

Good Governance of Local Authorities and Its Role in Promoting Sustainable Development Goals

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Abstract:

This research paper aims to examine the topic of good governance of local authorities and its role in promoting sustainable development goals, through analyzing the fundamental concepts related to governance and local authorities, and clarifying the relationship between them, with a focus on the main principles upon which good governance is based, such as transparency, participation, accountability, and the rule of law. It also seeks to highlight the role of these principles in improving the performance of local authorities and enhancing the efficiency of their management, the level closest to citizens and responsible for directly providing public services. The study also addresses the main challenges facing the implementation of good governance at the local level, whether administrative, legal, or institutional, in addition to the possible mechanisms for activating it, such as administrative modernization, strengthening digitalization, and expanding the participation of various stakeholders in the decision-making process. Accordingly, it is emphasized that the success of local authorities in performing their functions is linked to the extent of their commitment to the principles of good governance and their ability to respond to citizens' needs. The study concludes that good governance constitutes a fundamental approach to achieving sustainable local development, through improving the quality of public services, strengthening trust between administration and citizens, and ensuring more transparent and efficient management of local resources.

Keywords: Good governance, Local authorities, Sustainable development, Transparency, Participation

Introduction

Good governance is considered one of the most important modern concepts that has gained a prominent position in administrative and political studies, due to its effective role in improving the performance of public institutions and rationalizing the management of public resources. This concept emerged as a response to the shortcomings observed in traditional management patterns, where the current focus is on the necessity of adopting principles such as transparency, participation, accountability, and the rule of law, as fundamental pillars to ensure effective and fair management of public affairs. In this context, local authorities emerge as a key actor in the implementation of these principles, as they represent the administrative level closest to citizens and serve as a direct link between them and the state.

The importance of studying good governance in local authorities lies in addressing one of the central aspects of modern management, especially in light of the increasing economic and social challenges faced by states, which require a reconsideration of local governance methods. Moreover, local authorities are no longer limited to administrative roles only, but are now expected to play a comprehensive developmental role that contributes to improving citizens' living conditions, providing basic services, and achieving social justice, in line with the requirements of sustainable development, which is based on balancing economic, social, and environmental dimensions.

From this perspective, good governance seeks to establish a new model of local management based on effectiveness and efficiency, through involving various stakeholders, whether public institutions, civil society, or the private sector, in the decision-making process, thereby ensuring comprehensive and sustainable development. The success of local authorities in fulfilling their functions is closely linked to their commitment to these principles and their ability to respond to citizens' concerns and improve the quality of public services. The importance of this topic also lies in highlighting the complementary relationship between good governance and sustainable development, as the former is considered a fundamental tool for achieving the latter by ensuring the optimal use of resources, strengthening transparency, and enhancing trust between citizens and administration.

Accordingly, this study raises the following problem: Good governance, as a modern mechanism in administrative management, raises several questions regarding its role in improving the performance

of local authorities and its relationship with achieving sustainable development goals. This main problem leads to two key questions: What is the contribution of good governance principles in improving the performance of local authorities? How can good governance contribute to achieving sustainable development goals at the local level?

As for the methodology adopted, this study relies on the descriptive-analytical approach, through describing the various concepts related to good governance and local authorities, then analyzing their role in improving local management and promoting sustainable development goals, in addition to highlighting the main mechanisms related to their practical implementation.

Axis One: The Conceptual Framework of Good Governance and Local Authorities

First Section: The Concept of Good Governance

The World Bank defines good governance as: the manner in which economic and social resources of a society are managed for the purpose of development. From this definition, it can be understood that good governance is not merely an administrative method, but rather a comprehensive system based on managing public affairs in an effective and transparent way that ensures the achievement of sustainable development.

Good governance is also defined as a set of principles upon which the management of public institutions is based, such as transparency, accountability, rule of law, participation, and effectiveness in decision-making. It aims to ensure the proper use of public resources and direct them towards achieving societal welfare and improving the quality of life. Good governance is particularly important at the level of local authorities, as they are closest to citizens and most directly connected to their daily needs, making the application of its principles an effective means of achieving sustainable local development. Accordingly, it can be said that good governance represents a link between public administration and citizens, as it seeks to strengthen trust between both parties and achieve fair and balanced development.¹

We conclude that good governance constitutes a fundamental framework for managing local authorities, as it ensures the optimal use of resources and the achievement of sustainable development

¹Abdeladim Wazir, Governance, Department of Development and Administrative Studies and Research, Cairo, 2009, p. 112.

through involving various stakeholders and enhancing transparency and accountability in public affairs management.

