical skills
- Prepare analytical reports and studies on local governance issues
- Apply conceptual knowledge to policy analysis and local governance practices

4. Values / Attitudinal Outcomes

- Promote a culture of **participation and accountability**
- Foster **transparency and integrity** in local governance
- Enhance awareness of the importance of good governance for sustainable local development

Expected Learning Outputs

- Ability to interpret contemporary transformations in local governance
- Understanding of challenges facing the implementation of local good governance
- Capacity to propose practical mechanisms to strengthen governance at the local level in Algeria

Keywords

Good Governance, Local Good Governance, Local Administration, Local Governance, Decentralization, Participation, Transparency, Accountability, Local Development.

Closing Remark

This pedagogical handbook serves as a foundational reference for students, integrating **theoretical knowledge** and **practical application**. It adopts a neutral and scholarly perspective, tailored to the Algerian context, while aligning with internationally recognized academic standards for Master's-level education.

Lecture One: The Concept of Good Governance

Introduction

1. Definition of Governance

The term *governance* is considered a comprehensive concept used in a wide range of contexts. It refers to the organization of economic sectors, networks of public activities, public administration, partnerships between the public and private sectors, corporate governance, and good governance as a normative framework. However, this wide applicability does not negate the term's historical roots.

In the English language, *governance* can be traced back to the philosophical heritage of ancient Greece, where it is derived from the Greek verb **kyberna**—meaning “to steer” or “to direct”—a notion employed by the philosopher Plato in his discussions on the art of governance¹.

During the twelfth century in France, the term was used synonymously with *gouvernement*, denoting the art or practice of ruling and the administration of state affairs².

By 1978, the term began to be used in a legalistic sense to refer to the costs and mechanisms of administration in response to the growing phenomenon of globalization³.

Towards the late 1980s and early 1990s, *governance* was adopted by international financial institutions—such as the World Bank and the International Monetary Fund—within the policy frameworks they prescribed

¹ - Ziani, S., & Ben Saïd, M. (2010). *Global Environmental Governance: Issues and Challenges* (1st ed.). Batna: Qana Publishing and Distribution, p. 15.

² Riad Bourriche, *La Gouvernance*, Conférence de la Bonne Gouvernance, Sétif, Algérie, 7-8 Avril 2007, p.213.

³ - Belaïour, T. (2007). *Democracy as a Tool for Good Governance*. Paper presented at the International Forum on Good Governance and Change Strategies in the Developing World, Sétif, Algeria, April 7–8, p. 103

⁴ Farhani, N. (2000). *Al-Hukm al-Sālih: Raf‘at al-Arab fī Ṣalāḥ al-Ḥukm fī al-Buldan al-‘Arabiyya*. Majallat al-Mustaqbal al-‘Arabī, 256,6.

for countries implementing structural adjustment and adaptation programs. These institutions argued that the only viable pathway to progress and development in developing countries lay in the application of the principles of good governance¹.

In the Arabic language, the translation of *governance* has raised a notable terminological issue. Various renderings have been proposed, including *al-hukmāniyya* (الحكمانية), *al-ḥokūma* (الحوكمة), *good governance* (الحكم الصالح), and *state and societal management* (إدارة شؤون الدولة والمجتمع). Despite these differing terms, they do not abolish the core conceptual meaning: the existence of societal institutions that genuinely represent the people, interconnected through a robust network of regulatory and accountability relations, ultimately aimed by the people themselves at achieving the common good in society ²

According to the United Nations Development Programme (UNDP), *governance* refers to the rules, practices, and processes of political systems for resolving conflicts among various actors and decision-making. Governance also expresses the capacity and effectiveness of governments and the achievements they reach collectively through the use of democratic means and mechanisms³.

Governance can also be understood as a set of mechanisms designed to organize economic and social systems in order to ensure the achievement of shared objectives such as security, prosperity, cohesion, system continuity, and sustainable development⁴.

Furthermore, governance has been defined as “the capacity of human communities to develop systems of representation, institutions, procedures, and social bodies that manage their own affairs through voluntary action, primarily aimed at creating an enabling environment for building capacities to implement

² Farhani, N. (2000). *Al-Hukm al-Sālih: Raf‘at al-Arab fī Ṣalāḥ al-Ḥukm fī al-Buldan al-‘Arabiyya*. Op cit , p.06.

²United Nations Development Programme (UNDP). (1997). *Governance for Sustainable Development*. New York: UNDP, USA. pp. 3–4.

³- Froyer, G. (2006). *Signification et ambiguïtés de la gouvernance dans le champ du développement durable*. Revue du Monde en Développement, 13, pp. 11–12.

⁴ Kargne, H. T. C. (2012, July 24). *Décentralisation Administrative et Bonne Gouvernance*. Consulted at: <http://www.fran.cophonie-durable.org/colloque.ou.aga.du-kargne.pdf>

legislative, legal, administrative processes and to manage decentralized development.”¹.

Rodhes (sic) concluded that the definition of governance may include the following elements:

1. Coordination among governmental organizations, private sector entities, and non-governmental organizations.
2. The absence of fixed and clearly defined boundaries between the activities of various organizations.
3. The reliance on negotiation as a basis for interaction among different organizations.
4. The high degree of autonomy enjoyed by members of this network.
5. The ability of the state to direct other network members through its control of resources.²

1.1 Governance in Political Science

In political science, the concept of governance refers to the complex processes and structures through which authority is exercised, policies are formulated, and collective decisions are implemented within a society. Governance extends beyond the formal functions of government institutions to encompass the dynamic interactions among the state, civil society, private sector actors, and international organizations. It emphasizes coordination, legitimacy, and the capacity of political systems to manage public affairs effectively.

As Pierre and Peters (2000) define:

“Governance refers to the patterns of rule that structure political systems and to the processes that bind rulers and ruled in a continuing political relationship.”³

1.2 Governance in Public Administration

processes through which public services are planned, delivered, and evaluated. This perspective emphasizes administrative efficiency, transparency, accountability, and responsiveness to citizen needs. Governance in this domain

¹- Ziani, S., & Ben Saïd, M. (2010). *Global Environmental Governance: Issues and Challenges*, Op ct,p.15

³ Pierre, J., & Peters, B. G. (2000). *Governance, Politics and the State*. New York: St. Martin's Press, USA. p. 9

focuses on how public bureaucracies and administrative networks operate within legal and regulatory environments to achieve policy objectives.

As Rosenbloom (2015) explains:

“Governance in public administration involves the management of public programs and the implementation of public policies through formal and informal mechanisms that ensure accountability and service delivery.”¹

2. Definition of Good Governance

The term “**good governance**” was first used in 1989 by the **World Bank** in its report entitled “*Sub-Saharan Africa: From Crisis to Sustainable Growth*”. The Bank argued that the region’s crisis was fundamentally a governance crisis and that achieving comprehensive development requires not only economic conditions but also justice and equality within society². According to the World Bank, good governance is the means by which authority is exercised to manage economic and social resources for development³.

The **United States Agency for International Development (USAID)** defines good governance as the government’s ability to maintain social peace, uphold law and order, promote conditions necessary for economic growth, and ensure a minimum level of social security⁴.

Governance refers to the techniques, institutions, rules, assets, and legal arrangements used to manage relations among states and facilitate practical cooperation across different sectors. In the current international context, governance is exercised in global politics by both governmental and non-governmental organizations. It is important to distinguish between **governance** and **good governance**: international organizations, notably the **IMF** and **World Bank**, often use the term to advocate for a standardized reform agenda

¹ Rosenbloom, D. H. (2015). *Public Administration: Understanding Management, Politics, and Law in the Public Sector* (8th ed.). New York: McGraw-Hill Education, USA. p. 34.

² Godbde, M. (2001). *Report of the Omeman Committee on Good Governance*. Former Home Secretary, Government of India, p. 3.

³ Ziani, S., & Ben Saïd, M. (2010). *Global Environmental Governance: Issues and Challenges*. Batna: Qana Publishing and Distribution, p. 19.

⁴ Godbde, M. (2001). *Report of the Omeman Committee on Good Governance*. op cit , p. 3

in specific countries, prioritizing issues such as democracy, transparency, and market-oriented reforms¹ .

Both **good governance** and **governance** share several characteristics²:

1. **Rule of Law:** Laws and regulations should be applied equally and transparently. No individual or group, regardless of power or social status, is above the law, and governance must be based on respect for legal authority.
2. **Responsiveness:** Institutions or societal processes must be capable of providing services to beneficiaries and clients equally.
3. **Consensus-Building:** Governance involves mediating conflicts among differing interests to achieve solutions that serve collective rather than individual interests.
4. **Strategic Vision:** Leaders and the public must possess a broad perspective on governance and human development, taking into account the historical, cultural, and social context. Authorities should anticipate emerging challenges based on available data and design policies that reflect expected economic, environmental, demographic, and social changes³ .

In summary, governance can be understood as awareness, perception, and practice that elevates administration and government to a level of excellence. Achieving governance requires the activation and strengthening of **good governance capacities**, which are essential under any system of effective governance⁴ .

2.1 Good Governance in International Organizations

Good governance in international organizations refers to the set of standards and practices that ensure these organizations conduct their decision-making and

¹ Griffiths, M., & O'Callaghan, T. (2008). *Key Concepts in International Relations*. Dubai: Gulf Research Center, pp. 191–192.

² Hassan, E. M. (2005). *Non-Governmental Organizations and Democratic Transformation in Contemporary Political Analysis*. *Al-Nahda Journal*, No. 04, p. 21.

³ Ibid.

⁴ Maria Carmen, & Agrawal, A. (2006). *Environmental Governance. Review of Environment and Resources*, Vol. 31, p. 297.

operations in ways that are transparent, accountable, participatory, and effective. According to Woods (1999), the concept emerged strongly at the end of the Cold War when demands for democracy and better governance increased, prompting many multilateral organizations to adopt good governance principles in their internal structures and practices¹.

Ngairé Woods explains that while international organizations such as the UN, regional development banks, or the WTO historically emphasized state sovereignty, the good governance agenda introduced new expectations that these institutions themselves need to be more accountable, participatory, and transparent in how they make and implement decisions. In her 1999 study, Woods defines good governance as involving participation, accountability, and fairness in institutional procedures and states that these principles challenge traditional power hierarchies and call for broader inclusion of member states and stakeholders in governance processes².

Good governance therefore seeks to improve institutional legitimacy and effectiveness by promoting inclusive decision-making, minimizing arbitrary or opaque practices, and strengthening the capacity of international bodies to manage global problems. By doing so, it enhances their capacity to tackle issues ranging from economic development to environmental crises and global inequality³.

2.2 Dimensions of Good Governance

The United Nations Development Programme (UNDP) offers a comprehensive framework for good governance, incorporating multiple principles and dimensions that guide institutions toward effective, inclusive, and accountable administration⁴.

Key Principles of Good Governance according to UNDP:

1. Participation: Citizens' right to vote and express opinions, directly or indirectly, in policies and decisions. Requires freedom of association, expression, and active citizen engagement.
2. Rule of Law: Supremacy of law with independent institutions to enforce

¹ Woods, N. (1999). *Good Governance in International Organizations*. In *Global Governance: A Review of Multilateralism and International Organizations* (Vol. 5, No. 1, pp. 39–61). Brill Publishers. <https://www.bsg.ox.ac.uk/sites/default/files/inline-files/9789004462601-BP000012.pdf>

² Ibid.

³ Ibid.

⁴ - Hassan, S. (2004). *Good Governance*. Al-Mustaqbal Al-Arabi Journal, No. 309, p. 47.

legality and restrain those above the law.

3. Transparency: Free flow of information and public access to institutional processes and data.
4. Responsiveness: Institutions' capacity to meet the needs of all citizens without exclusion.
5. Consensus-Oriented: Mediating conflicting interests and achieving broad agreements serving the public interest.¹
6. Equity and Inclusiveness: Ensuring equal rights and opportunities for all members of society.
7. Effectiveness and Efficiency: Institutions' capacity to meet societal needs while sustainably using resources.
8. Accountability: Political and administrative oversight of officials, rewarding success and penalizing failure, based on information and performance metrics.
9. Strategic Vision: Long-term planning informed by cultural and social insights to improve human capacities and societal well-being.²

3. Distinction between Government and Governance

The term “governance” is often used interchangeably with “government” or “rule,” as exemplified in the Canadian motto, 'Peace, Order, and Good Government.'

Government refers to the formal institutions of the state and to the legitimate coercive power they monopolize. It encompasses the actions of the state and includes actors such as communities, corporations, and non-governmental organizations. In a narrow sense, government is represented by the governing bodies that manage societal affairs, and many definitions restrict it to the three branches of authority: executive, legislative, and judicial³.

In contrast, the concept of governance modifies the patterns of government across all power relations within society and addresses how power is managed among different actors who hold authority. It represents a new organization of power or a novel approach to managing societal administration. Governance is thus a more flexible concept and a new method of exercising authority through

¹ Aos, B., & Others. (2003). *Principles for Good Governance in the 21st Century. Review of Policy Brief, No. 15, p. 4.*

² Belaïour, T. (2007). *Democracy as a Tool for Good Governance. ,op cit p. 103.*

³ Ziani, S., & Ben Saïd, M. (2010). *Global Environmental Governance: Issues and Challenges,Op cit, p. 19.*

the optimal use of various resources to address societal problems and issues. It aims to ensure behavioral discipline and balance in satisfying the interests of multiple societal stakeholders, primarily the state and the private sector, while also managing risks and crises¹.

Conclusion

¹ Biermann, F., & Werth, K. B. (Year). *Global Environmental Change and the Nation-State*, op. cit., p. 2.

Lecture Two: The Relationship between Good Governance, Democracy, and Development

Introduction

The relationship between good governance, democracy, and development has become a central theme in contemporary political science, development studies, and international policy debates. Since the end of the Cold War, governance has been increasingly perceived not merely as an administrative function of the state, but as a comprehensive framework encompassing democratic values, institutional performance, accountability, and inclusive development. International organizations, development agencies, and scholars largely agree that sustainable development cannot be achieved without effective governance structures grounded in democratic principles and the rule of law.

This lecture examines the interconnections between good governance, democracy, and development, highlighting their mutual reinforcement and their role in achieving economic growth, social justice, and sustainable development.

1. Good Governance and Democracy

Good governance and democracy are closely interlinked concepts. While democracy focuses on political participation, representation, and legitimacy, good governance emphasizes the quality of decision-making, institutional performance, and accountability. Together, they form the foundation of a political system that is both legitimate and effective.

1.1 Democratic Principles and Governance

Democracy is fundamentally based on principles such as popular sovereignty, political pluralism, free and fair elections, respect for human rights, and the separation of powers. These principles provide the normative framework within which good governance can operate.

According to Larry Diamond, democracy enhances governance by ensuring that political authority is derived from the consent of the governed and exercised within constitutional limits. Democratic systems create mechanisms for oversight and control, thereby reducing arbitrariness and abuse of power.¹

¹ Dahl, R. A. (1989). *Democracy and Its Critics*. New Haven: Yale University Press, pp. 10–12

Similarly, the United Nations Development Programme (UNDP) argues that democratic governance promotes transparency, accountability, and responsiveness, as elected leaders are answerable to citizens and must justify their policies and actions¹

Thus, democratic principles such as the rule of law, equality before the law, and institutional checks and balances are essential pillars of good governance.

1.2 Participation and Accountability

Participation and accountability are two core dimensions where democracy and good governance intersect most clearly. Participation refers to the active involvement of citizens in public decision-making processes, either directly or through elected representatives. Accountability, on the other hand, ensures that public officials are answerable for their actions and can be sanctioned in cases of misconduct or failure.

Robert Dahl emphasizes that meaningful participation enhances the legitimacy of political systems and improves policy outcomes by incorporating diverse social interests. Participatory governance allows citizens, civil society², organizations, and the private sector to contribute to policy formulation, implementation, and evaluation.

Accountability operates through political, legal, and administrative mechanisms. Andreas Schedler defines accountability as a relationship in which public officials must inform, justify, and be sanctioned for their conduct³. Democratic institutions such as parliaments, independent judiciaries, audit institutions, and free media play a crucial role in enforcing accountability and combating corruption.

In this sense, participation without accountability risks populism, while accountability without participation risks technocratic authoritarianism. Good governance requires the integration of both⁴.

¹ UNDP. (1997). *Governance for Sustainable Human Development*. New York: UNDP, p. 3.

² Dahl, R. A. (1989). *Democracy and Its Critics*, pp. 108–109.

³ Schedler, A. (1999). “Conceptualizing Accountability.” In: *The Self-Restraining State*. Boulder: Lynne Rienner Publishers, p. 14

⁴ Ibid, p.14.

2. Good Governance and Development

The link between governance and development has been widely acknowledged by international financial institutions and development scholars. Development is no longer understood solely in economic terms but as a multidimensional process encompassing social equity, institutional quality, and environmental sustainability.

2.1 Governance and Economic Development

Good governance is a key determinant of economic development. Effective institutions reduce transaction costs, protect property rights, enforce contracts, and create a stable environment conducive to investment and economic growth.

