THE ESSENTIAL BOOK OF LOCAL POLITICS FOR PUBLIC ADMINISTRATION:

GOVERNANCE AND PARTICIPATION AT THE LOCAL LEVEL

Demet DÖNMEZ

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“You must be the change you wish to see in the world.”

Mahatma Gandhi

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Prolog

The aim of this book is to provide readers with knowledge of common principles on local politics, participation, governance, models, institutions and theories, and administration practices of local units and strategies. It was desired to discuss the history on developing common strategies on locality, subsidiarity, organizing, democracy and autonomy, as well as local governance in the political environment, standard living conditions, ethics, local democracy, and sustainability and practices. This study has also been designed to show the effects of the solidarity and thoughts of participation, on the theory of administration and local governance. Thanks to the book, it was also desired to be a source of inspiration for the reader by bringing both a local based and national perspective to governance and participation thought and thinking.

Chapter 1

General understanding on local governments

The territorial administration is organizing institutional and administrative of a geographical area, a country or countries confederation (Wilde, 2010).

It is made up of authorities whose decisions are valid in parts of the territory called constituencies. Thus, it is the scope of their decisions that differentiates the central state administration and the territorial state administration. The existence of the territorial administration of a country is justified by an obvious observation: “a country can’t be administered solely from its capital by the central administrative authorities.” These are therefore based on authorities placed at the head of different portions of the national territory called constituencies. The authorities that run these constituencies form the territorial administration of the state; they are subject to the hierarchical control of the central administrative authorities.

General understanding on local governments in EU

The way in which the territorial administration is designed can vary greatly from one country to another. According to the conception of distribution of powers and organs in the territories, centralized system can be in three types of base such as decentralization, regionalization and territorialization (Ratner, 2005:700). On the other hand, confederation system and federation system can be other types out of centralized system as to distribution of powers. In addition to this, depending on the number of administrative levels, different types of local governments may vary from one country to another.

The mode of territorial organization can also lead to power conflicts between different levels. Likewise, in certain cases there may be levels superimposed on the same territory, without these levels having the same geographical limits.

A town hall, mayoralty or municipality is the organization that is in charge of local administration in a town or city,

made up of a mayor and several councilors for the administration of the interests of a municipality (Karsten and Jacobs, 2021: 8)

It is usually headed by a mayor, commune president or municipal president, who holds the presidency of the local administration and the municipal plenary session, and is made up of councilors, meeting in plenary session, to exercise regulatory authority at the local level. In some cases, the town councils of small towns are governed by some type of assembly system, such as the traditional one that in Spain is called open council, or deliberative council (in countries like Argentina, the Dominican Republic, etc.) (Riley, 2000).

By extension, also often it called city hall or commune to the town hall; the building that fulfills the functions of headquarters of the administration.

Generally, the city council is the administrative body with the lowest territorial rank and, therefore, the closest to the

citizen, although large municipalities are usually administratively subdivided into neighborhoods, districts, barracks, sections, delegations and receiverships or districts.

Regulatory authorities at local are under increased legitimation pressure, since their decisions have to meet different - sometimes contradicting - political and social requirements. On the one hand, they are supposed to control the monopoly position of their regulatory addressees and limit the associated opportunities for abuse. On the other hand, they are dependent on their cooperation and acceptance in order to carry out their tasks. Although the authorities have coercive measures at their disposal to enforce their tasks even against the will of their regulatory addressees, if necessary, information and resource asymmetries can make their use more difficult or prevent them, so that cooperation is often the only way to perform tasks. In turn, cooperation with the addressees of the regulation harbors the risk that the authorities will adopt

their positions as their own. In order to avoid this accusation, regulatory authorities endeavor in practice to make their regulatory procedures largely transparent and open to all actors and interest groups concerned, in order to be able to justify their decisions to all those directly and indirectly affected.

In the early periods when modern states came into existence, the low population, relatively small borders, and the lack of democracy awareness and demand caused the centralist structure to dominate. The next process led to an increase in the interaction between societies and countries, and the growth of the population and therefore the states. The conflict of duties and authorities that emerged as a result of the developments experienced, the necessity of ensuring efficiency in the use of resources, made the division of duties in the state organization obligatory. Cultural, social, political and economic factors have been the determining factors in the distribution (Musaiger, 1993 :70). These elements have led countries to a form of

government in which central or local governments are stronger.

The traditional understanding of public administration dominated from the end of the 19th century until the second half of the 20th century. For nearly a century, it has been seen that the traditional understanding of public administration is insufficient to meet the demands and expectations of citizens. The inadequacies in the traditional public administration thought, which could not respond to the need for change in the changing and developing world, brought the new public administration thought to be voiced more loudly. The executive structure and activities of the state constitute the scope of public administration. Especially with the economic developments, the changes in what the state is expected to do on welfare issues have expanded the content of public administration. Along with the changes in this process, the need for differentiation in the structure of local governments has arisen. All these create the relationship between the new public

administration approach and local administrations. The increase in democratization attempts in political, social and cultural processes has brought about the strengthening of the understanding of local government (Haerpfer et. al.,2009). It is stated that with the decrease in the dominance areas of central governments and the successful implementation of the local government approach, local governments have come to the fore more and the development process has accelerated.

Local governments focus on fulfilling the individual or common needs of the people living in a region in line with their own benefits and wishes. On the other hand, local governments are organizations where citizens participate in decisions, local freedom is ensured, they can take decisions separately from the central government, and they have their own income, assets and personnel. In other words, local governments are a political structure that is important for the people living in a certain area to play a decisive role in the determination and performance of public services,

limiting the power of the central government and developing local democracy values, within the limits determined by laws. Local governments, which are in a position between citizens and the state, have local freedom within their own borders and can take binding decisions with their own assemblies. Even in states where the centralist structure is dominant, it is understood that local governments are used in some services (Massoud et. al, 2019: 690).

Localization, in a sense, means that local units gain weight in the division of labor between the central government units of the state and local government units. Localization, which has an important place in strengthening local democracy in administrative processes, includes the development of the ability to manage with social unity and culture (Bulut and Akın, 2019a: 673). As such, decentralization has an impact on the new public administration thought.

General understanding on local governments in EU

Local governments are public legal entities that are established to provide services to the individuals of the local community living in a certain geography on the issues that most concern them due to living together and benefit from administrative autonomy in their relations with the central government. Local governments are organizations whose decision-making bodies are elected and appointed by the local community, whose duties and authorities are regulated by laws, which have special incomes, budgets and personnel, and can establish their own organizational structure in order to fulfill their services. In other words, local governments are a form of government in which the right to organize public local affairs related to meeting the common needs, economic and cultural wealth and welfare of individuals or communities living in a town under their own responsibility and in line with the benefits of the community is left to local government units (Bulut et al., 2016: 49). It is known that local government improves freedom by providing the right distribution of power from

the center to local government units. These units are a political entity that controls, to a certain extent, an existing national sub-region and is led by persons representing the people living in that region (Bulut and Akin, 2018:16). In addition, it is known that local governments (local governments) not only expand individual freedoms by limiting the monopoly power of the state in the political and administrative field, but also ensure that the administration becomes more democratic, and that decision mechanisms increase the possibilities for local people to make decisions about themselves.

It is known that the administrative reason for the emergence of local governments is the inability to provide all public services effectively and efficiently by the central government. It is seen that the increasing population and service demand cause a significant increase in the duties and functions of the states. Due to the difficulties encountered in making decisions from the center, bureaucracy, increasing paperwork and delays, the

organizational structure of the states has become unable to respond to these needs and reveals the necessity of some administrative configurations in the state structure (Demir, 2011: 160).

Local governments, which are determined by elections in a democratic environment, are characterized as an area of competition in this respect. Local governments are all about the people and have to carry out activities to meet the needs of the local people. Local governments are administrative units that respond to the expectations of the people in that region through the services they provide and are expected to increase the quality of life of the people. It is understood through these explanations that the main focus of the activities carried out by local governments should be the needs and expectations of the people.

Local governments are determined after the elections made by the votes of the people living in the relevant region. The appointment of local governments is aimed at making the

idea of a fast, effective, efficient and democratic public administration prevail. In this respect, it is possible to deduce that local governments have a critical position in the functioning of public administration. The information obtained within the scope of the definition of local governments revealed that they are units aimed at meeting the needs and expectations of the people at the local level. Local governments are the basic elements of public administration for each of the countries today. It is expected that local governments will become more important especially with the increasing demands and the development trend in the world (Sezer and Vural, 2010: 204).

Public administration is a central and vital task of central government. However, public tasks are carried out jointly with the central government and local authorities. Local governments are under the control of the central government in their activities.

