

Local Partnership as Mechanism to Create Wealth in Municipality in Algeria

الشراكة المحلية كآلية لخلق الثروة في مؤسسة البلدية في الجزائر

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Abstract:

Local partnership is a new model of local governance, including a set of mechanisms to create wealth in the municipal institutions in Algeria in order to improve the level and the degree of well-being of local citizens who are considered the center of this process, and for whom all development plans in the local sphere are constitutionally and legally adopted. Then, this new approach to local development has become necessary in the post-modern world for the State's institutions work together to build and activate all partnership mechanisms among various local actors to create wealth, which remains the ultimate goal of all modernization and development programs.

Keywords: Local partnership, wealth creation, municipal institution, Algeria.

Résumé:

Le partenariat local est considéré comme un nouveau modèle de gouvernement local, car il comprend un ensemble de mécanismes visant à créer de la richesse dans la société municipale en Algérie et dans le but d'améliorer le niveau et le degré de bien-être des citoyens locaux, qui sont considérés comme le cœur battant de cette équation, et pour lequel

tous les plans de développement au niveau local sont constitutionnellement et légalement adoptés. Compte tenu du degré de développement important des institutions gouvernementales locales dans le pays, il est devenu nécessaire dans le monde post-moderne que l'État travaille avec toutes ses institutions pour construire et activer des mécanismes de partenariat entre les différents acteurs locaux afin de créer de la richesse, qui reste le plus grand objectif de tous les programmes de modernisation et de développement approuvés.

les mots clés: Partenariat local, création de richesse, corporation municipale, Algérie.

الملخص:

تعتبر الشراكة المحلية نموذج جديد من الحكم المحلي، حيث يتضمن مجموعة من الآليات لخلق الثروة في مؤسسة البلدية في الجزائر، وبغرض تحسين مستوى ودرجة رفاه المواطنين المحليين الذين يعتبرون القلب النابض في هاته المعادلة، والذي من أجله دستوريا وقانونيا تبنى كل مخططات التنمية في المجال المحلي. ونظرا لدرجة التطور الكبير الذي عرفته مؤسسات الحكم المحلي في الدولة، فقد أصبح من الضروري في عالم ما بعد الحداثة أن تعمل الدولة بكل مؤسساتها على بناء وتفعيل ميكانيزمات الشراكة بين مختلف الفواعل المحلية لخلق الثروة، والذي يبقى الغاية الكبرى من كل برامج التحديث والتنمية المعتمدة.

الكلمات المفتاحية: الشراكة المحلية، خلق الثروة، مؤسسة البلدية، الجزائر.

Introduction:

At all levels, the nature of municipal institutions' work is no longer limited to providing some administrative services within a framework of subordination that may appear decentralized. In reality, they are still institutions subject to the theory of deconcentration, which is closer to centralization than to decentralization. This may be the case for most municipalities in the Third World, and whatever might be said about the history of municipalities in the world, they remain the ancient institutions and it goes back to the

ancient times, given the greatness of previous human civilizations, even if the names changed.

In Algeria, the new municipal institutions emerged in the post-independence era and were established (by the constitution) in the second half of the 1970s in its simple form. Over time, there happened some transition from a single-party political system to a multi-party system, for that reason the concept of municipalities evolved from centralized administrative service provider to economic financial decentralized institutions with new functions focused on achieving financial independence from the center. This new trend gave them a new identity, providing a degree of autonomy from central control thus; enabled local planning and application of the principle of local specificities.

Therefore, one of the new tasks that municipalities seek to implement, particularly in their nature and relationships with various actors, is the mission of "**creating wealth.**" This has led local decision-makers to rely on various actors, whether formal or informal, particularly from the private sector (investors, businessmen, local wealthy individuals, etc.), and civil society in order to achieve development and prosperity in their local community.

Local media and others, so the expected results are of high quality. This trend has indeed spread to a great extent in the Western countries. Perhaps these developments on the Northern side of the Mediterranean Sea are what prompted the Algerian political system to focus on the development and enhancement of new local partnership programs, which cannot succeed without involving all actors in projects and programs to create wealth that will inevitably lead to the achievement the desired goal of local development.

Research problem:

Anyone who observes the nature of how municipal institutions work in Algeria, will finds a lot of contradiction, whether on the practical level or on the intellectual and planning level.

Although the Algerian Constitution recognizes that these institutions have been described as decentralized and independent from the central government.

On the other hand the reality shows that the percentage of deficit of budgets in these institutions are still paid central authorities from the state's general treasury. Therefore, here the idea of mechanisms for creating wealth emerged, including the necessity of activating local partnership.

The research problem revolves around the main question: **what extent can local partnership between various official and unofficial parties contribute to the creation of wealth in the municipal institution of Algeria?**

The Study Hypotheses:

First hypothesis: The more formal and informal actors at the local level have a greater degree of awareness; and strong belief in the goals of local development, the more achieving the task of creating wealth will be possible.