This definition includes several fundamental dimensions that can be highlighted as follows: the process through which governments are selected, held accountable, monitored, and changed, reflecting the democratic dimension of good governance based on the principle of power alternation and accountability of officials. The capacity of the government to manage resources and provide services effectively, as well as to formulate and implement new legislation, reflects the managerial dimension of governance, where its success is measured by the efficiency of public performance and the optimal use of available resources. Respect for institutions that regulate economic and social interactions reflects the importance of the institutional and legal framework in ensuring stability and strengthening trust among different actors in society.

Good governance is also considered a foundation for creating and sustaining an environment conducive to development characterized by strength and justice, as it complements effective economic policies through activating the principle of public administration reform, undertaking binding legal reforms, and involving the largest possible number of stakeholders and beneficiaries in designing and implementing development projects to ensure their sustainability. However, despite its comprehensiveness, this definition does not precisely identify the actors involved in exercising power and managing resources for development, while World Bank literature often refers to three main actors in the governance system: the government, the private sector, and civil society, whose roles are complementary in achieving sustainable development and ensuring the effectiveness of public policies.²

We conclude that good governance is based on the interaction of political, administrative, and institutional dimensions, and that it can only be achieved through the involvement of various stakeholders in managing public affairs, ensuring the effectiveness and sustainability of development policies in the long term.

The United Nations Development Programme (UNDP) defines governance as: “the exercise of economic, political, and administrative authority to manage a country’s affairs at all levels. It comprises the mechanisms, processes, and institutions through which citizens articulate their interests, exercise their rights, fulfill their obligations, and mediate their differences.” From this

² Zuhair Abdel Karim Kaid, *Governance: Issues and Applications*, Arab Administrative Development Organization, Cairo, 2003, pp. 21–22.

definition, it is understood that governance is not limited to administrative management, but extends to include economic, political, and social dimensions, making it a comprehensive framework for organizing the relationship between the state and society.

This concept also highlights the importance of effective mechanisms and institutions that enable citizens to participate in public decision-making, whether by expressing their opinions or contributing to the formulation of public policies, thus reinforcing participatory democracy. It also emphasizes the necessity of enabling citizens to exercise their rights and fulfill their duties within a framework of transparency and rule of law, in addition to providing an institutional space for resolving disputes and negotiating conflicts in a peaceful and organized manner. Therefore, according to UNDP, governance represents an integrated system aimed at achieving balance among different actors in society and ensuring effective and fair management of public affairs.³

We conclude that the concept of governance, according to UNDP, expands beyond traditional state management to become based on interaction and participation between the state and citizens, ensuring more transparent, effective, and equitable governance of public affairs.

Section Two: The Concept of Local Authorities and Their Role in Administrative Organization

1- Definition of Local Authorities

Local authorities are urban and rural communities, as well as any other entities established by law. They are considered public legal entities endowed with legal personality and financial autonomy, which enables them to manage their local affairs with a degree of independence from central authority. A local authority consists of a human population residing within a defined geographical area, along with an administrative structure that includes elected bodies and administrative organs, in addition to possessing human and financial resources that help it carry out its various functions, particularly in the provision of public services and local development.

Local authorities are also considered territorial units whose geographical boundaries are precisely defined according to multiple considerations, including historical, social, economic, and even cultural factors. This is intended to ensure that such divisions align with the reality and needs, and sometimes this division is also adopted to promote cooperation and integration among different components of the region. Consequently, local authorities represent the administrative framework closest to the

³ Abdelazim Wazir, Governance, previous reference, p. 06.

citizen, contributing to bringing administration closer to the population and facilitating the process of meeting their daily needs within a framework of administrative decentralization.⁴

Regional authorities are regarded as the fundamental bodies within the administrative organization of the state, forming the basic level upon which public authority relies in managing local affairs. Their primary objective is to satisfy the general needs of the population, especially those that the private sector is unable or unwilling to meet, either due to low profitability, long timeframes, or their connection to the public interest. From this perspective, local authorities represent a geographically defined territorial entity and a population grouping with clear numerical and spatial boundaries. They also serve as a miniature administrative unit of the state, contributing to the implementation of central objectives at the local level.