General understanding on local governments in EU

Local governments are the closest management units in all of the services they offer and render. A significant part of public services is provided by local authorities. That is why the municipalities need trained and competent workers.

Owing to current legislation in worldwide, relations with local governments and the central government are organized by the Ministry of Environment and Urbanization (Çabuk et al., 2016: 1311). The ministry is responsible for environmental protection activities that are established in the receiving environment, while for pollution prevention and local administrations is liquid or all facilities and activities include gas-generating pollution or the likelihood of leakage of the waste if the likelihood arises as this is also the environmental impact assessment (Bulut et al., 2019). The main responsibility of the municipalities in the area of responsibility lies in environmental protection (Akın et al.,2016: 29).

The two fundamental dynamics of environmental problems are industrialization and urbanization. The problems arising from these two dynamics have a greater impact on the settlements and are therefore the responsibility of the local authorities.

Buildings such as transport, environment and health, sanitation and waste management, reforestation in the city, water, sewage and the construction of urban infrastructure are offered to communities that serve as parks and green spaces (Akın et al., 2016: 30)

The development of local governments has also been affected by this process, with the change in public administration and the new public administration idea becoming dominant. Thus, local governments have begun to take on a structure that has increased responsibilities, a participatory understanding, and a more democratic nature. The role of the new public administration thought in the historical development of local governments is also

important because it is directly related to the subject of this research. The development of management approaches based on democratization has been decisive in the historical development of local governments. Therefore, it can be said that the historical development of local governments goes back to ancient times.

Chapter 2

New structures, understandings in local governance

Governance, which has an important place within the scope of the popular public administration trend of the last period, accelerated the course of development with the New Public Administration bringing competition to the public sector (Boztepe, 2018: 195). It is widely recognized that it is not possible to change public sector management styles in an uncompetitive environment. The current management style is not very dependent on competition. Governance is defined as the structure or order formed by the results obtained by the joint efforts of all the relevant actors in a socio-political system. In addition to this definition, it is seen that the content of the concept is determined very differently. However, in its generally accepted definition, governance shows the management styles that develop at the borders between the public institutions and the private sector, whose distinction is blurred, and emphasizes the

restructuring of the management in order to manage it better.

Throughout the 1990s, efforts to find global solutions to global problems intensified, world societies and states came together more and laid the foundations of global acquaintance and cooperation, formed the building blocks of today's global governance, and attained a cooperative management approach that includes global actors for all states (Şener, 2005: 17). In other words, for those who are in favor of the concept of global governance, it is accepted as a political or democratic regulation tool for global problems. Along with this tool, it is hoped that states will adopt the understanding of common ownership on issues such as human rights, environment, housing, unemployment and contribute to the realization of universal humanity expectations.

The inclusion of non-governmental organizations in the decision-making and monitoring processes is very

important for the applicability of governance. Because, without non-governmental organizations, it is not possible to make the public administration effective, responsible and transparent and to increase the participation that ensures the legitimacy of the decisions taken. Therefore, to the extent that individuals have active citizenship awareness, an organized society structure will be formed and participation will increase as this structure is realized. Civil society or a non-governmental organization is an organizational social structure that is voluntary, self-forming, self-supporting, autonomous from the state, and intermediary between the private sphere and the state (Gül, 2008: 81).

NGOs has the power to both limit the state power and legitimize it as long as the power is based on law. In this context, civil society includes being autonomous from the state, but at the same time not necessitating alienation from it. Moreover, civil society does not seek to achieve formal state power and seeks to represent the full range of interests of any group, community or individual. The state and civil

society are closely related to each other. While the state prevents the civil society from creating chaos and turning into a tyrant with its political and legal regulations, civil society tries to prevent the state from sliding into arbitrariness and going outside the law (Bulut et al., 2017: 29).

The three dimensions of governance on the basis of actors are; state, private sector and civil society, and each of them is said to have their own specific roles. Governance, which is a multidimensional concept, includes different meanings such as governance as minimal state, governance as new public management, corporate governance, good governance, governance as a socio-cybernetic system, governance in the form of self-organizing networks. Along with the transition from the industrial society to the information society, a new one based on information and communication technologies has been added to these new meanings with the rise of information to a pivotal position. It is electronic governance (Bulut and Akin, 2017: 40).

Today, for example, being a new governance model, socio-cybernetic systems became popular. In this model, the central government has undertaken the function of encouraging socio-political collaborations, encouraging the search for solutions to problems, and dividing services among various actors. It has lost its feature of being the only decisive power in taking and implementing decisions.

The sociocybernetics summarizes the application of cybernetic together insights on social phenomena, i.e., it tries to model social phenomena as complex interactions of several dynamic elements. An important problem in sociocybernetics is second-order cybernetics, since sociocybernetics is a social self-description (Akdemir, 2018: 258). The interdisciplinary nature of social cybernetics consists in using and integrating the achievements of general cybernetics and the achievements of social sciences such as sociology, social psychology, political science, jurisprudence, economics, etc. measure the mechanisms of social control. Sociocybernetics, or

Systemic Science in Sociology and Other Social Sciences is an independent branch of sociology that studies society through the concept of systems, a concept that can be traced back to the early writings of Auguste Comte about functional differentiation. Talcott Parsons was a leading author in this area (Lenzer, 2017).

Various international non-governmental organizations, usually under the umbrella of global civil society, acting independently from the state and private capital, representing the individual or social groups consisting of individuals, or sometimes directly the global society, who are the dominant subject of the global system, act independently from the state and private capital (Bulut et al., 2017: 29). They undertake the task of voicing before the global power centers.

Although we have started to hear the name of NGOs or international non-governmental organizations operating in global civil society more frequently in the last 10-20 years

with the globalization process, they should not be considered as a product of the globalization process alone (Kaypak, 2011:23). Along with the effect of the developments in the field of information and technology in the world, public services have also started to be offered in electronic media. This situation has made the static structure of public institutions dynamic. This process, which started within the framework of e-Government applications, was continued with a number of different electronic applications and these electronic applications became an important factor in the provision of services to the public by local governments (Maraş, 2011: 133)

Governance is one of the new management approaches to increase the efficiency of public administration, which aims to redefine the volume of the state, to approach the public services provided by the state to its citizens on a participatory axis with multi-actor and solution-oriented practices. The e-dimension of governance is seen as a solution to the problems caused by the centralized,

authoritarian, hierarchical and paperwork bureaucratic structure, especially in developing countries. e-governance; horizontal stands out in administrative structures where authority, resources and duties are transferred to local governments and where decentralization and deregulation are implemented. It characterizes a management style that is integrated with society, includes civil society and the private sector, and is supported by information and communication technologies (Demirel, 2006: 93). The e-government approach, built on the concept of information society, strengthened with informatics and information techniques and increased speed and capacity with electronic applications, is internalized by socio-cultural dynamics with e-governance applications (Bulut et al., 2016: 48). Thus, it is desired to create a public administration that provides participation, transparency and accountability in itself.

Governance with pressure groups is accepted as a new type. Although terms such as interest groups and pressure groups

are used interchangeably by political scientists, there are some differences between them. A pressure group can be used instead of an interest group over time, and an interest group can become a pressure group. In our time, many interest groups function as pressure groups. There are some features that distinguish pressure groups from other interest groups and lobbies. It is the fact that they are organized and only want to direct the people who are assigned to represent a certain policy, and they don't have the goal of establishing a regular experience on the individual. Pressure groups are counted as human communities that aim to make decisions in their interests to influence politics with these aspects. The main purpose of pressure groups is their desire to become a political party that can come to power over time. In this context, social legitimation, that is, those who can't find the opportunity to represent, are legitimized by the representation function of pressure groups.

Local governance is presented as a more participatory, democratic model that gives more voice to stakeholders.

Maastricht Treaty, European Charter of Local Self-Government, Agenda 21 Declaration and European Urban Charter make significant contributions to the development of this model (Yıldırım et al., 2016:2269). Local governance, which means that the management process is carried out especially in dialogue with local governments, brings a new understanding of participation to the agenda. Thanks to local governance, both businesses and individuals are given the right to participate. At the same time, it ensures that the stakeholders have a greater say in the democratic sense. The negativities experienced in the participation process, with the people coming to a point where they can participate in the management, supervise and take responsibility at every stage, rather than being managed, necessitated the development of participation conditions at local and national level, and this situation made governance attractive (Bulut and Akin, 2018:17). This new understanding, which enables local governments to be perceived differently, causes city governments to gain

a three-dimensional appearance (Bulut and Akin, 2019c:364).

Local government, NGOs that are active in the local area, local capital as well as the local-state administration relationship are included in this administration. Therefore, local governance; it is a set of stakeholders consisting of local governments, private sector, civil society and central government system. The city council offers important opportunities for the implementation of the new local governance concept (Bulut and Akin, 2019c:363).