Second hypothesis: There is no way to creating wealth and building sustainable local development, except by adopting partnership between all official and unofficial parts.

Study Objectives:

The purpose of this study includes the following objectives:

- Understanding the mechanisms and methods of local partnership and its role in enhancing wealth creation in municipal institutions in Algeria.
- Analyzing the impact of local partnership on development and wealth creation in municipal institutions in Algeria.
- Understanding how to improve cooperation between the public sector, private sector, civil society, and local elites to achieve local development.
- Evaluating the factors influencing the success of local partnership as a mechanism for wealth creation and identifying the challenges it may face.

- Guiding national and local policies and strategies to enhance the role of local partnership in wealth creation in municipal institutions in Algeria

Reasons for choosing this topic:

Reasons for selecting this subject have been chosen for several purposes, including:

- Highlighting the relationship between local partnership and wealth creation.
- Highlighting the effectiveness of investing in the capabilities of civil society, the private sector, and the local elite as local partners for local decision-makers in creating wealth in the municipal institution, and that they are an important link in this process that requires the cooperation of many actors and social institutions.

Study approach:

In order to analyze and address the subject of Local Partnership as Mechanism of Create Wealth in Municipality in Algeria, we will employ a descriptive-analytical method in our research, Which corresponds to the nature of the subject, by describing the phenomenon understudy. This approach provides detailed data about the actual reality of the phenomenon or the subject of study, by relying on a list of scientific references that touched at the same time the subject and analyzed it to reach the desired goal of this study.

Study Structure:

To examine this central question and answer it, we will address the following axes in our study:

Axis 1: Local partnership as a new paradigm for creating wealth in the municipality (conceptual chapter)

Axis 2: Actors and parties approaching local partnership as a mechanism for creating wealth in the municipal institution in Algeria.

Axis 3: Challenges of local partnership in the pursuit of creating wealth in the municipal institution in Algeria.

The first axis: local partnership, a new paradigm for creating wealth in municipalities (concepts and notions)

After the fall of the Soviet Union and the collapse of communism, international relations shifted toward adopting a one-polar approach, imposed by the United States of America and its European allies, in which political, economic, cultural, and legal systems were imposed over all the world countries, especially on weak countries which suffer from crises. Among these systems one may cite the issue of local governance, which focuses on the idea of independence and support for decentralization in the American local governance system. Some observers have considered it a paradigm (a character, model, or example) of how to conduct the experiment and what tools are available to carry out that experiment. This is what the concept of local partnership embodies, as it is not merely a dormant idea or theory between the pages of books or magazines, but rather it is a practice and necessity that only exist when it is applied on the ground. This is what we will clarify in the following elements:

1-The concept of the term "municipality" :

The word "**municipality**" in French "**commune**," it dates back to the 12th century AD. It is actually a level of administrative division in the French Republic, and it is synonymous in the United States and Canada with words such as "**civil townships**" , "**corporated municipalities** " and in Germany it is called "**Gemeinden**," in Italy "**Comuni**," in Spain "**Municipios**," and in Britain it is synonymous with the word "**civil parishes**"(Wikipedia, the name of the municipality <https://en.wikipedia.org/wiki/Municipality>).

As mentioned before, the term **Municipality "Commune"** is one of the terms that emerged and flourished at the beginning of the French Republic in the Middle Ages. It is derived from the Latin word "**Communia**" which means a large popular assembly sharing the requirements and needs of its inhabitants life, and the word "**Commune**" is derived also from the old Latin word "**Communis**" meaning things held in common.

In France, the **municipality** is considered the smallest administrative level in the country, managed by a locally elected council. Among the elected members of this council, the mayor who means the democratic elected chief; therefore, mayors in France often receive foreign dignitaries, indicating their significant position in the French political system. In other words, this does not mean that other countries have not known this type of municipality. On the contrary, civilizations throughout history have had various forms of administrative divisions and management, which might have been better than the current ones.

As Muslims, we take pride in the fact that all evidence in writings, stories, and authenticated narratives confirms that the state that originated in the city of Medina, centralized management in those conditions were impossible. Of course, this vast area of the Islamic Caliphate required the application of decentralization system to dealing with those new regions that were conquered. Therefore, the Prophet Mohammed (peace be upon him) and the caliphs who succeeded him appointed workers and governors to manage and administer those new regions that came under the rule of the rational Islamic State. Effectively, there are many stories and narratives about this. **(Jaaid, 2015, pp. 50, 55).**

Considering the importance of municipalities in the West, particularly in France, the number of municipalities is very large compared to Algeria; however, the number of municipalities in Algeria is 1541, while in France, according to the 2021 statistics, there are approximately 35083 municipalities, including 34836 in the French mainland and over 200 in the overseas departments and 83 are local groups in the overseas territories of New Caledonia.

