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LOCAL GOVERNANCE AS A TOOL FOR STIMULATING AND SUPPORTING THE ROLE OF KEY ACTORS IN LOCAL DEVELOPMENT

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ABSTRACT

The development of any region can only be achieved through the mobilization of all its local resources, the concerted efforts of its stakeholders, and mutual cooperation, while establishing a unified future vision. It is essential to involve all actors in the region, without exception, in the planning and implementation of development initiatives. Additionally, aligning the objectives of all stakeholders with the general goals of the region is crucial to ensuring the success of planned development and preventing any obstruction or disruption by any involved party. Based on this premise, this study seeks to identify the role of local governance in realizing the development process and enhancing the engagement of key actors. The research explores the concept of local development and its main stakeholders, including the state and local administration, the private sector, citizens, and civil society organizations. It also examines the concept of local governance and its role in implementing local development and strengthening the contribution of local administration, the private sector, and civil society organizations.

KEYWORDS

Local Development, Key Actors In Local Development, Local Governance

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Introduction

Local development refers to the progress that affects a specific region to ensure a dignified life for all its inhabitants. This process begins with strengthening the economic foundations of the region to improve its economy and enhance the standard of living of its population while considering its unique characteristics and specific conditions.

Given that local administration alone cannot bear the burden of development due to its limited efficiency and scarce human and financial resources, it has become necessary to involve all components of the local community. Advancing local development requires the participation of the private sector, citizens in general, and civil society in particular. Their integration into the development process, along with efforts to motivate and mobilize them, is essential to ensuring their active contribution to both the planning and implementation of development initiatives.

However, mobilizing the efforts of all key actors in the region and engaging them in the development process is neither easy nor straightforward; in some cases, it may even seem nearly impossible.

This leads us to the following question: What role does local governance play in implementing development and activating and mobilizing its key actors?

1. The Concept of Local Development

1.1. Definition of Local Development

Local development is a comprehensive approach aimed at improving the quality of life for individuals in a specific region through active community participation and the coordination of efforts among various social, economic, and political actors. This approach focuses on enhancing local capacities and resources, fostering social cohesion, preserving cultural identity, and strengthening the sense of belonging. It also promotes decentralization of authority, democratic decision-making, and equitable wealth distribution. Additionally, it seeks to create employment and income opportunities, improve access to essential services, and support environmental sustainability. (González & Figueroa, 2024)

Professor Abdelhamid Abdelmottaleb defines it as "the process through which effective cooperation is achieved between popular efforts and governmental efforts to elevate the economic, social, cultural, and civilizational levels of local communities and administrative units. This is done with the aim of improving the quality of life for the inhabitants of these local communities at any level of local administration, within a comprehensive and integrated system." (Abdelhamid, 2000)

Dr. Mohieddin Saber defines it as "a new concept of social and economic work in specific areas, based on principles and methodologies from economic and social sciences. This approach aims to bring about a civilizational change in ways of thinking, working, and living by fostering awareness of the local environment. Such awareness should be built on participation in planning, preparation, and implementation by all members of the local community at both practical and administrative levels."

Professor Arthur Dunham views local development as "a structured activity aimed at improving living conditions in society and enhancing its ability to achieve social integration and self-management of its affairs. This approach relies on mobilizing and coordinating cooperative activities and self-help initiatives among citizens, accompanied by technical assistance from government institutions and the local population." (Zidan, 2001).

Based on the above, the following operational definition can be proposed:

Local development is a process of cooperation and interaction among all actors within the local environment. It involves the combined efforts of citizens, governments, private sector institutions, and civil society in designing and implementing development programs and plans. The goal is to enhance the level of local communities in various development sectors and improve the quality of life for their inhabitants, relying on their own capabilities and resources.

1.2 Characteristics, Principles, and Importance of Local Development

1.2.1 Characteristics of Local Development

The key characteristics of local development include: (Merghad & Mansouri, 2006)

- Local development is a continuous and progressive process aimed at satisfying the evolving needs and demands of the local community.
- It exists in both developed and developing countries and applies to both urban and rural areas.
- The local development process is characterized by integration between rural and urban areas, as well as between material and non-material aspects.

- It is comprehensive, encompassing economic, social, cultural, and political dimensions, as well as all sectors of the local community, to ensure justice and equal opportunities.
- Local development goes beyond merely providing and fairly distributing essential services to citizens. It also includes establishing productive projects to increase local incomes, offering training programs, supporting self-sustaining economic initiatives, and investing local resources in profit-generating projects.