Governance rules for the inclusion of urban individuals in the city administration, the decision-making processes of the city administration and the strengthening of local democracy and city councils are compatible with each other. Considering the city management with good governance rules, egalitarian, effective, safe and sustainable social and economic development; It is mentioned that participatory or multi-partner management

forms and the existence of urban governance tools are needed. It is beneficial for the stakeholders in the city to use sensitive and responsible power in determining the problems and priorities in the city and evaluating the opportunities that will arise. The success of the attitudes of the city administration, which is based on local governance, depends on the support and active participation of some actors in the society.

Chapter 3

The governance approach and dimension at local

Local governance is one of the four types of governance known as global, national, regional and local governance. Developments in information and communication technologies force public service units to transform their structures and ways of doing business in parallel. Owing to the effect of all these transformations, local governance has become one of the most discussed issues in the discipline of public administration in the framework of values such as openness, subsidiarity, transparency, participation, accountability, flexibility, efficiency and efficiency in the use of public resources (Ahrens, 2006). The concept of governance expresses the transformation towards a whole of relations in which mutual interactions come to the fore, rather than a relationship in which one party manages the other. It encompasses the mechanisms, processes and institutions that citizens, groups and communities use to

make and implement decisions collectively, to express their interests, to meet their obligations and to resolve conflict points. Within the framework of criticism of the traditional public administration's slow, introverted, largely unaware and insensitive management approach, thanks to the reciprocity of governance, institutions can perform their duties as transparent organs that are sensitive to society and the environment, open to communication and interaction, in a citizen-oriented and quality manner (Bulut and Akin, 2017: 41). that they will fulfill. Along with this paradigm shift in the field of administration, the necessity of strengthening participatory democracy in public administration through tools such as electronic state and electronic participation is emphasized. Local governments, which adopt the local governance approach as a new management ethics, are considered as institutions that will lead the development and establishment of a participatory, transparent, accountable and democratic management approach. The use of information networks is encouraged

as one of the ways of providing municipal services in a way that will increase the awareness and participation of the citizens.

When it is local governance is concretized in modalities of sharing their decision-making power by local institutions. Local governance has the advantage of being easier to implement and more effective than governance at a national level, in particular because it facilitates the direct participation of the different actors of the territory. Proximity is a factor of participation, and it is easier to take into account the contributions or concerns of both sides on a reduced scale than when involving millions of citizens (Sintomer et. al., 2008: 169).

Local governance is organized in the form of a system composed of decision-making spaces specific to the local authority, which are at the same time spaces for consultation, spaces for co-construction, spaces for co-decision with colleges of associations, inhabitants, elected

officials. These spaces are articulated with institutional decision-making spaces without being directly integrated into them, since it is legally impossible to integrate unelected persons into a municipal council or a municipal commission. These devices therefore aggregate and organize spaces.

Local governance is not isolated from international, national and regional governance mechanisms and actors, on the contrary, it is a part of the whole system. In fact, local governance can be defined as the implementation of the features of the concept of governance such as transparency, accountability and participation at the local level (Bulut et. al, 2018). On the other hand, although local governance is not seen as the only solution key in solving all existing problems and realizing all development goals; It provides great benefits in areas such as the development of democracy, the fight against corruption and the improvement of the living standards of the citizens. Local governance, beyond the classical bureaucratic approaches

of local governments, has made a difference towards a structure that has a more comprehensive and multidimensional perspective that is suitable for the needs and all needs of the information age. Local governance also leads to extremely important changes in administrative processes and organizational structures. Local governments are now making themselves self-governing as well as directing the society with the policies and services they produce. In short, within the framework of this new understanding, local governments come to a position that can take an active role in the society and enable other social actors to take an active role in political and administrative processes from a position that directs the actors by presiding over the social actors.

Local governance can therefore facilitate the participation of actors in decisions that affect them, but also the emergence of innovative initiatives or ideas to solve a problem in a territory, indeed, it can also promote ownership and acceptance of decisions taken by elected

officials or build a sense of belonging to a society, a community of destiny (Schmitter, 2002: 60). Local governance mechanisms not only facilitate the reporting of this type of information to political decision-making bodies (local, regional, national, etc.), but also to build solutions adapted to the phenomena and constraints of the actors, particularly in terms of adaptation. In the absence of effective local governance, the risk is to take into account the problems of a single type of actor (e.g. tourism stakeholders), to neglect or aggravate other issues (e.g. those of farmers) or to do nothing. Local governance mechanisms therefore make it possible to organize the actors of the territory to identify the problems to be addressed, agree on the modalities of preservation of local resources and define rules of use and management.

By giving importance to local actors, local governance mechanisms facilitate reflections on issues related to the sustainability of a territory. Indeed, local actors often have an interest in the long-term preservation and management

of their resources while actors external to the territory, such as a national or multinational company or the state organization, have a completely different approach to these resources. In spaces of local governance, local actors can more easily assert their interests, and propose an alternative strategy for managing the resources of the territory. They may also question the relevance of decisions taken on a wider territorial scale, which may run counter to their own interests (Özgökçeler, 2014: 73)

The different types of inequalities are very directly linked to inequalities in access to the construction of political decisions. For example, it is mainly because amazon minorities have much less weight than industrialists or large landowners in land allocation decisions that they are victims of expropriations and social or economic inequalities. Inclusive local governance provides access to power to people who are excluded from it (Argüden, 2007).

If we consider that inclusive local governance takes into account the social and socio-economic representativeness of the territory, it can facilitate the construction of citizen relations between territories around shared projects. If local governance is articulated with other governance systems on an inter-territorial scale, it is quite possible to identify both common projects and complementarities between territories and to work in the respective interests of each. In this logic if the territories have a representative local governance, it is easier to build relations from civil society to civil society, elected officials to elected officials etc. around shared projects. Opportunities to work on common issues and exchange experiences are multiplied, allowing for more balanced and original partnerships between territories. Local governance multiplies the possibilities of valuing local initiatives and scaling up initiatives that can bring real added value, particularly on transition issues.

Improving and opening up local governance are important tools to meet the challenges of 21th century. Local

governance is complementary to decentralization, which concerns the competences delegated to the territories by a country. Indeed, governance spaces can’t exist without the political will of local elected officials to establish real collaboration with civil society and residents. Political will is therefore the first issue at the local level. If decentralization is done without opening up the power of management, it can go against the dynamics of local development and the management of commons (Turan, 2013).

Local governance is a set of institutions, mechanisms and processes that enable citizens and citizens' groups to express their interests and needs, resolve their differences and exercise their rights and obligations at the local level. Good local governance is based on several pillars: citizen participation, partnerships between key actors at the local level, the transdisciplinary competence of local actors, multiple sources of information, accountability institutions and a focus on the poor.

Chapter 4

Participation and local politics

Local politics is defined as a struggle for power at the local level, which is carried out by addressing civic issues and local issues at the local level. In addition, the management of the society is carried out through the local authority in order to ensure the joy, justice and welfare of the citizens by using the resources and opportunities at the local level. The concept of politics is not a one-sided concept, but it is a multifaceted concept locally, nationally and internationally. Therefore, the important part for our subject is the concepts of national and local politics. There are differences between these concepts, as politics is not a single concept and should be classified differently nationally and locally in terms of scale. National politics and local politics differ significantly in terms of their interests (Aytemur, 2005: 270) While the interests of politics at the national level generally consist of issues that

concern the whole country, such as justice, economy, foreign relations, international representation and national defense, in other words, the interests of politics at the local level consist of zoning, public works, transportation, infrastructure and the like. Therefore, while national politics generally operates in relation to the whole country, local politics operates in relation to a specific region.

Considering the development and spread of information and communication technologies, the rapid access to the necessary information in a short time, the changes in the understanding of voters and other factors, the demands of the citizens to be more effective have increased and the legitimacy of local governments has become questionable (Heeks, 1999). In many countries, the weakness of representative democracy has been tried to be filled with participatory democracy or direct democracy practices. Local people first encounter and are affected by the decisions and actions of the political power at the local level where they live. Therefore, in the face of the decisions

taken by the local political power, it affects the political decisions to be taken in order for the local people to determine their own future, and the ways of active participation will become functional when they need to direct the decisions to be implemented. Democracy and participation, which is a concept related to local politics, is easier to realize at the local level than at the national level (Kaypak and Akin, 2017: 289). The increase in organization at the local level and the expansion of the organization increase the interest and participation of the local people in politics. Therefore, it makes other groups in the city be interested in politics and causes political issues to be discussed by the local people and creates the idea that something will change with the increase of local participation.

