

Good Local Governance: The Criteria

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ABSTRACT

Local governance is generally derived from the power and capacity of local authorities to govern a territory in order to meet the needs of citizens. The general interest is consequently the strategic platform for local projects development. The art or way of governing is about how to implement a territorial development policy in consultation with the local actors involved. Local actors are required to master the processes and develop criteria for measuring good local governance. Associations, Citizens, State, Local Authorities, Networks of Associations and Non-governmental Organizations are all actors who play a very important role in local development. Good or bad local governance? What are the criteria for a good appreciation of local governance? The answer to these two questions requires a contextualization of the institutional system and its management. Good local governance uses behavioral values characterized by equity and social justice. An empirical study carried out in Agadir city on a representative sample of citizens shows the importance of the criteria of good local governance linked to the behavior of local actors.

Keywords: local governance, criteria, territory.

INTRODUCTION

On Friday, October 14, 2016, King Mohammed VI delivered a speech to members of both houses of Parliament on the occasion of Parliament opening. The main contribution of the royal speech was essentially centered on the relationship of the Moroccan administration with the citizen. The problem of the failure of the public administration was raised during intervention speech. Similarly, the King of Morocco reiterated the need to accelerate the process of advanced regionalization and administrative decentralization in order to meet the expectations and needs of citizens. The king of Morocco adds that the administrative reform must be carried out according to an accelerated program. Indeed, the royal orientations launched in this context of administrative failures, encourage the public administration, first, to listen to the needs of citizens and to be able to meet their expectations; secondly, to develop patriotism and the accountability of each actor to his country and its citizens; thirdly, to change attitudes in order to guarantee the quality of legislatures; fourth, to trainee development skills for administrators. Finally the Royal Guidelines have emphasized the importance of the integration of e-government (Program of the reform of the administration and tools of action 2017-2021 launched on 15/05/2017). All these criteria in fact represent only good governance within the public administration. This is why it is very important to study the criteria of good governance. Local governance is generally derived from the power and capacity of local authorities to govern a territory in order to meet the needs of citizens. The general interest is

consequently the strategic platform for local projects development. The art or way of governing is about how to implement a territorial development policy in consultation with the local actors involved. Local actors are required to master the processes and develop criteria for measuring good local governance.

Good or bad local governance? What are the criteria for a good appreciation of local governance? The answer to these two questions requires a contextualization of the institutional system and its management. Good local governance uses behavioral values characterized by equity and social justice. This is why we formulate a problem centered on the following question: What are the key criteria for good local governance in the city of Agadir?

We would like to know, first, whether the criteria of good governance selected from the literature are equally important in the city of Agadir (H1); Then, if the criteria obtained do not all have the same degree of importance (H2).

LITERATURE REVIEW

First, we will define the concept of "territory". Next, we will present a review of writings on the concept of "governance". Finally, good local governance will be understood on the basis of the evaluation criteria provided in the scientific literature and by national and international institutions.

Territory concept

According to the authors Gilly J.P and Perrat J. (2003), the territory concept can be apprehended according to the word of "proximity". The authors suggest three types of proximities, especially geographical proximity, organizational proximity and institutional proximity. It is indeed an interpretation properly developed by the school of proximity (Gilly, Torre, 2000). In this framework of reflection, firstly, proximity is linked to the notion of geographical space which designates limits determining the geographical property concerning three potentialities (human, technological, infrastructural and natural). Secondly, the notion of territory interpreted by organizational proximity is nothing more than collective action within a human organization. It is defined by an identity, objectives and actions organized between people or between structures. The latter, which are governed by laws and operate within a system, can only be operated within the framework of institutional proximity. Thus the notion of the territory is delimited by its context whether in relation to geographical analysis, human or institutional analysis, it is to be considered that "territory" is a polysomic concept and difficult to have a universal connotation. It is nevertheless necessary to consider the interaction between the three types of proximity as essential to better understand the internal functioning within a territory. The analysis of local governance that is the subject of this paper is based, possibly, on the interaction between the three types of proximity to understand its internal functioning and find solutions to contextual problems.

Local governance

The notion of local governance is linked to the need to control the management of public funds for social purposes within a defined territory. The question on the art of governing has flourished since the 1980s. The questions mainly concerned the technical management and management of men in public organizations. Different definitions have been given to the concept of "governance". There are those who analyze the concept in the public domain more particularly in relation to social reforms (Gilly, Leroux and Wallet, 2004) or in connection with the launch of public policies of general interest (Enjolras, 2005). The latter author emphasized the managerial aspect of governance as the coordination between the actors involved and the instruments deployed in this direction. This is in line with the proposal of the definition

provided by the authors Caby and Hirigoyen (2001) that governance is nothing more than mechanisms for controlling the decisions made by corporate governance. The concept of governance has evolved over time, which has changed its objectives and its contribution to the development of the public domain. The interpretations accorded to the concept of governance by international institutions are not far removed from the definitions proposed by researchers and theoreticians. Only, they emphasize the political aspect of governance that appears more important in the international context of governance. Indeed, the concept of governance was considered objective, composed of a set of processes, of principles and mechanisms necessary to achieve government objectives (OCDE, the European Commission, the United Nations Development Program, etc.). Similarly, we note from the analysis of the definitions provided by other international organizations that the notion of governance can be a subjective notion considering the behavioral aspect of political and governmental actors, their culture, their way of doing things in the world. As already defined by the authors Gilly, Leroux and Wallet (2004) and Bakkour (2013) the territory is recognized by its historical and cultural heritage when it comes to evoking the identity aspect of the territory.

