



THE ROLE OF GOOD GOVERNANCE IN THE MANAGEMENT OF LOCAL GOVERNMENT

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Abstract:

The development of local government has become a primary necessity on the development agenda of society. This is achieved by adopting governance as a modern management approach due to its effective role in achieving development in various areas, based on the principles of transparency, participation and control. Conversely, there is an integrated relationship between governance actors. Local communities serve as the center for the application of the so-called principle of democracy, which requires the participation of citizens or their representatives in addressing their problems and aspirations. In addition, local governance plays an important role in strengthening democracy.

Keywords: *governance, local government, management, service improvement.*

INTRODUCTION:

Governance is one of the most important requirements for achieving development in all societies, especially in developing countries that urgently need to implement numerous reforms in their political, economic, social and administrative structures to meet the basic needs of citizens.

Algeria is one of these countries that aims to improve the quality of public services in various sectors through its local administration by eliminating bureaucracy, increasing citizen participation and reducing the role of the state, while giving the private sector and civil society institutions a greater role in the development process. It also seeks to increase transparency, establish democracy, and guarantee individual rights and freedoms through a legal framework.

This is in line with the World Bank's reports on global development under various titles such as "Bringing the State Closer to the People", "Transforming to Local Governance" and "Achieving Decentralization and Rethinking". Thus, local government occupies an important position in the internal governance system and plays an important role in national development. It is characterized by the fact that it is a management structure that is close to the citizens and comes from the heart of the community.

Because local government comes from the core of the community, it is in a unique position to reaffirm social unity by involving local public opinion in addressing human problems and involving citizens in finding solutions. Citizen participation is the spirit of local government and the axis around which it revolves. It has become clear that local government has a fundamental role to play in the overall development process, a goal towards which every country is striving to make significant progress.

On this basis, we ask the following question To what extent does governance contribute to improving the performance of local government in Algeria?

Plan to address the problem:

To answer this question, we will use the following structure:

1. The conceptual framework of local administration and good governance
2. Actors of good governance
3. Principles of local governance



4. Obstacles to good governance in local administration 5. Strategy for building local administrative capacity and reducing corruption in Algeria

1. The Conceptual Framework of Local Administration and Good Governance

Good governance is considered one of the key mechanisms for managing local administration, based on transparency in the management and control of local popular councils.

1- Definition of local governance:

The concept of local government was first defined by the British as a form of decentralized administrative organization in the early 19th century, although its roots developed alongside human societies that required collective efforts to meet their needs.

Local government is a type of administrative organization primarily associated with administrative decentralization, which public administration uses to meet the general needs of individuals¹.

Abdel Razak Al-Sheikhi defines local government in his book as the designated areas where local activities are carried out by bodies elected by local residents under the supervision of the central government².

It is also defined as “the division of administrative functions between the central government and locally elected or functional entities that exercise their powers under the supervision and control of the government”.

2. Characteristics of Local Administration:

Based on the previous definition of local administration, it is clear that it has several characteristics, including:

- Attracting Competent Personnel: Emphasizing the need for a systematic approach to mobilize administrative and technical competencies. This is essential for playing a strategic role in leading the development process by focusing on preparation, motivation, and enhancing professional responsibility within a sense of community belonging.
- Long-term Strategic Planning: The ability to develop a long-term strategy for activities, sectors, or communities under its management, thus providing the necessary requirements for work in accordance with that strategy.
- Technical Planning Capacity: Providing the technical capacity to carry out strategic planning for guidance, implementation, monitoring, and evaluation tasks.
- Building a National Knowledge Base: Contributing to establishing a national base for science and technology that allows for the self-development of knowledge and values by deriving appropriate systems, methods, and techniques or acquiring the necessary skills to select the most suitable options from relevant authorities.
- Cultivating a Development Mindset: Actively working to foster a mindset within the community that understands the philosophy of development, especially among those responsible for management or those whose work is affected by it.
- Establishing a Reward System: Emphasizing the establishment of a system for material and moral incentives, relying on effective motivations to direct efforts in accordance with the required developmental role of local administration, ensuring balance within units, sectors, and the community in fulfilling their social functions³.

¹- Louchane Mohamed: "Good Governance and the Development of Creative Capacities for Local Administration in Algeria with a Presentation of the German Experience," *Journal of Financial, Accounting, and Administrative Studies*, No. 9, 2018, p. 463.