The effective involvement of non-governmental organizations in local politics can have positive effects both for the democratic education of the people and for the future of the city, as it encourages public participation in the

decision-making process, creates public opinion on urban problems, and creates an environment where the people of the city can negotiate certain problems (Akın, 2019:33). If we evaluate the non-governmental organizations on a city-based basis, it provides the indirect participation of the local people in the administration. Therefore, it increases the sense of belonging to the city while improving the democracy awareness of the people of the city. The fact that non-governmental organizations increase their belonging to the city also imposes various missions and visions on the future of the city to the citizens. In this context, every project, action or action that will negatively affect the future of the city will be criticized by the citizens, and also increase participation in relevant organizations, in other words, it will contribute positively to local politics.

Non-governmental organizations strongly affect the participation of local people in local politics, strengthens the public's understanding of holding public authorities to account and their demands for transparency (Kitchin, 2014:

8). The local press, like non-governmental organizations or political parties, is an important element for the establishment or institutionalization of democracy. The local press has the power to develop devices that will simplify participation in social problems and issues, or to create public opinion. The understanding of participatory democratic management should be at the forefront because of the contribution of the citizens to the administration. In periods other than elections, citizens can put pressure on the political power, report their complaints or wishes through institutions such as non-governmental organizations, thus influencing their decisions. In addition, the political power remains under the control of the citizens in the inter-election periods. Through the development and settlement of the understanding of democracy, the importance of local governments has increased and has become indispensable for democracy. The understanding that the basic elements of contemporary democracy, such as participation, would be better implemented in local government units,

strengthened the bond between democracy and local governments.

Real democracy can only be realized and maintained with the participation and democratic administration of the grassroots. Local governments are the best practice of democratic values in terms of pluralism, participation and public scrutiny. In places where the public space is getting smaller and more active, democracy and participation awareness develops because individuals feel free (Kaypak and Akin, 2017: 289). The basic principle in local democracy is participation. The organs of local government units, which take and carry out daily political and administrative decisions, are elected by the citizens. The participation process takes place for various reasons such as the election or dismissal of the decision-making and executive bodies of the local people, the democratic education of the citizens and their participation in the decision-making processes (Akın, 2019:40).

Participation and local politics

In terms of local democracy, not only local elections are sufficient, but also citizens' participation should be ensured through various methods by influencing the decision-making processes of the people through tools such as recall and city councils. However, the implementation of these participation methods at the national level, as they are applied at the local level, is more limited than at the local level. In order to talk about democracy in local governments, it must be open to public participation. The local government has a higher level of participation of the people in the elections compared to the central government. The first participation of the people in the local administrations is realized by the election of the decision bodies of these administrations. However, in order to be able to talk about a democratic local government, the participation of the people in the administration should be possible not only in the elections, but also in the formation and execution stages of the decisions. When talking about a participatory strong democracy, the participation of local

people at all levels and in all situations should not be understood, local people should have a voice as often as possible and especially in making basic political decisions. It can be defined as participatory culture, which supports the development of democratic political culture, and the individual's awareness of the institutions and processes of the political system and that he has the power to influence it (Sayımer and Küçüksaraç, 2019: 267).

The basis of this culture is individuals being active, thinking about influencing the political processes taking place around them, decisions and institutions and believing that they can direct them. One of the most important factors for participation at the local level is the local people. The more demands and wishes of the local people in this direction, the more the local administrators will take steps in that direction for the formation of participation mechanisms. Local participation can take various forms. Participation types are important in terms of local democracy, each type of participation gains value to the

extent that the person or his/her own city attaches importance to participation and adopts participation (Erdoğan, 2003).

Neighborhoods, which form the core of local politics and local participation, constitute the first level in service delivery and participation. The neighborhood headman, on the other hand, is chosen from among the mayors, who are generally elected according to party preferences, as well as people with whom the citizen can have personal and one-to-one relationships (Bulut and Akin, 2019b: 47). Thus, neighborhood headmen, who have a stronger dialogue with citizens, can play a unifying role in the local participation process. The neighborhood, where the building blocks of democracy such as public participation, pluralism, creating belonging and representation can be implemented at the smallest level, also play an important role in the administration through the neighborhood headmen, who are the first step between the governed and the governed.

Participation and local politics

A strong democracy is a motif that focuses on the citizen in participatory processes and reveals the citizen's commitment to participation at this stage. Citizen participation is the core of democracy practices, so the existence of citizen participation is characterized as a 'heartbeat' for democracy. Citizen participation, which has been portrayed so strongly, is, of course, a mechanism that needs to be strengthened. Citizen participation can be achieved in many ways: voting, participation in campaigns, letters of complaint, referendum, advisory boards and local participation methods are some of these ways (Boztepe Taşkıran, 2019).

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participation methods are some of these ways. Since citizen participation requires a bilateral dialogue, the inclusion of citizens in the process depends on the ability of local governments to fulfill their responsibilities on the subject. Because, local governments' listening to the parties that may be affected by the project or decision, organizing platforms where they can express their opinions and suggestions, and providing feedback as a result of negotiations, will ensure that the local participation phenomenon can be initiated on a democratic basis. Therefore, the interest of local governments in the subject, their belief in the process and the outputs as a result of the process may affect the success of local participation (Karkin, 2012).

The municipalities are the central place of political participation for the citizens. On the one hand, the participation of citizens comprises concrete procedures and instruments and is at the same time the starting point of a

municipal orientation of citizen orientation and local democracy design (Akyıldız, 2012: 4420).

For local politics, the respective municipal regulations and municipal constitutions of the provinces or states provide in detail for a large number of different opportunities for participation. Examples of this are citizens' and residents' assemblies, citizens' and residents' consultation hours, the possibility of submitting citizens' applications, the establishment of city or district representatives and the participation of knowledgeable citizens as experts in the committees of the municipal parliament. The concrete design and application of forms of participation also depends on the number of inhabitants and the decision of the respective responsible municipal council (Varol, 1989).

If the democratic practice in a developing country is to be improved, far-reaching democratic structural reforms at local are necessary. This poses various challenges for citizen participation and local democracy, which are

embedded in a situation of social upheaval in which traditional social structures and solidarity relationships dissolve and the living environment of many people undergoes dramatic changes. The complexity of the situation, however, lies not only in the acceleration of social change, but also in the simultaneity of very different social developments. Whether the participatory further development of our political culture is successful therefore also depends on the question of whether the anonymous changes caused by globalization and modernization are flanked by a participatory culture of sustainability and participation in the design process of one's own living environment (Aykin, 2010: 230).

Local governments are extremely important in terms of the formation and permanent rooting of both democracy and market economy culture. The first training of democratic behavior is planned locally, and the residents of the district and village learn respect and tolerance for mutual ideas at the local level. In a local government where the public does

not participate sufficiently, local services can't be carried out effectively and can't be supervised. The effective implementation of local participation mechanisms may vary depending on the extent of action of local governments and the limits of sharing authority with the central government. For this reason, the intense feeling of centralization in terms of the duties and responsibilities of local governments in developing countries causes the negotiation processes in participation practices to be transferred to realistic or feasible practices. As a result, permanent institutional practices may not continue to be sustainable, they turn into structures established only to fulfill legal obligations.

Chapter 5

Preventive factors on participation

Participation should have steps in which planning processes should be well designed for managers. While designing participation practices in a region, managers should act by taking into account all the dynamics of the region, and add procedures that will ensure the direct participation of citizens to the planning processes. At this stage, the problems experienced in the previous participation processes should be determined, the obstacles should be determined well and solutions should be developed to eliminate them (Karaçor, 2009: 125). At the beginning of removing the barriers to citizen participation, time is required for the formation of a culture in this regard. In centralized countries, this process has unfortunately been interrupted and there have been failures in participation during this time. Therefore, a significant majority of the society has turned away from participation. They only went

to the polls and cast their votes during the election periods, when they had a legal duty, apart from that, they preferred not to speak up on a political or urban issue. Political culture change is essential for participation, and it is not something that will happen immediately (Aydın, 2019: 400).

While citizen participation provides important gains for both citizens and administrations, the obstacles to citizen participation cause the expected benefit from citizen participation to decrease. Undoubtedly, one of the most important obstacles to citizen participation is that it is time consuming. This process will be longer than normal when citizens' participation is included in the decisions that can be made by managers or employees in a certain time period under normal conditions. Citizen participation is not only time consuming, but also a source of costs in the short run. Because organizing the citizen participation process requires additional personnel and money. Adjusting the area where the participation activity will take place, and in

some cases providing various material and moral incentives to the participants, encouraging them is a cost source in the short term. Obstacles in front of participation can be overcome, albeit to a lesser extent, by better training of the people involved in the participation activity on these issues, and by providing some financial or moral incentives (Akyıldız, 2012: 4420).