They have been entrusted with a set of powers that take into account, on the one hand, the expansion of tasks assigned to central administration and the difficulty of managing them directly at the local level, and on the other hand, the increasing volume and diversity of public needs within the territory, which necessitates the existence of a nearby and efficient administration capable of responding to these requirements.⁵

We conclude that local authorities play a pivotal role in the administrative organization of the state by bringing administration closer to citizens and meeting local public needs, thereby ensuring a balance between central requirements and regional needs.

Local authorities have also been defined as local units possessing legal personality and financial independence, with their own sources of revenue that enable them to manage their internal affairs. These entities serve as a fundamental link between the government and citizens, facilitating communication and bringing administration closer to the public. They also play a prominent role in the development field by contributing to the implementation of local development projects and improving living standards within the territory.

Moreover, they are responsible for providing essential infrastructure services such as roads, water supply networks, sanitation systems, public lighting, and other services that directly affect the daily life of citizens. Therefore, the role of local authorities is not limited to administrative functions alone

⁴ Ahmed Obeid Al-Rashidi, *The Role of Local Administration in the Kingdom of Saudi Arabia in Sustainable Development*, 2018, p. 18.

⁵ Nasr Eddine Ben Chouaib and Cherif Mostafa, *Local Communities and the Paradoxes of Local Development in Algeria*, *Al-Bahith Journal*, Issue 10, 2012, p. 161.

but extends to include developmental, social, and economic roles, making them a key actor in achieving local development.⁶

We conclude that local authorities are a central actor in local development, as they combine administrative, service-oriented, and developmental functions, and contribute to linking citizens with the state by providing basic services and effectively responding to their daily needs.

2- The Role of Local Authorities in the Administrative System

Local authorities play a pivotal role in the administrative system of the state. They are not merely an executive mechanism for implementing decisions issued by central authority but constitute a fundamental link between the state and the local community. Their role contributes to consolidating the concept of decentralization by granting them powers in planning and decision-making in line with regional characteristics and population needs, making them an important actor in achieving sustainable local development.

Local authorities occupy a central position within the administrative system as its foundation and territorial extension. They operate under state supervision but simultaneously serve as a tool for implementing and adapting public policies at the local level. Without these decentralized bodies, it would be difficult for central authority to gather accurate data or respond effectively to citizens' needs, which would negatively impact decision-making efficiency.

The administrative system is concerned with structuring and organizing various administrative bodies within the state, including defining powers and responsibilities and regulating the functioning of public administration as an authority aimed at achieving the public interest and satisfying collective needs. Public administration enjoys a set of privileges that enable it to perform its functions as an executive authority.

The administrative system also organizes administrative institutions, defines their competencies, and distributes them according to precise legal rules. Local authorities are among the most important of these institutions, as the state relies on them to manage local affairs as part of the broader national public sphere.

⁶ Safwan Al-Mubaideen Hussein Al-Tarawneh, Tawfiq Abdel Hadi, *Centralization and Decentralization in Local Administration Organization*, Dar Al-Yazouri Scientific Publishing and Distribution, Jordan, 2011, p. 21.

The role of local authorities in the political system has witnessed significant development, coinciding with the growing emphasis on decentralization in governance and administration. This has led to viewing local authorities and decentralization as interconnected elements in addressing development issues, forming a unified framework upon which proposed solutions to developmental and administrative challenges are built. Political discourse often avoids highlighting the ideological backgrounds associated with decentralization choices, preferring instead to focus on efficiency and administrative effectiveness.

Furthermore, rapid international transformations have necessitated reconsidering traditional management approaches, making the modernization of administration and the improvement of its performance an essential requirement in building more efficient political and administrative systems.⁷

We conclude that local authorities constitute a fundamental component of the modern administrative system, as they contribute to the implementation of decentralization and the adaptation of public policies to local realities, thereby enhancing administrative efficiency and improving responsiveness to citizens' needs and development goals.

Section Three: Dimensions of Good Governance

According to the United Nations, governance is a system of rule based on elected political leadership and administrative competencies committed to developing societal resources, improving citizens' living standards, and enhancing their well-being within a framework that ensures their satisfaction, active participation, and support for decision-making processes. This definition implies that good governance is based on several interrelated dimensions, including the political dimension, which represents the primary foundation for establishing governance principles within the state. This definition encompasses three main dimensions:

1- The Political Dimension:

The political dimension is related to the nature of political authority and the extent of its legitimacy in representing society. Such authority is expected to result from free and fair elections that ensure the representation of different social groups. Legislative institutions play a central role as a link

⁷ Khaled Khalil Al-Zaher, *Administrative System: Foundations, Principles, and Activities of Public Administration and Its Privileges in the Kingdom of Saudi Arabia: A Comparative Study*, 1st ed., 2012, pp. 14–15.

between governance and citizens by enacting laws and overseeing government performance, while the government is typically responsible for implementing programs and public policies.