1.2.2 Principles of Local Development

The principles of local development include:

- **Principle of Inclusiveness:** This principle emphasizes the need to address development issues from all social, economic, and cultural perspectives. Inclusiveness also means that development should encompass all sectors of society—both geographically and demographically—ensuring that projects and programs cover as much of the community as possible to achieve justice, equal opportunities, and citizen satisfaction(Elgohary & al, 2001, p. 27).
- **Principle of Integration:** This principle highlights the interdependence between rural and urban development, as one cannot progress without the other due to their organic relationship. It also stresses the integration between material and human aspects, as development entails a planned transformation in society that must be balanced across both tangible and intangible dimensions.(Elgohary & al, 2001, p. 27)
- **Principle of Balance:** This principle focuses on addressing development aspects according to the specific needs of the community. Each society has unique priorities that determine the weight given to various aspects of development. For example, in impoverished communities, economic development is often the primary focus, making the enhancement of productive resources the core objective, with other development aspects serving as complementary elements(Sebti, 2005, pp. 27-28)
- **Principle of Coordination:** This principle aims to create an environment that fosters collaboration among all entities responsible for serving the community. It ensures that efforts are unified and complementary, preventing service duplication or conflicts, which could otherwise lead to wasted resources and increased costs.

1.2.3. The Importance of Local Development

Local development holds significant importance due to its role in achieving comprehensive development. It is characterized by the integration of rural and urban development and encompasses all dimensions—economic, social, cultural, and political. It also targets all local communities, fostering their balanced growth to enhance social cohesion and unity.

Additionally, local development encourages citizen participation in designing and implementing development programs, linking them directly to developmental projects.

The importance of local development stems from the unique nature of local communities as social entities that can serve as a foundation for broader national development. By strengthening local communities, development efforts can be better coordinated both geographically and functionally across different levels. The local community acts as a bridge, facilitating collaboration between grassroots initiatives and government efforts.(Shawki, 1993, pp. 54-55).

1.3 Fields of Local Development

Local development is not limited to the growth and advancement of a single sector; rather, it encompasses all sectors and domains, including economic, social, administrative, and urban development. The main fields of local development can be summarized as follows:

- **Economic Development:** This refers to the process of improving and organizing the utilization of available material and human resources to increase the overall production of goods and services at a rate higher than the population growth rate, thereby achieving a moderate increase in real per capita income. Economic development aims to implement plans that enhance the economic status of local communities, whether in agriculture, industry, or infrastructure, enabling them to establish a balance that ensures the production of economic goods to meet the needs of their members.
- **Social Development:** The individual is at the core of the development process, which seeks to improve living standards across all social sectors (housing, healthcare, education, etc.). It also aims to engage individuals in the planning and execution of programs designed for their advancement while fostering trust in the effectiveness of social development initiatives. These initiatives primarily focus on public services and social services such as education, housing, social security, and welfare, collectively contributing to investment in human resources.

- **Urban Development:** This involves urban planning and environmental conservation by ensuring the rational use of land and natural resources while managing construction and industrial zones within the framework of urban planning.

- **Administrative Development:** This refers to a set of pre-planned processes and procedures that employ technical methods such as training, guidance, financial assistance, and advisory support to enhance administrative efficiency and prepare it for managing development. Achieving effective administrative development depends on the presence of competent leadership capable of fostering dynamism and efficiency in organizational structures, instilling a sense of unity among employees, and motivating them toward greater contributions.

- **Political Development:** This is defined as a collection of ideas aimed at shaping public opinion to influence political decision-making. Essentially, it involves participating in the policymaking process through various means, including political parties, associations, and labor unions, to address societal demands. Political development represents an advanced level of thought that seeks to improve the relationship between the state and society.