(Wikipedia Encyclopedia, Municipalities of France, <https://ar.wikipedia.org/wiki>).

Historically speaking, Algeria has undergone several administrative divisions, whether during the Ottoman period or the French colonization. In the Ottoman period, it was close to the local governance system in America today, because Algeria at that time was administratively divided into four regions : (Willaya; as a state in the USA)

- **The Sultan's residence** in the capital of Algeria, Algiers .
- **The eastern Beylik** in Constantine.
- **The western Beylik** in Oran.
- **The Beylik of Medea** region.

And all those Beyliks(Turkish word means was actually quite independent from the central authority. The "Bey," who was equivalent to the present-day governor in the United States, had full control and autonomy over his region, collecting taxes and revenues from its citizens and traders. Every three years, a portion of these funds would be sent to the capital, where the Sultan's palace was located (**Dey** who represent the ruler of the country) . This administrative system was influenced by the Turkish period in Algeria, and many Turkish terms are still in use today, such as "Beylik." Which is the public things .(**Saoudi, 2011, p-p. 27 - 48**)

During the French colonial period, Algeria was divided into three provinces: Algiers, Constantine, and Oran, all under the authority of the General Governor in the capital city of Algeria. Each province was further divided into districts, each overseen by a deputy governor, known to day as a district chief. These districts were then subdivided into municipalities, some with full authority for Europeans and others with a mixed population, with the majority of Algerian. The other municipalities were under French administrative control, meaning the French military. This was a very harsh period for the Algerian people. (**Saoudi, 2011, p-p. 170-195**)

During the independence period, Algeria saw several administrative divisions, all following the French model of *Willaya*, *Daira*, and *Municipality*. Over time, some names changed, such as Wilaya replacing **Amala** (District) and **Baladiya** (Municipality) replacing Delegation. In 1984, the country underwent a new division in 2020, increasing the number of willayas from 48 to 58, with the addition of 44 Delegated Willayas (Quasi District) in the

high plateaus of Algeria. It is expected that these Delegated Willayas will be upgraded to full willayas, potentially bringing the total to 78 or more, as some anticipated researchers guess.

2 - The Concept of Wealth Creation:

When we focus at the level of Local Administrative in Algeria, we find that the concept of wealth creation is newly and contemporary term that most countries aim to achieve it on the ground.

Today, all countries prioritize their economies to achieve maximum wealth in all its different forms, which in turn contributes to human development, particularly at the local level ,which is also a very important outcome of local governance that emerged after the Second World War, this process started with the modernization movement that focused on rebuilding post-war devastation, and as we know the United States of America had suffered minimal losses in this war Correspondingly played a significant role in this era of reconstruction especially in Europe, because war not taking place on its soil.

As usual, the victorious and strongest impose their model and general system on all units and countries that could influence it. For this reason **Marshall Plan**, and **Truman Doctrine**, and other new colonial projects were all aimed at rebuilding Europe and what the war had destroyed. Despite the apparent innocence of the American project, it was actually it was a soft colonial project on the European Continent, especially since America has found a strong justification for its presence in Europe, even going as far as building military bases and establishing strategic military alliances like NATO to counter the communist expansion of the Soviet Red Army.

According to Ibn Khaldun's theory on the rise and fall of nations, the defeated states and regimes tend to emulate the victor in their behavior, customs, and overall conditions. This led European countries, especially those in the Western region, to be influenced by the American model, which implemented a system of local governance where in local units in America enjoyed almost complete independence from the central federal authority. Consequently,

this prompted Europe to carry out further decentralization reforms in exchange for reducing the power and authorities of the central government, this new theory and practice were not common in Europe at that time, especially during the Wars of the 17th to 19th centuries, when the conditions of war imposed highly centralized systems that were used in such circumstances. Therefore, America in these cases it imposed on the European units within its sphere the adoption of the same capitalist pattern based on freedom, democracy, individualism, local governance, and extreme decentralization later on.

The idea of the independence of local units, as conceived in Western literature and philosophy, is based on the concept of granting localities more autonomy in decision-making and more discretion according to the interests and priorities of the local citizens. It was found that the interests of citizens in rural and agricultural areas were not the same as those in industrial or tourist areas, therefore this difference necessitated variations in implementation, execution, budgeting, direction, and other aspects of each municipality .

Since the establishment of municipal institutions in Algeria, (Willaya, Municipality) the Algerian legislatures have been striving to achieve **Decentralization**, focusing on the idea of financial independence. This aims to make all local units a source of local wealth and a primary source of central financing in the future. Some argue that these units cannot be independent from the center due to the lack of local resources that create wealth. However, during the Ottoman and French Eras in Algeria, the country with its limited resources served as a strategic reserve for European citizens. This raises questions about the reasons why Algeria could not achieve self-sufficiency now, especially considering that France used to import wheat from Algeria in the 18th and 19th centuries. This situation emphasizes the necessity of transitioning to the implementation of the concept of local partnership to create this prominent wealth.