²- Bounadri Khadija: "Local Governance as a Mechanism for Managing Local Communities," *Faculty of Law and Political Science, Ahmed Draia University*, 2018-2019, p. 17.

³- Louchane Mohamed: *Op. cit.*, p. 465.



3. Definition of Good Governance:

The concept of good governance is classified among the emerging and effective concepts in the field of change and reform within government administration. It involves not only the work of official state agencies but also the role of civil society organizations and the private sector. Their interconnectedness and integration are essential for combating corruption and implementing structural changes in all aspects of life⁴.

The concept of governance emerged in 1989, particularly in the writings of the World Bank concerning how to achieve economic development to combat corruption in African countries. It linked government administrative efficiency with economic growth. In the early 1990s, the focus shifted to the democratic dimensions of the concept, emphasizing participation and activating the role of civil society, including political parties, associations, and unions, to ensure the state represents its citizens legitimately.

Over time, the term governance evolved into a study indicator focusing on participation, accountability, transparency, human development, sustainable development, and broad involvement across all sectors of society.

Thus, governance reflects a set of concepts that have gradually developed into standards adopted by political leaders and committed cadres dedicated to resource development and improving the quality of life for citizens. Many international institutions utilize governance as a means to measure performance and assess the exercise of political authority in managing societal affairs toward developmental improvements⁵.

3.1 Definition of Good Governance by the United Nations Development Program (UNDP):

UNDP defines good governance as:

“A state that reflects the progress and development of administration, moving from traditional management to a responsive management system that meets the needs of citizens and uses appropriate mechanisms and processes to achieve the desired objectives of projects with transparency and accountability to citizens”.

It also describes governance as:

“The exercise of economic, political, and administrative authority to manage the affairs of the state at all levels. It includes the mechanisms, processes, and institutions through which citizens and groups express their interests, exercise their legal rights, fulfill their obligations, and accept mediation to resolve disputes⁶.”

Based on the above, good governance can be defined as:

“The application of sound management systems to improve the institutional performance of government agencies, with the aim of increasing quality rates and developing awareness of reform perceptions among government employees, which in turn reflects on achieving efficiency and increasing productivity⁷.”

3.2 The World Bank’s definition:

The World Bank defines good governance as:

⁴- Ghanem Jalti: "Good Governance and the Issue of Development," Doctoral Thesis, Management Specialization, Supervised by Habib Abderrazak, Faculty of Economic Sciences and Management, University of Abou Bakr Belkaid, Tlemcen. 2014-2015, p. 101.

⁵- Ksar Al-Layl Jalal, Abdel Nour Naji: "Towards Realizing Participatory Local Governance to Achieve Local Development in Algeria," Research Journal, No. 05, University of Ziane Achour, Djelfa, Algeria, 2018, p. 103.

⁶- Ali Baqich: "The Impact of Administrative Corruption on Development Programs and the Application of Good Governance Mechanisms," Doctoral Thesis, Administrative and Political Organization Specialization, Supervised by Akila Dief Allah, Faculty of Political Science and Media, University of Algiers 3, 2012, p. 155.

⁷- Abdelaziz Bziyah Al-Yasine: "Government Governance and the Implications of Its Application in Governmental Bodies," Kuwait, 1st Edition, 2013, p. 15.



“A set of rules through which power is exercised for the benefit of a particular group. Therefore, the government must act for the benefit of the people and provide them with equal opportunities to participate in decision making within a framework of transparency and credibility, and be accountable to them. This is what makes any system of governance sound⁸”.

3.3 Definition by the Algerian legislator:

In Law No. 06/17, which includes the Municipal Code, Article 02 defines “good governance” as:

“governance in which the administration addresses the concerns of citizens and works for the public good within a framework of transparency.”

Article 11 further emphasizes the promotion of good governance in the management of cities through: - Developing rational management patterns using modern means and methods.

- Providing and improving public services with modern means and methods.
- Improving the quality of public services⁹.

Second: Actors of good governance

1. The State and Institutions

In this context, “the State” does not refer to its constitutional concept, but rather to the government. The state must provide the legislative and legal framework that allows for participation and provides avenues for citizens to participate in decision-making on their issues. It should provide adequate administrative and financial powers to local government bodies to carry out their functions and facilitate dialogue among all parties through councils and public policy bodies. It must also ensure the provision of public freedoms, respect for human rights and encourage political participation¹⁰.