Good governance criteria

Good governance can be understood by the principle of the participation of all actors in decision-making and policy formulation (Marcou et al., 1997, Bagnasco and Legales, 1997). It is essential to mention the citizen participation approach which consists of citizens exercising their rights through their involvement in solving local problems as a result of collective action. It is considered very important in the evaluation of good governance by the European Commission in 2001 and has been cited in the UN-Habitat program as one of the five indicators of the urban governance index (Farinos Dasi J., 2009). It includes a number of values that support the legitimacy of the citizen's right exercise. These values are transparency, integrity, commitment, democracy, access to information, the rule of law and justice. Good governance can be assessed by the effectiveness of public services, a reliable legal system and a responsible administration (Kaufmann and Kraay, 2007). Criteria of good governance are to be identified on the Council of Europe's institutional website. These include the good values that underpin the serenity of local authorities such as democracy, the satisfaction of the expectations and needs of citizens, the development of local potentialities and the optimal use of wealth, the respect of laws and decisions. We can find in the Kingdom of Morocco constitution (Article 12) ten principles of good governance composed mostly of the actors behavioral values. It is about respect for the law, equality of opportunity, sustainability, neutrality, justice, transparency, fairness, accountability, and quality, listening (the administrative reform and the action plans 2017-2021).

We will present in the following section the results of an empirical study conducted in Agadir (Morocco). It focuses on the perception of citizen's evaluation criteria of good governance.

RESEARCH METHODOLOGY

This research is quantitative in nature, whose main objective is to identify the most important criteria of good local governance in the city of Agadir. To achieve this goal, we have conducted a quantitative study by means of questionnaire distributed to 80 citizens, randomly, found at the exit of the public administrations located in the city of Agadir. All socio-professional categories, gender, education levels, cities and age categories are represented by the present study.

The questionnaire

The questionnaire survey was designed from the review of literature on local governance criteria and the result of the exploratory qualitative study which indicated the existence of 10 criteria of good local governance (Table 1).

Tableau 1 : Good local governance criteria

1. Transparency
 2. Equity and social justice
 3. Equal opportunity
 4. Service quality
 5. Competency
 6. Listening skills
 7. Fast service
 8. Satisfaction of needs and expectations
 9. Innovation and creativity
 10. serious
-

The questionnaire is led with 80 citizens. Among 80 questionnaires completed by face to face with the surveys, 80 questionnaires are valid; it does signify 100%. These respondents are all located in the city of Agadir.

The questionnaire consists of two essential parts: the first is designed to collect information of respondents, gender, age, family situation, level of education. In the second part we collected the perception of good governance criteria. Respondents are asked to measure the degree of importance by responding on a likert scale of 1 to 5 ranging from "Negligible" to "Very important". The data is analyzed using the statistical data analysis software "Spss17".

To measure the importance of local governance criteria, we used a 5 point likert scale will (5) (very important), (4) (important), (3) (less important), (2) (is not important), (1) (negligible).

Data processing

To assess the degree of importance attached to 10 criteria of good governance. The data are analyzed on SPSS 17. A t-test analysis was used.

An Index value of each factor was calculated using the following quantitative model.

$$\text{Score (S)} = \frac{\sum_{j=1}^5 M_{ij}P_{ij}}{\sum_{j=1}^5 M_{ij}} ; (i= 1, 2, \dots, 10 ; j=1,2, \dots, 5)$$

- Score (S) = the level of importance given to criteria of good local governance
- P_{ij}= ratio of each factor.
- M_{ij} = the number of respondents who chose the effectiveness rating.

Calculates the score Mean and the standard deviation we will be used to prioritize the good local criteria according to their degree of importance (Rank orders).

ANALYSIS, FINDINGS AND DISCUSSION

Analysis of demographic characteristics

The analysis of the survey results indicates that:

- The majority of respondents are men, representing a rate of 60% of the total population. Women represent 40%.
- The majority of respondents are older than 45 years old distributed as follows, 30% have an age between 35 and 45 years, 10% of respondents are between 25 and 35 years old. The remaining 60% are over 45 years old.
- 55% of the respondents are married people and 45% are single people.
- The majority of the respondents 50% had a higher level of education, 18% had a secondary level and finally we find even citizens with a primary level (17%). Illiteracy respondents represent 15%.