3 – Definition of local partnership

Then, the concept of local partnership emerged in the early 1990s through global discourse at United Nations conferences, such as the Rio Conference on Environment in Brazil in 1992, the World Conference on Human Rights in Austria in 1993, the Cairo Conference on Population and Development in 1994, the Social Summit in Denmark in 1994, the Women's Conference in Beijing in 1995, and the United Nations Conference on Human Settlements in 1996.

All these conferences have emphasized the importance of partnership in general between the state (government), the private sector, and civil society institutions. From the heart of these conferences it emerged the idea of local partnership as a new mechanism or approach to development at the local level, based on involving various local actors in the implementation and achievement of developmental projects that respond to the needs of the population and respect the principles of local governance (Al-Jouzi, 2014, pp. 64, 65). And it also promotes democracy built on the approach of local participation as a practice, not just as a slogan or a facade for decoration.

Therefore, the idea of local partnership and its aim to add procedural privileges such as interactivity, empowerment, direct citizen contribution, financing, initiatives, consultation, accountability, monitoring, evaluation, and follow-up, came to eliminate the pathophysiological applications that were prevalent at the local level. The focus was on serious work to eliminate all these procedural complications and old practices that hinder developmental goals, which have prevented the achievement of the dynamism that ensures fair and guaranteed distribution of wealth and social justice. In addition, it seeks to bring more credibility and legitimacy to the decisions made at the local level to regain the trust of citizens, and in the context of precise and conscious accountability and direct supervision of local groups. This has forced everyone to make the citizen the focus of development, and even the guarantor of real effectiveness in shaping and implementing public policies for local groups.

The aforementioned is affirmed by both author writers: "Bruce Carrington" and "Barry Troyna" when they agreed that partnership is the only system that preserves the dignity and value of the individual, as well as helping the government to find solutions to crises by involving citizens in decision-making (**Laid & Abdul-Jabbar, 2000, p. 163**). Of course, this approach does not deviate from the essence of democracy, as described by former American President Abraham Lincoln, "government of the people, by the people, for the people." (**Abraham Lincoln**)

In her book "**Feminism and Citizenship**," Rian Voet, argues that achieving full partnership, as she describes it, requires a significant amount of volunteer work from every ordinary citizen (activating the role of civil society associations). She believes that it is not possible to allow for quick and effective decision-making. Furthermore, ordinary citizens do not possess efficient evaluation in all areas (a citizen is not a substitute for the government). Therefore, decision-makers should consult the people affected by these policies to ensure that the decision is appropriate and fit. This is logical because the primary beneficiary of these policies is the citizen. (**Elshaishaki, 2004,p195**), so it is logical for them to be involved in their creation and implementation. For example, if citizens are in a desperate need for a hospital and the decision-makers provide a swimming pool instead, here there is a problem, and this policy must be changed.

McQuaid also views local partnership as "the sense of cooperation, mutual trust, and collaboration between individuals and local organizations to achieve a common goal, focusing on the relationships between two or more stakeholders from different sources working together to achieve a common goal".(**Vasconcellos and Maria Vasconcellos, 2009, p.135**).

It is important to emphasize that it is difficult for everyone to agree on a single interest, but the process of election, voting, and all mechanisms such as surveys and public opinion will

solve the problem, but at the end the decision will at least be public in because the majority of citizens have participated and chosen it.

From what has been said previously, local partnership can be considered as a new approach based on the distribution of roles among local communities, individuals, non-governmental organizations, and the private sector. Its primary goal must be to promote local community development economically, politically, socially, culturally...etc. , in addition to encouraging the participation of the local community in decision-making and the implementation of development policies and programs.

In addition to the above-mentioned, partnership can also lead to:

- More efficient and diversified use of financial resources.
- Promoting a spirit of participation, cooperation, and oversight.
- Achieving justice that reduces the negative possibilities of social and economic impacts.
- Creating more creative and acceptable ways to protect natural resources.

Therefore, local partnership works to create vitality in the political life within the local community as a framework for communication in which each actor contributes with their capabilities and qualifications to the achievement the specific goals among the parties involved in the local partnership equation. Hence, a set of requirements must be met to build a strong local partnership, which ensures the continuity of applying local structure and practice. Then, If we refer to the basic requirements for building local partnership, we specifically mention indicators that confirm the sovereignty and authority of the people, open organizational pluralism, deepening the concept of citizenship, achieving social justice, and the rotation of power. These can be interpreted as follows:

Confirming the sovereignty and authority of the people: which means that the people are the source of sovereignty and authority, and therefore the government is accountable to the citizens' representatives and subject to their will. They also have the right to monitor the

implementation of laws to preserve their public rights and civil liberties.(Lounissi, 1992, p. 16)

Open Organizational Plurality: It refers to the freedom to form political, social, charitable, or cultural parties, organizations, and associations without restriction. It serves as a mechanism related to the communal and partisan system. (Laid and Jabar, op-cit,p. 141), acting as an intermediary between the governing authority and the governed at the local level, and preventing the monopolization of power by a specific group.