The executive authority within the government should provide the necessary level of administration to maintain the independence of government institutions without interfering with the judiciary. As for local authorities, they also have a responsibility to actively involve citizens and must strive for greater transparency in disseminating information about their budgets and projects¹¹.

Within this framework, the State, as a key actor in good governance, is called upon to:

- Provide an appropriate legislative framework that allows for the participation of non-governmental organizations (NGOs).
- Grant appropriate administrative and financial powers to local government bodies to enable them to carry out their functions.
- Create a framework for dialogue between all these entities and official institutions¹².

⁸- Abdullah Al-Bassam: "Good Governance - A Case Study of Saudi Arabia," Arab Economic Research Journal, Nos. 67-68, 2014, p. 178.

⁹- Article 02 of Law No. 06/17 dated 12/03/2006, containing the guiding law for the city, Official Gazette, No. 1.

¹⁰- Ali Baqish: Op. cit., p. 155. Abdelaziz Bziyah Al-Yasine: Op. cit., p. 172.

¹¹- Shaban Faraj: "Good Governance as a Modern Approach to Rationalizing Public Expenditure and Reducing Poverty," Doctoral Thesis, Currency and Finance Specialization, Supervised by Ali Khalfi, Faculty of Economic Sciences and Management, University of Algiers 3, 2012, p. 11.

¹²- Leila Laajal: "The Reality of Development According to Good Governance Indicators in the Maghreb," Master's Thesis, Democracy and Governance Specialization, Supervised by Mustafa Bekhouch, Faculty of Law and Political Science, Mentouri University, Constantine, 2010, p. 51.



2. Local Administration

Local administration serves as a vital link between citizens and the state. Citizens have direct interactions with it, which makes it a daily social administrative phenomenon. One of the most important characteristics of local government is that it facilitates the participation of citizens in the management of their own affairs through the election of their representatives in local, regional and municipal councils, as well as in provincial and other bodies.

Citizen participation creates opportunities for public oversight, which includes legality, relevance and efficiency. The relationship between local government and civil society, as well as with citizens, requires direct engagement with their concerns and attempts to meet their needs. This relationship, more than any other, requires adherence to governance principles such as transparency, accountability, efficiency, integrity and democracy¹³.

3. Civil Society Civil

society is made up of all citizens voluntarily organized in structures governed by common rules and politically and financially independent of the state. It includes organizations that seek to promote the public interest and involve citizens in the management of their country's affairs in various economic, political, social, cultural, human rights and environmental fields¹⁴.

There is a relationship of integration and communication between the state and civil society. It is not only the responsibility of local authorities to engage with civil society organizations; these organizations also have a duty to communicate with local authorities and participate in educating citizens. In this context, CSOs undertake to operate within the law and to maintain transparency, which requires compliance with accounting and internal accountability systems, elections of their structures, and the establishment of democratic principles and the rotation of responsibilities¹⁵.

The importance of these organizations has increased more than ever in today's world, as they play a key role in building the state as a whole. They represent a social capital that supports political stability and reinforces the idea of good citizenship. The role of civil society in participating in the formulation of public policies can strengthen and support confidence in the legitimacy of the existing system, thereby ensuring its continuity and providing a suitable foundation for development. After all, development cannot be discussed without a stable political environment¹⁶.

Consequently, the role of civil society focuses on four key elements:

- Voluntariness
- Institutionalization
- Independence
- Link to a system of concepts (human rights, citizenship, political participation, legitimacy)¹⁷.

4. The private sector

The private sector has an important role to play in governance, in line with the social responsibility inherent in its structures. It can work with civil society organizations to support various activities and provide the necessary expertise, funding and knowledge for development initiatives in partnership with local

¹³- Hamdi Qbaylat: "Administrative Law," Part One, Dar Wael Publishing, Cairo, 2008, pp. 103-117.

¹⁴- Shaban Faraj: Op. cit. p. 12.

¹⁵- Amar Boudaif: "Explanation of Municipal Law," Op. cit., p. 139.

¹⁶- Rashid Ghdaouia: "The Application of Good Governance in Algeria," Doctoral Thesis, State and Public Institutions Specialization, Supervised by Souad Ghaouti, Faculty of Law, University of Algiers 1, 2014-2015, p. 63.