Ranking and means of good local governance criteria

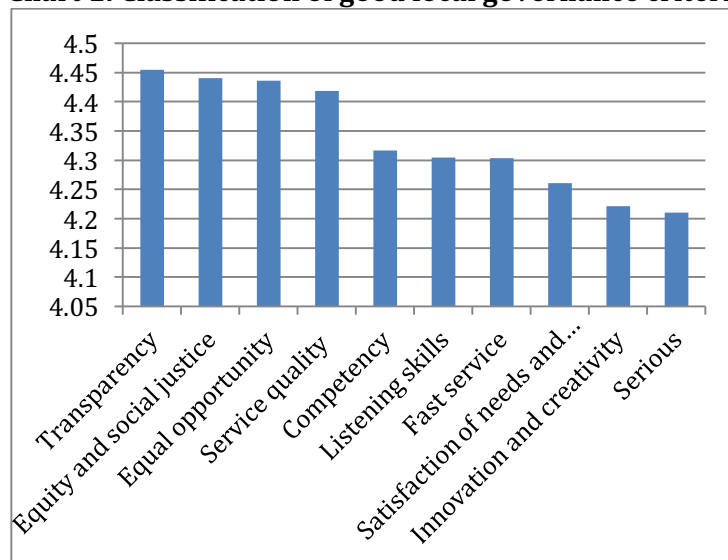
This part purpose is to validate and to prioritize the key criteria of good local governance in Agadir (Morocco) by using the arithmetic means and rank orders. The 10 criteria must have a mean that is different from 0. A t-test was conducted at 5% level of significance.

The following Table 2 shows the average arithmetic and rank of 10 criteria of good local governance. If the criteria have the same score, we compare the standard deviation. Only the level of significance on sample t-test less than 5% (see table 2) indicates that all the statistics are significant.

Criteria	Ordre	sig.(2-tailed)	Means
1.Transparency	1	0	4,4541
2.Equity and social justice	2	0	4,4400
3.Equal opportunity	3	0	4,4356
4. Service quality	4	0	4,4178
5.Competency	5	0	4,3165
6.Listening skills	6	0	4,3048
7.Fast service	7	0	4,3037
8.Satisfaction of needs and expectations	8	0	4,2606
9.Innovation and creativity	9	0	4,2209
10. Serious	10	0	4,2103

Criteria with means exceeding or equal to 4 are recognized as the key criteria of good local governance. According to table 2 we can see that all the 10 criteria receive a mean score superior to 4. It will be signifying that all of these criteria are accepted by citizens.

Chart 1: Classification of good local governance criteria



We can also observe according to table 2 that:

Firstly, criteria with an average greater than or equal to 4 are recognized as good local governance criteria. All ten criteria were able to reach agreement or consensus. This makes it possible to support the validity of our first hypothesis H1 whose statement consists in supposing that the criteria of good governance resulting from the literature review are also important in the context of the city of Agadir.

Secondly, the degree of importance is not the same for all the criteria. Indeed, it appears that the most important criteria are of a behavioral nature. Thus, the second hypothesis H2 is well supported.

However, we must point out that the difference in scores obtained is not very high, due to the importance given to all the criteria studied.

The first criteria for good local governance in public administrations are transparency (Score = 4, 4541), equity and social justice (Score = 4, 4400), equal opportunity (4, 4356), quality Service (Score = 4,4178), competency (Score = 4,3165), listening (Score = 4,3048). The other variables represent slightly decreasing scores will vary between 4, 3037 and 4, 2103 in comparison with the first criteria of good governance.

DISCUSSION AND CONCLUSION

The results of this research work reveal a very important category of good local governance criteria in the city of Agadir (Morocco). These factors are related to the behavior of local actors in public administrations. Indeed, among the criteria of good local governance we find five criteria of good governance among six referring to the behavioral aspect of local actors. The technical aspect as well as the quality control is also very important. Therefore, the local behaviors actors within the public administrations seem very important to satisfy locals.

The results of this research work are well supported by the contributions of the authors Marcou et al (1997); Bagnasco and Legales (1997); Kaufmann and Kraay (2007); Farinos Dasi, J. (2009) and also by what is dictated in the reports of national and international institutions (ICPC Report, 2011, program of the reform of the administration and action plans 2017-2021, the World Bank , the International Monetary Fund, the Commission on Global Governance) which stipulates the existence of behavioral criteria in the evaluation of good governance.

What comes out of this empirical study indicates that citizens have a behavioral vision of good governance. According to their perceptions, a modern administration that meets the needs and expectations of citizens must take measures of personal and behavioral development. The challenge is to change attitudes of public servants.

The results of this research are specific to the context of the study. Therefore, obtaining the same results can only be made in the same context. This is explained by the culture of citizens and their ways of perceiving the world.

Throughout this paper, good governance in public administrations is analyzed according to the participatory approach of local citizens, which consists of citizens participating in territorial decision-making through their opinions and the expression of their expectations needs.

This work brings added value to local actors and especially to government officials because, it shows the main criteria that must be taken into account to assess the effectiveness of their administration.

This study was limited to the city of Agadir; it would be interesting to target other Moroccan cities in other regions. Another constraint of this research work is focusing on the perception of citizens. This is explained by the participatory theoretical approach adopted by this study. Nevertheless, the generalization of results among other categories of local actors is difficult.

Therefore, we find it useful in future empirical research studies to target other categories of actors such as associations, communities, NGOs, etc.

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