Deepening the Concept of Citizenship: Citizenship is a significant indicator, representing a continuous and close sense of responsibility towards others with whom one shares the living space. It enables individuals to contribute to the safety, stability, unity, and integration of their nation, as well as participate in political activities, by providing them with material and moral capabilities.(Badie, 1984, p.4)

Achieving Social Justice: This encompasses the economic aspect of partnership, ensuring fair distribution of wealth and growth returns, in contrast to authoritarian states where social forces are excluded from wealth distribution. Consequently, politically marginalized classes are also economically deprived, leading to poverty and rendering democratic freedoms and human rights meaningless. Therefore, social equality and justice are fundamental prerequisites for building local partnerships.(Ben Antar et al, 2004, p. 72)

Power-sharing: means that access to power or resignation from it is subject to the will of the governed. This rejects the theory of monopolizing power by one party or individual, and prevents the use of military force to seize power except in self-defense. It also believes in the right of civil society to choose its rulers at the level of the executive authority or to choose its representatives at the level of local councils. (Benantar et al, op-cit, p. 341)

At the end of this element of our study, Although these standards indicate the possibility of availability of a solid local partnership structure and principles in different communities, and represent at the same time the most important characteristics of the participatory approach

and its traditional features, these indicators are not fixed, and the establishment of local partnership according to other foundations and rules is possible in all societies. Nonetheless, local partnership remains a desirable quest and goal, especially for the municipality in Algeria, which must inevitably move from administrative decentralization, that provides purely administrative services and relies financially on central authorities aids, to economic decentralization that produces and creates wealth, relying on partnership with all official and non-official local agents.

4- Objectives of the Municipality in Algeria:

The municipality is considered as a basic apparatus of the state. It is the most important institutional framework at the local level. It also constitutes the ideal framework for citizen participation in public affairs management, not only because of its ancient history and existence dating back to pre-Roman and pre-Greek era, but also because of its strong relationship with the base of society and its distinguished roles in finding solutions to citizens' problems. It is the basic cell of the state and it is "the regional base for centralization and a place for practicing citizenship, and it constitutes a framework for citizen participation in public affairs management." In the Algerian administrative organization, the municipality is considered as the most important close administration. The citizen has so much interaction with it and is constantly in contact with its services in order to meet all his needs. Municipal institutions hold an important position in the administrative organization of modern states. They are the pillars for regional organization, as defined by Professor **Ammar Aouabdi**, "a non-centralized regional-local administrative unit in the Algerian administrative system, and it is the basic and fundamental political, administrative, social, and cultural organizational unit" (**Mekhnach, 2019, p. 160**). Based on the previous definitions, it can be said that the municipal institution, as one of the most important local units, has become a corner stone in economic, social, political, and even financial fields. It aims to expand its local partnership with key actors in local partnership (civil society, private sector, local authorities, etc.) and diversify its relations to revitalize the economic, social, and political development of its local communities. This relies on its fundamental aspects, namely, the necessity of having locally elected bodies since local authorities combine appointment and election to achieve

representation. The municipality must also delegate some powers from the higher authorities of the state to local bodies of the regions, without come back to the center, within what is called in public administration, decentralization (**Abdellawi and Boubacker, 2020, p. 98**).The implementation of the local government system, of which the municipal institution is the most important unit, aims to achieve several objectives that can be summarized as follows: (**Farajat, 2016, p. 192**)

- Achieving the approach of local partnership in governance.
- Promoting economic, social, and political development at the regional level.
- Distribution of burdens and responsibilities between the state and local municipalities.
- Moving away from administrative stereotyping in performance while respecting local specificities.
- Achieving fair distribution of financial burdens among regions.

the second axis: Actors and parties approaching Local Participation as a Mechanism for Creating Wealth in the Municipal Institution

Local partnership is considered one of the modern approaches aimed at developing municipalities in the same time with the internal, regional, and international developments. Therefore, there is a need to correct the traditional concepts of representative democracy and to abandon the monopolistic thinking adopted by local administration. The transition of municipal management from the classic centralized model, which relies on centralization in direction, management, and planning, to a management based on a participatory approach has accompanied the whole process. This approach necessitates a reconsideration of the role of the municipal institution by granting it more decentralization in decision-making, preparing development programs, and public expenditure plans, considering that the latter is responsible for meeting the needs of citizens while taking into account the political, social, and economic specificities of local regions. In order to improve the performance of the municipality, it is necessary to diversify its sources of funding through a mechanism of wealth creation. However, this requires the concerted efforts of all actors through forming a local partnership with local entities such as civil society, the private sector, and local elite.