It is also defined as "the system of governance and the reciprocal relationship between society and individuals on one side and the state on the other. While economic development is measured by quantitative growth and social development by the fair distribution of wealth, one of the most critical indicators of political development and its effectiveness is participation, transparency, and the institutionalization of governance and authority, which allow for accountability in state institutions and among those holding legislative and executive positions."(Bilal, 2007, p. 151)

2. Key Stakeholders in Local Development

The process of development cannot be achieved or sustained without the collective efforts of all relevant stakeholders, each fulfilling their respective roles. These stakeholders include local administration, the private sector, civil society, and citizens. Their roles can be summarized as follows:

2.1 The Role of the State

The state serves as the guiding force behind the development process by establishing development strategies and setting the legal and administrative framework for their implementation. The state's role in local development includes the following:

- The state acts as the primary institution within which the development process takes place. It is responsible for establishing the political, legal, and administrative framework that serves as the legal foundation for development. A strong state with a stable and efficient political, legal, and administrative structure is essential for achieving sustainable development.

- The state plays a key role in formulating development strategies by defining objectives and determining the methods for achieving them. Without a clear strategy, development efforts become random, lacking structure and continuity.

- The state is responsible for ensuring political and social stability, which facilitates and sustains the development process.

- The state is also tasked with distributing the burdens and benefits of development fairly, fostering public support for development policies and programs.

2.1.1 Local Administration

Definition of Local Administration

Local administration refers to the distribution of administrative functions between the central authority and elected local bodies representing the population of a specific territorial unit. These local bodies are granted the authority to make decisions and manage matters related to the interests of local residents, under the supervision of the central authority.

It is defined as: "A system that undertakes the responsibilities assigned to it by the central government and the governing law. Essentially, local administration is an extension of the state's administrative apparatus, functioning as part of the executive authority. It operates within the boundaries set by the law that establishes it, which is enacted by the legislative authority of the state. Consequently, the legislative authority has the right to amend the law, either expanding or restricting local powers, increasing or reducing local resources, extending or limiting local autonomy, or even abolishing the system entirely if permitted by the constitution."(Abdelhamid, 2000, p. 40)

2.1.2 Importance and Objectives of Local Administration

The local administration system holds significant importance as it helps preserve the traditional values inherited by society and facilitates the governance of large populations by addressing their needs, demands, and local conditions. It also enables the management of various activities and the provision of essential services - tasks that the central authority alone cannot effectively undertake.

The key objectives of this system include (Ali, 2008):

- The complexity of residential communities and the diversity of their challenges have necessitated the division of responsibilities between local governments and the central government to enhance the efficiency of state functions and achieve developmental goals.
- Promoting development across all sectors and levels to improve the overall well-being of the local community.
- Strengthening the connection between the central government and the general population, as local administration serves as the true representation of the government at the grassroots level.
- Ensuring the equitable distribution of essential services and financial resources through sound scientific planning in which local entities actively participate.

2.3 Private Sector

The private sector operates based on the necessity of generating sufficient profit on invested capital. However, the profit motive can align with and contribute to strengthening the foundations of local development.

In general, the private sector refers to that part of the economy that is not controlled by the government and is managed according to financial profitability considerations. Given its significant role in achieving development, there has been a growing tendency to adopt a development approach that increasingly involves the private sector, leveraging its capacities and potential, which include:

2.3.1 Financial Strength of the Private Sector

No one disputes that the key factor in the success of the private sector lies in its strategic planning approach, which it relies on before spending funds designated for private investments. It conducts a comprehensive analysis of its assets and liabilities, develops an action plan characterized by sound financial management, and evaluates its operations through internal oversight mechanisms that continuously monitor expenditures and link them to achieved outcomes. The private sector always seeks to assess the efficient use of its funds, as financial performance evaluation involves measuring actual and expected results based on predefined criteria to determine effectiveness and assess the relative significance of outcomes versus resources used, allowing for an assessment of its efficiency. To achieve its ultimate goal of profit generation, which strengthens its capabilities and expands its market reach, the private sector employs various methods, leveraging its influence on local decision-makers to emphasize the need for its integration into local development initiatives.

2.3.2 The Dynamism of the Private Sector in Job Creation

Investment is the main driver of the economy, as it absorbs unemployment by creating new job opportunities, which in turn stimulate both the local and national economy. Employment remains one of the biggest challenges facing most developing countries due to high unemployment rates that the public sector has been unable to adequately address. As a result, reliance on the private sector, in all its forms—whether large enterprises, small, or medium-sized businesses—has become essential, especially in response to the rapid demographic growth that has significantly impacted state policies in addressing unemployment and job creation. Consequently, the distribution of the population according to their relationship with the labor market is gradually shifting, making it necessary to find the most suitable solutions to prevent the widening gap between rising unemployment rates and the lack of job opportunities. In this context, the private sector remains the driving force in an area where the public sector struggles to keep pace.