Although there are barriers to participation that almost every country faces and tries to find a solution, even partially, some countries have to deal with some additional problems such as the lack of a culture of participation or democracy. Citizen participation practices, which are known as one of the basic building blocks of democracy, have been widely used in all countries in recent years. Many governments agree that citizen participation is the way to provide quality services, consolidate their legitimacy and, in general terms, develop democracy. Due to the nature of citizen participation, it is known that there are some barriers to participation such as cost, long

duration, and the fact that the participants may not represent the public. Additional obstacles such as poverty and centralization are added to these obstacles, especially in developing countries.

The people, who do not have sufficient knowledge and experience about the administration, already have a passive attitude towards the administrative system. Organizational organizations that will motivate the individual in political participation and the indifference of these organizations to the wishes of the people are seen as obstacles to participation as well as such obstacles. The units, which are formed at the closest level to the people and again elected by the people, emphasize the nature of being the cradle of democracy in administration. Especially to representatives in a political community; If it is possible to take and implement the decisions that will determine the basic social structure, resource distribution, political opportunities and public policies, one of the most important questions to be answered is to what extent such a representation pattern is

compatible with democratic local governments and local democracy (Akbal, 2018). The electorate, who cannot think clearly in the long term with the propaganda applied during the election periods, can make decisions without being influenced by the interest groups with the referendum. At the same time, the referendum also assumes a supervisory role in terms of preventing the parliament from making comfortable decisions by claiming that it derives its power from the will of the parliament. The referendum acts as a bridge between the political power and the governed and removes all obstacles between them. The referendum, which makes a great contribution to participation by eliminating the shortcomings of representative democracy, provides citizens with the opportunity to accept or reject the decisions, rules and regulations made by assemblies, authorized bodies and similar decision-making bodies, or in some cases, certain programs and policies proposed (Düz, 2018)

Preventive factors on participation

The difficulties in the implementation of direct democracy reveal the concept of representation. The existence of representative democracy and individuals' search for democracy in participation are now pushing individuals to different fields. Elections are one of the activities that provide the greatest opportunity for the participation of the public and the reduction of the administration to the local level. However, the fact that this participation is not continuous, that the people only participate in the election periods, and that they follow the administration during the rest of the time prevents the fulfillment of the requirements of democratic participation (Demir, 2019: 198).

One of the conditions for the realization of democracy at the local level is the existence of effective participation mechanisms at the local level. City councils have an important place in these participation mechanisms. Because the relevant law has imposed important responsibilities on the city councils in terms of the development of democracy and participation. These responsibilities make city councils

an actor in decision-making processes at the local level. In addition, the superstructures formed by the coming together of the councils in the cities appear as organizations that aim to participate in the decision-making processes at the national level. However, some problems faced by the councils prevent them from taking part in participatory processes as a local and national actor (Kestellioğlu, 2011: 133).

Corruption is one of the necessary factors for us to define a governance as bad. In particular, the use of power and resources for individual interests in the public sector, whose income consists of taxes collected from all segments of the society, is an important ethical problem as well as an action that will result in criminal action. Because corruption erodes trust, undermines democracy, hinders economic development and exacerbates inequality, poverty, social division and environmental crisis. Bad governance slows down the development of democracy, human rights and participation to the extent that it hinders economic

development with its negative effects on all living and non-living resources of a country. In the light of all these reasons, the importance of combating the elimination of bad governance lies at this point. Barriers to development do not only worsen the current situation; It also causes future generations to live in an unhealthier and insecure environment. The over-centralized structure of the public sector causes difficulties in delegating authority to subordinates in the context of strategic management, planning and resource use.

Chapter 6

Local democracy and governance

Local democracy refers to the decentralization of power and responsibilities in favor of democratic institutions located at the level of villages, municipalities, cities, metropolises, districts, counties and other local levels or equivalent. Local democracy can be defined as the decision-making power transferred in certain areas of competence by a country to a local or regional authority itself endowed with democratic institutions: region, department, city, etc. (Bulut et. al, 2018). This type of democracy enjoys throughout Western Europe a long legitimacy, born of democracy in the city-states of ancient Greece, then of the bourgeois cities of the Middle Ages and the Renaissance. certain competences to local or regional authorities is a movement that is developing in all European countries. Europe has defined a certain framework for local democracy, which is essentially normative in nature, in

areas such as inter-territorial relations, sustainable development, spatial planning, or minority rights (Yıldırım et al., 2016:2270).

Participatory democracy is conceived as a possible remedy for the crisis of mistrust affecting the political sphere. It is about recreating links between civil society and institutions. In fact, it was often a matter of pseudo consultations to validate decisions already taken. Dominant institutions and groups have a good capacity to evolve so that nothing substantial changes. Finally, the disadvantaged classes, already under-represented in Parliament, often do not have the cultural means to participate in the deliberative process, with the notable exception of citizens' conferences where the lay panel must be representative of the population and where essential training is provided to them.

It is essential to carefully calibrate the participation mechanisms so that in practice they do not cause an

unproductive fatigue in communities overwhelmed by consultations and debates.

Participation empowers citizens to make decisions from the grassroots at the community and municipal level, but must leave administrative management in the hands of elected public officials to carry out that function. 4 Popular participation allows community supervision of these officials and establishes derogatory processes applicable to those who fail to comply with the mandates that their election implies. At the provincial, regional or national level, direct participation is possible through the use of a referendum or plebiscite, which requires an intermediary representative mechanism to channel grassroots initiatives or through the use of lottery. Governance oriented local democracy initiatives are not aimed at organizing direct democracy, but rather at promoting participation in a well-articulated institutional environment to the highest and broadest possible degree. The solutions of each human group on the mechanism that allows channeling popular

initiatives can be as diverse as the interests and idiosyncrasies of each people (Aykaç, 1999: 5).

It is said that the functions of political responsibility and bureaucratic control are very important in solving the problems that develop in the context of democracy. Organizational structures need to produce democratic governance themselves in this process. However, in practice, rational controls and processes constantly serve the interests of political leaders, and in this way they go beyond the hierarchy.

Governance approach, based on the concepts of democracy, civil society, effective management, globalization, localization, economic development and social state, it is stated that it presents a more acceptable and functional model for national administration and international relations by reconciling these concepts. It introduces new principles suitable for changing and transforming social and political forms, and provides important openings in

administration and politics. This new approach responds to the expectations of the changing society and thus the individual, society, politics and administration are redefined. Because, in the post-modern society, the administrations have to adapt themselves to the developing dynamics. It is in the nature of things, there is always a spontaneous resistance to change. However, this resistance is only to a point and to a point. It is stated that if environmental factors and internal dynamics are not taken into consideration, decay will be inevitable.

As a democratic model, governance, which has come to the fore with the claim that it improves the participation and participation of the governed in the decisions and practices of the administration, does not have a structure that improves local democracy, although it proposes a new participation mechanism. Participation falling behind representative democracy, as it is a model that enables market forces and sections of civil society that have increased their power accordingly, to participate more

effectively in the decisions and practices of local governments, and neutralizes those who view locality as a social life environment, such as the middle classes and wage-earners. is the model (Bulut and Akın, 2019a: 673).

It is stated that the realization of governance will only be possible with the development of the decreasing citizenship consciousness and the weakening of the solidarity spirit. It is necessary to care about small groups formed with a solidarity spirit. Governance has recently become a concept that has been used regularly in political science, public administration and more often in development management. In particular, this concept is associated with concepts such as democracy, civil society, public participation, human rights, social and sustainable development. Representative democracy and participatory democracy approaches deal with the problem of local democracy within their own intellectual framework. The final point of this general approach process is the governance approach, which makes the claim to increase

participation the main argument. However, the governance approach reveals a situation behind even representative democracy in terms of democracy and local democracy. Because of the new power opportunities that capitalism provides to the capitalist class, which is the dominant class, it could be nothing to do with participation in the social development and publicist sense. It is an organizational pattern that can be characterized as class dictatorship, as it leads to the transfer of decision power to only one class of the society (Ökmen, 2005: 35).

Decentralization, which is frequently emphasized in this pattern, is the transfer of power from the central government to the local, thereby making the private sector and non-governmental organizations share in power. This situation is a direct reflection of a new understanding created by neo-liberal thought, which can be called globalization localization, centered on market actors and non-governmental organizations (Faguet, 2014: 8).

The principles of good governance show great similarities with the local democracy literature. These can be summarized as multi-party democracy, respect for human rights, rule of law, efficiency, responsibility and openness in public administration, market economy and fight against poverty. Good governance, in a sense, is a form that has been developed to compensate for some of the inadequacies of democratic governance and rearranged it according to developing countries.