¹⁷- Leila Laajal: Op. cit., p. 53.



communities or government institutions. This includes securing loans for housing, providing education and training, and supplying various industrial products.

In addition, it is critical to establish a framework for interaction and dialogue between the private sector and government institutions on development issues to ensure the success of public policies in this area. The private sector can enhance transparency in many sectors, given its ability to disseminate and facilitate access to information and to publish regular statistics.

This collaboration not only strengthens the role of the private sector in economic development, but also fosters a more participatory governance framework that benefits all stakeholders¹⁸.

Third: Principles of Local Governance

Good local governance is characterized by the following principles:

1. **Participation:** This involves creating appropriate channels and mechanisms for local citizens, both as individuals and groups, to contribute to decision-making processes. This can occur directly or through elected local councils that represent their interests, facilitating the identification of local issues and problems. Participation also includes citizens' involvement in elections to choose representatives at various levels of government, fostering trust and acceptance of political decisions.
2. **Accountability:** Local decision-makers are accountable to citizens and other stakeholders in the local context. This is reinforced by municipal law (Law 11/10), which establishes rules for holding elected and appointed members accountable through oversight or legal recourse, as outlined in Articles 37 to 44 and in Articles 138, 139, and 140 of Law 12/07.
3. **Legitimacy:** There should be acceptance and satisfaction among local citizens regarding the authority of those who wield power in the community. This authority must operate within accepted rules, processes, and procedures, grounded in the rule of law and justice, providing equal opportunities for all.
4. **Efficiency and Effectiveness:** This refers to the technical aspect of local governance, indicating the ability of local agencies to convert resources into programs and projects that meet the needs and priorities of local citizens while achieving better results and optimizing resource use.
5. **Transparency:** This involves the flow of information and ease of access to it for all parties in the local community. Transparency allows for the assessment of local agencies' effectiveness and enhances citizens' ability to participate. Accountability is dependent on the availability of information regarding laws, procedures, and outcomes, as emphasized in Article 14 of Law 11/10, which allows any person to access municipal council records and decisions.
6. **Responsiveness:** Local agencies should strive to serve all stakeholders and respond to their demands, particularly the poor and marginalized. Responsiveness is linked to the level of accountability, which in turn relies on transparency and the trust established between local agencies and citizens¹⁹.
7. **Rule of Law:** This principle means that laws are supreme and apply to everyone without exception, adhering to the idea of legality, which requires that all actions and individuals are subject to the authority of the law²⁰.

¹⁸- Mohammed Bin Said: "Mechanisms for Applying Good Governance Principles and Developing Local Community Management," *Researcher Journal for Academic Studies*, No. 13, Batna University, Algeria, 2018, p. 81.

¹⁹- Boumediene Tashma: "Good Governance and the Problem of Building Local Administration Capacities in Algeria," pp. 4-5.

²⁰- Ahmed Fathi Abu Kareem: "Transparency and Leadership in Administration," 1st Edition, Dar Hamid, Jordan, 2009, p. 65.



8. Equality: As an indicator of governance, equality means that citizens are subject to the same obligations and enjoy the same rights with regard to public services (e.g., equality in employment, taxation, various burdens, candidacy, and the exercise of constitutional rights)²¹.

9. Ethical Conduct and Anti-Corruption: This principle emphasizes the importance of promoting ethical conduct and avoiding corruption, supported by legal, administrative and judicial mechanisms to combat corruption and wrongdoers. Achieving good governance involves fostering a culture of ethical behavior, punctuality, administrative discipline, and a commitment to professional ethics in relations with citizens.

Achieving social justice and ensuring it for all members of the community involves providing security, safety, and a decent life, fostering trust among citizens, and creating an environment where justice and fairness prevail and injustice and oppression are absent²².

The division of functions between central authority and regional units is a hallmark of good governance. Responding to the needs and concerns of citizens requires bringing government closer to the people. A decentralized system allows citizens to participate in the local decision-making process. The Law on Municipalities identifies this principle as a fundamental basis for urban management. The first report on the implementation of the National Governance Action Programme, submitted within the framework of the African Peer Review Mechanism, stated that, within a more decentralized framework, municipal and regional laws would be revised, which took place in 2011 and 2012²³. Protection of human rights:

The protection of human rights, with its far-reaching implications, is undoubtedly one of the most important indicators of good governance. The protection of human rights is no longer an internal matter, as was the case in earlier States, but has become a global concern, as evidenced by the existence of a Universal Declaration of Human Rights, which is reflected in the principles of most constitutional and legal systems.