This dimension also focuses on enhancing political participation among various social groups, thereby broadening participation in public decision-making. Key indicators related to the political dimension include:

Indicators related to the level of participation in selecting governments, as well as indicators related to media freedom and its role in monitoring political activity.

Indicators measuring governments' ability to formulate and implement public policies efficiently, along with respect for public institutions and the law, including indicators related to combating corruption and reinforcing the rule of law.

Supporting political leadership internally and externally through independent judicial institutions that ensure a balance of powers and the consolidation of the rule of law.

Redefining the role of the state and its relationship with other economic and social actors, such as the private sector and civil society, while regulating each party's role within a framework of integration and coordination.⁸

2- The Technical (Administrative) Dimension:

The technical dimension of good governance refers to the efficiency and effectiveness of public administration, meaning the existence of a strong administrative apparatus capable of performing its assigned functions in an effective, organized, and transparent manner, thereby ensuring the quality of public services and the achievement of planned objectives.

This dimension is based on several key elements, including combating administrative corruption in all its forms and reducing negative bureaucratic practices that hinder efficiency. It also involves establishing clear rules and regulations that define the rights and duties of public employees, ensuring discipline and transparency within public institutions.

Continuous training of human resources is also essential, through programs that enhance employees' skills and improve the quality of their performance, thereby raising the standard of services provided to citizens. Another requirement is strengthening administrative independence from political and

⁸ Abdeladim Wazir, Governance, previous reference, p. 55.

economic influences, ensuring that it operates solely in accordance with the law and the public interest.

Despite this independence, a close relationship remains between administration and the political system, as administration is influenced by the nature of the governing system and contributes to implementing its policies at both central and local levels. In the modern era, public administration has gained increasing importance, becoming the backbone of any political system due to the growing reliance on technical expertise (technocrats) in managing public affairs.

Although administration is theoretically considered a tool for implementing public policies set by political authority, in practice, its continuity and stability compared to changing political leadership grant it significant institutional power, making it more knowledgeable about administrative processes and more capable of ensuring the continuity of public services. Thus, public administration is not merely an executive body but a key actor within the political system.⁹

3- The Socio-Economic Dimension:

The socio-economic dimension of good governance relates to the structure of civil society and the extent of its vitality and independence from the state, as well as the nature of public policies in economic and social fields and their impact on citizens in terms of living standards, poverty, and quality of life. It also includes the state's relations with external economies and other societies within the framework of international interaction and integration.

This dimension places the citizen at the center of administrative and developmental reforms, as the ultimate objective of public policies. The role of the state in the economic sphere has been redefined to focus on three main functions:

Achieving macroeconomic stability.

Rationalizing the size of the public sector and directing it toward efficiency.

Reforming the regulatory and legislative framework in line with development requirements.

This dimension highlights the importance of involving the private sector and civil society in the development process, as governance extends beyond the state to include all economic and social

⁹ Ammar Bouhouch, *Modern Trends in Management Science*, 2nd ed., Dar Al-Basaer for Publishing and Distribution, Algeria, 2008, pp. 39–40.

actors. The roles of this partnership include promoting values of work and productivity and achieving sustainable development.

Within this framework, the socio-economic dimension of governance is based on several key principles, including: building a strong and just state based on democratic foundations and respect for human rights; expanding participation between individuals and society in developing social structures and institutions; empowering different social groups to actively participate in political and social life; managing social contradictions and balancing various interests; and enhancing the overall political, economic, social, and cultural performance of individuals and society as a whole.¹⁰

Section II: The Role of Good Governance in Managing Local Authorities

Subsection I: Promoting Transparency and Combating Corruption

1- Transparency:

Transparency is based on the principle of free flow of information, so that it is available to all concerned parties in a timely and clear manner, which helps in making sound decisions based on accurate data. Governments and official institutions, in addition to public and private economic institutions, are the main sources of this information.