1- Civil society as a partner in creating wealth in the municipal institution:

Larry Diamond, an expert in democracy, defines civil society as: “An organized social space based on the principles of will, self-support, and independence from the state apparatus, and subject to a legal system or a set of common laws and obligations” (**Shayf and Shayf, 2009-2010, p. 26**). Institutions of civil society (professional unions, social movements, neighborhood associations, cooperative associations, student unions... etc.) are considered by this approach.

Among the most important local partners in creating wealth, civil society contributes to raising the community's self awareness, establishing the principles of volunteerism and participation in community development. Additionally, it fosters a sense of belonging and responsibility towards one's community, eliminating apathy and dependency. This active role of civil society in developing various municipal areas and its performance is crucial for accepting diversity within a decentralized municipality that recognizes local partnerships and is accountable, leading to improved public welfare. Furthermore, civil society's interaction with reality qualifies it to undertake developmental roles that align with the needs of the local population.

Civil society also acts as an intermediary between the municipal institution and the citizens, handling multiple tasks such as receiving conflicting and diverse demands from citizens, organizing and categorizing them before presenting them to municipal decision-makers. Without this role, municipalities would struggle to address the vast and conflicting demands, potentially leading to bias and imbalance, contradicting the neutrality that municipalities should apply as representatives of the state in its local regions. This imbalance could provoke rebellion and disobedience, threatening public order and destabilizing the local community, with potential repercussions across the nation, and according to this view all states deal with issues with great careful and caution. (**Shaoush Akhwen, op-cit, p, p. 76, 77**).

On the other hand, this important role of civil society institutions, as Akhwen believes, cannot be adequately protected unless it is a tool for identifying local institutions and motivating them to improve us, so as to protect themselves from being exposed to rebellion and disobedience that might destroy the state or represent a real danger.

In this context, it is possible to conclude about the importance of civil Society in creating everyone together, and with time, especially in light of the great economic progress that is linked to it, and that it is related to civilizational progress, then all effort are done for the aims of social and economic development and their positive participation in the efforts of local authorities in the development strategies plan, and it does not matter how many opportunities or types of civil society associations, because the basic philosophy is how to make this part as a strong partner in creating wealth within the local sphere. To embody this idea, the following conditions must be present:

- Complementing the municipality's role in providing care and development programs.

- Helping the municipality to better perform public services and achieve local community satisfaction in all aspects of life.

- Providing initiatives, proposals and models for creating wealth to the leadership in the municipal corporation that can be adopted after proving their success.

- Discovering the hidden energies of individuals, and employing their expertise of civil society organizations in volunteer work to help the municipality to overcome all obstacles and social problems. **(Abdel-Lawi and Boubakar, op. cit., pp. 101, 102).**

- Deepening the principles of accountability and transparency;

- Working to push the municipality to achieve social justice and equality among citizens.

The importance of the role of local partnership in achieving change and development at the level of the municipal corporation is highlighted in adequate way. Recently, international organizations interested in local development began to emphasize a new concept for it, which is development by participation. The basis is that development experiments at the local community level have failed due to the authority's monopoly on decision-making and the exclusivity in making local development policies without the involvement of civil society, while other models have proven that the participation of civil society associations is the only means and mechanism that guarantees the success of development projects at the local level. **(Shawish Akhwan, op-cit, p. 79).**

Therefore, the truth about the problem of the municipal corporation's failure to achieve local development does not always lie on the lack of materials or resources, but rather on

how they are exploited by the human resources. Civil society can support this type of investment through developing individual skills and capabilities of its members in a way that reduces the pressure placed on the executive and legislative body of the municipality. As such, civil society becomes an effective local partner with the municipality in planning and implementing local development programs and in various aspects of life; economic, social, and cultural...etc.

Through these roles, the importance and necessity of concluding a strong partnership between civil society institutions and the municipality is evident. This importance is embodied in the relationship between civil society and its effective performance in influencing local decision-makers to create wealth. It is a relationship through which civil society seeks to create a connection between its components, and thus achieve...etc. The positive impact that brings them together and the embodiment of all the desired goals. Accordingly, civil society seeks with all its institutions to work to diversify the municipality's funding sources by contributing to presenting a group of investment initiatives that lead to wealth creation. Therefore, this is considered a strong motivation that positively affects the municipality's performance.

2- The Private Sector as a partner in creating wealth in the municipal institution:

The private sector groups are those administrative contracts, under which the state or public institution entrusts to a private person, for a specific period commensurate with the volume of investments expected to be made. It is also a comprehensive task that includes financing, construction, exploitation, and sometimes management of public facility (**Salama, 2017, p. 662**).