2.4 The Citizen and Civil Society Institutions

Modern international conventions have established the right to development as an inalienable human right, granting every individual and all peoples the ability to fully contribute to and benefit from development. Accordingly, individuals and communities have the right to actively, purposefully, and freely participate in achieving their well-being and improving their standard of living. This is realized through the discussion,

approval, and implementation of all local development plans and programs based on both partial and full popular participation. Such involvement by individuals and groups in local development aims to break the isolation of local communities and enable them to actively contribute to the progress of the nation.

Therefore, it has become essential to involve citizens in the process of developing development plans and programs, as they are the most aware of their own needs. In addition to their participation in implementing these programs, raising their awareness of their significance is crucial. Citizen involvement may even extend to contributing financially to these development projects.

Citizen participation in local development is defined as "the organized efforts made by the residents of a community to identify objectives they feel their community needs and to organize themselves through collective action to achieve those objectives." (Badawi, 2000, p. 179)

The elements of citizen participation are as follows:

- Participation is a process through which the general objectives of society are determined.
- It is based on democratic principles.
- It occurs voluntarily, driven by individuals and groups within the community.
- It relies on a sense of social responsibility and belonging, as citizens contribute to solving their own problems.
- It depends on both organized community efforts and government initiatives to meet societal needs.
- It is practiced through various local development programs and encompasses all stages, including planning, goal-setting, implementation, and coordination between governmental and community efforts.
- Human capital is the foundation of participation, requiring investment in people's development, equipping them with skills and experience, and encouraging them to engage in development efforts—an essential objective of local development.

This participation can take place either directly by citizens or through their representatives in civil society institutions.

2.4.1 The Citizen

Reality indicates that achieving development in local communities is difficult if reliant solely on government institutions or local administration alone. Therefore, participation should be considered a fundamental principle of local development, with responsible citizens playing a key role in achieving various objectives, including:

- Enhancing the political capacity of local citizens and their freedom to take initiative.
- Developing the organizational skills of local citizens.
- Improving the effectiveness of projects by ensuring their objectives align better with the needs of beneficiaries.
- Reducing the costs of local development programs through public participation and support.
- Raising awareness among local citizens about the material and technical resources available for local development.
- Strengthening and fostering a democratic mindset among citizens.
- Promoting a sense of responsibility and belonging while eliminating negative and isolationist values in society.
- Accelerating the necessary changes in citizens' attitudes and behaviors.
- Increasing the efficiency of local administration by ensuring administrative decisions are more realistic, as decision-makers and beneficiaries are brought closer together.

2.4.2 Civil Society

According to the United Nations Development Programme (UNDP), civil society includes local community organizations, environmental groups and research centers, religious coalitions, grassroots movements, labor unions, indigenous peoples' groups, and charitable organizations (Hudhaifi, 2007, p. 196)

Civil society is defined as a complex network of relationships between individuals and between them and the state. These relationships are based on the exchange of interests and benefits, contractual agreements, mutual consent, understanding and disagreement, rights and duties, responsibilities, and holding the state accountable whenever necessary.

According to the definition provided in the memorandum of the General Secretariat of the Arab Inter-Parliamentary Union, "civil society is the result of new global developments that have expanded the service and charitable roles of non-governmental organizations. It serves as a mechanism for developing and

organizing citizens to enable their conscious and effective participation in the development process, as well as in enhancing political, environmental, and cultural awareness."(Kassem, 2007, p. 147)

It is essential to expand the role of civil society organizations so they can become true "partners" in the development process, leveraging their human and material resources, as well as their accumulated expertise.

3. Local Governance

Local governance is closely tied to the principle that public services are a fundamental right of citizens and must be delivered in a manner that ensures their intended purpose is achieved. To accomplish this effectively, citizens should manage their own affairs within a designated local authority. The primary objective of establishing local governance bodies is to distribute responsibilities and powers between the central government and local regions.

3.1 The Concept of Local Governance

Definition of Local Governance:

LANDELL and MILLS define local governance as the exercise of political authority and oversight over local communities to achieve economic and social development.