The World Bank asserts that countries with strong governance frameworks tend to achieve higher levels of economic performance and poverty reduction. Poor governance, characterized by corruption, weak institutions, and lack of accountability, undermines development efforts and discourages domestic and foreign investment ¹Douglass North argues that institutions are the “rules of the game” in a society, and their quality directly affects economic outcomes. Transparent and predictable governance systems foster innovation and long-term growth, whereas extractive institutions perpetuate inequality and stagnation ²

Therefore, economic development is closely linked to governance reforms that promote efficiency, transparency, and accountability in public administration.

2.2 Governance and Sustainable Development

In recent decades, the concept of sustainable development has further expanded the governance agenda to include environmental protection, intergenerational equity, and social inclusion. Sustainable development requires governance systems capable of balancing economic growth with environmental conservation and social justice.

¹ World Bank. (1992). *Governance and Development*. Washington, DC: World Bank, pp. 1–3.

² North, D. C. (1990). *Institutions, Institutional Change and Economic Performance*. Cambridge: Cambridge University Press, pp. 3–5.

According to the Brundtland Report, sustainable development depends on institutional arrangements that integrate environmental considerations into decision-making processes at all levels ¹Environmental governance scholars emphasize that good governance is essential for managing natural resources sustainably, preventing environmental degradation, and addressing global challenges such as climate change ²

Moreover, Agenda 2030 and the Sustainable Development Goals (SDGs) explicitly recognize good governance, peace, justice, and strong institutions (SDG 16) as prerequisites for achieving sustainable development ³

Conclusion

This lecture has demonstrated that good governance, democracy, and development are deeply interconnected and mutually reinforcing. Democracy provides the normative foundation for governance through participation, legitimacy, and accountability, while good governance ensures the effective and ethical exercise of power. Together, they create institutional conditions conducive to economic growth, social justice, and sustainable development.

Development, in its modern multidimensional sense, cannot be achieved without governance systems that are transparent, inclusive, accountable, and responsive. Consequently, strengthening democratic governance is not merely a political objective but a strategic necessity for achieving long-term development and sustainability.

¹ World Commission on Environment and Development (WCED). (1987). *Our Common Future*. Oxford: Oxford University Press, p. 65.

² Biermann, F. (2007). "Earth System Governance as a Crosscutting Theme of Global Change Research." *Global Environmental Change*, Vol. 17, pp. 329–330.

³ United Nations. (2015). *Transforming our World: The 2030 Agenda for Sustainable Development*. New York: UN, p. 35.

Lecture Three: Good Governance and Corruption

Introduction

societies, particularly within developing and transitional contexts. Contemporary academic literature no longer treats corruption as an isolated ethical deviation or the result of individual misconduct; rather, it is understood as a **systemic and structural phenomenon** closely linked to the nature of political authority, institutional design, and governance frameworks. The persistence of corruption reflects deep deficiencies in governance, while at the same time reinforcing institutional weakness, undermining public trust, and obstructing sustainable development. This lecture seeks to analyze the concept of corruption, its various forms and underlying causes, and to explore its complex relationship with governance, emphasizing governance mechanisms as a fundamental strategy for combating corruption.

1. The Concept of Corruption

The concept of corruption is inherently multidimensional and has been defined differently across disciplines such as economics, political science, law, and public administration. One of the most influential and widely cited definitions is provided by the World Bank, which conceptualizes corruption as “the abuse of public office for private gain”¹. This definition highlights the central role of public authority and the misuse of entrusted power for personal benefit.

From a broader governance perspective, corruption extends beyond the public sector to include private actors and non-state institutions. Transparency International adopts a more inclusive definition by describing corruption as “the abuse of entrusted power for private gain,” thereby encompassing both public and private spheres². Political theorists further emphasize that corruption fundamentally contradicts the principles of legality, accountability, equality, and transparency, which constitute the normative foundations of good

¹ World Bank. (1992). *Governance and Development*. Washington, D.C.: World Bank, p. 7.

² Transparency International. (2018). *Corruption Perceptions Index Report*. Berlin: Transparency International, p. 2.

governance. Consequently, corruption represents not only a legal or administrative problem but also a profound governance failure.

1.1 Types and Forms of Corruption

Corruption manifests in diverse forms depending on the scale of transactions, the actors involved, and the institutional context in which it occurs. One of the most damaging forms is **grand corruption**, which typically takes place at the highest levels of political authority. It involves large-scale misappropriation of public resources, manipulation of public contracts, and corruption linked to strategic sectors such as energy, defense, and natural resources. According to the United Nations Development Programme, grand corruption has particularly destructive consequences as it distorts national priorities and undermines state capacity¹

In contrast, **petty corruption** occurs at the lower levels of public administration and affects citizens' daily interactions with the state, particularly in sectors such as healthcare, education, and local administration. Although the financial amounts involved may be relatively small, petty corruption significantly erodes public trust and reinforces social inequality.

Another critical form is **political corruption**, which refers to the manipulation of political institutions, electoral processes, and public policies for the purpose of maintaining power or securing illicit benefits. This includes practices such as vote-buying, illegal campaign financing, and clientelism. Political corruption is particularly dangerous because it undermines democratic competition and weakens representative institutions²

¹. UNDP. (2008). *A Users' Guide to Measuring Corruption*. New York: United Nations Development Programme, p. 6–7.

² Johnston, M. (2005). *Syndromes of Corruption: Wealth, Power, and Democracy*. Cambridge: Cambridge University Press, pp. 11–15.

Administrative corruption, finally, occurs within bureaucratic structures and involves practices such as bribery, favoritism, and nepotism in recruitment, promotion, and service delivery. This form of corruption directly affects the efficiency and impartiality of public administration.

1.2 Causes of Corruption

The causes of corruption are complex and interrelated, reflecting structural deficiencies rather than isolated individual behavior. Institutional factors play a central role, as weak oversight mechanisms, lack of judicial independence, and ineffective accountability systems create opportunities for corrupt practices. Douglass North argues that when formal institutions fail to constrain power effectively, informal and corrupt practices tend to flourish¹.

Economic conditions also contribute significantly to corruption. Low public-sector wages, high unemployment, and persistent inequality increase incentives for rent-seeking behavior, particularly in contexts where access to public office provides opportunities for personal enrichment. From a political perspective, authoritarian governance, concentration of power, and limited political competition further exacerbate corruption by reducing transparency and limiting citizens' ability to hold leaders accountable.

While some scholars have emphasized cultural explanations, contemporary research cautions against cultural determinism. Rose-Ackerman stresses that corruption should be understood primarily as a product of institutional arrangements rather than cultural norms².

2. Corruption and Governance

The relationship between corruption and governance is fundamentally reciprocal. Poor governance creates conditions that allow corruption to thrive, while corruption in turn weakens governance structures, leading to a vicious cycle of institutional decay.

¹ North, D. (1990). *Institutions, Institutional Change and Economic Performance*. Cambridge: Cambridge University Press, p. 54.

² Rose-Ackerman, S. (1999). *Corruption and Government: Causes, Consequences, and Reform*. Cambridge: Cambridge University Press, p. 91.

2.1 Impact of Corruption on Public Institutions

Corruption has profound negative effects on public institutions, beginning with the erosion of institutional effectiveness. Decision-making processes become distorted as policies are shaped by private interests rather than public needs, resulting in inefficient allocation of resources and poor-quality public services. Moreover, corruption undermines the legitimacy of public institutions by eroding citizens' trust in government. As Levi and Stoker argue, political trust is a crucial foundation of institutional stability, and corruption severely weakens this trust (Levi & Stoker, "Political Trust and Trustworthiness,"¹).

Additionally, corruption weakens the rule of law by allowing powerful actors to evade accountability, thereby creating unequal access to justice and reinforcing social exclusion. Over time, this undermines state authority and governance capacity.

2.2 Governance as an Anti-Corruption Tool

Good governance is widely recognized as one of the most effective and sustainable approaches to combating corruption. Governance frameworks emphasize transparency, accountability, participation, and the rule of law as core principles for limiting opportunities for corrupt behavior. Transparency, particularly through access to information and open public procurement systems, reduces secrecy and constrains discretionary power. Accountability mechanisms ensure that public officials are held responsible for their actions through political, administrative, and judicial processes.

Furthermore, strong legal frameworks and independent judicial institutions are essential for enforcing anti-corruption laws and deterring future misconduct. Citizen participation and a free media also play a crucial role in monitoring public authority and exposing corrupt practices. According to the UNDP, governance reforms that strengthen participation and accountability are central

¹ Levi, M., & Stoker, L. (2000). Political Trust and Trustworthiness. *Annual Review of Political Science*, 3, pp. 475–480.

to sustainable human development ¹.

Conclusion

Corruption constitutes a major obstacle to good governance, institutional effectiveness, and sustainable development. It is not merely an ethical issue but a structural problem rooted in weak institutions, inadequate accountability, and deficient governance frameworks. Addressing corruption therefore requires comprehensive governance reforms rather than isolated technical measures. Strengthening transparency, accountability, rule of law, and citizen participation remains the most effective and sustainable strategy for combating corruption and promoting resilient public institutions.

¹ IMF. (2019). *Fiscal Governance and Corruption*. Washington, D.C.: International Monetary Fund, p. 6.

Lecture Four: Criteria and Components of Good Governance

Introduction

Good governance is widely recognized as a cornerstone for political stability, sustainable development, and institutional legitimacy. While governance refers to the mechanisms, processes, and institutions through which authority is exercised, **good governance** emphasizes both normative principles—such as transparency, accountability, and rule of law—and the **active engagement of core societal actors**, including the government, civil society, and the private sector. These components work together to ensure that decisions are legitimate, resources are managed efficiently, and public services are delivered effectively. This lecture examines the criteria of good governance and its core components, highlighting how these elements interact to create an accountable and sustainable governance system .

1. Criteria of Good Governance

The criteria of good governance provide **standards for evaluating institutional performance** and ensuring that public authority serves the common interest. These criteria include transparency, accountability, and rule of law.

1.1 Transparency

Transparency involves the **openness of institutions** and the accessibility of information for citizens. It ensures that government decisions, policies, and expenditures are visible and understandable. Transparency is crucial for building trust between citizens and the state and for reducing opportunities for corruption. According to Kaufmann, Kraay, and Mastruzzi, transparency allows stakeholders to monitor governmental actions and prevents discretionary abuse of power¹. The UNDP emphasizes that transparency requires not only disclosure of information but also the capacity of citizens and civil society to

¹ Kaufmann, D., Kraay, A., & Mastruzzi, M. (2011). *The Worldwide Governance Indicators: Methodology and Analytical Issues*. Washington, D.C.: World Bank, p. 4.

interpret and utilize it¹ .

1.2 Accountability

Accountability refers to the obligation of public officials and institutions to **answer for their actions**. It is enforced through elections, parliamentary oversight, judicial review, and audit mechanisms. Effective accountability ensures that both successes and failures are acknowledged, that public officials adhere to ethical standards, and that citizens have recourse when rights are violated². Accountability bridges the gap between the expectations of society and the actions of governing bodies.

1.3 Rule of Law

The rule of law is the principle that **all individuals and institutions are subject to the law**. It guarantees that laws are applied impartially and consistently, protecting citizens' rights and ensuring fairness in administrative and judicial procedures. North emphasizes that the rule of law reduces arbitrary power, strengthens institutional capacity, and promotes sustainable economic and political development³. A strong legal framework also supports transparency and accountability.

2. Core Components of Good Governance

Good governance is operationalized through **three main components**, which represent the primary actors responsible for implementing governance principles:

2.1 Government (Public Sector)

The concept of government typically refers to the **traditional forms of hierarchical administrative structures** directing the state, representing the

¹ UNDP (2008). *A Users' Guide to Measuring Governance*. New York: United Nations Development Programme, p. 7.

²Rose-Ackerman, S. (1999). *Corruption and Government: Causes, Consequences, and Reform*. Cambridge: Cambridge University Press, p. 27.

³ North, D. (1990). *Institutions, Institutional Change and Economic Performance*. Cambridge: Cambridge University Press, p. 54.

legal and bureaucratic framework for formulating and implementing public policy¹ .

Government is defined as a **set of organizational, legislative, and judicial institutions**, whether national or local, that essentially constitute the core components of governance. These institutions are responsible for **policy formulation, implementation, and compliance**² .. Governments establish a **stable and effective legal and legislative framework** that regulates both public and private sector activities while promoting **market stability, justice, and the provision of public services**, which are often of interest to the private sector.

Government institutions also have a critical role in **empowering citizens** by providing equal opportunities and ensuring their inclusion in economic, social, and political activities. This includes granting access to community resources and implementing decentralization and political and economic systems that are **more responsive to citizen needs** and adaptable to rapid changes in economic conditions.

Governments, whether in developed or developing countries, face several challenges:

1. **The private sector**, which requires a supportive environment for free markets and a better balance between government and market forces.
2. **Citizens**, who require supportive governmental structures to ensure participation, accountability, and wider decentralization in public activities.
3. **Global pressures**, including interventions by major powers and global social and economic trends, which challenge the nature and sovereignty of the state and government³ .

Good governance addresses the **needs and concerns of the poorest populations** by increasing opportunities for people to pursue and sustain their

¹ Al-Kaid, Z.A.K. (2003), *Hakamaniya: Issues and Applications*, Amman: Arab Organization for Administrative Development, pp. 46–48

² Ziani, S., & Ben Said, M. (2010), *Global Environmental Governance: Issues and Challenges*, 1st edition, Batna: Dar Qana Publishing and Distribution, p. 20.

³ Fellah, A., *Role of NEPAD in Promoting Good Governance and Sustainable Development in Africa*, Master Thesis, University of Constantine, 2011, p. 52.

desired quality of life. The **2004 Human Development Report** highlights three strategies to improve service delivery:

- Increasing the participation of poor workers in service provision, as in Colombia's program for poor families or Bangladesh's scholarship program for girls, thereby increasing clients' influence over service providers.
- Amplifying the voice of the poor through ballot boxes and broad access to information, as evidenced by a survey in Bengaluru, India, which revealed the poor quality of water, health, education, and transportation services compared to neighboring areas, prompting authorities to improve services.
- Implementing effective incentives and sanctions in service provision to vulnerable or marginalized groups¹.

2.2. The Private Sector

The private sector encompasses private ventures in **manufacturing, trade, and banking**, as well as unregulated market activities ². It is defined as a “**non-voluntary, non-governmental or quasi-governmental activity carried out by a national or foreign entity to implement a program with social or developmental objectives,**”

operating under market laws with the expectation of material or financial return³.

Generally, the private sector covers the **area not directly controlled by the government**, governed instead by market forces and private business enterprises.

With economic globalization reshaping industrial operations, states have adopted strategies such as **privatization of public institutions** and the expansion of private-sector participation. The private sector has thus become a

¹ Al-Kaid, Z.A.K. (2003), *Hakamaniya: Issues and Applications*, Amman: Arab Organization for Administrative Development, p .48

² Ziani, S., & Ben Said, M. (2010), *Global Environmental Governance: Issues and Challenges*, op cit, p. 20.

³ Duit, A. (2008), *The Ecological State: Cross-National Patterns of Environmental Governance Regimes*, Berlin: Ecological Institute for International and European Environmental Policy, p. 7.

key actor in national economies, and political development cannot be achieved without economic development. Failure to reform economic institutions impedes the empowerment central to good governance, particularly **democratic consolidation**. Therefore, governments must encourage and support private-sector projects to make them **more transparent and competitive internationally**, through

1. Creating a **stable macroeconomic environment**¹.
2. Maintaining **market competitiveness**.
3. Ensuring that poor and disadvantaged populations have access to **financial**² and **technical facilities** to contribute productively.
4. Promoting **job-creating initiatives**.
5. Attracting investments and facilitating the transfer of **knowledge and technology** to vulnerable populations.
6. Enforcing laws and ensuring compliance.
7. Stimulating **human resource development**.
8. Preserving the **environment and natural resources**³.

2.3. Civil Society

Larry Diamond defines civil society as “**a sphere of organized social life based on voluntary association and independence from the state, governed by a legal framework or set of shared rules and commitments**”⁴.

Civil society differs from the broader society in that it represents **citizens collectively expressing interests, exchanging information, and seeking common goals**, while holding state officials accountable. It acts as an **intermediary between private life and the state**, excluding personal and family life.

Characteristics of Civil Society:

¹ Abdelkader, H. (2012), *Good Governance in Algeria and Local Development Challenges*, Master Thesis, University of Tlemcen, p. 4

²Blousif, T. (2007), *Good Governance: Concept and Components*, Paper presented at the International Forum on Good Governance and Change Strategies in Developing Countries, Setif, Algeria, 7–8 April, p. 24.

³ Thaalbi, N. (2010), *Role of Non-State Actors in Global Environmental Governance*, Master Thesis, University of Batna, p. 37.

1. **Stable organizational structure**, facilitating long-term advocacy and protection of group interests¹.
2. **Internal bureaucracy**, promoting democratic decision-making, leader selection, adherence to regulations, accountability, and leadership rotation, essential for democratic value building.
3. **Multiplicity of organizations**, enabling negotiation and cooperation across diverse groups, especially in defending human rights².
4. **Density of organizations**, providing individuals opportunities to belong to multiple groups, ensuring broader engagement and reducing the monopolization of influence³.