The prevalence of the concept of partnership in creating wealth in the municipality requires the inclusion of the private sector, which works to provide good means and methods for local management, especially after the failure of the local administration in managing local facilities. Thus, partnership mechanisms with the private sector provide real capabilities and opportunities in order to help the municipality in creating wealth. This is achieved by concluding cooperation and partnership agreements, and mixed economy, or concession contracts...etc. This in turn provides new mechanisms for management and by avoiding traditional methods of managing the municipality. (**Lesslos, 2012, p. 178**).

Partnership between private sector and municipality has become widespread. For instance, in Australia, each local council must conclude contracts with the private sector representing at least half of its annual budget, through competitive prices, and this includes social care services. Local governments also contract the provision of social services with some non-governmental organizations. In Britain, there was a transition from the government sector's monopoly to provide services to participation of private sector with wide percentages. Interest in competitiveness in providing local services began when the Conservative Party in Britain came to power, especially with the issuance of the Planning and Land Law in 1980, which required local authorities to enter into competitive bids to build and maintain buildings and highways. By the 1990s, the vast majority of government buildings and highways were subject of a competitive market, with the private sector owning 50% of building maintenance projects. **(Bin Hadda, 2018, pp. 432, 433).**

In some European countries, municipalities and private sector are establishing companies to finance and operate infrastructure projects. France's experience shows the importance and difficulty of regulating institutions supplying basic services. Despite the success of this experience, it requires strong oversight mechanisms, given the accusations of corruption that have specified concession contracts, as well as the issue of lack of experience of some municipalities in contracting with the private sector to provide services. Thus, to overcome these problems, the Public Services Authority was established in 2000 to assist municipalities in contract negotiations and setting regulations. This measure led to a significant improvement in the performance of local groups **(Ben Hadda, op. cit., p. 433).**

As such, the local partnership between the municipal corporation and the private sector can be developed in order to create wealth through the following points:

- Creating a local competitive environment based on transparency, integrity and credibility;
- Creating a stable local economic environment;
- Encouraging entrepreneurs by decision makers in the municipality that creates wealth;
- Facilitating administrative procedures for investors to create wealth;
- Ensuring the implementation of laws by municipal officials and adherence to them.

4- The Local Elite as an Important Agent:

Each local community has a local elite that enjoys prestige and social power, and that assumes a set of functional roles. This local elite is considered as a brain of creating wealth and also a center and a source of any possible social change. It is concerned with bearing the heavy burden of development, and it contributes to narrowing the gap between the rich and the poor, between the educated and the ignorant, between the civilized and the rural, and between the modern and the traditional.

In this context, **Mosca & Pareto** define the elite as: **“a small group of people who have both objective conditions (wealth and ability) and subjective conditions (talents) in a way that makes them distinct from the rest of society”**.

Mosca also added that the elites are an organized minority, and that the masses are a non organized majority. This is an indication of the role of these elites in drawing up policies and changing reality from one state to another, and not for the elite to isolate themselves far from society.

Then, because any wealth creation must be based on the degree of science and knowledge of the locale elites, the more the elite are educated, the more their productivity increases.

Also, the elite is considered as a pillar of local development. Therefore, all countries rely on these non-official actors in decision-making and achieving national security at whatever level they are. On this basis, the elite, especially if they are wealthy and owners of land, factories...etc. Because it contribute to manipulating the local economy, and eliminating the unemployment, as well as attracting investments, and all of these things will be over time the corner stone of all the development process, which lead to the enrichment of the local treasury funds themselves. Perhaps if we focus scientifically on the international affairs in the Western area, we will find some countries that considered as weak countries in their European space, but at the level of economy it is good than the economy of the whole Arab countries combined, of course, without taking into account oil, gas, and some naturel resources revenues.

Therefore, without oil, we are nothing in the equation of international economy. Hence, it becomes clear how it is important the presence and awareness of this elite in all developmental processes whether it is central or in the local areas.

The Third Axis: Challenges of local partnership in Creating Wealth in the Municipal Corporation in Algeria

There are many problems that hinder local partnership:

1- Lack of local transparency:

Transparency means the necessity of clarity in the management of the state by those in charge of it at various levels regarding the procedures of providing services, and disclosing the conditions, standards and mechanisms for obtaining these services publicly and equally for all citizens, as well as government decisions related to the management of any aspect of public aspects such as the public policies, public finance policies, and public sector accounts. In other words, transparency is the opposite of secrecy and mystery. Secrecy means intentionally concealing actions, while transparency means disclosing these actions. This applies to the actions of all the government and its various ministries, and it also applies to the actions of private institutions whose work includes an impact on the interest of the public. (Al-Barghouti, 2016, p. 60).

In this context, it can be said that local transparency requires that the methods for completing and monitoring local financial transactions be carried out in a clearly defined manner that allows all their details to be known. The dominance of transparency at the local level is primarily evident in the publication of the reports of the municipal people's councils for the accounts related to management oversight, as well as the suspension of deliberations and their dissemination on a wide scale. It also published reports related to monitoring the use of public funds in order to inform local public opinion of how these funds are spent by elected local officials, and the extent of their keenness to be wise in spending them.