Simplifying procedures Responding to public requests and citizens' needs often requires following specific procedures, such as the issuance of certain administrative decisions and permits. To achieve good governance, efforts should be made to simplify and streamline procedures to reduce the burden on citizens. This includes reducing the time taken to complete judicial and administrative procedures²⁴.

Fourth: Obstacles to Good Governance in Local Administration

The main obstacles to good governance in local administration include:

- Neglect of Local Councils' Role: Local councils often overlook their potential to address fundamental issues such as unemployment, family planning, literacy, and environmental protection. Achievements attributed to regional bodies must meet objective scientific standards rather than populist or electoral agendas, serving the consumer's interests—whether intellectually, socially, economically, or politically. Thus, the functions of regional bodies should align with current national and international reform directives²⁵.
- Rejection of Democracy and Political Openness: Ruling systems often believe in the unity of the people, fearing that democracy may lead to differing opinions and conflicts, ultimately fragmenting the social structure²⁶.
- Lack of Participatory Culture: There is an absence of a culture of participation among the ruling elite, who resist the idea of involving citizens in managing and directing economic and social policies at the regional level. This creates a contradiction regarding the citizen's ability to vote and make informed choices about

²¹- Amar Boudaif: "Explanation of State Law," Jisour Publishing and Distribution, Algeria, 2012, p. 143.

²²- Same reference, p. 144

²³- Amar Boudhaif: Op. cit., p. 170.

²⁴- Same reference, p. 171.

²⁵- Hamza Barabah: "Governance and Its Role in Improving Local Administrative Management and Application Requirements," 1st Edition, Dar Hamid Publishing and Distribution, Jordan, 2018, p. 98.

²⁶- Farid Abradcha: "Good Governance in Algeria Under the Unity Party and Multipartyism," p. 84.



their leaders, as well as their capacity to participate in selecting programs that public bodies are expected to implement.

- Negative Practices in Local Administrative Institutions: The decline of professional values and ethical behavior undermines the conduct and decisions of administrative personnel, affecting both their official and unofficial actions²⁷.
- Lack of Effective Oversight: The absence of effective monitoring at the level of regional entities allows bureaucratic issues such as administrative corruption, fraud, and unauthorized absences to proliferate.
- Constraints on Collective Councils' Freedom: Administrative guardianship and financial oversight hinder the operations of local councils. Despite repeated calls for change from various forums and political parties, there has been no positive progress towards alleviating these constraints. Under the pressure of guardianship, discussing freedom of initiative or financial independence for these representative bodies becomes challenging, which is essential for achieving sustainable development. Thus, it is crucial to address existing imbalances to grant councils independence from supervisory authority in managing communal affairs and seeking new resources without burdening citizens, aiming for economic, social, and cultural development to improve living conditions²⁸.
- Overstaffing and Low Performance: The excessive size of the workforce in local units, coupled with low performance levels, complicates administrative procedures and leads to waste of state resources²⁹.
- Inequality and Lack of Equal Opportunities: Favoritism and nepotism result in a lack of focus on citizens' needs by the administration.
- Weak Administrative Training: Training programs are insufficient and irregular.
- Negative Practices in Administrative Institutions: The decline in ethical values among employees leads to a lack of professional integrity and ethical behavior, affecting their official and unofficial conduct³⁰.

Fifth: Strategy for Building Local Administration Capacities and Reducing Corruption in Algeria

To address these issues, an alternative strategy for reforming local administration is essential to support development and reduce corruption. This strategy should not merely react to the problem of corruption within administrative bodies in Algeria as something to be fought against and punish, but should proactively tackle the underlying causes, delays, disruptions, and corruption within these administrative systems. The aim is to rationalize the behavior of its leaders and build citizens' trust in them.

This strategy, aimed at supporting development and combating administrative corruption, is based on the availability of competent local administrative leaders suitable for high-level leadership positions. These leaders should possess the following characteristics:³¹

This paper has yielded several findings, which I outline as follows:

1. Islamic Sharia places great importance on civilians (those whose killing is prohibited according to jurists), specifying some while being silent about others who are similar, allowing scholars to extend the ruling to the unmentioned individuals.