It is seen that the necessary infrastructure for the efficient functioning of public administration is not available in these countries, and a few more items have been added to the principles of participatory management, especially considering that a well-functioning market economy and democratic administration are necessary for contemporary strategic management, and in this sense, good governance and local democracy approach are in parallel. appear to be strategies.

Starting from the concept of democracy, which means the rule of the people or the power of the people, the concept of local democracy, which means the rule of the local people or the power of the local people, has emerged over time. As the liberal understanding suggests, the problem of local democracy is not limited to the relationship between local governments and central government. The most crucial point of the problem of local democracy is who governs locally. In order to be able to talk about local democracy in an administrative unit, first of all, the decision mechanisms must be distributed in an egalitarian, open and balanced way to the social base. Representative democracy has unique applications in terms of local democracy. The leading of these is the establishment of the decision and executive bodies of local governments by means of political elections. In addition, there are administrative mechanisms and economic practices that dominate the whole system in general. One of the main examples of these practices is the fact that services in

representative democracy are generally replaced by bureaucracy, in line with neo-liberal policies, and on the basis of partnerships with the private sector. The fact that representative bodies are accused of not being able to make decisions quickly and appropriately, and therefore the participation of non-governmental organizations in decision-making mechanisms, which are claimed to be able to take the most appropriate decisions, and the complete change of the structure of decision-making mechanisms in cooperation with the private sector are also an extension of neo-liberal policies (Jessop, 2002: 461).

The first step to be taken could be to get out of the binary opposition between participatory democracy and representative democracy that, so far, has structured the debate. We come to forget that other fundamental dimensions can characterize the political relationship between rulers and governed at the local level: those of communication, questioning or deliberation. Promoting citizens' voice in local public affairs, disseminating

information on current policies, contributing to the creation of public spaces for discussion can be goals in themselves, regardless of any redistribution of powers. At this modest level, the participatory dimension remains present, but it is part of the perspective of a deliberative democracy that aims to inform and complement more than to compete with representative democracy (Sabuktay, 2009: 79).

Observation of current experiences shows that the establishment of participation bodies at the local level, for example at the level of a neighbourhood, can fulfil the most diverse objectives. In some cases, participatory neighbourhood bodies are akin to a simple deconcentration of the municipal administration, with neighbourhood councils serving as basic interlocutors for residents, sometimes as simple counters. Elements of territorialization of local public action, without a truly public dimension, set up in order to grid and supervise the population under the pretext of better understanding its expectations, these bodies can effectively rationalize the

administration, but have participatory only the name (Bulut and Akin, 2019b: 46).

Making room for deliberation and consultation with the inhabitants in local politics finally requires a new way of conceiving public action. It is a question of accepting a complication of decision-making. The rhythms of public deliberation are not the same as those of the action of municipal services. The test of public discussion is costly in time and energy. In particular, it forces the technical services to take new forms of presentation and justification of projects. It forces us to reformulate them, to explain what is at stake, to renounce certain technical evidences as well as the discourse of authority. It may lead to the abandonment of files that would have received the double approval of technical expertise and political authority. Without going as far as a territorial organization of services, it forces a transformation of the habits of thought and modes of intervention of all local political and administrative actors (Emini, 2009: 39).

The democratic problem at the local level also brings into play, in a context of increasing complexity of public action, the questions of the accountability of decisions, the legibility of institutions and the accountability of elected officials (Eryilmaz and Biricikoğlu, 2011:27).

The contemporary valorization of proximity has reactivated the old *Tocquevillian* imagination (Connolly,1994: 25). However, the local cannot be considered as a free zone, where the rules of the political game (division of political roles between laymen and political professionals, low participation, oligarchic character of the distribution of power, etc.) would be suspended. Far from this spontaneous and enchanted vision, local democracy in developed countries can be characterized by the concentration and personalization of powers, the confusion of executive and deliberative powers, the weakness of local parliamentarism and the opposition, the neutralization and control of participation, a limited critical role of the media, elective longevity, etc. (Fabbrini, 2001).

Over the past fifteen years, participation has become more professional. In the early days, it was associative and/or urban policy activists who became consultants in the field of local democracy and the participation of inhabitants. But the multiplication of participatory mechanisms at the local level, responding to legislative obligations or products of the experimentation of local authorities, has led to the emergence of a new category of "participation professionals, the territorial agents of participation, which is the most tangible sign of the institutionalization of a public offer of participation. We can no longer claim to determine the number of these agents than hope to quantify the local participatory mechanisms. Before that, it would already be necessary to identify the contours of this group.

Despite the abundance of studies on participatory democracy, it seems impossible to respond satisfactorily as actors with heterogeneous profiles and statuses are found in the term, participation professionals, and as there are close connections and frequent circulations between

professionals in the private sector and those in the public sector (Arıkboğa, 2007: 50).

The application of democracy in different systems has brought different forms of democracy. These forms of democracy; It is possible to list many different forms such as classical democracy, liberal democracy, social democracy, constitutional democracy, pluralist democracy, participatory democracy, socialist democracy, and parliamentary democracy. Addressing these different forms of democracy separately is undoubtedly the subject of a different study. However, the important thing here is that all these forms of democracy are somehow based on the phenomenon of participation, and based on this fact, they contain a kind of local democracy mechanism. The concept of democracy is at the center of political theory at the national level. At the center of politics at the local level is the concept of local democracy. The concept of local, which is considered as the closest unit to the people and at the same time the most appropriate scale for democracy,

plays an important role in democratization debates and remains on the agenda. The concept of local, which expresses that an administrative unit within the borders of any nation-state and that all elements in this unit are expected to take responsibility within the framework of the set target, is concrete, unlike the global concept, which is an abstract concept, it is what is lived in it (Yaman ve Önder, 2018: 233).

Chapter 7

Governance at the local level in the future

Today, successful and sustainable institutions need to attach importance to stakeholder participation when making decisions, adopt cultural transparency and accountability, act consistently, fairly and responsibly towards their stakeholders, and have effective decision mechanisms and infrastructure that will ensure corporate trust. In short, the adoption of good governance principles in the institution is essential for the sustainability of the institution for future. Sustainability is a long-term issue for organizations. Therefore, boards of directors need to include these issues in their long-term decisions, strategies and directions. The responsibilities of the boards of directors are basically to create a sustainability vision, to be a sustainable board of directors and to ensure that sustainability is embedded within the organization. The participation of young people, who will be affected by the

decisions taken today, in the formation process of today's environmental policies is of special importance in terms of the development of participatory democracy and because of the common benefit in protecting the environment. Along with environmental policies, common benefit aims not only to eliminate existing pollution and possible pollution, but also to use, preserve and develop resources in the best way that future generations can benefit from (Ferrarini and Zhu, 2021)

The problems experienced by the public administration today and the search for solutions to these problems will determine the forms that the public administration will take in the future. Therefore, the more successful this process is, the smoother the future and a public administration structure that will increase the quality of human life. Today, as the developments that will determine the future structure of public administration all over the world; It is said that there are opinions about what the new future of post modernism and public administration will be. Public

officials will need new management tools in this process, but new tools will have to go beyond the traditional ones. In the future, the coordination of individual activities of local decision-making units, negotiation and participation will be the basic management tools. The organizational environment that will be faced in the future; interdependence rather than competition, disorder and certainty rather than turmoil and uncertainty, entrepreneurship very small over large volume, mixed and national rather than international entrepreneurship. Most of the future population will live in cities and receive good education (Akın, 2019: 28). Highly educated and professional orientation will develop rapidly. Technical education will gain weight, vocational mobility will increase, computerization and brain drain will be effective in this process. In addition to these developments, professional career will gain importance, people will tend to take more participation, autonomy and initiative, and people will be influenced by their environment rather than

the future (Akın, 2019: 36). The tasks of organizations will be more technical, complex and unplanned, and brain power will be more important than muscle power.

There will be greater integration of public services into the market economy. Boundaries between the private and public sectors will be removed or reduced and the relationship between them will improve. In the future, management organization will not be through bureaucracy, other alternatives for governance, such as the free market, will be on the agenda more than ever. Politicization will decrease and will be much discussed. One feature of the traditional model was that its extensions went as far as politics. Therefore, this situation was not realistic. In the future, public administrators will find themselves in politics. This time, however, they will realize that unlike the past, what they did was part of the political process. Bureaucratic policies will be noticed and used positively, instead of being hidden in the background, managers will be very transparent about political costs and profits, and

they will be able to produce alternative activities for them. In this way, politicization will end and it will be more realistic (Bersch et.al., 2017:109).