Civil society can enhance **administrative efficiency and governance** by mobilizing collective and individual efforts through:

- Influencing public policy by mobilizing citizens for participation in public affairs.
- Deepening **accountability and transparency** through widespread dissemination of information⁴.
- Supporting the government via direct action, funding, or expertise to improve public service delivery.
- Providing services and assistance to the needy.
- Acting as a **mediator** between the government and citizens by conveying objectives and demands effectively⁵.
- Promoting a **democratic culture** by fostering dialogue, tolerance, leadership accountability, electoral participation, and freedom of expression.
- Enhancing **local community welfare** .

Conclusion

¹ Ziani, S. (2007), *Formation of Civil Society and Prospects of Association Movement in Algeria*, *Journal of Social and Human Sciences*, No. 17, p. 91.

² Ibid, pp. 73–74.

³ Diamond, L. (2003), *Civil Society and Democracy*, op cit, p. 46.

⁴ Al-Kaid, Z.A.K. (2003), *Hakamaniya: Issues and Applications*, op cit, p .48

⁵ Harmouch, M. (2010), *Role of Civil Society Organizations in Sustainable Development*, Master Thesis, University of Batna, p. 31.

Good governance is both a normative ideal and a practical framework for effective administration. Its **criteria**—transparency, accountability, and rule of law—provide the ethical and legal foundation, while its **core components**—government, civil society, and the private sector—translate principles into action. Strengthening the capacities and interactions of these actors is critical to achieving accountable institutions, preventing corruption, and promoting sustainable development. Ultimately, governance is most effective when guided by principles, implemented by capable institutions, and informed by active citizen and private-sector participation.

Lecture Five: The Emergence and Evolution of the Concept of Local Good Governance

Introduction

The concept of local good governance has emerged as one of the most prominent analytical frameworks in contemporary political and administrative studies, particularly in light of the growing challenges facing states in managing development, ensuring effective public service delivery, and enhancing citizen participation at the local level. With the expansion of decentralization policies and the increasing involvement of non-state actors in local affairs, governance has evolved from a state-centered model into a multidimensional process based on interaction, partnership, and accountability.

This lecture aims to trace the emergence and evolution of the concept of local good governance by examining its conceptual foundations as articulated by major international institutions such as the World Bank, the United Nations Development Programme (UNDP), and the International City/County Management Association (ICMA), alongside key academic contributions. By doing so, the lecture highlights the shift from a purely administrative understanding of local management toward a broader governance-oriented approach that integrates political authority, institutional effectiveness, citizen participation, and sustainable local development.

1. The Concept of Local Governance

The concept of local governance was first introduced in the *World Declaration on Decentralization and Local Governance* adopted in Toronto, Canada, in 1993. Subsequently, several international conferences further developed this concept, notably the declaration issued by the *International City/County Management Association* (ICMA) in Sofia in December 1996, followed by the *African Charter on Decentralization* adopted in Accra in 2001¹.

1.1. From the Perspective of International Organizations

¹ Joui, S. (2018). *Water Governance as a Mechanism for Rationalizing Water Management in Algeria*. **Journal of Horizons of Management and Economic Sciences**, 4, p. 428.

1.2 The World Bank

The World Bank considers local governance as the set of values and orientations that enable the local community to manage economic, political, and social processes at all levels through interaction among local authorities, the private sector, and civil society¹.

1.3. United Nations Development Programme (UNDP)

Local governance is defined as “the set of processes through which decisions are made, public policies are formulated and implemented. It is the result of interactions and networked relationships among various social actors (government, private sector, and civil society), involving negotiations through which decisions are made regarding who provides local services, when, and how local affairs are managed.”

Accordingly, local governance is broader than governance in general, as it relates to the planning, management, and organization of services within political, social, and economic systems².

The UNDP has identified several priorities through which local governance can be practiced:

- Decentralization requires combined efforts in capacity building and institutional reform, in partnership with local authorities.
- Inclusive participation through empowering citizens to formulate, implement, and monitor decisions at the local level³.
- Local authorities must recognize the diversity within the local community and ensure that all groups participate in community building.

¹ Ben Laabidi, M., & Ammara, N. (2017). *The Role of Horizontal Decentralized Cooperation in the Governance of Local Development: Algerian–French Decentralized Cooperation as a Model*. **Journal of Legal and Political Sciences**, 15, p. 113.

² Ibid

³ Kharoubi, B. (2012), *Local Governance and Its Role in Combating Corruption in Local Councils: The Case of Algeria*, (Master’s Thesis in Local and Regional Government Management, Department of Political Science, Kasdi Merbah University, Ouargla,

Op cit, p. 49.

- Non-discrimination must be applied to all partners, alongside cooperation between national and regional governments, local authorities, and civil society organizations.
- Citizen representation in managing local affairs, with strengthened participation at all stages of the political process.
- Adoption of new forms of civic participation, such as neighborhood councils and e-democracy.
- Expansion of functions assigned to local authorities, accompanied by measures to build their institutional and human capacities¹.

3. *International City/County Management Association (ICMA)*

According to the declaration issued at the ICMA Conference held in Sofia from 9–12 December 1996, entitled *Declaration of Local Governance*, the elements of **good local governance** include:

- Transfer of appropriate public responsibilities from higher levels of government to local levels in accordance with the law.
- Financial decentralization and provision of sufficient resources to perform local activities.
- Genuine citizen participation in local decision-making.
- Creating conditions conducive to the privatization of the local 3

3.1 *From the Perspective of Scholars*

Landell and Mills define local governance as the use of political authority and the exercise of oversight over civil society in order to achieve local development.

Charlick defines it as the effective management of local public affairs through a set of accepted rules considered legitimate, aimed at promoting and improving the values sought by individuals and groups within the local community².

Both definitions link the political and administrative dimensions, combining commitment to local community interests with the effectiveness of managing

¹ Knoush, A., & Zouantia, A. *Local Governance and Its Requirements in Light of the Ukrainian Experience*, Paper presented at the **International Forum on Governance and Local Development**, Algeria, December 7–8, 2015.p. 3.

² Ibid.

local affairs. Although the second definition refers to legitimacy, neither clearly specifies the rules governing the actors involved in governance¹.

Anwar Shah and Sana Shah argue that local governance goes beyond the mere provision of local services to include the protection of life and liberty, the creation of spaces for democratic participation and civic dialogue, and support for sustainable local development aimed at improving population welfare.

Accordingly, **good local governance** may be defined as the use of political authority and the exercise of oversight over the local community to achieve economic and social development².

4. Requirements for Local Governance

The European Commission has identified several requirements necessary for activating local governance and achieving its objectives, including:

- The existence of organizational and institutional structures for local governance³.
- Effective accountability mechanisms.
- Mechanisms for dialogue and information exchange.
- Improvement of local finance through citizens' capacity to pay taxes.
- Strengthening civil society by involving it in dialogue and oversight.

Conclusion

Moreover, the emphasis on citizen engagement, civil society involvement, and diversified forms of participation underscores the democratic dimension of local governance as a prerequisite for achieving sustainable local development. Consequently, local good governance represents a strategic approach for improving public service delivery, strengthening local democracy, and enhancing social cohesion, provided that the necessary institutional, financial, and participatory requirements are effectively met.

¹ Kharoubi, B. *Local Governance and Its Role in Combating Corruption in Local Councils: The Case of Algeria*, op cit, p. 49.

² Abdelnour, N. (2010), *The Developmental Role of Local Councils within the Framework of Governance* (Algeria: University of Badji Mokhtar Publications, Annaba). p. 53.

³ Knoush, A., & Zawetnia, A. *Local Governance and the Requirements for Its Achievement in Light of the Ukrainian Experience*, op cit, p. 4.

The analysis of local good governance demonstrates that it is not merely a technical or administrative mechanism for managing local affairs, but rather a comprehensive framework that reflects the interaction between political authority, institutional structures, and societal actors. International organizations and scholars alike converge on the idea that effective local governance requires decentralization, inclusive participation, accountability, transparency, and strong institutional and human capacities at the local level.

Lecture Six :Principles of Local Governance

Introduction

Local governance has emerged as a central concept in contemporary public administration, reflecting the shift from hierarchical, centralized management toward participatory and accountable local systems. This lecture examines the key principles of local governance—participation, transparency, accountability, rule of law, responsiveness, equity, efficiency, and legitimacy—and situates them within the broader evolution of local governance. Understanding these principles is essential for analyzing how local authorities can effectively respond to community needs, promote democratic participation, and support sustainable development.

1. Participation

Participation in local governance occurs at several levels:

1.1Participation in Planning:

Citizens are more aware of their daily problems and local needs than administrators. Their participation is essential in discussing projects and setting priorities through regular meetings with local officials¹. Participation includes providing information before drafting project plans, discussing and amending them, and approving them legally².

1.2Participation in Implementation:

Participation at this stage depends on the extent to which plans meet local needs, with citizens mobilizing material and human resources without necessarily expecting material or moral returns³.

1.3Participation in Monitoring, Evaluation, and Oversight:

Citizen feedback represents a form of popular oversight, enabling evaluation of project effectiveness, detection of shortcomings, and correction of deviations. This includes submitting proposals, complaints, objections, holding public

¹ Qanawi, A. R. Q. (2019), *Community Participation in Urban Planning* (Cairo: Al-Bashir Publishing)., p. 45.

² Karim, H. *The Concept of Good Governance*, op cit, p. 16.

³ Ibid.

sessions, and conducting opinion surveys on service quality and institutional performance.

2.Means of Local Participation:

- *Traditional means:* elections, political parties, attendance at local council meetings, specialized committees, personal communication, demonstrations,
- complaints, and objections¹.
- *Modern means:* neighborhood councils, youth councils, citizen committees, civic forums, public debates, local internet networks, consultative councils, and local referenda².

2.1Transparency

Transparency in local governance requires:

- Providing access to information and documents related to local units through publication, printing, or electronic platforms.
- Allowing citizens to attend local council sessions and express concerns.
- Disclosure of economic and social objectives and local development strategies

Transparency constitutes a fundamental guarantee of governance legitimacy, despite being one of the most difficult principles to implement in practice³.

2.2 Accountability and Answerability

Accountability operates at three levels:

- *Political accountability:* holding politicians and political parties accountable through elections.
- *Administrative accountability:* internal vertical and horizontal oversight.
- *Social accountability:* public accountability of government to citizens¹.

¹ Kharoubi, B. *Local Governance and Its Role in Combating Corruption in Local Councils: The Case of Algeria*, op cit, p. 60.

² Ibid.

³ Karim, H. *The Concept of Good Governance*, op cit, p. 17.

Local governance entails subjecting local decision-makers to dual accountability: toward citizens and civil society on one hand, and toward higher levels of government within legal and institutional frameworks on the other².

2.3. Rule of Law

The rule of law implies the supremacy of law over all individuals without exception, respect for human rights, separation of powers, and judicial independence. Effective application requires well-organized judicial, security, and oversight institutions³.

Albert Dicey identified three essential principles of the rule of law⁴:

- Legal duties of citizens must be clearly defined.
- Criminalization and punishment must be based on established laws, not arbitrary authority.
- Disputes between citizens and officials must be adjudicated by ordinary courts.
- Fundamental rights should be protected by ordinary law as natural rights.

2.4. Responsiveness

Local authorities must serve all stakeholders, particularly the poor and marginalized⁵, without bias. Responsiveness is closely linked to accountability, transparency, and trust between local authorities and the community¹.

¹ Abdelkader, H. (2012). *Good Governance in Algeria and the Issue of Local Development*. Master's Thesis in Euro-Mediterranean Studies, Department of Political Science, University of Abu Bakr Belkaid, Tlemcen, p. 30.

² Kouachi, A. (2011). *Administrative Decentralization in the Maghreb Countries: A Comparative Analytical Study*. Master's Thesis in Local and Regional Government Management, Department of Political Science, University of Kasdi Merbah, p. 66.

³ Karim, H. *The Concept of Good Governance*, OP cit, p. 16.

⁴ Darwish, M. F. (2010). *Foundations of Democratic Governance and Principles of Good Governance*. 1st ed. Cairo: Dar Al-Nahda Al-Arabiya, pp. 185–186.

⁵ Zaytoun, W. (2010). *Political Dictionary*. 1st ed. Amman: Osama Publishing and Distribution House, p. 155.

2.5. Consensus Orientation

This principle requires managing conflicts and interests among local actors through negotiation and compromise, fostering inclusive and balanced policies adapted to local conditions².

2.6. Equity and Equality

This includes equal opportunities, fair treatment, and equitable distribution of development benefits³.

2.7. Efficiency and Effectiveness

Efficiency and effectiveness depend on strategic vision, long-term planning, risk assessment, and continuous training and capacity building of local human resources⁴.

2.8. Legitimacy

Legitimacy is achieved when citizens voluntarily accept the authority of local decision-makers operating within lawful, just, and transparent procedures⁵.

3. Evolution of Local Governance

The evolution of local governance is closely linked to broader transformations in the role of the state, public administration paradigms, and development approaches. Traditionally, local administration was conceived as a hierarchical extension of central authority, primarily responsible for implementing

¹ Knoush, A., & Zouatnia, A. *Local Governance and Its Requirements in Light of the Ukrainian Experience*, OP cit, p. 5.

² Ben Said, M., & Nizar, B. (2015). Mechanisms for Applying Governance Principles and Developing the Management of Local Communities. Paper presented at the International Conference on Governance and Local Development, Algeria, 7–8 December 2015, p. 7.

³ Ben Said, M., & Nizar, B. (2018). Mechanisms for Applying Good Governance Principles. *Al-Bahith Journal for Academic Studies*, 13, p. 79.

⁴ Karim, H. *The Concept of Good Governance*, previously cited, p. 17.

⁵ Ben Abdelaziz, K. (2014). *Good Governance between Western and Islamic Thought: A Comparative Study*. PhD Dissertation in Political and Administrative Organizations, Department of Political Science, University of Batna 01, p. 32.

decisions taken at the national level. This model, which prevailed until the mid-twentieth century, emphasized control, legality, and bureaucratic compliance, with limited space for local autonomy or citizen participation¹.

From the late 1970s and early 1980s, profound economic, political, and social changes—such as globalization, fiscal crises of the state, and growing demands for democracy—prompted a rethinking of centralized governance models. As a result, decentralization emerged as a key reform strategy, aiming to transfer powers, responsibilities, and resources from central governments to local authorities. This shift marked the first stage in the transition from *local administration* to *local governance*².

During the 1990s, the concept of governance gained prominence within international development discourse. Institutions such as the World Bank and the United Nations Development Programme (UNDP) emphasized governance as a framework that goes beyond formal government structures to include the private sector and civil society. Local governance was thus redefined as a process based on interaction, negotiation, and shared responsibility among multiple actors in managing local affairs³. This period highlighted principles such as accountability, transparency, participation, and effectiveness as core components of good local governance.

In parallel, academic contributions further enriched the concept by linking local governance to democratic values and sustainable development. Scholars such as Charlick and Shah argued that effective local governance requires not only administrative efficiency but also legitimacy, citizen engagement, and protection of basic rights. Anwar Shah, in particular, stressed that local governance should create institutional spaces for democratic participation, civic dialogue, and inclusive decision-making, while ensuring efficient service delivery and social justice⁴.

¹ World Bank, *Governance and Development*, Washington, D.C., 1994, pp. 12–15.

² Ibid.

³ United Nations Development Programme (UNDP), *Governance for Sustainable Development*, New York, 1997, pp. 3–7.

⁴ Charlick, J., *Local Governance and Democratic Development*, Boulder: Lynne Rienner Publishers, 2001, pp. 45–50.

More recently, the evolution of local governance has incorporated new dimensions driven by technological innovation, globalization, and sustainability challenges. Concepts such as e-governance, participatory budgeting, and networked governance reflect the growing role of digital tools and collaborative arrangements in local decision-making. At the same time, local governance has become increasingly associated with achieving the Sustainable Development Goals (SDGs), especially those related to inclusive institutions, sustainable cities, and climate resilience¹.

In this context, local governance is no longer viewed as a static institutional arrangement, but as a dynamic and adaptive process that responds to local needs, societal diversity, and global pressures. Its evolution reflects a gradual shift from centralized control toward participatory, accountable, and development-oriented local systems capable of addressing complex economic, social, and environmental challenges².

Conclusion

Effective local governance relies on the integration of principles such as accountability, transparency, participation, and legitimacy, which collectively enhance democratic practice and service delivery. Its evolution from centralized administration toward participatory and networked approaches highlights the importance of adapting local institutions to social, economic, and environmental challenges. When applied coherently, these principles enable local authorities to foster sustainable development, social cohesion, and citizen trust.

¹ Shah, A. (ed.), *Local Governance in Developing Countries*, Washington, D.C.: World Bank, 2006, pp. 22–28.

² Ibid.

Lecture Seven: Components of Local Good Governance

Introduction

Local good governance is increasingly recognized as a multidimensional framework that relies on the interaction of multiple actors rather than the unilateral action of public authorities. In contemporary governance models, the management of local affairs is no longer confined to governmental institutions, but involves local administrations, the private sector, and civil society as essential partners in decision-making, service delivery, and development processes. Each of these actors contributes distinct functions and resources that collectively shape the effectiveness, legitimacy, and sustainability of local governance systems.