Transparency is considered one of the most important principles of good governance, especially at the level of local authorities, as it enables citizens to understand how public affairs are managed and to monitor the performance of local officials. It also contributes to strengthening trust between the administration and citizens and encourages active participation in public life.

To ensure transparency, information must be published publicly and regularly, whether related to budgets, projects, or administrative decisions, with the aim of expanding participation, oversight, and accountability on the one hand, and reducing corruption on the other.¹¹

¹⁰ Karim Hassan, *The Concept of Good Governance in Corruption and Good Governance in Arab Countries*, Center for Arab Unity Studies, Beirut, 2004, p. 95.

¹¹ Mohamed Yassine Ghader, *Determinants and Standards of Governance*, Center for Arab Unity Studies, Beirut, 2004, p. 210.

We conclude that transparency is a fundamental pillar in managing local authorities, as it enhances trust, broadens participation, and reduces corruption, thereby contributing to effective and sound governance.

2- Responsiveness:

Responsiveness refers to the ability of local institutions and administrations to provide public services to citizens quickly and efficiently, without discrimination or exception, while taking into account the needs of different social groups. This principle is one of the core foundations of good governance, as it reflects how close the administration is to citizens and its commitment to meeting their demands.

Responsiveness is also linked to the flexibility of the administration in dealing with citizens' daily concerns and its ability to adapt to various circumstances, ensuring continuity of public services and improving service quality.

This principle requires prioritizing consensus and agreement in resolving disputes and conflicts, whether among members of local councils or between them and citizens and civil society organizations.

This mechanism is considered one of the most important tools of good governance, as it contributes to rationalizing decisions and maximizing their outcomes through the involvement of all stakeholders. It also helps manage conflicts related to diverse interests and values, creating an environment conducive to developing more balanced and inclusive policies.

In this context, some local authorities may experience conflicts or administrative deadlocks, which negatively affect performance. Therefore, adopting democratic and consensus-based solutions that satisfy the largest number of stakeholders helps avoid such issues and reduces reliance on lengthy judicial procedures, which may weaken trust and democratic functioning. Informal communication also plays a role in improving relationships within administrations and enhancing performance.

- The need to prioritize consensus in resolving disputes and conflicts among members or even with citizens and civil society organizations:

Among the mechanisms of good governance that enhance the rationalization of political choices and maximize returns, this approach also promotes negotiation and conflict management over both material and moral values among different actors in political life.

It creates a suitable environment for developing more comprehensive and balanced policies adapted to contextual conditions. In Algeria, many local councils whether at the municipal or provincial level experience situations of conflict and administrative blockage. If consensus-based and democratic solutions satisfying the majority were adopted, many of these issues could be avoided without resorting to lengthy judicial processes, which do not foster trust or democratic work. Informal communication also improves performance among both permanent staff and elected officials.¹²

- Considering efficiency and effectiveness in evaluating the work of local authorities:

Efficiency and effectiveness are fundamental mechanisms of good governance, as they directly impact the quality and success of public policies. The more efficient and effective institutions are especially in legislation, implementation, and oversight the more accurate and goal-oriented their policies become.

This principle allows predicting policy outcomes before implementation based on clear criteria. Therefore, evaluating the performance of local authorities is essential at all stages. This can be done through monitoring reports prepared by central authorities, self-assessment by elected councils, and financial performance evaluation through budget analysis.

Efficiency is also measured by the proximity of local authorities to citizens, their ability to meet daily needs, and the reduction of complaints and disputes. It also includes their capacity to manage financial and human resources independently and effectively while minimizing external intervention.¹³

Subsection II: Improving the Quality of Local Public Services

Improving the quality of local public services is one of the major challenges facing local authorities due to its direct link to citizens' daily lives and satisfaction. This requires integrated strategies aimed at increasing efficiency and effectiveness in service delivery.

Key mechanisms include adopting transparency and accountability through effective monitoring systems, enabling early detection of deficiencies. The use of modern technologies, especially

¹² Baali Mohamed El-Saghir, *Algerian Local Administration*, Dar Al-Olum for Publishing and Distribution, Algeria, 2013, p. 268.

¹³ Qarfi Abdelhamid, *Algerian Administration: A Sociological Approach*, Dar Al-Fajr Publishing, Cairo, 2008, p. 155.

digitalization, helps simplify procedures, speed up services, reduce bureaucracy, and improve access to information.

Human resources also play a crucial role; continuous training enhances employees' skills and improves service quality.