Good governance is a process that covers the policies that will ensure the achievement of the goals and objectives of the institution, from the adjustment of the budgets, activities and projects, performance indicators and a continuous monitoring and evaluation process within the scope of the objectives, targets and activities and projects that will achieve the future vision of the public institutions within the framework of their mission. Good governance is not a one-off action; It refers to an iterative process according to the opportunities that arise. For this reason, strategic planning alone is not sufficient in public institutions. In addition to making a strategic plan for effective governance, it is necessary to strengthen the strategic thinking and vision development qualities of managers (Keping, 2018: 3)

Governance at the local level in the future

In the process of creating the governance plans, it is thought that in order for the strategic plans to be created effectively, the managers having a vision and a visionary ability to foresee the current situation of the institution and the situations and conditions it may face in the future will have a significant impact on the suitability and effectiveness of the strategic plans to be prepared. Governance in the future refers to a management process in which the functioning, goals and objectives of organizations or institutions are planned within the scope of the concept of strategy, and the conditions that may arise in the future are tried to be predicted based on the current situation. Governance, which wants to manage the future rather than the past; has a management approach that takes and implements decisions in this direction. Strategic governance, management in public institutions shows a quality that includes strategic planning, budgeting, personnel and performance measurement. Strategic governance is accepted as a management technique in the private sector,

public sector and non-profit organizations in determining the future goals and targets and determining the actions that need to be taken in order to reach the targets (Walters and Tacon, 2018: 492).

Expectations for the effective and efficient use of resources on public administration, the rise of service delivery standards, and the demand for increasing service quality without incurring additional burdens with existing resources necessitate meeting the demands. For this reason, the ability of public institutions to hold on to change and to continue their existence in the future requires them to benefit from internal and external strategic information sources. In this context, it is possible to deal with the governance-based perspective by associating it with the new public administration approach. The strategic view, which foresees the organization's future goals, the current conditions and the conditions that it may encounter in the future, and the continuation of an activity in this direction, follows a developmental course in parallel with the

techniques and methods such as the strategic plan, performance management, and information management (Gençkaya and Gündoğdu, 2017: 149).

Through the governance approach that the institutions will have, the bureaucratic organizational structure that has the classical management approach will be replaced by a management approach that includes environmentally sensitive change (Akın et al.,2016: 27). Thanks to this understanding, it is thought that the public administration will offer a solution to the problem of future anxiety.

Owing to the governance approach that many institutions will have in the future, the bureaucratic organizational structure that has the classical management approach will be replaced by a management approach that includes environmentally sensitive change. Thanks to this understanding, it is thought that the public administration will offer a solution to the problem of future anxiety. Today, when change is inevitable, the public

administration's concern for the future, being aware of the approaches and techniques that come with change, the adoption of these techniques and methods in institutions, the chance to use them, the future concern of the public administration and the existence of conscious managers and organization employees in this direction are necessary.

Some problems in the future arise from the fact that the emerging concepts such as strategic management, transparency, accountability and good governance and effectiveness in management, which bring important changes in public administration, cannot be internalized in public administration and are not implemented in real terms (Bulut et al., 2019). In this sense, when we look at the pre-crisis period, in this period when liquidity abundance was experienced, expectations were at the highest levels and global economic growth was on a constant increasing trend, extraordinary public resources were transferred to many fields in order to increase the economic growth and competitiveness of the economy in many countries, and the

bubble was constantly inflated, thus reducing public deficits. appears to be growing.

Today, concepts such as citizen satisfaction, quality, speed, efficiency, strategic planning, accountability, governance, effectiveness and efficiency in public services, which have emerged in the last two decades in the field of public administration, have been widely accepted and the debate is now on how the organizational structure should be. concentrates. Because, in the light of the lessons learned from the past practices, it is a prejudiced approach to defend the provision of public services only under the monopoly of the public and without any form of competition, but it is at least an objectionable approach to see the provision of public services by private, civil or voluntary organizations as a panacea (Chen et.al, 2020).

The problems experienced by the public administration today and the search for solutions to these problems will determine the forms that the public administration will take

in the future. Therefore, the more successful this process is, the smoother the future and a public administration structure that will increase the quality of human life (Bozkurt, 2019). The new management approach also emerged in this environment. This understanding; to enable non-governmental organizations, which have functions such as participation, participation in decisions, influencing the decision-making process, participation in the administration, including sub-concepts such as active participation, delegation of authority, decentralization, autonomy, self-management, which reveal both democratization and the level of development of non-governmental organizations, and contrary to the classical, traditional, hierarchical, bureaucratic and unsuccessful management approach, it is an understanding that gives importance to non-governmental organizations, paves the way for their development, encourages and adopts participation, transparency, delegation of authority, decentralization, and effective and applicable solutions. It

includes the concepts of governance and the new public administration thought embodied in the reflection of all these on public administrations.

Public officials will need new management tools in this process, but new tools will have to go beyond the traditional ones. In the future, the coordination of individual activities of local decision-making units, negotiation and participation will be the basic management tools. In the future, public administrators will find themselves in politics. This time, however, they will realize that unlike the past, what they did was part of the political process. Bureaucratic policies will be noticed and used positively, instead of being hidden in the background, managers will be very transparent about political costs and profits, and they will be able to produce alternative activities for them (Akyüz, 2019:99). In this way, politicization will end and it will be more realistic. Good governance is seen as the most accurate test of democracy, emphasizing that governments that manage limited resources according to the needs of the

population should be absolutely democratic. In this process, the adaptation of change, especially by the intellectual elite, comes to the fore as a necessity. In addition, training programs that emphasize good management, integrity and honesty and that will improve their ability to take precautionary measures against possible negativities that will prevent corruption gain great importance (Sara, 2021: 156).

The direction of performance auditing is not retrospective, but future-oriented. Its purpose is to evaluate the use of resources retrospectively and in this way to avoid inefficiency, waste, misuse etc. It is not about revealing the public harm caused by the means. The primary function of performance auditing is to guide and guide institutions and their managers for the future. Making the discussions about the future of governance and public administration from two dimensions will produce useful results. The first one is democracy without politics or the democratic vacuum that emerged as a result of the marketization of public services

and the transfer of non-marketable services to autonomous institutions and boards, and the second is the future of the relationship of activity and democratic participation.

This is the most important reason why different ethnic or religious structures are not defined by demographic quantitative data. All developed or underdeveloped countries, where the unitary state structure is under constitutional guarantee, produce policies in a similar line. Despite this, it is also wrong to think that practices such as representative bureaucracy or different rejection rates will never become law, because it is not known whether social changes will create needs in this direction in the future. In fact, the ability to completely prevent nepotist practices such as staffing, nesting or seizing among civil servants depends on the use of these two contemporary concepts both in the selection and promotion of public personnel. The formation of a public service, which is represented at certain rates from all segments and where disadvantaged

groups are not excluded, may end unethical personnel management policies (Reed, 1988: 224).

The future public sector is expected to be similar in most countries. But there are big problems in this direction. As a result, the judgment that the public administrations of countries are increasingly similar to each other remains a very simple judgment. As a matter of fact, there are temporal and contextual aspects that are very important in the process of change.

Conclusion

Efficiency refers to the effective and timely delivery of policies. With these policies, it is requested to present the future effect to the citizens by taking into account the past experiences in line with the clearly defined targets. Governance is one of the concepts that started to spread rapidly in public administrations in the world towards the end of the 20th century. Especially in this period when the effects of neo-liberal policies began to spread, it is seen that the state withdrew from the market, shrank and tried to be effective at this rate. At this point, it can be said that civil society and the private sector have become more effective. Here, governance refers to the effective participation of actors other than the state in the decision-making and implementation stages. In other words, governance refers to multi-actor rather than the unilateral and dimensional management approach of the past.

CONCLUSION

Democratization and decentralization come first among the views expressed about decentralization. In the positive causal relationship established between decentralization and democratization, decentralization means decentralization and democratization means an increase in the area of freedoms. Owing to the principle of decentralization, it has been realized that local governments, therefore, local people have a say in the administration. Thus, in the public administration system, the principle of decentralization is utilized by giving more weight to the local. In this process, the concept of governance, which is integral to decentralization, shapes the classical public administration structure as a new model. Governance means government and society acting jointly in mutual influence, collaboration and decision-making. In other words, the concept of governance, which reveals the differences of citizens and social groups, expressing themselves clearly, exercising their legal rights and fulfilling their obligations, has a multifaceted structure

that includes mechanisms, processes and institutions. It is also called governance as long as public institutions carry out their transactions, manage their resources and observe human rights. In this process, public institutions ensure that all actors are included in the management process with e-governance, which is the result of using the governance principles of participation, partnership, equality and efficiency in the electronic environment in the context of public relations. In other words, e-governance is a concept that emerged as a result of the use of information and communication technologies in the provision of public services, as internet services have become an indispensable element of social life in the globalizing world. Thus, it is aimed to keep the citizen satisfaction at the highest level and to spread the public services throughout the country. It also shows the ease of reviewing the policies implemented from time to time with feedback and implementing the necessary steps effectively.