This lecture examines the main components of local good governance by analyzing the roles and responsibilities of government, local administration, the private sector, and civil society, while emphasizing the importance of coordination and constructive interaction among them in achieving responsive, inclusive,

1.The elements of local governance

The elements of local governance consist of the government, local administration, the private sector, and civil society. The government provides the legal and political environment for governance, while the private sector creates job opportunities and income for individuals, establishing a conducive economic environment. Civil society fosters political and social interaction by mobilizing groups and individuals to actively participate in economic, political, and social activities. The core of governance is to strengthen constructive and positive interaction among these four actors, as each represents a pillar of governance¹.

1.1 Government

¹ Kharoufi, B. Local Governance and Its Role in Combating Corruption in Local Councils: The Case of Algeria, Op cit, p. 40.

The government is a set of political institutions linked to ruling authority, serving as the executive body that implements state directives and organizes the behaviors of members of the political community¹.

The primary mission of governance is to provide public services that private institutions cannot deliver (sovereign services). These services vary depending on the political orientation of the ruling system and include:

- Provision of public goods: defense, public order, property protection, public health.
- Education, infrastructure investment, public services, environmental protection, and sustainable development.
- Implementation of market economy mechanisms and promotion of the private sector.
- Social assistance to deserving social groups².

1.2 Role of Government in Achieving Local Governance:

The government plays a significant role in achieving local governance. Under its supervision, central authorities can delegate some powers to decentralized authorities to enhance efficiency by providing:

- Appropriate legislative and regulatory frameworks to enable the principles of local governance, such as laws allowing the formation and operation of NGOs and civil society organizations, protecting public freedoms, human rights, and media freedom.
- Adequate administrative and financial powers to local administrative bodies.
- Platforms for dialogue among all local administrative entities, whether through formal institutions such as parliamentary councils or the economic and social council, or organized informal meetings with civil society to discuss public policies³.
- Protection of public freedoms and human rights, legislation ensuring women's rights, media freedom, and the application of the rule of law.
- Coordination between different levels of government to ensure transparency, accountability, and representation.

¹ Kanouche, A., Zountia, A. Local Governance and Its Requirements in Light of the Ukrainian Experience, Op cit, p. 03.

² Zaitoun, W. Political Dictionary, Op cit, p. 155.

³ Kharoufi, B. Local Governance and Its Role in Combating Corruption in Local Councils: The Case of Algeria, Op cit, p. 40.

- An effective monitoring system to supervise and regulate local authorities.
- Provision of material resources to meet public needs ¹.

The government is thus responsible for creating a favorable environment that ensures governance by opening the space for the private sector and civil society to participate in political processes².

2. Local Administration

Local authorities or units serve as a link between citizens and the state, maintaining direct contact with local citizens, making them a key actor influencing local governance³.

2.1 Role of Local Authorities in Achieving Local Governance:

Local authorities are highly responsive to citizens' aspirations and essential for establishing and sustaining central governments. Local governance can be realized through competent local bodies by⁴:

- Commitment to democratic practices and cultural norms that enable accountability, oversight, and awareness in elections.
- Involving citizens through official committees, periodic meetings, and training the public in development projects via monitoring and supervisory committees.
- Ensuring transparency in publishing information, budgets, and projects.
- Engaging citizens in identifying needs and setting priorities through referenda and surveys.
- Strengthening trust between local authorities and civil society organizations⁵.

3. Private Sector

¹ Karim, H. The Concept of Good Governance, Op cit, p. 30.

² Kharoufi, B. Local Governance and Its Role in Combating Corruption in Local Councils: The Case of Algeria, previously cited, p. 40.

³ Ibid, p. 49.

⁴ Karim, H. The Concept of Good Governance, previously cited, p. 30.

⁵ Ibid, p. 9.

The private sector includes all private and non-state projects across industrial, agricultural, commercial, and service sectors, such as private banks, media, and informal markets. It contributes to economic development, which in turn supports social and political development by helping the state fulfill its tasks amid challenges, improving living standards through the activation of the economic sector¹.

3.1 How the Government Can Support the Private Sector:

- Creating a stable and encouraging economic environment.
- Encouraging productive investment by providing suitable legal frameworks and combating bureaucracy.
- Maintaining market competitiveness through regulatory enforcement.
- Promoting human resource development.
- Facilitating investment opportunities for low-income groups, with technical, financial, and legal support ².

3.2 Role of the Private Sector in Local Governance:

A competitive private sector can significantly contribute to local governance and social responsibility by:

- Assisting local authorities in providing public services with efficient organization and quality service delivery³.
- Providing expertise, financial resources, and knowledge in developmental projects in partnership with local communities, government agencies, or civil society organizations.
- Ensuring transparency in various sectors through information dissemination and regular statistical reporting.
- Supporting civil society activities through funding.

For example, the private sector plays a critical role in providing housing loans,

¹ Karim, H. The Concept of Good Governance, Op cit, p. 30.

² Kharoufi, B. Local Governance and Its Role in Combating Corruption in Local Councils: The Case of Algeria, Op cit, p. 50.

³ Karim, H. The Concept of Good Governance, Op cit, pp. 31-32.

training and education, and supplying various industrial products ¹.

In Morocco, the Ministry in charge of relations with Parliament and civil society issued the National Charter for Participatory Democracy, which established mechanisms and rules for civil society participation in decision-making, including petitions, membership in governance bodies, and accountability of public institutions and elected councils ².

4. Civil Society

Civil society complements local authorities in addressing local community needs by identifying and communicating them for action. Saad Eddine Ibrahim defines it as a set of free voluntary organizations that occupy the public space between the family and the state to achieve individual interests while adhering to respect, consensus, tolerance, and proper management of diversity. These organizations include associations, unions, parties, clubs, cooperatives, or any non-governmental and non-familial entities ³.

Civil society is important due to its capacity to organize citizens for voluntary public engagement, fostering participation in economic and social activities, and mobilizing communities to influence public policies and access public resources, particularly for disadvantaged groups ⁴.

The concept of civil society generally includes four main elements: voluntariness, institutionalization, independence, and adherence to concepts such as human rights, citizenship, political participation, and legitimacy ⁵.

¹ Karim, H. The Concept of Good Governance, Op cit, p. 30

² Toubal, F. Governance of Decentralized Popular Local Councils, previously cited, p. 677.

³ Kharoufi, B. Local Governance and Its Role in Combating Corruption in Local Councils: The Case of Algeria, previously cited, p. 42.

⁴ Ben Said, M., Nizar, B. Mechanisms for Implementing Governance Principles and Developing Local Government Administration, Op cit, p. 03.

⁵ Bounaqab, A., Si Nasser, H. (2015), Role of Civil Society and Popular Participation in Enhancing Local Administration Efficiency and Achieving Effective Local Governance, Paper presented at the International Forum on Governance and Local Development, Algeria, December 7–8, 2015, p. 06.

According to the UNDP, civil society consists of community organizations, environmental groups, research centers, religious networks, grassroots movements, labor unions, indigenous groups, and charities. Political parties are not considered part of civil society by UNDP, though some researchers include them. Additional elements include¹:

- **Local Public Opinion:** A collection of prevailing views in a community regarding issues of public and private interest, formed through participation of various organizations and disseminated by media channels ².
- **Local Media:** All print, audio, visual, and electronic institutions covering local events, producing reports, news, debates, investigations, and programs ³.

4.1 Role of Civil Society in Achieving Local Governance:

Civil society is a key actor in local governance, providing legal frameworks for citizens and mobilizing them around common causes. Its contributions include:

- Holding authorities accountable, monitoring institutions and officials to prevent abuse and correct deviations.
- Collecting and communicating citizens' needs to local authorities for response.
- Promoting democratic values, accountability, and citizen engagement.
- Supporting equality, justice, and civic values.
- Enhancing rational management of resources and developmental projects through preferred governance patterns ⁴.

Ultimately, effective local governance requires a capable government, qualified local authorities and units, an active civil society, and a competitive private sector ¹.

¹ Ben Sghir, A., Safaa, O. Role of Local Civil Society Institutions in Establishing Principles of Local Governance, previously cited, p. 322.

² Ibid, p. 327.

³ Kharoufi, B. Local Governance and Its Role in Combating Corruption in Local Councils: The Case of Algeria, Op cit, p. 42.

⁴ Ben Hadda, B. Mechanisms for Activating Participatory Democracy in Local Administration Work, Op cit, p. 293.

Conclusion

The analysis presented in this lecture highlights that local good governance is the outcome of an integrated and balanced interaction among four principal actors: government, local administration, the private sector, and civil society. Government establishes the legal, political, and institutional framework necessary for governance, local administrations translate policies into practice at the grassroots level, the private sector contributes to economic vitality and service provision, and civil society enhances participation, accountability, and social oversight.

Effective local governance therefore depends on the capacity of these actors to cooperate within a framework of transparency, accountability, and respect for the rule of law. When such cooperation is achieved, local governance becomes a powerful mechanism for improving public services, strengthening institutional legitimacy, and promoting sustainable local development that responds to the real needs of local communities.

¹ Ben Yezza, Y. Jamila, F. Participatory Democracy as a Mechanism for Activating Governance at the Local Level, Op cit, p. 40.

Lecture Eight: Approaches and Models of Local Good Governance

Introduction

The evolution of local governance has been accompanied by the development of diverse theoretical approaches and practical models aimed at improving the management of local affairs. Traditional hierarchical and centralized administrative systems have proven insufficient to address complex local challenges related to development, service delivery, and citizen participation. As a result, local good governance has emerged as an alternative framework emphasizing participation, coordination, accountability, and adaptability.

This lecture examines the main approaches to local good governance and the most prominent governance models applied at the local level, highlighting their conceptual foundations and practical implications.

1. Approaches to Local Good Governance

1.1 Participatory Governance

Participatory governance is grounded in the principle that citizens and local stakeholders should be actively involved in public decision-making processes. At the local level, participation extends beyond electoral processes to include consultation, co-decision, monitoring, and evaluation of public policies. The United Nations Development Programme defines participatory governance as a process through which citizens influence the formulation, implementation, and oversight of policies affecting their daily lives¹.

Participatory governance enhances the legitimacy of local institutions by integrating local knowledge and priorities into development planning. It also contributes to transparency and accountability by enabling citizens to oversee public actions and demand justification for decisions. However, this approach faces several challenges, including unequal access to participation mechanisms, limited civic capacity, and the risk of participation being reduced to a symbolic or consultative role without real influence on decision-making.

1.2 Network Governance

¹ United Nations Development Programme (UNDP). (1997). *Governance for Sustainable Development*. New York, pp. 3–4.

Network governance represents a shift from hierarchical government structures toward horizontal coordination among multiple actors, including public authorities, private sector entities, and civil society organizations. According to Rhodes, network governance is based on interdependence, negotiation, and trust rather than command and control mechanisms ¹.

At the local level, network governance is particularly relevant for addressing complex and cross-sectoral issues such as urban development, environmental protection, and social services. It allows for resource sharing, policy innovation, and flexibility in implementation. Nevertheless, network governance raises important concerns related to accountability, as the dispersion of responsibilities among multiple actors may obscure decision-making authority and weaken public oversight.

2. Models of Local Governance

2.1 Multi-level Governance

Multi-level governance refers to the distribution and sharing of authority among different levels of government—local, regional, national, and supranational—based on the principle of subsidiarity. This model emphasizes coordination rather than subordination between levels of governance. The European Commission describes multi-level governance as a system in which competencies are exercised at the most appropriate level to ensure efficiency, proximity to citizens, and policy coherence ²

In the context of local governance, multi-level governance strengthens local autonomy while maintaining institutional coherence within the state. It also facilitates vertical and horizontal coordination in policy implementation, particularly in development planning and service delivery.

2.2 Comparative Governance Models

Comparative governance models analyze variations in local governance systems across different countries and regions. These models differ in terms of

¹ Rhodes, R. A. W. (1997). *Understanding Governance: Policy Networks, Governance, Reflexivity and Accountability*. Buckingham: Open University Press, pp. 15–18.

² European Commission. (2001). *European Governance: A White Paper*. Brussels, pp. 10–12.

administrative traditions, degree of decentralization, fiscal autonomy, and mechanisms of citizen participation. Anwar Shah emphasizes that effective local governance models cannot be standardized, as their success depends on institutional capacity, political context, and socio-economic conditions ¹.

Comparative analysis highlights that while some models prioritize strong local autonomy, others emphasize central oversight to ensure equity and national cohesion. Consequently, local good governance requires adaptive models that balance autonomy, accountability, and state coherence.

Conclusion

The approaches and models of local good governance reflect a fundamental transformation in the management of local affairs. Participatory and network governance emphasize inclusiveness and cooperation among multiple actors, while multi-level and comparative governance models underscore the importance of institutional design and contextual adaptation. Effective local governance is therefore not based on a single model, but on the ability of local systems to integrate appropriate approaches that respond to local realities, enhance democratic legitimacy, and promote sustainable development.

¹ Shah, A. (ed.). (2006). *Local Governance in Developing Countries*. Washington, D.C.: World Bank, pp. 1–6.

Lecture Nine: Conditions for the Implementation of Local Good Governance

Introduction

Local good governance is not merely the result of adopting normative principles such as participation, transparency, or accountability. Rather, it is the outcome of a complex set of structural conditions that enable these principles to function effectively within local political and administrative systems. The failure of many local governance reforms can be attributed not to conceptual deficiencies, but to the absence of enabling legal, institutional, political, and financial conditions.

From a theoretical perspective, the implementation of local good governance is closely linked to transformations in the role of the state, the evolution of decentralization policies, and the shift from traditional public administration toward governance-based models. This lecture analyzes the fundamental conditions required for the effective implementation of local good governance, focusing on legal–institutional conditions and political–financial conditions as mutually reinforcing dimensions.

1. Legal and Institutional Conditions

1.1 Legislative Framework

A coherent legislative framework constitutes the foundational condition for the implementation of local good governance. Law is not merely a regulatory instrument, but a structuring mechanism that defines power relations between central and local authorities, determines the scope of local autonomy, and establishes the rules governing accountability and participation.

According to Cheema and Rondinelli, decentralization reforms fail when legal texts do not clearly specify the distribution of competences and when central authorities retain discretionary power over local decision-making¹. Effective local governance therefore requires legislation that guarantees legal personality to local authorities, protects their autonomy, and clearly defines their responsibilities.

¹ Cheema, G. S., & Rondinelli, D. A. (2007). *Decentralizing Governance: Emerging Concepts and Practices*. Washington, D.C.: Brookings Institution Press, pp. 6–8.

Moreover, good governance presupposes the rule of law, meaning that legal norms must be applied equally, predictably, and transparently. As Stoker argues, governance cannot function in a context where legal uncertainty and selective enforcement prevail, as this undermines institutional trust and citizen engagement ¹.

From an analytical standpoint, the legislative framework should not be assessed solely by its formal existence, but by its coherence, stability, and enforceability. Legal inflation, overlapping regulations, and excessive central oversight often neutralize the practical effects of decentralization laws, reducing local governance to a formal façade.

1.2 Institutional Capacity

Institutional capacity represents the operational dimension of local governance. Even the most advanced legal frameworks remain ineffective if local institutions lack the administrative, technical, and human capacities necessary to perform their functions. Institutional capacity refers to the ability of local authorities to plan, implement, coordinate, and evaluate public policies effectively.

Anwar Shah emphasizes that decentralization without capacity-building leads to what he terms “decentralization of failure,” where responsibilities are transferred without the means to fulfill them. Institutional capacity ² encompasses qualified personnel, clear organizational structures, efficient administrative procedures, and access to information.

From a neo-institutionalist perspective, institutions shape behavior by structuring incentives and constraints. Weak institutions generate inefficiency, clientelism, and informal practices that undermine governance outcomes. Therefore, capacity-building should be understood as a long-term institutional process rather than a technical or managerial intervention limited to training programs.

¹ Stoker, G. (1998). *Governance as Theory: Five Propositions*. International Social Science Journal, 50(155), pp. 22–24.

² Shah, A. (ed.). (2006). *Local Governance in Developing Countries*. Washington, D.C.: World Bank, pp. 9–11, 17–19.

2. Political and Financial Conditions

2.1 Political Will

Political will constitutes a decisive yet often underestimated condition for the implementation of local good governance. It reflects the readiness of political elites to accept power-sharing, citizen participation, and institutional accountability. Without genuine political commitment, governance reforms tend to remain rhetorical or selectively implemented.

Rhodes argues that governance reforms challenge traditional hierarchies of authority and therefore encounter resistance from central actors who perceive decentralization as a threat to political control. Political will is thus not¹ expressed through formal declarations, but through concrete actions such as the transfer of real decision-making authority, respect for local electoral outcomes, and tolerance of social oversight.

From a theoretical standpoint, political will is closely linked to the nature of the political regime and the balance of power within the state. In highly centralized systems, local governance reforms are often constrained by bureaucratic inertia and political mistrust toward local actors. Consequently, political will must be understood as a structural condition embedded in broader state–society relations².

2.2 Financial Decentralization

Financial decentralization is a core condition for translating legal and political commitments into effective local governance practices. Local authorities cannot exercise autonomy or accountability without adequate and predictable financial resources. Fiscal capacity determines the real scope of local decision-making.

According to Oates' theory of fiscal federalism, efficiency in public service delivery increases when expenditure responsibilities are matched with revenue-raising powers at the local level. Financial decentralization strengthens³.