CHARLICK describes it as the effective management of local public affairs through a set of widely accepted legitimate rules aimed at advancing and enhancing the values sought by individuals and groups within the local community. His definition also highlights the administrative aspect, emphasizing the efficiency with which local public affairs are managed.(Abdelkader, 2012, p. 189)

Governance also requires the activation of issues related to transparency, credibility, and accountability, ultimately leading to higher economic growth, improved living standards, and increased participation of all individuals and institutions in society in the decision-making and implementation processes. It also involves monitoring performance levels, correcting deviations, and ensuring the achievement of sustainable local development.(Nour, 2007)

3.2 Elements and Characteristics of Local Governance

3.2.1 Elements of Governance

The elements of governance are as follows:

- **Participation:** The participation of all citizens is a fundamental pillar of good governance. This participation may be direct or through legitimate representative institutions. It is important to note that representative democracy does not necessarily ensure that the concerns of the most vulnerable groups in society are considered in decision-making. Participation should be informed and structured, which means ensuring both freedom of assembly and expression, as well as the existence of an organized civil society.

- **Rule of Law:** Good governance requires fair legal frameworks that are enforced impartially. It also necessitates the full protection of human rights, with an independent judiciary and a neutral, non-corrupt police force.

- **Transparency:** Transparency means that decision-making and implementation follow established rules and that information is accessible to those affected by these decisions. It also requires the availability of sufficient information in understandable formats, facilitated through media channels.

- **Responsiveness:** Institutions and processes should strive to be responsive to the needs of all stakeholders.

- **Consensus and Agreement:** Given the diversity of actors and perspectives in society, good governance requires mediating between different interests to reach a broad consensus on what constitutes the common good and how it can be achieved. It also necessitates a long-term and comprehensive vision for sustainable development and the means to attain its goals.

- **Equity:** The stability of society depends on ensuring that all members feel they have a stake in it and do not experience exclusion from mainstream social processes. This requires providing all groups, especially the most vulnerable, with opportunities to improve or sustain their well-being.

- **Effectiveness and Efficiency:** Good governance ensures that institutions and processes produce results that meet societal needs while making optimal use of available resources. Efficiency also includes the sustainable management of natural resources and environmental protection.

- **Accountability:** Accountability is a cornerstone of good governance, not only for government institutions but also for the private sector and civil society organizations, which must be accountable to the public and their stakeholders. In general, any organization or institution should be answerable to those affected

by its decisions or actions. Accountability cannot be ensured without transparency and adherence to the rule of law.

- **Strategic Vision:** Leaders, the public, and institutional decision-makers should have a long-term vision for good governance and development, alongside an awareness of the necessary conditions for achieving this development.

3.2.2 Elements of Local Governance

To achieve and implement local governance in practice—according to the declaration of the International Conference on City Management held in December 1996 in Sofia—the following elements must be ensured(Khalil & Boufassa, 2010):

- The transfer of responsibility for appropriate public activities to different local levels in accordance with the law.
- Financial decentralization and sufficient resources to carry out these activities at the local level.
- Genuine citizen participation in local decision-making.
- Creating conditions that facilitate the privatization of the local economy.

3.2.3 Characteristics of Local Governance

The characteristics of local governance are as follows(Broussi, 2009, p. 129):

- Governance involves the interaction of a network of institutions and local actors, not limited to the governmental sector.
- In governance, boundaries and responsibilities in economic and social actions are not always clearly defined.
- Governance reflects the interdependence between authorities and institutions engaged in collective action.
- Governance fosters the integration of independent networks of local actors.
- Governance upholds the principle of decision-making autonomy without direct reliance on state authority, with the latter using new techniques and tools to guide and manage collective action.

3.3 Reasons for Adopting Local Governance

3.3.1. Technical and Administrative Reasons

With the evolution of state functions, the centralization that characterized many countries led to the mismanagement of numerous resources and capacities, resulting in widespread corruption and favoritism. Additionally, the central government's control over various projects often made them misaligned with local needs, as standardized systems were imposed without considering local priorities. Since managing all activities from a single central authority is impractical, the shift towards a local governance system becomes necessary.

3.3.2 Socio-Political Reasons

Since public participation in local affairs is crucial and sensitive, local communities must govern themselves by electing their representatives. This necessitates expanding and diversifying participation channels in policymaking at the local level—both as an ethical value that upholds citizenship and popular sovereignty and as a practical goal to secure greater public support for policy objectives. Local governance emphasizes the importance of citizen involvement in designing and overseeing the implementation of policies that affect them, as participation serves as the primary tool for governance and administration in achieving local development.