Furthermore, involving citizens in decision-making by understanding their needs and expectations ensures better-targeted services and strengthens trust between the administration and society.¹⁴

We conclude that improving service quality requires a comprehensive approach based on transparency, capacity building, digitalization, and citizen participation.

Section III: Challenges and Mechanisms for Activating Good Governance

Subsection I: Administrative and Financial Challenges of Good Governance

1- Legal Outcomes:

Legal challenges represent one of the main obstacles to implementing good governance at the local level. There is a need to update the legislative framework in line with current transformations and development requirements.

This involves reinforcing the rule of law and building institutional governance to protect local authorities from abuse, while ensuring legitimacy through elections reflecting citizens' will.

It also requires strengthening communication between local administration and citizens, promoting openness, and involving civil society and the private sector in decision-making.

Adopting a participatory approach through delegation of powers and updating legal frameworks ensures clarity and effective citizen involvement in policymaking.¹⁵

2- Institutional Outcomes:

Institutional challenges involve strengthening local institutions through decentralization and improving governance structures. This includes promoting transparency, accountability, legitimacy, and responsiveness while ensuring equality and fairness in resource and responsibility distribution.

¹⁴ Baali Mohamed El-Saghir, *Algerian Local Administration*, previous reference, p. 125.

¹⁵ Abdeladim Wazir, *Governance*, previous reference, p. 10.

3- Political Outcomes:

Political challenges relate to reinforcing democracy and legitimacy through the application of the rule of law. Local authorities must ensure transparency, equality, and citizen participation in governance.

Modern management methods based on ICT must also be adopted to improve administrative performance and communication.¹⁶

We conclude that implementing good governance requires comprehensive reforms at institutional and political levels.

Subsection II: Mechanisms for Strengthening Governance: Digitalization and Administrative Modernization

1- Participation:

Participation is one of the most important governance mechanisms, allowing all individuals to contribute to decision-making directly or through legitimate institutions representing their interests. It focuses on freedom of expression, assembly, and civil society organization.¹⁷

The United Nations defines participation as ensuring that all groups men and women—have a voice in decisions affecting their lives, directly or indirectly.

Effective participation promotes political socialization, strengthens legitimacy, and fosters a modern political culture aligned with development and globalization.¹⁸

2- Rule of Law:

The rule of law means that all individuals and institutions, including governing authorities, are subject to legal rules. It ensures human rights protection, separation of powers, and judicial independence, which strengthens trust and stability.¹⁹

3- Transparency:

¹⁶ Ayman Odeh Al-Ma'ani, *Local Administration*, Dar Wael for Publishing and Distribution, Jordan, 2010, p. 162.

¹⁷ Karim Hassan, previous reference, p. 103.

¹⁸ Abdeladim Wazir, previous reference, p. 59.

¹⁹ Abdelkader Hussin, previous reference, p. 30

Transparency ensures free access to accurate and timely information. It requires publishing data, guaranteeing access to information, and supporting independent media to monitor institutions.²⁰

4- Responsiveness:

Responsiveness refers to the ability of institutions to provide services efficiently and fairly, reflecting real interaction with citizens' needs and improving trust.²¹

5- Consensus (Consensus Orientation):

Consensus aims to balance different interests within society through dialogue and negotiation rather than unilateral decisions, ensuring stability and inclusive policymaking.²²

6- Accountability:

Accountability is a key indicator of governance quality. It requires public officials to report on their actions and allows citizens to monitor and evaluate performance.

Mechanisms include:

- Executive accountability
- Legislative accountability
- Judicial accountability
- Oversight bodies²³

These ensure transparency, improve management, and reduce corruption.

We conclude that accountability is a fundamental pillar of good governance, ensuring oversight, transparency, and effective management.

²⁰ Karim Hassan, *The Concept of Good Governance in Corruption and Good Governance in Arab Countries*, previous reference, p. 77.

²¹ Omrani Karboussa, "Good Governance and the Future of Sustainable Development in Algeria," paper presented at the National Forum on Political Transformations and the Problem of Development in Algeria: Reality and Challenges, Chlef, 16–17 December, p. 04.

²² Mohamed Yassine Ghader, *Determinants and Standards of Governance*, previous reference, p. 98.

²³ Imad Al-Sheikh Dawoud, *Transparency and Anti-Corruption Monitoring*, in *Corruption and Good Governance in Arab Countries*, Center for Arab Unity Studies, Beirut, 2004, pp. 152–153

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