¹ Rhodes, R. A. W. (1997). *Understanding Governance: Policy Networks, Governance, Reflexivity and Accountability*. Buckingham: Open University Press, pp. 47–49.

² Oates, W. E. (1999). *An Essay on Fiscal Federalism*. *Journal of Economic Literature*, 37(3), pp. 112–114

³ *Ibid.*

accountability by linking local taxation to public spending, thereby increasing citizen oversight.

However, Shah warns that financial decentralization also entails risks, including regional disparities and fiscal mismanagement, if not accompanied by transparent budgeting systems and effective oversight mechanisms .¹ Therefore, financial decentralization should be conceived as a balanced system combining autonomy, solidarity, and accountability.

Conclusion

The implementation of local good governance depends on a set of interdependent conditions that extend beyond normative principles and policy discourse. Legal and institutional conditions provide the structural and organizational foundations of governance, while political and financial conditions determine its feasibility and sustainability. The absence or weakness of any of these conditions undermines the effectiveness of local governance reforms and transforms them into formal or symbolic processes.

Local good governance should therefore be understood as an institutional equilibrium that requires coherent legislation, capable institutions, genuine political commitment, and adequate financial autonomy. Only under such conditions can local governance contribute meaningfully to democratic consolidation, institutional legitimacy, and sustainable local development.

¹ Shah, A. (ed.). (2006). *Local Governance in Developing Countries*. Washington, D.C.: World Bank, pp. 9–11, 17–19.

Lecture Eleven: Stages of Transition toward Local Governance

Introduction

In recent years, there has been growing interest among researchers and international organizations in local units. This interest has emerged within the broader trend toward expanding citizen participation in governance processes, reducing the direct role of the state, and granting a greater role to the private sector and civil society organizations in development. This orientation has been reflected in several World Bank World Development Reports under titles such as *Bringing the State Closer to the People*, *Moving to Local Governance*, *Decentralization*, and *Rethinking the Role of the State*.

In addition, a number of research institutes and centers have contributed to this shift, notably the research center established by the International Labour Organization (ILO) in 1981, as well as numerous studies funded by the United States Agency for International Development (USAID) focusing on decentralized planning.

Local units thus play an effective role in local development and represent a concrete embodiment of the democratic principle. They contribute to strengthening social cohesion by mobilizing local public opinion around societal problems and involving citizens in identifying and implementing appropriate solutions.

1. Scientific and Intellectual Foundations of the Transition to Local Governance

From an academic perspective, scholars specializing in public administration sought to benefit from other fields of knowledge by introducing concepts such as cost recovery, user fees, and outsourcing, borrowed mainly from business administration. These intellectual developments contributed significantly to the emergence and adoption of local governance as an alternative to traditional models of local administration¹.

¹ Conyers, D. (2006). "Decentralization: The latest fashion in development administration?" In E. E. Otenyo & N. S. Lind (Eds.), *Comparative Public Administration: The Essential Readings, Research in Public Policy Analysis and Management, Volume 15* (pp. 448–449). Amsterdam: Elsevier.

Accordingly, the reasons behind the adoption of local governance can be classified into two main categories: administrative–technical reasons and political–social reasons¹.

2. Administrative and Technical Reasons

With the expansion of state functions, the centralized administrative systems that characterized many countries proved incapable of effectively managing resources and capacities. Excessive centralization led to the spread of corruption, favoritism, and bureaucratic inefficiency². Moreover, central governments often exercised full control over development projects, resulting in policies that failed to reflect local needs and priorities.

Uniform administrative systems imposed from the center were often incompatible with local realities, largely due to the inability of a single central authority to manage all activities effectively. Consequently, there emerged a growing tendency toward adopting systems of local administration and local government as alternatives capable of responding more effectively to local demands³.

In this context, traditional administrative values such as seniority and hierarchical progression were reassessed in favor of new values such as empowerment, efficiency, and performance. This shift encouraged thinkers such as Osborne and Gaebler, in the early 1990s, to advocate for the idea of “reinventing government” in order to enhance its efficiency and effectiveness.

Academically, this period witnessed increased efforts to integrate managerial approaches from business administration into public administration. New governance-oriented values—such as empowerment and results-oriented management—gradually replaced older bureaucratic values based on rigid

¹ Al-Mubaidain, S. (n.d.). *Local Administration – Approaches to Development*. O p cit. 22.

² Ibid.

³ Boudi, A. Q., & Boudi, A. S. (2012). "Good governance as a mechanism for enhancing local government management for sustainable local development." *Journal of Administration and Development for Research and Studies*, 01, p. 234.

hierarchy and procedural formalism¹.

3. Political and Social Reasons

Citizen participation in local affairs is both a critical and sensitive issue. It requires that local communities govern themselves through the election of their representatives and through the expansion and diversification of channels of participation in public policy-making. Participation is viewed both as an ethical value rooted in citizenship and popular sovereignty, and as a practical objective aimed at securing public support for public policies.

Local organization emphasizes the importance of involving citizens in the design, implementation, and monitoring of policies that directly affect them. Participation thus becomes a central instrument through which systems of local government and administration seek to achieve local development².

The political transformations of the late twentieth century led many developing countries to adopt democratic orientations instead of previously dominant authoritarian systems. This shift had a direct impact on administrative structures and on the way public institutions responded to citizens' demands at the local level. Citizens increasingly demanded public services commensurate with the taxes they paid and sought greater involvement in decision-making and policy formulation. As a result, central governments allocated a significant share of national budgets to local authorities.

4. Governance from Below and the Role of Non-State Actors

Some scholars argue that applying governance principles at the local level contributes to consolidating governance values at the national level through a bottom-up approach. This perspective encouraged many states to adopt policies aimed at expanding private sector involvement at the local level and strengthening its role in service provision and local development.

This shift was accompanied by the introduction of commercialization practices in the management of local activities, whereby local projects began to be

¹ Kharoufi, B. (n.d.). "Local governance and its role in combating corruption in local councils: A case study of Algeria." p. 47.

² Boudi, A. Q., & Boudi, A. S. (2012). *Good governance as a mechanism for enhancing local government management for sustainable local development.*, Op cit p. 234.

managed as semi-autonomous, financially independent entities subject to performance-based accountability.

Furthermore, World Bank literature emphasized the transformation in the nature of government roles and the evolution of public administration theory. In practice, the state is no longer the sole actor in public policy formulation and implementation. Other actors—such as international organizations, private sector entities, and civil society organizations—have become increasingly influential.

Civil society organizations, in particular, have been recognized for their role in enhancing citizen participation and democratic practices. Consequently, central governments have restructured and reorganized decentralized administrative systems by integrating non-state actors into both service delivery and local decision-making processes.

5. From Local Government to Local Governance

As a result of these transformations, the local system evolved from a model dominated by elected local councils—characteristic of traditional local government and local administration—to a more inclusive model in which private sector actors and non-governmental organizations actively participate. This transition reflects the shift from *local government* to *local governance*.

Local governance thus signifies a move away from the traditional government-centered model toward a more interactive and integrated system involving public administration, private sector management, and civil society organizations¹.

Local governance is closely linked to local administration, as one of its fundamental conditions is the existence of elected councils within a framework of territorial administrative decentralization. At the same time, decentralization itself presupposes transparency, accountability, and participation—principles that constitute the very essence of governance.

Conclusion

¹ Toubal, F. (n.d.). "Decentralized governance of local popular councils." ,Op cit,p. 673.

The transition toward local governance represents a shift from centralized, bureaucratic administration to participatory and accountable local systems. This process is driven by administrative, political, and social imperatives, emphasizing citizen engagement, empowerment, and responsiveness to local needs. The active involvement of local authorities, civil society, and the private sector strengthens transparency, efficiency, and sustainability. Ultimately, this transition consolidates democratic practices at the local level, fostering inclusive development and reinforcing the role of communities in shaping their own governance.

Lecture Twelve Indicators of Local Good Governance in Algeria (Municipal and Wilaya Laws)

Introduction

Algeria has long maintained a system of local administration, which has varied according to historical circumstances—from the Ottoman presence and French colonization to the post-independence period. Elected councils have been considered the foundation of decentralization and a venue for citizen participation in managing local affairs. The local administrative system is based on regional communities (municipalities and wilayas), each composed of executive and deliberative bodies. The executive body of a municipality is represented by the President of the Municipal Popular Council, while in the wilaya, it is represented by the Wali (Governor). The deliberative bodies are the Municipal Popular Council and the Wilaya Popular Council.

1. Municipal Popular Council

Algeria has known a system of local administration for a long period, whose forms have varied according to the historical circumstances the country has undergone, from the Ottoman presence and French colonial rule to the post-independence period. Elected councils were considered the foundation of decentralization and a space for citizens' participation in the management of their local affairs. The system of local administration was thus affirmed through territorial collectivities, namely the municipality and the province (wilaya), each of which is composed of executive bodies and deliberative bodies.

The executive body at the municipal level consists of the President of the Municipal People's Council, while at the provincial level it is represented by the Wali. The deliberative bodies are the Municipal People's Council and the Provincial People's Council.

1.1 The Municipal People's Council

The municipality is considered the smallest unit in the Algerian administrative division. It performs its functions through the elected Municipal People's Council, which is a deliberative body, alongside the President of the Municipal People's Council, who is also elected and represents the executive authority within the municipality.

1.2 Composition of the Municipal People's Council

The Municipal People's Council is an elected institution at the municipal level that embodies democracy locally and consecrates the principle of popular choice, given that local elections constitute a fundamental element of local democracy. They provide local citizens with the opportunity to evaluate the performance of elected members and assess their credibility¹.

The Municipal People's Council is also defined as an elected body formed by citizens' initiative under the supervision of public authorities. It consists of an executive body headed by the President of the Municipal People's Council with the membership of his deputies, and a deliberative body comprising all local elected representatives. These bodies oversee the management of public affairs of the local community through a set of committees concerned with the various economic, social, cultural, and environmental aspects of community life. The council thus constitutes the primary foundation for popular participation in the management of public affairs².

1.3. The Election Process of the Municipal People's Council

The electoral system is mainly based on the following core elements: the electoral process, the voter, and the candidate.

1.3.1 The Electoral Process

The electoral process refers to all stages through which elections pass. It is a set of procedures, measures, and actions related to elections, starting from the preparation or updating of electoral lists, passing through the voting process and subsequent counting of ballots, and ending with the announcement of local election results³.

1.3.2 The Voter

A voter is defined as a person registered on the electoral list, which includes the names of all individuals entitled to exercise the right to vote, subject to

¹ Law No. 11-10 dated 22 July 2011 relating to the Municipality, Official Journal, No. 37, 03 July 2011, p. 08.

²Wadhih, F, Bousalem, A, Abdel Samad ,A, "The Contribution of the Municipality to the Success of Local Development Programs in Algeria," Journal of Economics, Finance and Business, 06 (2018), p. 192.

³ Belghith ,S, Dierm, M, "Civil Society Representations of the Role of Municipal Councils in Local Development," Al-Risala Journal for Human Studies and Research, 07 (2018), p. 143.

fulfilling certain conditions that allow them to obtain a voter's card¹.

The revision of electoral lists is conducted under the supervision of an administrative electoral committee composed of a judge, the President of the Municipal People's Council, the Secretary-General of the municipality, and two voters. Any voter or party representative at the municipal level may be involved in this process, as the electoral list constitutes the municipal electoral base.

The main conditions required for voter registration include: holding Algerian nationality, having reached the age of (18) years on the day of voting, residing in the municipality, enjoying civil and political rights, and not being subject to any legal incapacity as defined by the applicable legislation².

1.3.4 The Candidate

Any person registered on the electoral list may run for membership in the Municipal People's Council, provided that the following additional conditions are met:

- Having reached the age of (25) full years.
- Completion of national service or legal exemption therefrom.
- Not being subject to any legal incompatibility.
- Being sponsored by a political party or submitting the required number of signatures ((150) to (1000) voters).

After the completion of the electoral process, seats are distributed proportionally according to the number of votes obtained by each list, with the application of the principle of dominance of the strongest list and the electoral quotient³.

1.3.5 Number of Council Members

The Municipal People's Council is composed of a number of members that varies from one municipality to another according to population size, as

¹ Mohamed El-Saghir Baali, Algerian Local Administration Law, Op cit, p. 57.

² Ibid, p. 45.

³ Organic Law No. 16-10 dated 25 August 2016 relating to the Electoral System, Official Journal, No. 50, 28 August 2020, p. 10.

determined by the most recent general population and housing census, as follows¹:

- (13) members in municipalities with fewer than (10,000) inhabitants.
- (15) members in municipalities with a population between (10,001) and (20,000).
- (19) members in municipalities with a population between (20,001) and (50,000).
- (23) members in municipalities with a population between (50,001) and (100,000).
- (33) members in municipalities with a population between (100,001) and (200,000).
- (53) members in municipalities with a population exceeding (200,001).

1.3.6. The President of the Municipal People's Council

The President of the Municipal People's Council holds executive authority within the municipality. He is responsible for implementing the council's decisions concerning local affairs and managing the deliberative body, namely the Municipal People's Council.

The President is appointed from the list that obtained the majority of voters' votes and is installed within a period not exceeding (15) days following the announcement of election results.

After appointment, the President forms the executive body by appointing a number of deputies ranging from (2) to (6), depending on the number of council members. The presidential term lasts for (5) years and ends upon the occurrence of one of the following reasons: resignation, dismissal, exclusion, or death².

1.4 Organization of the Municipal People's Council

The Municipal People's Council carries out its activities through several sessions, including ordinary and extraordinary sessions, during which deliberations are held in addition to the work of specialized committees.

¹ Organic Law No. 16-10 dated 25 August 2016 relating to the Electoral System, Op cit, p. 20.

² Law No. 11-10 dated 22 July 2011 relating to the Municipality, Op cit, p. 13.

1.4.1 Sessions

The sessions of the Municipal People's Council are held at the municipal headquarters in the presence of the majority of members, based on written invitations sent by the President of the Municipal People's Council to members at least (10) days before the meeting date, accompanied by the session agenda and acknowledged by receipt. This period may be reduced provided that it does not fall below one day.

If the council fails to convene due to the lack of quorum after two successive invitations with at least a three-day interval, the deliberations adopted after the third invitation shall be valid regardless of the number of attendees¹.

The Municipal People's Council holds an ordinary session every two (2) months, which may last up to five (5) days. It may also hold an extraordinary session at least once per year, depending on municipal needs, at the request of the President of the Municipal People's Council, two-thirds (2/3) of its members, or the Wali. An extraordinary session is also convened by force of law in cases of exceptional circumstances related to imminent danger or major disasters.

1.4.2 System of Deliberations

Deliberations constitute one of the most important tools for council management and are conducted during all sessions according to a predefined agenda. Decisions and recommendations are adopted by an absolute majority of the present and active members, with the President's vote prevailing in the event of a tie.

Deliberations are conducted in Arabic and recorded in the same language in a numbered and officially endorsed register by the competent court. All discussions, votes, attendance records, and agenda items are documented.

Deliberations are sealed and signed by the President of the Municipal People's Council and become enforceable after approval by the Wali, except in certain specific cases.

The agenda of deliberations is prepared in advance and displayed at the entrance of the meeting hall and in designated public posting areas. Meetings are valid only with the presence of an absolute majority of active members. If

¹ Basma Oulmi, "Diagnosis of the Local Administration and Local Finance System in Algeria," *Journal of North African Economics*, 04 (2006), p. 262.

quorum is not reached, the meeting and its deliberations become valid after a second invitation with a minimum interval of five (5) full days, regardless of the number of attendees.

Attendance may be delegated in writing for a single session or one entire session cycle, before any competent authority. Sessions are public and open to the public, except when disciplinary matters concerning elected officials or issues related to public order are discussed. The session secretary is the municipal Secretary-General under the supervision of the Mayor¹.

Deliberations of the Municipal People's Council may result either in enforceable decisions (such as acceptance of donations and bequests when requested by public authorities) or in the issuance of recommendations and opinions.

They must be deposited with the Wali for approval within (8) days against a receipt and become enforceable by force of law after (21) days from the date of deposit, except those related to budgets and accounts, acceptance of foreign donations and bequests, twinning agreements, and the disposal of municipal real estate, which require prior approval. Such deliberations are deemed approved after (30) days from deposit.

Deliberations are null and void by force of law if they violate the Constitution or the law, undermine state symbols and emblems, or are not drafted in Arabic. Nullity is declared by a decision of the Wali.

1.4.3 Committees

In order to enable the Municipal People's Council to perform its duties, permanent committees are established from among its elected members. Their number is determined according to the municipality's population and ranges from (3) to (6), as follows:

- (3) committees for municipalities with fewer than (20,000) inhabitants.
- (4) committees for municipalities with a population between (20,000) and (50,000).
- (5) committees for municipalities with a population between (50,000) and (100,000).

¹ Law No. 11-10 dated 22 July 2011 relating to the Municipality, previously cited reference, pp. 08-09.

- (6) committees for municipalities with a population exceeding (100,000)¹.

These committees are formed and their chairs selected through deliberation. Each committee prepares and adopts its internal regulations, and its secretariat is entrusted to a municipal employee. The committees operate within their respective fields of competence, which include: the Committee on Economy, Finance, and Investment; the Committee on Health, Hygiene, and Environmental Protection; the Committee on Territorial Planning, Urban Development, Tourism, and Traditional Industries; the Committee on Irrigation, Agriculture, and Fisheries; and the Committee on Social, Cultural, Sports, and Youth Affairs.