The local partners' exercise of their right to access information strengthens the mutual relationship between them and decision-makers in the municipality, a relationship based on a balance of rights and duties, as the right of the local partners as citizens to obtain information from the municipality. It makes the administrator carry out his job in a transparent atmosphere that reveals and limits deficiencies and transgressions simply

because the public employee feels that the local partners are aware of what he is doing, which limits the opportunities for corruption and abuse of power by local officials (Al-Barghouti, previous reference, p. 61).

2- Lack of Knowledge and Experience Among Those in Charge of Municipal Affairs:

International experience has shown that there is often a lack of administrative and technical expertise to prepare contracts and calculate the risks associated with partnership contracts, such as preparing strategic plans for municipalities. The responsibility of the municipality is not only to sign partnership contracts, but rather to assume the consequences resulting from such contracts, and this requires clarity of the role of the authority. Local authorities have the capabilities to bear responsibility for following up and monitoring implementation.

3- Relying on Short-term Projects by Municipal Popular Councils:

Many members of elected municipal popular councils realize that partnership projects are linked to long-term projects, which sometimes do not serve the short-term interests of residents within the municipality, which may affect voting processes, especially if those projects are linked to citizens making monetary contributions, and therefore council members may not favor Local people can enter into such long-term projects.

4- Instability of Local Councils:

The lack of stability in the municipal popular councils may be an obstacle to creating wealth, which will negatively affect the local partnership. Therefore, there is a fear of possible change in the municipal councils during the time period during which the partnership projects are completed, as it is not reasonable to begin work on a project whose completion depends on years. The loyal municipal council comes to stop or reject it.

Thus, there is an urgent need for the stability of municipal councils in order to maintain the continuity of state institutions and ensure the continuity of public service provision at the local level, away from conflicts and disagreements that lead to the disintegration of local partnerships and the disruption of the local development train that depends on wealth creation. (Mazouzi, 2019-2020, p. 102).

5-The influence of pressure groups on municipal popular councils:

Political decision-making contains temptations that push businessmen towards deepening the alliance between the two groups to achieve common gains, many of which may be inconsistent with the public interest, or in the interest of other groups who are unable to deliver their representatives to municipal councils to the same extent available to businessmen. Many laws and government decisions related to economic issues during the stages of transformation may be directed towards supporting the interests of capable groups, which is consistent with the trends of economic institutions, which raises doubts about the relations of businessmen in the country with these institutions. Many The children of political officials and their relatives have become major businessmen depending on the influence of their fathers and relatives, and some of them have become closer to businessmen than to politics, that is, some of them have become strong defenders of the interests of businessmen that are compatible with their interests.

International experience has shown that stakeholders usually exert pressure on local authorities to direct the application of partnership models towards specific projects that are more profitable for them at the expense of projects that create wealth and benefit the local community in general, especially in light of the absence of oversight and accountability for members of municipal popular councils.

Conclusion:

As a conclusion, local partnership is an important mechanism for creating wealth in the municipal institution, and therefore it is necessary to open the way for it to become a force that enjoys initiative. It is characterized by effective analysis and foresight in order to restore the desired and sustainable balance for local development. Local partnership can use important internal capabilities to compete with its counterparts at the national level. Local partnership also alleviates the situation experienced by local communities in general and the municipal corporation in particular through a set of techniques that help decision-makers diagnose the reality of municipalities.

And through this study - local partnership as a mechanism for creating wealth in the municipal corporation in Algeria, finally we have reached the following results:

- 1 - The study revealed the great relation between local partnership and wealth creation, because it is important to enhance the components of participatory democracy in its local economic dimension.
- 2- The study also concluded that there is a legal arsenal that encourages the participation of civil society, the private sector, and the local elite in decision-making, especially related to wealth-producing initiatives in theory, but in practice and on the ground it is still not widely and effectively implemented.
- 3 - The study revealed that local partnership enhances local investments by encouraging local businessmen to participate in developing projects and services in the community.
- 4 - The study showed that local partnership contributes to enhancing transparency and accountability in managing local resources and making local decisions, which in turn will contribute significantly to wealth creation.
- 5 - The study revealed that local partnership contributes to improving the relationship between local decision-makers in the municipality and the local community, which leads to providing a stable platform and environment that contributes significantly to wealth creation.
- 6 - Studies have shown that local partnerships contribute to providing job opportunities for members of the local community by supporting small and medium enterprises and encouraging entrepreneurship in the local community.
- 7 - The study revealed that local partnership can contribute to improving the local infrastructure in a municipality, such as building roads and bridges and providing water and electricity, and these procedures help in the process of creating wealth by attracting more investments.

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