²⁷- Boumediene Tashma: "Good Governance and the Problem of Building Local Administration Capacities in Algeria," *Communication Journal*, No. 26, University of Annaba, 2010, p. 15.

²⁸- Samir Barich: "The Role of Governance in Improving Local Administration Performance in Algeria," Master's Thesis, Faculty of Law and Political Science, M'sila, 2018-2019, p. 22.

²⁹- Akila Khlouf: "Governance - Good Governance - The Path to Administrative Development for Local Communities," *Journal of Administration and Development for Research and Studies*, No. 1, University of Blida, 2012, pp. 79-80.

³⁰- Boumediene Tashma: *Op. cit.*, pp. 9-10.

³¹- Same reference, p. 11.



2. The principle upon which Sharia distinguishes between combatants and civilians is based on the distinction of those who typically do not engage in combat; thus, those in this situation should not be killed, and any transgression against them is considered injustice and aggression.
3. The specification by Sharia of certain civilians who cannot be killed also implies the obligation to provide everything necessary to ensure this right, including shelter, food, clothing, and care.
4. International humanitarian law did not pay any attention to civilians until the Third Geneva Convention of 1949, with greater focus prior to that on combatants.
5. The details and specifics outlined in international law do not fundamentally contradict the principle of distinguishing between civilians and combatants in warfare according to Sharia; because Sharia considers the foundational principles and leaves the details for the community and jurists to address, given that these details are subject to change and instability³².

Therefore, Algeria needs an alternative strategy for the development of the local administration. Algeria needs an alternative strategy for the development of the local administration and for building its capacities to complement and interact with its overall system, which is characterized by comprehensive, balanced and sustainable development. This can only be achieved through continuous and renewed administrative reforms in line with major social changes and transformations.

Consequently, the reform of the local administrative apparatus should be one of the strategic objectives within the comprehensive development strategy. Given the importance of the development of local administration, it is essential for the leadership to continuously implement administrative reforms. According to Professor Dr. Amar Bouhouch, this reform is a comprehensive process that addresses all aspects of the administrative process and its procedures, including organizational and legal aspects, improving recruitment processes, applying merit-based criteria, and ensuring equal opportunities to avoid favoritism in any form. In addition, job descriptions and analysis should be developed.

In order to achieve effective administrative development that is adapted to the social, political, economic and cultural conditions of society, the reform process must adopt new policies that take into account the improvement and development of training programs, the establishment of practical and consistent rules for the transfer of employees, and the improvement of promotion policies and procedures. In addition, employees should be protected from coercive practices, such as political pressure from politicians or high-ranking government officials, that may lead to violations of ethical conduct.

Those interested in administrative reform and building local government capacity must also rethink the organizational structures and legal and regulatory texts that govern local government and define its working methods. Attention should be given to the human element as a fundamental aspect of inclusive development. This can be achieved by promoting a consultative and democratic approach within local government bodies, developing the functional system in the light of social and economic changes, and allowing employees to contribute to the management of local government affairs by freely and courageously presenting their proposals, which encourages the improvement of administrative working methods.

This approach enables the organization to keep up with the continuous development and changes, and to eliminate organizational shortcomings and bring the leadership closer to the grassroots. All of this should be done within a comprehensive project that encompasses all political, economic, social, and cultural areas of society³³.

CONCLUSION:

In conclusion, local governance is fundamental to achieving comprehensive development. Therefore, streamlining local governance has become one of the priorities of the Algerian political system. This requires the involvement of political authority, local popular efforts and all key actors, including civil society and the

³²- Loushane Mohamed: Op. cit., p. 475.

³³- Louchane Mohamed: Op. cit., p. 476.



private sector, to achieve social justice by involving citizens as active participants in local decision-making. This requires the adoption of accountability and transparency measures, the elimination of favoritism and bureaucratic procedures, the expansion of popular participation, and the protection of individual and collective rights and freedoms. Building the foundations of democracy requires a system of laws and values rooted in the domestic environment, as well as the effective involvement of various civil society organizations and all interested parties in building a modern Algerian state based on contemporary principles of governance. This leads us to conclude that there is a strong link between the concept of governance and local administration in achieving local development.

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