In addition to permanent committees, the council may establish temporary committees tasked with studying a specific issue or conducting investigations related to municipal affairs or irregularities within municipal services, for a defined purpose determined by the council.

The Municipal People's Council exercises specific powers through deliberations across the following fields:

1.5. Economic and Financial Field

Through the Municipal People's Council, the municipality works to support any initiative or action aimed at developing economic activities included in its development program and encouraging economic operators. The municipal council may also establish public economic institutions endowed with legal personality.

The Municipal People's Council is responsible for local equipment and infrastructure within the limits prescribed by law. It also works to guide, coordinate, and monitor local activities. In cooperation with the municipal executive body, the council calls for the establishment of production cooperatives and coordination and marketing mechanisms for agricultural production, encourages agricultural investment, and participates in operations

¹ Law No. 11-10 dated 22 July 2011 relating to the Municipality, Op cit, p. 12.

related to the adjustment of the agricultural land tenure system within the administrative boundaries of the municipality¹.

In addition to its traditional functions, the expanded Municipal People's Council, in cooperation with the technical executive committee and multi-service municipal cooperatives, contributes to the preparation and development of programs for revitalizing agricultural products. It also assists in supplying cooperative members with equipment, expertise, and materials necessary for agricultural production, and supports them in improving their health, housing, and cultural conditions.

With regard to financial matters, the Municipal People's Council annually approves the municipal budget, whether the initial budget before 31 October of the year preceding the fiscal year concerned, or the supplementary budget before 15 June of the year concerned. Financial appropriations are approved item by item and chapter by chapter.

In this context, it has recently become evident that a large number of municipalities in Algeria suffer from indebtedness, which has led the State to take the necessary measures. These measures included conducting a census of municipalities by the Minister of the Interior, identifying their debts according to their nature, and determining the institutions entitled to these claims.

1.6. Field of Education, Social Protection, Youth, Sports, Culture, and Tourism Development

The Municipal People's Council may initiate any measure aimed at supporting underprivileged and vulnerable social groups and extending assistance to them in the areas of health, employment, and housing. Within the limits of its financial capabilities, the municipality undertakes the construction of health centers and treatment rooms. It is also responsible for the construction and maintenance of educational institutions in accordance with established programs, adopts measures to facilitate school transport, manages and operates school canteens, contributes to the promotion of childhood, participates in the maintenance of mosques and Quranic schools, and encourages associative activities of all kinds.

¹ Law No. 11-10 dated 22 July 2011 relating to the Municipality, Op cit, pp. 09–10.

The Municipal People's Council is also responsible for promoting and ensuring civil protection at the municipal level by fostering a spirit of collective solidarity to prevent and respond to risks and disasters threatening the municipality.

In the field of housing, the municipality is tasked with encouraging all initiatives aimed at real estate development at the municipal level. Accordingly, the legislator has authorized it to participate in the establishment of real estate institutions and to encourage cooperatives in the real estate sector.

From a cultural perspective, the municipality ensures the implementation of laws and regulations aimed at developing tourism activities. The Municipal People's Council has the right to establish local enterprises and bodies of a touristic nature, to preserve tourist landmarks within the municipality, and to work toward their valorization and investment¹.

1.7. Field of Urban Planning, Spatial Planning, and Infrastructure

The Municipal People's Council prepares and approves short-, medium-, and long-term development plans and ensures their implementation in harmony with the wilaya development plan and the objectives of urban planning schemes. It participates in urban planning procedures and works to develop economic activities consistent with the municipality's capacities and development plan.

The council is responsible for defining the urban fabric of the municipality in accordance with applicable laws and regulations, particularly those related to real estate legislation. When implementing projects within the municipal territory, it must ensure the protection of land and compliance with land-use rules. Continuous oversight is exercised to ensure that construction activities comply with legal and regulatory requirements, are subject to prior authorization from the competent municipal service, and that legally prescribed fees have been paid.

A building permit is mandatory prior to undertaking any construction work, regardless of its size or location, and is issued by the President of the Municipal People's Council within the municipal territory. No partial or total demolition

¹Basma Oulmi, "Diagnosis of the Local Administration and Local Finance System in Algeria," Op cit, p. 262.

of any structure may be carried out without obtaining a demolition permit. The President of the Municipal People's Council may order the demolition of buildings at risk of collapse.

The legislator has required prior authorization for the establishment of any project within the municipal territory that poses risks or causes environmental harm. Through the Municipal People's Council, the municipality bears responsibility for protecting urban heritage and preserving natural sites, archaeological remains, and museums due to their historical and aesthetic value. It also ensures the protection of architectural and aesthetic character by adopting harmonious housing patterns within residential areas.

Furthermore, the legislator has entrusted the municipality, represented by its council, with protecting urban heritage, natural sites, archaeological remains, museums, and all elements of historical or aesthetic value. The municipality is also responsible for organizing covered and uncovered markets of various types. In the field of regulation, the legislator has conferred upon the municipality the authority to install traffic signs that do not fall under the jurisdiction of other bodies, particularly security services.

The municipality is also responsible for maintaining public cleanliness, wastewater treatment, the distribution of potable water, and the protection of soil and water resources.

1.8. Other Powers of the Municipality

Relying on the Municipal People's Council, the municipality works to achieve industrial development at the local level, develop urban planning, spatial planning, and infrastructure, and contribute to public transport and housing. With regard to traditional and modern industrial development, the council works to establish industrial bodies and institutions and encourages private initiatives aimed at revitalizing and improving industries within the municipality's administrative district.

The activities of the Municipal People's Council also extend to the transport sector, where it organizes supply and distribution networks for essential products and their marketing through the establishment of transport, storage, and distribution means. The council may also operate public passenger transport services, use road networks within municipal boundaries, and

participate on behalf of the municipality in the capital of public transport companies¹.

¹ Law No. 11-10 dated 22 July 2011 relating to the Municipality, previously cited reference, p. 18.

Lecture Thirteen: Powers of the President of the Municipal People's Council in Managing the Deliberative Body

The President of the Municipal People's Council enjoys dual authority, representing both the executive body and, in certain instances, the deliberative body, namely the Municipal People's Council.

1.11 Representation of the Municipality

Since the municipality enjoys legal personality and requires an entity to express its will, municipal law assigns this role to the President of the Municipal People's Council, who exercises the following powers:

- He represents the municipality in all civil and administrative acts, official events, and ceremonies, and represents it before judicial authorities. In the event of a conflict of interest between the President and the municipality, the council appoints one of its members to represent the municipality in litigation and contractual matters, as provided for in Article 66 of the Municipal Law.
- He presides over the council and manages its meetings and activities, including preparation of sessions, convening meetings, and regulating and managing deliberative sessions.
- He manages municipal finances and safeguards municipal rights under the supervision of the council, particularly by managing municipal revenues, authorizing expenditures, carrying out all legal acts related to municipal property in terms of acquisition, use, exploitation, disposal, and preservation, concluding municipal contracts and supervising their execution in accordance with Article 8 of Executive Decree No. 91-434, appointing municipal staff and supervising their management while exercising hierarchical authority over them, as stipulated in Article 128 of the Municipal Law, which provides that "municipal administration is subject to the hierarchical authority of the President of the Municipal People's Council." He also prepares and proposes the municipal budget to the council, monitors its implementation, and oversees the status of municipal services, facilities, and institutions.

1.12 Representation of the State

As a representative of the State within the municipal territory, the President exercises extensive powers provided for in numerous legal texts, particularly in the following areas:

- **Civil Status:** Pursuant to Article 68 of the Municipal Law, the President holds the status of civil status officer, enabling him, either personally or by delegation to one of his deputies or a municipal employee, to receive declarations of births, marriages, and deaths, and to register all documents and judicial decisions in civil status registers, as previously confirmed by Ordinance No. 70-20 concerning civil status law. The President also conducts an annual census of persons liable for national service.
- **Judicial Police:** In accordance with the same Article 68, the President holds the status of judicial police officer pursuant to Article 15 of the Code of Criminal Procedure, under the authority of the public prosecutor.
- **Administrative Police:** In his capacity as a representative of the State and an authority of administrative policing, the President is responsible for maintaining public order, which includes public security, public health, and public tranquility. In exercising these powers, the President remains subject to the hierarchical authority of the Wali.
- **Implementation of Laws and Regulations:** As a representative of the State, the President is entrusted with ensuring the implementation of laws and regulations, including presidential and executive decrees and ministerial regulatory decisions, throughout the municipal territory.

The municipality bears civil liability for damages caused to persons and property resulting from felonies and misdemeanors committed with violence within its territory, with the right of recourse against the perpetrators. However, it does not bear liability for damages resulting from natural disasters or fires, nor for damages proven to have resulted from the victims themselves. To ensure the safety of persons and property, Article 81 of the Municipal Law authorizes the Wali to exercise the power of substitution in place of the President of the Municipal People's Council after the expiry of the deadline specified in the warning notice¹.

¹ Oulmi,B, "Diagnosis of the Local Administration and Local Finance System in Algeria," Op cit, pp. 263–264.

2. The Provincial People's Council

Like the Municipal People's Council, the Provincial People's Council constitutes a deliberative body at the wilaya level and represents all citizens in the management of local affairs of the wilaya.

2.1 Composition of the Provincial People's Council

The Provincial People's Council is the framework through which the people express their will¹. It represents a model of decentralization and citizen participation in the management of regional affairs. It contributes to the formulation of the wilaya's administrative policy and supervises and monitors its implementation.

The Provincial People's Council is composed of a group of individuals entrusted with formulating local policies and assuming responsibility for supervising their implementation, thereby constituting a decision-making authority within its assigned competences².

Accordingly, the Provincial People's Council is considered an essential and indispensable body in the formation of the wilaya's management and administrative apparatus, as a decentralized territorial administrative entity. Without this body, one of the fundamental pillars of the decentralized nature of the wilaya would cease to exist. The Provincial People's Council is thus the deliberative body at the wilaya level and represents the genuine mechanism through which residents of the region exercise their right to manage and oversee their affairs, notably through the sessions and deliberations it holds.

2.1. Composition of the Provincial People's Council

The Provincial People's Council is composed of a group of elected members endorsed by the inhabitants of the wilaya for a term of five (05) years, through proportional representation by list voting, by universal and secret suffrage. The term of office within the council is considered reasonable, as it is neither too short—such that it would lead to institutional instability and impose an administrative burden through frequent elections, potentially causing fatigue and disinterest among elected officials and generating additional costs for the

¹ Ibid, p. 264.

² Law No. 11-10 dated 22 July 2011 relating to the Municipality, previously cited reference, pp. 13–17.

State—nor excessively long, which could deprive certain social groups of participation in the management of local affairs.

To be eligible for membership in the Provincial People's Council, a candidate must meet the following conditions¹:

- Be a voter registered in the electoral district in which he or she is standing for election;
- Not hold one of the sovereign positions, such as that of Wali;
- Be at least twenty-three (23) years of age on the day of the vote;
- Hold Algerian nationality, whether original or acquired for at least five (05) years;
- Have completed national service or be exempted therefrom;
- Not have been convicted by a final judgment for acts threatening or undermining public order;
- Enjoy full civil and political rights and not fall under any of the cases of legal incapacity provided for by the applicable legislation;
- Not have been convicted of felonies or misdemeanors provided for in Article 05 of the Electoral Law, unless rehabilitation has been granted;
- Be included on a candidate list supported and approved by a political party or a group of political parties. Independent candidates may also stand for election, provided that their candidacy is supported by signatures of at least five percent (5%) of the voters of the concerned electoral district, with the number of signatures not being fewer than one hundred and fifty (150) and not exceeding one thousand (1000) voters².

2.3 President of the Provincial People's Council

In the absence of the power of authorizing expenditure (ordonnateur) vested in the President of the Municipal People's Council, the President of the Provincial People's Council does not enjoy the same status or administrative hierarchy

¹ Abu Munsif, Introduction to Administrative Organization and Local Finance, (n.p., n.d.), p. 41.

² Suleiman Ben Bouzid, Fouad Ezzedine, "The Reality of Governance in Municipal Councils and Its Role in Rationalizing Public Expenditure Files: A Survey Study on a Sample of Employees and Elected Officials in Some Municipalities of M'sila Wilaya," Paper presented at the International Conference on Governance and Local Development, 07–08 December 2015, p. 04.

with regard to playing a decisive role in managing development operations and projects within the wilaya. From another perspective, he does not possess executive authority, which remains exclusively vested in the Wali and the executive council of the wilaya.

2.4 Election of the President

Unlike the President of the Municipal People's Council, who is appointed by the members of the list that obtained the majority, the President of the Provincial People's Council is elected by all members of the council through secret ballot, by an absolute majority in the first round and by a relative majority in the second round. In the event of a tie, the oldest candidate is elected President of the Council. It is not required that the President belong to the list that obtained the majority of seats.

2.4.1 Vice-Presidents

The President of the Provincial People's Council appoints one or more assistants from among the elected members, subject to the approval of the council. One of them is designated to act on his behalf (Vice-President) in the event of absence.

2.4.2 President's Bureau

The President of the Provincial People's Council manages the council's affairs through a bureau composed of administrative staff selected by the President from among wilaya employees.

. Number of Council Members

Like the Municipal People's Council, the Provincial People's Council is composed based on the population criterion to determine the number of its members in each wilaya, as follows¹:

- Thirty-five (35) members in wilayas with fewer than 250,000 inhabitants;

¹ Awabdi, A, Administrative Law: Administrative System, Vol. 1, 4th ed., (Algeria: University Publications Office), p. 254.

- Thirty-nine (39) members in wilayas with a population ranging between 250,001 and 650,000;
- Forty-three (43) members in wilayas with a population ranging between 650,001 and 950,000;
- Forty-seven (47) members in wilayas with a population ranging between 950,001 and 1,150,000;
- Fifty-one (51) members in wilayas with a population ranging between 1,150,001 and 1,250,000;
- Fifty-five (55) members in wilayas with a population exceeding 1,250,001 inhabitants.

According to officially published population statistics, the distribution of seats nationwide is as follows:

- Twelve (12) Provincial People's Councils composed of thirty-five (35) members each, in the wilayas of Adrar, Laghouat, Tamanrasset, Saïda, El Bayadh, Illizi, Tindouf, Tissemsilt, Khenchela, Ghardaïa, and Naâma.
- Twenty-six (26) Provincial People's Councils composed of thirty-nine (39) members each, in the wilayas of Oum El Bouaghi, Biskra, Blida, Bouira, Tebessa, Djelfa, Jijel, Skikda, Sidi Bel Abbès, Annaba, Guelma, Mostaganem, M'sila, Mascara, Ouargla, Bordj Bou Arreridj, Bumerdès, El Tarf, Aïn Témouchent, and Relizane.
- Eight (08) councils composed of forty-three (43) members each, in the wilayas of Chlef, Batna, Béjaïa, Tlemcen, Tizi Ouzou, Oran, Constantine, and Médéa.
- One (01) council composed of forty-seven (47) members, in the wilaya of Sétif.
- One (01) council composed of fifty-five (55) members, in the wilaya of Algiers.

In total, there are forty-eight (48) Provincial People's Councils. It is noteworthy that more than half of the wilayas have councils composed of thirty-nine (39) members, amounting to approximately twenty-six (26) wilayas. This number of seats is identical to that provided for in the 1969 law and ensures broader representation and wider political participation in the management of regional affairs, particularly following the adoption of political

pluralism after the promulgation of the 1989 Constitution and its consolidation in the 1996 Constitution¹.

2.5 The Council Bureau

The Council Bureau constitutes the administrative body of the Provincial People's Council and is composed exclusively of elected members, ensuring the independence and immunity of the council as a popular elected body that expresses and serves the local interests of the wilaya's inhabitants.

The Bureau of the Provincial People's Council is composed of:

- The President of the Provincial People's Council, as Chair;
- The Vice-Presidents of the Provincial People's Council, as members;
- The Chairs of the standing committees, as members.

During each session, and upon proposal by its President, the Provincial People's Council elects a bureau composed of two (02) to four (04) members to manage its affairs. The secretariat, composed of staff attached to the President's bureau, assists the Council Bureau.

The reminder's duties and operating procedures are defined by the internal regulations of the Provincial People's Council. In general, its tasks include:

- Representing the Provincial People's Council during joint sessions involving the Wali, the tripartite executive body, and the Provincial People's Council;
- Leading, organizing, and managing the conduct of council sessions and deliberations;
- Coordinating the activities of the council;
- Ensuring coordination of the activities and competences of the Provincial People's Council under the authority of the Wali, implementing enforceable council decisions, and drafting reports on their outcomes².

¹ Aimour ,I, (2013)The Administrative Supervision System and Its Role in the Dynamics of Regions (Master's Thesis in Public Administration, Law and Regional Management, Faculty of Law, University of Constantine 1, p. 19.

² Organic Law No. 16-10 dated 25 August 2016 relating to the Electoral System, previously cited reference, p. 20.

3. Organization of the Provincial People's Council

The operating system of the Provincial People's Council constitutes one of the most significant indicators of democratic practice and the effective performance of councils, revealing their practical functioning.