CONCLUSION

Governance with a more participatory and interactive management approach has developed the approach of co-management by adding social, political and economic actors to the administration. In an environment where the global economy is formed with the effect of globalization, in today's world where it is inevitable for the nation state to implement international decisions in some areas, governance has also begun to take the place of management. Governance types such as public governance, global governance and good governance have been developed due to their applicability in many areas. Indeed, governance is the evolution of the administration from a monolithic structure to a structure in which participation is institutionalized with many actors.

There are concerns that governance may create a more unequal society. Contrary claims can also be made in this regard. Since the existence of governance is based on the prediction of a more decentralized political and economic power, it can be said that the functioning of this system can

create a more egalitarian society. Systemically, governance is defined as the classical and authoritarian decision-making processes and formal institutional structure of the state. The political dimension of governance only foresees the legitimacy of the state, not the formal democratic administration, but the participation of citizens in every possible field and form. What is meant by the administrative dimension is an effective, independent, transparent and therefore auditable public service.

The empowerment process that will be created by empowering employees and making their duties interesting and richer will increase the effectiveness of individuals who go into governance. There are opinions that describing a job down to the smallest detail destroys motivation. Therefore, in the governance environment, the parties should value individuality, care should be taken to create a common view on the main lines, but the individual should be allowed to act subjectively in the details. The concept of governance came to the fore after the discussions in the field of public

administration, and its meaning and boundaries could not be clarified. Governance strives to transcend and surpass the boundaries of management, to unify and direct management structures. It has taken a place in many areas of our lives with its principles such as democracy, participation and the rule of law, along with its multi-actor instead of the old one-sided management approach, and locality instead of a centralized structure with its governance reform practices (Bulut and Akın, 2019a: 672).

Governance, which can be placed within the triangle of participation, transparency and accountability principles, rises on the basis of a consensus on economic, political and social priorities in economic development thanks to the combination of these three elements. According to governance theorists, responsibility channels are replaced by new processes due to the aforementioned priorities. Consumer choice and the theory of responsibility are described as the most effective priorities in this process. New searches have started due to the fact that responsibility

creates a gap in the governance literature. Determining the quality and quantity of public services according to market demands, not political decisions, enabled service providers to receive instant information about their own performance, and these consumers had the opportunity to influence the service without having to apply to the people they chose.

Participation, which means the participation of citizens in the political decision-making and management process, through representation or directly, is used together with citizen rights, democratic governance and anti-corruption and poverty reduction. By ensuring participation, the state will not ignore the wishes and expectations of the citizens while determining and implementing its policies. Governance makes the functions of elected officials less important than they really are. Considering this point of view in the discussions, it is important to develop the relations between network systems and to bring together public and private sector resources. In the 1980s, radical changes occurred in the management approach (Henry,

2015). Through this paradigm shift, the reputation of traditional public administration was damaged and new public administration took its place. It would be wrong to simplify and ignore this change. Because this is a paradigm shift. The new management paradigm is aimed at reshaping the bureaucracy and markets as well as the state-citizen relationship. The purpose of this model is to ensure that the state returns to its original duties, to make it more efficient and effective, to regain the trust of the citizens in the state and to increase participation in the administration.

It is seen that the central governments, which have expanded their fields of duty and service sector in the understanding of the welfare state, cannot meet local needs, cannot implement local participation and democracy, and cause a waste of time with increasing paperwork. As a result, in order to find a solution to the problems experienced, it was thought that some public services were taken from the central government and transferred to local governments, private sector and non-governmental

organizations. Thus, the central government's transformation into a more functional structure and the downsizing of central governments came to the fore. As a result of the arrangements made, decentralization policies were implemented in public administration.

It is stated that political responsibility and bureaucratic control functions are very important at the point of solving the problems that arise at the level of democracy. However, in practice, rational controls and processes constantly serve the interests of political leaders and thus go out of the hierarchy. The most striking features of governance, which is being examined in three main dimensions as local, national and global; rule of law, participation, transparency and accountability.

In general, it is stated that the main element in governance is the establishment of democratic responsibility. Transparency is one of the remarkable principles in governance. Along with the transformation of traditional

management structures, citizens have become a part of the management processes. As a result of the changes and transformations in public administration, local governments have been increasing their spheres of influence and power in recent years with a democratic, participatory, transparent and effective management approach. In order to ensure local governance, local governments, non-governmental organizations and private sector structuring should act together. The understanding of civil society has an important role in strengthening local democracy and ensuring public participation. As a matter of fact, the applicability of local governance will increasingly continue with the regulations of both national and international organizations at the point of putting this understanding into practice.

The governance approach, which is accepted as multidimensional, also shares the management with more than one actor. Governance, which conceptually means to manage together, to manage jointly; the functions and

duties of the sovereign state; market, civil society and the public. Thus, the real participation of the people in the administration is aimed. In the governance model, the state has given up providing services that the private sector can provide and has taken the position of rule maker.

One of the actors that governance contributes to management is the private sector. In this approach, the central government allows for alternative distribution systems. Therefore, it is possible for institutions and actors performing public services to learn from their past experiences and mistakes. The concept of national governance, also called public governance, expresses multi-directional interaction rather than one-way causality. In other words, governance can be explained as the attitudes and behaviors of the public sector and private institutions, citizens and non-governmental organizations towards the administration. In this process, instead of conflict of interests, conciliation is prioritized and put into practice. The governance approach draws attention to the tripartite

structure formed by the market-private sector and the third sector.

The understanding of governance envisages that the state shares its management functions with a third sector other than the private sector. In today's conditions, representative democracy has lost its adequacy in the context of participation and control mechanisms. For a full understanding of democracy, individual-state relations need to be addressed in a new dimension. Organisms, which can be both as legal entities and as a flexible structure without having a legal title, have gained global importance in the sense of redefining the role of the state.

In governance, it is stated that the actors participating in the management also have a say in the management. In this context, in terms of the correct implementation of governance, the element of the people also constitutes a part of governance. Clear, radical and objective arrangements can be made between the ruler and the ruled through the

rules of law, and it can be placed on a solid ground with governance principles such as participation, accountability and transparency. Within the framework of governance principles, the participation of the public in the administration is explained by the principle of participation. However, since participation cannot be realized only with the will of the people, the administrators must also want to include the people in the administration.

Participation and effective civil society are related with each other. Through the phenomenon of localization, driven by globalization and governance, this relation emphasizes shortening the distance between local public service producers and those benefiting from this service, and involving the society directly or indirectly in decision processes, that is, improving participation in terms of quality and quantity. It is a well-known fact that it is wrong to limit the participation of the people to the elections held at regular intervals, and that the politics and administration have become corrupt and alienated from the society due to

the lack of participation. There are many factors behind the alienation of the people from politics and administration. These are: the disconnection between the public and decision-making bodies, ignoring the needs and expectations of the public in public preferences, the location of the mechanisms that provide local services away from the public, communication problems, inspection and information problems, and disruptions in service feedback. Governance attaches great importance to the principle of participation in order to prevent the alienation of the public from politics and administration. The social environment developed by democracy and therefore governance is characterized by the existence of intermediate groups that are outside the intervention area of the administration and that can stand against the government. This process is completed with an understanding that first prevents the arbitrariness of the power and then the power is based on the people and the consent of the governed.

CONCLUSION

Participation refers to the involvement of the public and non-governmental organizations in the public policy making, implementation and monitoring process. Indeed, the participation is one of the important principles of the governance model. It paves the way for market forces far from political responsibility to intervene in the policy making process. In a good governance, participation is very important for reasons such as prevention of abuse of public power, citizens' positive response to the regulations in which they have a voice, the increase of people's trust in the state, the emergence of different ideas, and the provision of transparency.

Owing to the participation principle at local level, the problems were resolved at the source, and thus the management was freed from unnecessary burdens and enabled to work more effectively via subsidiarity. Authorities and duties given with the understanding of decentralization will increase the efficiency of services and strengthen participation, which is another principle of

governance, by checking their compliance with needs. Owing to the principle of subsidiarity, the most effective use of resources is ensured as a result of authority and responsibility between the central government and local governments. In local governments, which are the cradles of democracy, democratic participation is at the top. Because, as a result of decentralization in public administration, the structures that can respond to the wishes and needs of the people the fastest are local administrations. As a result of this, the paperwork seen in public administrations will be prevented. Thanks to the principle of participatory democracy applied in local governments, which are at the center of the solution of social problems, it is ensured that the governance develops and that it serves all segments of the people in this direction.

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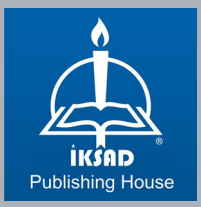

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