4. The Role of Local Governance in Realizing Development and Activating Key Stakeholders

4.1 The Role of Local Governance in Implementing and Enhancing Local Development

Local governance creates the necessary foundation and environment for the success of local development through the following elements:

- **Enhancing Participation:** By providing appropriate mechanisms and means for local citizens, both as individuals and groups, to contribute to decision-making processes, either directly or through elected local councils that represent their interests. Participation also fosters trust and acceptance of political decisions among citizens, leading to an increase in local expertise.
- **Accountability:** Local decision-makers are subject to accountability by citizens and other relevant stakeholders.

- **Legitimacy (Rule of Law):** Local citizens must recognize the authority of those who hold power within the community, provided they exercise it within an accepted framework of rules, processes, and procedures based on law and justice, ensuring equal opportunities for all.

- **Efficiency and Effectiveness:** This refers to the ability of local institutions to convert resources into programs, plans, and projects that address the needs and priorities of local citizens while maximizing the benefits of available resources and achieving better outcomes.

- **Transparency:** Ensuring the free flow of information and easy access to it for all local stakeholders. This enhances the ability of citizens to participate and evaluate the effectiveness of local institutions. Additionally, accountability depends on the availability of information regarding laws, procedures, and the outcomes of local government actions.

- **Responsiveness:** Local institutions should aim to serve all stakeholders and respond to their demands, particularly those of the poor and marginalized. Responsiveness is closely linked to accountability, which in turn relies on transparency and the level of trust between local institutions and citizens.

- **Strategic Vision:** Local decision-makers should adopt a long-term vision that focuses on analyzing environmental conditions, leveraging available opportunities, and preparing for future challenges.

In conclusion, to effectively implement local governance and enhance its role in community development across all sectors, the following must be ensured:

- **The necessary political will**, which goes beyond merely enacting laws, condemning corruption, and advocating for good governance in official discourse. It must also establish and monitor concrete mechanisms for implementation on the ground.

- **Legislation and regulatory frameworks** that guarantee full transparency, freedom of information, and public access to all relevant data.

- **Supporting and strengthening the role of civil society institutions**, particularly associations active in combating corruption, by expanding their powers and enacting clear, precise, and specific laws and decrees.

- **Raising awareness and promoting a culture of integrity and transparency**, reinforcing ethical and professional standards, and fostering accountability while combating corruption among citizens. This includes establishing mechanisms for handling complaints, reporting corruption cases, and ensuring protection for whistleblowers.

In this regard, the Algerian economist Bashir Messaïfa (Moussaïfaa, 2010) proposes He considers this a decisive measure against corruption - a **national charter**, similar to an honor pact, that would be discussed in national sessions involving all state entities, including the military, security forces, political parties, labor unions, parliament, civil society, and the judiciary, after which all participants would sign it. He adds that this charter would grant all signatories the right to **monitor public spending**, expanding oversight from security and judicial supervision to public scrutiny, ultimately serving as an **ethical framework** that allows every citizen to inquire about how public funds are spent.

4.2 The Role of Local Governance in Empowering Key Actors in Local Development

4.2.1 The Role of Local Governance in Enhancing the Role of the State and Local Administration

Local governance strengthens the role of the state and local administration by applying the principles of **decentralization** and **democracy**, bringing governance closer to citizens, making it more attuned to their needs, and actively involving them in decision-making. This, in turn, fosters a sense of responsibility, encourages participation, and unleashes potential for implementing local development. Through this approach, the following key elements are achieved (Shawki, 1993, pp. 67-68):

- Continuously considering citizens' opinions and suggestions.
- Creating a suitable environment for participation by ensuring equal opportunities, upholding the rule of law, fostering a sense of security, strengthening participatory institutions, developing work regulations and laws, and emphasizing cooperation and coordination.

- Moving towards decentralization to enhance public participation.
- Cultivating a responsible and aware generation capable of democratic participation, collective action, persuasion, and a sense of social responsibility toward the community.

Local governance further enhances the development process by increasing public participation, which is justified by the following considerations (Sebti, 2005, p. 39):

- Local citizens are more familiar with their community's needs and what best serves them.
- Public participation helps identify various problems individuals face, which may be difficult for local administration employees to address alone.