3.1. Sessions of the Provincial People's Council

Through its sessions, the Provincial People's Council conducts deliberations within the scope of its competences. These sessions may be ordinary or extraordinary.

• *Ordinary Sessions*

The Provincial People's Council is required to hold four (04) ordinary sessions per year, each lasting no more than fifteen (15) days. This duration may be extended by a decision of the majority of council members or at the request of the Wali, for a period not exceeding seven (07) days. The Wilayas Law stipulates that these sessions must be held on specific dates, failing which they shall be considered null and void. Ordinary sessions are held in the following months: March, June, September, and December. The law also emphasizes that these sessions may not be combined.

• *Extraordinary (Special) Sessions*

Unlike ordinary sessions, the Provincial People's Council may convene extraordinary sessions whenever local affairs so require, upon request by its President or by one-third (1/3) of its members. Extraordinary sessions may also be convened by force of law in cases of natural or technological disasters, as provided for in the final paragraph of Article 15 of the Wilayas Law.

3.2. Conduct of Sessions

The Provincial People's Council meets in both ordinary and extraordinary sessions. The President of the Provincial People's Council sends summonses by regular mail or electronic mail, accompanied by the agenda, to members at their places of residence at least ten (10) days prior to the date of the meeting. This period may be reduced to five (05) days in the case of extraordinary sessions, and further reduced in urgent situations, provided that it does not fall below one (01) full day.

The deliberations of the Provincial People's Council are conducted in Arabic and recorded in the same language.

3.3. Deliberations

During its sessions, the Provincial People's Council holds deliberations within the scope of its competences, subject to the same conditions applicable to the Municipal People's Council.

For deliberations to be valid, meetings must be attended by a majority of members. If this quorum is not met, a second meeting is convened within three (03) days. In the event that a member is unable to attend, he or she may delegate another member in writing to vote on his or her behalf.

Decisions are approved by a majority vote of the members present. In the event of a tie, the President's vote is decisive. Deliberations are recorded in a special register, numbered and authenticated by the competent court, and signed by council members.

Meetings are attended by elected members, the Wali, heads of daïras, and wilaya directors. The President may also invite any expert or specialist in fields related to wilaya development.

Decisions and administrative contracts issued by the Provincial People's Council become enforceable upon issuance, and the Wali is responsible for their implementation through the wilaya's executive bodies. However, in certain cases, the enforceability of legal acts and decisions is subject to approval, notification, or acknowledgment by the Wali or the Minister of the Interior, due to specific considerations stipulated by law.

3.4. Committees

In order to carry out its tasks and competences, the Provincial People's Council applies the principle of specialization by forming committees in various fields.

Committees are established through deliberation, upon proposal by the President of the Council or by one-third (1/3) of its members, with due regard to proportional representation of the council's political composition. Committees may seek assistance from any person capable of providing useful information for their work. Both standing and ad hoc committees may be established to study matters of interest to the wilaya.

3.5 Standing Committees

The Provincial People's Council establishes standing committees from among its members to examine matters within its jurisdiction. Each committee studies the matters referred to it and prepares decisions falling within its competence. Each committee has a bureau composed of a Chair, a Vice-Chair, and a Rapporteur appointed by the Committee Chair.

Examples of standing committees include:

- **Economic and Financial Committee**, responsible for all budgetary and financial matters, and for studying the economic and financial situation of production and service units;
- **Urban Planning and Infrastructure Committee**, responsible for equipment programs, development projects, and economic recovery in sectors such as agriculture, industry, transport, and basic infrastructure;
- **Social and Cultural Affairs Committee**, responsible for social solidarity, cultural, sports, and tourism activities, housing, health, and public health matters;
- **Education, Training, and Vocational Education Committee**, responsible for education, vocational training, higher education, scientific and technological research, protection of national heritage, media and communication, and support for underprivileged students in areas such as catering, transport, and health;
- **Agriculture, Rural Development, and Water Resources Committee**, responsible for developing agricultural activity and rural development, improving farmers' living standards, protecting animal and forest resources, combating desertification, and managing surface and groundwater resources.

Committees are formed through council deliberations upon proposal by the President or one-third (1/3) of members, ensuring political balance and participation in public affairs. Committees may establish sub-units to study specialized topics, subject to majority approval of committee members. Any proposal with financial implications must be submitted to the Economic and Financial Committee for opinion prior to presentation to the council.

Each committee adopts its own internal regulations, in accordance with the model internal regulations, as provided for in Article 36 of the Wilayas Law. Committees may invite any person whose qualifications or expertise are

deemed useful to their work, including representatives of relevant institutions and professional bodies, in order to enhance performance and effectiveness.

Standing committees continue to operate even after completion of the specific matter for which they were established.

3.6 Ad Hoc Committees

The Provincial People's Council may establish ad hoc committees from among its members to address urgent or exceptional matters concerning the wilaya. The President determines their number, competences, and duration. Each committee prepares a report submitted to the President for inclusion on the agenda and subsequent discussion and approval by the council.

Committees serve as technical and advisory bodies, and their work is preparatory in nature. The legislator has authorized committees to seek external expertise in technical matters, and ad hoc committees cease to exist upon fulfillment of the purpose for which they were established¹.

4. Powers of the Provincial People's Council

In order to strengthen the role of popular authority in the management of local affairs, the Provincial People's Council has been granted broad powers across various fields, as outlined below:

4.1. Economic Development and Infrastructure

The Provincial People's Council may initiate all actions contributing to the development of the wilaya and benefiting the State as a whole. It may encourage initiatives aimed at coordinating development projects and express its opinion during the preparation of the National Development Plan on operations directly affecting the social, economic, and cultural life of the wilaya.

The council may also promote and develop traditional industries benefiting the wilaya, coordinate municipal efforts in this field, or directly establish such

¹ Law No. 12-07 dated 21 February 2012 relating to the Wilaya, Official Journal, No. 12, 29 February 2012, pp. 11–12.

industries where financial or technical capacities exceed those of municipalities.

The Provincial People's Council prepares a medium-term economic development plan for the wilaya, defining objectives, means, and programs within State development projects. It discusses and proposes recommendations regarding this plan, establishes an information bank containing economic, social, and environmental data, identifies industrial zones, rehabilitates activity areas, encourages investment financing, revitalizes public enterprises, strengthens cooperation between economic operators and research and training institutions, develops road infrastructure, promotes rural development, and reduces isolation.

4.2. Financial Affairs

The Provincial People's Council votes on and adopts the wilaya's budget, approves the initial budget before the end of October of the preceding fiscal year, and the supplementary budget before 15 June of the fiscal year concerned.

In the event of a budget deficit, the council must take all necessary measures to absorb the deficit and ensure strict budgetary balance. Failing this, the Minister of the Interior and the Minister of Finance may authorize deficit absorption over one or several fiscal years.

The council is consulted on priorities for financial expenditures and provides assistance to municipalities to ensure coherence between municipal and wilaya-level actions.

4.5. Social, Cultural, and Health Affairs

The Algerian legislator has emphasized the importance of social development, granting the Provincial People's Council competences in health, education, social welfare, employment promotion, cultural and sports infrastructure, disaster relief, tourism development, and protection of vulnerable groups, including children, persons with disabilities, the elderly, and the economically disadvantaged.

The council also approves the wilaya's social and cultural development plan.

4. Spatial Planning, Urban Development, Agriculture, and Irrigation

The council defines and monitors the implementation of the wilaya's urban development plan, participates in regional and national planning projects, develops road infrastructure, promotes rural development, combats floods, drought, and desertification, protects agricultural land, encourages reforestation, safeguards animal and forest resources, and supports sustainable agricultural development

5. Education and Vocational Training Infrastructure

Within national standards and the educational map, the wilaya constructs, maintains, and equips middle, secondary, and vocational education institutions. The Provincial People's Council may approve loans for development projects, subject to financial oversight by the Minister of Finance, who submits an annual report on financial management to the Prime Minister and the Minister of the Interior

Conclusion

In summary, municipal governance in Algeria relies on legal frameworks like Law No. 11-10 and Organic Law No. 16-10, which define responsibilities, financial management, and oversight. Municipalities play a key role in local development and public expenditure rationalization. Challenges remain in effective implementation, administrative supervision, and citizen participation. Strengthening these areas is essential for sustainable and efficient local governance.

Lecture Fourteen: Principles of Local Governance and Their Implementation in Local Popular Councils

Introduction

Local governance represents a fundamental approach to improving the management of local public affairs through principles such as participation, transparency, accountability, efficiency, and legitimacy. In Algeria, local popular councils constitute the main institutional framework for applying these principles within the context of decentralization and democratic governance. This section examines the extent to which the principles of local governance are implemented in Algerian municipal and provincial popular councils, highlighting the gap between the legal framework and actual practices.

the principles of local governance. The following section examines the extent to which these principles are applied within Algeria's local popular councils.

in adopting the principles of local governance. Accordingly, the following section seeks to examine the extent to which these principles are applied within local popular councils in Algeria.

1. The Principle of Participation

Participation refers to providing all citizens, by any means or mechanism, with the opportunity to contribute to the management of elected local popular councils at both the municipal and wilaya levels.

In consecration of the principle of participation at the level of local popular councils, all Algerian constitutions have stipulated this principle. For example, Article 27 of the 1976 Constitution stated that: *“The active participation of the people in economic, social, and cultural management, as well as in the management of administration and the oversight of the State.”*

Likewise, the constitutional amendment of 2008 stipulated in Article 16 that *“the elected council represents the basis of decentralization and the space for citizens’ participation in the management of public affairs.”*

The most recent draft constitutional amendment of 2020 further emphasized, through Article 10, the necessity of activating the role of civil society in participating in the management of public affairs, including local affairs, in addition to expanding the scope of citizens’ choice of state institutions,

including those whose purpose is to ensure transparency in the management of public affairs. This represents a new addition within the 2020 constitutional draft¹.

As a result of all the above, election was established as a condition for determining the membership of all seats in local popular councils, whether municipal or wilaya-level. Accordingly, local popular councils are considered the natural framework for citizens' participation in the management of public affairs and a practical embodiment of the slogan "*by the people and for the people*," which places great emphasis on the contribution of local citizens to the management of local affairs.

Moreover, the voluntary formation of associations and engagement in volunteer work constitute a clear lesson for every local citizen regarding the importance of interaction and methods of participation in decision-making within a given field. Associations carry out awareness-raising and sensitization campaigns that aim to integrate citizens into participatory life.

Within the framework of involving local governance actors in the management of local affairs, official websites have been launched for municipal and wilaya popular councils, whether through social media platforms or official websites (les sites officiels), in order to open channels for local citizens to express their concerns, problems, and requests, and to receive responses.

To ensure broad participation by both the political class and citizens concerned with managing local affairs, members of municipal and wilaya popular councils are selected based on the population size of the local unit (municipality or wilaya). Furthermore, in order to combat corruption, citizens and civil society organizations have been encouraged to participate in anti-corruption efforts by reporting cases to the National Organization for the Prevention and Fight against Corruption².

1.1 The Principle of Participation in Municipal Popular Councils

¹ Ben Sghir, A., & Safaa, O. (Year). *The Role of Local Civil Society Institutions in Establishing the Principles of Local Governance*. Op cit, p. 326.

² People's Democratic Republic of Algeria. (2006). *Law No. 06-01 of 20 February 2006 on the Prevention and Fight against Corruption*. Official Gazette, No. 14, 8 March 2006, p. 7.

Participation is considered one of the most important pillars of rationalizing the functioning of municipal popular councils. Law No. 11-10 relating to the municipality devoted an entire chapter to citizens' participation in the management of their local affairs. In addition, Article 2 of the same law stipulates that the municipality constitutes the basic decentralized territorial unit and represents a framework for citizens' participation in the management of public affairs.

In order to open the field for citizens' participation at the level of the municipal popular council, the latter is required to¹:

- Emphasize the necessity of consulting citizens regarding choices and priorities of local development, using all available media and communication tools.
- Ensure the establishment of an appropriate framework for local initiatives aimed at motivating citizens and encouraging them to participate in resolving their own problems.
- Enable the president of the municipal popular council to consult any local personality or legally accredited representative of a local association to contribute to the work of the council or its committees.

The public inquiry constitutes one of the most important means of consulting citizens and societal actors through the collection of reports and proposals regarding municipal-level projects, whether supportive or opposing. Among the laws that stipulated this procedure is Law No. 03-10 relating to environmental protection within the framework of sustainable development. However, this mechanism remains weak and far from achieving its intended purpose, due to the limited and ineffective means of informing citizens.

Popular participation in the management of local affairs in Algeria suffers from significant weakness due to several factors, including the inadequacy of participation mechanisms and channels, non-compliance with laws, and the indifference characterizing Algerian citizens, as reflected in electoral abstention. Moreover, the activities through which citizens participate remain merely consultative in nature and do not influence local decision-making, nor do they constitute a counterbalance to administrative arbitrariness.

¹ People's Democratic Republic of Algeria. (2011). *Law No. 11-10 of 22 July 2011 Relating to the Municipality*. Op cit, p. 8.

1.2. The Principle of Participation in the Wilaya Popular Council

The principle of participation found some presence in Law No. 11-10 relating to the municipality through the inclusion of certain indicators of participation within the framework of local governance. In contrast, Law No. 12-07 relating to the wilaya does not reflect such mechanisms, whether in terms of accountability, participation, or transparency, limiting itself to affirming the right to information and access to the activities of local administration.

Article 26 of Law No. 12-07 stipulates the principle of public sessions of the wilaya council, while Article 32 affirms the right to access the deliberations of the wilaya popular council. While municipal law at least devoted space to citizens' participation in municipal affairs, wilaya law omitted this specific chapter (Chapter Three of Section One), relying instead on the elected council as a mechanism through which local populations participate in the democratic process, in embodiment of Article 1 of Law No. 12-07, which adopted the slogan "*the wilaya by the people and for the people.*" However, this mechanism is not new, as it constitutes the foundation of territorial decentralization and has been enshrined in all previous local administration laws since the Municipal Charter of 1966¹.

It is also observed that citizens' attendance at municipal and wilaya council sessions remains symbolic, without granting them the right to intervene in discussions and deliberations. Furthermore, the wilaya popular council is authorized to expel any non-member person if they disrupt the proper conduct of deliberations.

The distribution of seats in local popular councils (municipal and wilaya) according to population size within the local unit provides broader representation and greater participation, particularly in densely populated areas and large cities.

2. The Principle of Transparency

Transparency and rapid access to information related to the management of local affairs constitute an indispensable foundation of local governance, as they represent the most important means of combating corruption in general and

¹ Kharoubi, B. (Year). *Local Governance and Its Role in Combating Corruption in Local Councils: The Algerian Case Study*. Op cit, p. 139.

within local popular councils in particular. The development of media and communication technologies has transformed the world into a small village, enabling access to information of all kinds in record time¹.

The right to access information is constitutionally enshrined, as Article 51 of the Constitution guarantees citizens' right to obtain, transmit, and access information, documents, and statistics, although the mechanisms for exercising this right have not yet been issued.

Algeria has worked to embody the principle of transparency by bringing citizens closer to the administration through clarity and openness, notably through Decree No. 88-131 regulating relations between the administration and citizens. This decree was described as the cornerstone of rules governing the right to information, including access to archival data and administrative documents processed by the administration. It obliges the administration to respond to citizens' requests and grievances and mandates civil servants to respect the right of access under penalty of disciplinary sanctions and dismissal.

Media laws have also emphasized citizens' right to information through all means. Article 2 of Law No. 12-05 on information guarantees citizens the right to complete and objective information, while Article 3 affirms the right to information through all media—audio, visual, and electronic. Additionally, Article 3, paragraph 2, of the Guiding Law on the City No. 06-06 affirms citizens' right to information².

2.1. Transparency at the Level of the Municipal Popular Council

Algeria has consecrated the principle of transparency through the right to information as stipulated in municipal law, notably through³:

¹ Okil, M. A. (2020). *The Right of Access to Information as a Basis for Activating the Principle of Participation: The Municipality as a Model*. Annals of the University of Algiers 01, Vol. 34, No. 03, p. 245.

² Toubal, F. (Year). *Decentralized Governance of Local Popular Councils*. Op cit, pp. 680–681.

³ People's Democratic Republic of Algeria. (2011). *Law No. 11-10 of 22 July 2011 Relating to the Municipality*. Op cit, pp. 8–13.

- Informing citizens of their local affairs through all available means and media, including the possibility of presenting annual activity reports.
- Granting every citizen the right to access extracts and deliberations of the municipal popular council and municipal decisions, and to obtain full or partial copies thereof.
- Posting draft agendas of meetings at the entrance of deliberation halls and in designated public information areas upon convening council members.
- Allowing citizens to attend council sessions, except in cases involving disciplinary matters or issues related to public order, where attendance remains purely symbolic.
- Posting deliberations in designated public notice areas.
- Requiring municipal decisions to be implemented only after informing concerned parties through publication or individual notification by legal means.
- Posting the installation record of the municipal council president at municipal headquarters and administrative annexes.

2.3. Transparency at the Level of the Wilaya Popular Council

- Posting the agenda of sessions upon convening council members at the entrance of deliberation halls and designated public information areas, particularly electronically.
- Holding public sessions of the wilaya popular council, with the possibility of closed sessions in cases of natural or technological disasters or disciplinary matters.
- Allowing citizens to attend sessions without disrupting deliberations, under penalty of expulsion.
- Posting the final election results of the wilaya popular council president at wilaya and municipal headquarters¹.

In addition to municipal law provisions, several legal texts have reinforced the principle of transparency, notably Law No. 06-01 on the prevention and fight against corruption, which enshrines transparency through Article 11. Executive Decree No. 16-190 of 30 July 2016 further defined modalities for accessing extracts of municipal council deliberations and decisions, obliging council presidents to facilitate citizens' access to information and promote digital platforms without requiring justification for access requests.

¹ ☐ People's Democratic Republic of Algeria. (2012). *Law No. 12-07 of 21 February 2012 Relating to the Province (Wilaya)*. Op cit, pp. 11–13.

Despite these measures, transparency in Algerian local administration remains relatively weak due to various factors, including dysfunctions within councils, withdrawals of confidence, judicial proceedings, weak political participation, allegations of electoral fraud, citizens' lack of legal awareness, and political apathy¹.

3. The Principle of Accountability

Accountability represents an effective tool for monitoring the extent to which local councils fulfill their assigned tasks and implement electoral programs. Given the interdependence of governance principles, weak accountability stems from insufficient transparency. Members of wilaya councils may submit written questions to officials, who must respond within 15 days. Media accountability remains limited, focusing on citizens' problems rather than holding officials accountable².

The position of the Mediator of the Republic was reactivated as a non-judicial grievance body aimed at protecting citizens' rights and ensuring the legality of administrative operations. Any individual who has exhausted appeal mechanisms may refer cases of maladministration, including those involving local councils, to the Mediator, who may access documents and propose corrective measures to the President of the Republic.

Administrative supervision over municipal and wilaya councils constitutes a legal oversight exercised by executive, judicial, and legislative authorities. However, it remains external and does not rise to the level of direct citizen accountability, often undermining local autonomy³.

4. The Principle of the Rule of Law

Municipal and wilaya laws constitute the legal framework governing the functioning of elected local councils, defining their composition, competencies, and relations with central authority. However, several obstacles hinder fair application of legal provisions, foremost among them the absence of genuine

¹ Toubal, F. (Year). *Governance of Local Popular Councils*. Op cit, p. 680.

² Bteib, N. (2020). *Local Governance in Algerian Political Discourse: Reality and Challenges*. Article published on the Arab Democratic Center website, accessed on 16 October 2020.

³ Kharoubi, B. (Year). *Local Governance and Its Role in Combating Corruption in Local Councils: The Algerian Case Study* Op cit, pp. 130–131.

democratic practice. A legal reform project is anticipated to align municipal and wilaya laws with local governance requirements¹.

5. The Principle of Responsiveness

efficiency and effectiveness in the performance of local councils, as well as good communication between the elected officials and the electorate. Elected officials are expected to serve citizens and address their demands within the limits of available resources. However, weaknesses in transparency, accountability, efficiency, effectiveness, and participation have rendered the responsiveness of elected local councils to citizens in Algeria poor.

Some researchers have described Algerian local administration as “alienated,” as it operates under the control of the authorities and prioritizes their objectives over citizen service.

According to a report in an Algerian daily newspaper, citizens complain about the difficulty of meeting local elected officials to express their concerns. Council members often cite absence or meetings as excuses to avoid direct communication with their constituents. It was reported that the General Organization Offices, distributed across 1,541 municipalities, registered approximately 800,000 citizen complaints in 2010, 80% of which concerned housing. The remaining complaints were related to employment requests and the provision of essential public services, such as schools, clinics, road maintenance, gas networks, sewage systems, and access to potable water.

Municipalities in the northern provinces recorded nearly 500,000 complaints, mainly concerning housing, employment, and public services, including the construction and expansion of schools, provision of necessary facilities, kindergartens, health centers focusing on maternal and child care, road expansion and maintenance, public transportation, and street lighting. Environmental and surrounding-area concerns accounted for the lowest proportion of citizen complaints, estimated at less than 6% of total petitions in

¹ Kharoubi, B. (Year). *Local Governance and Its Role in Combating Corruption in Local Councils: The Algerian Case Study*. Op cit, p. 132.

2010. However, the same report noted that the response rate to these demands did not exceed 27%¹.

6. Principle of Consensus

Consensus in resolving conflicts or disputes among members of the local people's council, or even with citizens, civil society, or the private sector, refers to seeking mutually agreeable solutions for the greatest number of parties through democratic means. This approach aims to prevent problems in managing public local affairs without resorting to judicial procedures, which are lengthy and do not foster trust, democratic practices, or informal communication that enhances performance among both permanent and elected staff².

In Algeria, many local councils, both provincial and municipal, sometimes face conflicts or deadlocks, particularly during the initial months following council formation. The former Minister of Interior and Local Government, Mr. Nouredine Bedoui, revealed that 34 municipalities out of 1,541 experienced internal disputes³, with 7 municipalities experiencing conflicts severe enough to paralyze most council activities. According to his statements in some daily newspapers, the number of councils experiencing such disputes reached 19 in 2019⁴.

Similarly, Dr. Massoud Chihab noted in an interview with *El Chourouk* newspaper that these conflicts often stem from fragile foundations underlying party coalitions in the election of municipal presidents. Most of these alliances are based on narrow party interests, generally revolving around the allocation of positions within the council, in addition to considerations related to mid-term Senate elections. For instance, in the municipality of El-Biyada in the Wilaya of El Oued, the elected local council experienced a deadlock due to

¹ Kharoubi, B. (Year). *Local Governance and Its Role in Combating Corruption in Local Councils: The Algerian Case Study*. Op cit, pp. 135–136.

² Ben Said, M., & Nizar, B. (Year). *Mechanisms for Applying Governance Principles and Developing the Management of Local Authorities*. Op cit, p. 7.

³ Algerian Press Service (APS). (2018). *Only Seven Municipal Councils Experiencing Deadlock Due to Internal Disputes*. APS News Agency, accessed on 16 October 2020.

⁴ El Khabar Newspaper. (2019). *Nineteen Municipal Popular Councils in a State of Deadlock*. El Khabar, accessed on 16 October 2020.

conflicts among members of different political parties during the 2012–2017 electoral term¹.

Such internal disputes within local councils, even if they do not result in council dissolution or deadlock, frequently lead to the suspension of development projects and the freezing of council meetings and deliberations, including motions of no confidence and refusal to approve deliberations².

7. The Principle of Equality

The principle of equality is enshrined in all Algerian constitutions, including the 2020 Constitution through Article 37. Algeria recognizes this principle, which prohibits discrimination on the basis of origin, race, gender, opinion, or any other personal or social condition or circumstance.

At the local level, every citizen who meets the eligibility requirements previously mentioned has the right to run for membership in local people's councils (municipal or provincial). The purpose of setting these conditions is not to infringe upon the principle of equality but to establish criteria necessary for the proper management of these local councils. On the other hand, it can be said that the candidacy requirements for local elections are available to all eligible local residents, providing them the opportunity to run for membership³.

Equality is also reflected in participation in elections. Algeria has ensured equal voting rights even between citizens of original or acquired Algerian nationality, granting them the status of voters, which allows them to cast their votes and participate in choosing their representatives in the municipal and provincial local people's councils.

cast their votes and participate in choosing their representatives in the municipal and provincial local people's councils.

However, establishing equality in candidacy alone is insufficient. Electoral transparency must be ensured, as it is a key factor in achieving equality and

¹ Rezouani, L. (2019). *Municipal Council Deadlock Due to Narrow Political Calculations and Municipalities Threatened with Dissolution*. Echorouk Online, accessed on 17 October 2020.

² Badi', B. (2019). *Signs of Deadlock in the Municipal Popular Council of El Bayadha (El Oued)*. Echorouk Online, accessed on 17 October 2020.

³ Ibid.

genuine representation in local councils. To enhance transparency in local elections, certain categories were excluded from eligibility to prevent the misuse of influence to win elections. These categories include governors, district chiefs, general secretaries of provinces, members of provincial executive councils, judges, members of the national army, security personnel, municipal auditors, and heads of municipal departments¹.

8. The Principle of Efficiency and Effectiveness

Efficiency and effectiveness reflect the actual performance of elected local councils, particularly in deliberation, implementation, and oversight. Performance evaluation may be conducted through central oversight or self-assessment. Training programs and administrative modernization efforts have been undertaken to enhance service quality, though administrative supervision and financial dependence on the State continue to limit local autonomy and strategic planning².

From an Islamic administrative perspective, governance emphasizes assigning responsibilities to competent and trustworthy individuals, ethical leadership, consultation, responsibility, and good example.

9. Legitimacy

Legitimacy refers to citizens' voluntary acceptance of the authority exercised by local elected officials within the legal framework. Low electoral participation³, weak communication channels, and party-based candidate selection undermine legitimacy. Enhancing transparency and participation mechanisms remains essential for⁴

Conclusion

¹ Ben Ali, M. S. (Year). *Algerian Local Administration Law*. Op cit, p. 46.

² Kharoubi, B. (Year). *Local Governance and Its Role in Combating Corruption in Local Councils: The Algerian Case Study*. Op cit, pp. 133–134.

³ Tamesha, B. (2010). *Good Governance and the Problem of Capacity Building in Local Administration*. Al-Tawassol Journal, No. 26, p. 12.

⁴ Kharoubi, B. (Year). *Local Governance and Its Role in Combating Corruption in Local Councils: The Algerian Case Study*. Op cit, p. 137.

The analysis shows that, despite the constitutional and legal recognition of local governance principles in Algeria, their application within local popular councils remains limited. Weak citizen participation, insufficient transparency and accountability, administrative centralization, and limited local autonomy continue to hinder effective local governance. Strengthening these councils requires reinforcing participatory mechanisms, enhancing transparency and accountability, and empowering local authorities to improve performance and restore citizens' trust.

Local Governance in Algeria: Challenges and Obstacles

Introduction

Local governance represents a fundamental pillar for the promotion of democracy, accountability, and sustainable development at the grassroots level. In Algeria, the establishment of local people's councils (municipal and provincial) aimed to decentralize authority, enhance citizen participation, and improve public service delivery. Despite legal frameworks and regulatory structures designed to support good governance, the practical implementation of local governance principles has faced significant obstacles. This section analyzes the key challenges hindering the effective application of local governance within Algeria's local people's councils.

1. Challenges of Local Governance in Local People's Councils

To identify the primary barriers preventing the implementation of sound local governance in Algeria, it is essential to examine the characteristics of poor governance in general:

- Governance that fails to clearly separate private interests from public interests, and public funds from private assets, often diverting public resources for personal gain.
- Governance that lacks a robust legal framework and fails to implement the rule of law.
- Governance constrained by numerous legal and procedural barriers to productive investment, pushing economic actors toward rent-seeking and speculative activities.
- Governance characterized by priorities that conflict with sustainable development and encourage wasteful resource utilization.
- Governance marked by a narrow, opaque, and non-transparent information base and decision-making processes, particularly in policy formulation.

- Governance affected by corruption and the pervasive tolerance of corrupt practices and values¹.

According to the World Bank and the Arab Human Development Report, governance in Arab countries, including Algeria, is comparatively weaker than in most other regions worldwide.

Based on the above, the primary obstacles to applying local governance principles in Algeria's local people's councils include:

1.1. Widespread Corruption

Corruption, as defined by Transparency International, is the abuse of entrusted power for personal gain. Algeria, like many countries, faces corruption, which undermines institutional integrity and societal cohesion. Manifestations include embezzlement², misappropriation of public funds, bribery, nepotism, bureaucratic inefficiency, negligence, and lack of accountability. Administrative corruption leads to inequality, limits equal opportunity, and undermines citizens' centrality in council deliberations. It also hinders reform efforts due to the dominance of personal interests over public welfare, weak oversight, and erosion of ethical values among officials and voters³.

1.2. Illiteracy among Elected Officials

Local councils also suffer from low educational levels among elected members, including both general illiteracy and technological illiteracy imposed by modern tools. Statistics indicate that only 2% of local council members held university degrees during the 2007–2012 term⁴. Researchers have called for objective eligibility criteria, such as educational qualifications, though such requirements may constrain democratic participation.

¹ Tamche, B. (n.d.). *Good Governance and the Challenge of Building Local Administration Capacities*. Op cit, p.10.

² Ismail, M. S. (2014). *Administrative Corruption in the Arab World: Its Concept and Various Dimensions*. Cairo: Arab Group for Training and Publishing, p.17.

³ Tamche, B. (n.d.). *Good Governance and the Challenge of Building Local Administration Capacities*. Op cit, p.14

⁴ El-Kar, M., & Ben Marzouk, A. (2013). *Good Governance and the Reform of Algerian Local Administration... Between Obstacles and Requirements*. Op cit, p.47.

1.3. Discrepancy between Legal Framework and Practical Implementation

Algeria has established extensive legal and regulatory frameworks to support local governance since independence. However, the practical activation of these laws remains limited. Local councils often report achieving targets, while actual outcomes are only partially realized¹.

1.4. Weak Civil Society

Civil society is essential for promoting transparency, accountability, and citizen engagement in governance. It can contribute by²:

- Organizing citizens and promoting participatory development.
- Leveraging media and communication tools.
- Collaborating with local authorities to involve citizens in policymaking, implementation, and evaluation.
- Ensuring transparency and accountability within civil society structures.
- Relying on self-financing to enhance independence.

However, the absence of a legal framework regulating the relationship between civil society and local councils limits its effectiveness in promoting local governance.

1.5. Limitations of the Electoral System

The electoral system does not fully embed governance principles, as seen in closed-list voting and seat allocation, which may disregard educational qualifications and limit candidate diversity. This contradicts the principle “by the people, for the people” and excludes certain social groups from candidacy³.

1.6. Concealment of Failures

Although councils recognize problems publicly, the underlying causes of failures are often unacknowledged, undermining transparency and accountability in planning and implementation⁴.

¹ Abdel-Lawi, A. S. (2015). Local Communities and the New Challenges in Implementing Local Development Strategies. *Voice of Law Journal*, 14, p.74.

² Toubal, F. (n.d.). Decentralized Governance of the Popular Councils. Op cit, p.684.

³ Tamche, B. (n.d.). *Good Governance and the Challenge of Building Local Administration Capacities* Op cit, p.10.

⁴ Sakhri, M. (2020). Mechanisms and Challenges of Civil Society in Enabling Good Governance: Algeria as a Model. *Heritage Journal*, 10(04), p.128.

1.7. Lack of a General Structural Plan and Policy Clarity

The absence of a comprehensive strategic framework leads to overlapping responsibilities and administrative inefficiencies¹.

1.8. Conflicts of Interest

Local councils face internal conflicts among members and between elected and appointed officials, including municipal presidents, secretaries-general, staff, and provincial executives².

Despite the legal framework established in Algeria, particularly Law 11-10 on municipalities, the real challenge remains translating these regulations into practice. There is a persistent gap between formal texts and operational realities. Although the state has exerted significant efforts, including regulatory reforms, institutional frameworks, and awareness programs, local governance objectives have not yet been fully realized³.

Conclusion

The experience of local governance in Algeria highlights a significant discrepancy between legal provisions and actual implementation. Major obstacles—including corruption, illiteracy among officials, weak civil society, limitations in the electoral system, and internal conflicts—have constrained the effectiveness of local councils. Overcoming these challenges requires not only legal and regulatory reforms but also practical measures to enhance transparency, citizen participation, accountability, and administrative competence. Strengthening civil society, promoting education and capacity-building among elected officials, and ensuring clear policy frameworks are essential for the sustainable consolidation of local governance in Algeria.

¹ Toubal, F. (n.d.). Decentralized Governance of the Popular Councils. Op cit, p.684.

² Tamche, B. (n.d.). *Good Governance and the Challenge of Building Local Administration Capacities*. Op cit, p.13.

³ Toubal, F. (n.d.). Decentralized Governance of the Popular Councils. Op cit, p.684.

Conclusion

This set of lectures has sought to provide a comprehensive and systematic understanding of the concept of governance by tracing its theoretical origins, conceptual evolution, and practical applications within political science and public administration. By examining governance as a multidimensional and dynamic concept, the lectures highlighted its expansion beyond the traditional notion of government to encompass networks of actors, institutions, mechanisms, and processes that collectively shape decision-making and public action.

The analysis demonstrated that governance is deeply rooted in philosophical thought and has progressively evolved in response to historical, legal, economic, and global transformations. Particular attention was given to the role of international organizations in promoting governance—especially good governance—as a central framework for development, institutional reform, and state effectiveness, notably in developing countries.

Furthermore, the lectures addressed the conceptual challenges associated with translating governance into Arabic, underscoring the diversity of terminologies while emphasizing the unity of the underlying substance, namely participation, accountability, transparency, coordination, and the pursuit of the public interest. The discussion of major theoretical contributions, including network governance and the perspectives advanced by scholars such as Rhodes, reinforced the understanding of governance as a system based on interaction, negotiation, and shared responsibility among state and non-state actors.

Overall, these lectures aim to equip students with solid theoretical foundations and analytical tools that enable them to critically assess governance practices at both national and local levels. This conceptual grounding constitutes an essential entry point for subsequent discussions on local governance, good governance principles, and their application within different political and administrative contexts, particularly in relation to decentralization, development, and democratic governance

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