- Involving individuals in development processes ensures their support, engagement, and commitment, making development efforts more stable and beneficial.
- Public participation serves as real support for government spending.
- Governments cannot undertake all tasks and services alone; public participation complements and strengthens governmental efforts, making it an essential component of the development plan.
- Participation through local institutions sometimes introduces new service and activity areas, contributing not only financially and morally but also directing government attention to new fields.
- Public involvement increases awareness, as organizers are compelled to continuously explain projects and services to gather funds and encourage broader community participation.
- Participation through local institutions and councils plays a regulatory and supervisory role, which is crucial in helping the government identify weaknesses and reduce administrative errors by executive officials.

5. The Role of Local Governance in Activating the Private Sector

The implementation of local governance creates a favorable work environment that supports and encourages the private sector to integrate and engage in the process of local economic development. This is achieved through the following elements (Azroual, 2009, p. 39):

- Ensuring that the poor and disadvantaged groups have easy access to financial and technical facilities to contribute to productivity, increase their income, and improve their standard of living.
- Promoting projects that generate and create job opportunities.
- Establishing a stable macroeconomic environment.
- Sustaining market competitiveness.
- Attracting investments and facilitating the transfer of technology and knowledge, particularly to the underprivileged.
- Enforcing and adhering to laws.
- Preserving and motivating human and environmental resources.

6. The Role of Local Governance in Activating Civil Society

Granting space to civil society and involving it in local decision-making and implementation leads to:

- **Service provision:** This includes the traditional roles that non-governmental and community-based organizations have undertaken for decades (such as associations, charitable institutions, and specialized NGOs). It is worth noting that civil society possesses high technical and professional capabilities that enable it to deliver acceptable-quality services and effectively reach the most vulnerable groups, particularly in rural and remote areas.
- **Contributing to the development process** by strengthening and empowering local communities. Civil society plays a role in capacity building, skills development, and training in various development fields, such as strategic planning, program formulation and implementation, and expanding public participation.
- **Participating in policy and planning at both national and local levels** by proposing alternatives, negotiating them, or influencing public policies to incorporate these alternatives. To achieve its goals, this type of civil society organization implements the following strategies:
 - **Monitoring and oversight:** Access to information is a fundamental right of citizens, enabling society to review proposed development policies, monitor their implementation, and evaluate their outcomes.
 - **Developing relevant legal frameworks:** Sustainable development requires enacting laws that protect this right and ensure transparency in information and public participation. Thus, there is a need for legislation that safeguards this right and outlines mechanisms for its implementation, in addition to laws related to economic, social, and cultural rights.
 - **Advocating for social justice** and addressing violations of economic, social, and cultural rights affecting families and individuals.

Conclusions

Based on the discussions in this research, it can be concluded that local development is a process of cooperation and interaction among all stakeholders in the local environment. It involves the combined efforts of citizens, governments, and civil society organizations in designing and implementing development programs and plans to enhance the quality of life in local communities across various development sectors. This is achieved by relying on their own capabilities and resources.

The development process cannot be achieved or sustained without the concerted efforts of all relevant stakeholders, with each party fulfilling its role (the state and local administration, the private sector, citizens, and civil society). This can only be realized in an environment characterized by transparency, credibility, accountability, harmony, and social justice, ensuring a high level of efficiency and cooperation among the various active parties within the region. Leadership must also enjoy a high degree of legitimacy and acceptance. Such conditions can only be established within a system of local governance.

Study Findings:

- Local governance creates a suitable foundation and environment for the success of the development process by enhancing participation, accountability, legitimacy and the rule of law, efficiency and effectiveness, transparency, responsiveness, and strategic vision.
- The role of the state and local administration is activated through local governance by applying the principles of decentralization and democracy, bringing administration closer to citizens, understanding their needs, involving them in decision-making, and sharing responsibility, which in turn motivates them and unleashes their potential to achieve local development.
- Local governance fosters a favorable work environment that supports and encourages the private sector to integrate into and contribute to local economic development by establishing a stable business climate based on fair competition and investment incentives.
- Governance empowers civil society and enables its participation in the development process, leveraging its high technical and professional capacities and its ability to reach all segments of society, particularly the most vulnerable groups.

Ultimately, the implementation of local governance is only possible through political will, the activation of civil society and the private sector, the enactment of laws and decrees necessary for its application, and the establishment of mechanisms to ensure full transparency and free access to information for the local public. Additionally, raising awareness and promoting a culture of integrity and transparency, reinforcing ethical and professional standards, and fostering accountability and anti-corruption efforts among citizens are essential.

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