

THE CONCEPT OF GOVERNANCE IN THE AXIS OF SUSTAINABLE DEVELOPMENT

Assist Prof. Dr Burkay DİVRİK¹

ABSTRACT

Since the World Bank's 1989 definition, governance has attracted considerable attention and has become a management alternative, altering managements many elements to adapt it to the changing world. It is used in many organisations, especially public administration institutions. Although the expectation of the governed for an accountable, transparent, audited and held responsible for their actions dates back to very old times, it has become quite dominant especially after the 1970s and has led to the emergence of the new public administration concept. As a result, the concept of governance has been tried to be embedded in public administration institutions such as local governments. This endeavour continues today. Of course, the concept of governance is a concept that aims not only public administration but also civil society organisations, the private sector, non-profit organisations and various organisations to have a say in the administration and advocates that these should also play important roles in the administration and that bureaucracy and its elements should be abandoned. Sustainable development represents an approach to managing resources that takes into account not only the current needs of present societies but also the needs of future generations. The term encompasses the economic, environmental and social spheres and aims to strike a balance between the all-round development of individuals and the protection of the environment. In this study, the concepts of sustainable development and governance will be examined and the effects of sustainable development approaches on the concept of governance will be analysed.

Keywords: Governance, Sustainable development, Management.

¹ Sivas Cumhuriyet University, Şarkışla Âşık Veysel Vocational School, ORCID: 0000-0002-2774-9527, bdivrik@cumhuriyet.edu.tr

INTRODUCTION

The concepts of governance and sustainable development started to gain importance in the 1980s. Governance, whose relationship with sustainable development has also been studied since the 1980s, is a term that has different meanings from the concept of government. In order to achieve sustainable development goals, it is extremely important to identify some basic principles of governance. At the same time, it is clear that in order for the concept of governance to respond to today's needs, it should use the principles of sustainable development, which has been on the agenda in recent years. These two complementary concepts are in interaction. Principles such as participation, transparency, accountability and justice advocated by the concept of governance have also evolved and reshaped within the framework of sustainable development.

It is clear that environmental awareness should not be ignored when dealing with the concept of sustainable development. The assumption that the creation of a healthy environment and the protection of existing environmental conditions can be implemented together with economic development is one of the main objectives of sustainable development. This goal envisages the inclusion of various stakeholders in decision-making processes. This encourages cooperation between public institutions, the private sector and non-governmental organisations.

Although there are many definitions of governance in the literature, the following definition is mind-opening in terms of understanding environmental governance: Governance is the formal and informal mechanisms and processes that people use to manage their social, political and economic relations with each other and the ecosphere. These mechanisms and processes take shape in social institutions and reflect social norms, values and power relations. Therefore, governance covers all types of systems that people use to make and implement their collective decisions. (Seyle & King, 2014: 28-29).

The importance of sustainable development is not limited to economic growth, but also includes the protection of natural resources and social justice. Especially in recent years, the importance of sustainable development strategies becomes even more evident when problems such as climate change and social inequality are considered. In this framework, the phenomenon of governance emerges as an important mechanism that increases the effectiveness of sustainable development. Just as the concept of governance derives from the new understanding of public administration, the concept of sustainable development has reshaped and transformed the principles of governance. Thus, a governance model at the global level was envisaged as a means of realizing a sustainable development approach that addresses environmental concerns and development efforts together, aiming to meet all the needs of humanity by also considering future generations, in order to solve environmental problems (Uzel, 2006: 124-123).

Understanding the concept of the governance paradigm is important in today's world, especially in the field of sustainable development. Governance refers to the process of decision-making and implementation, whether at the institutional or individual level. It involves a set of systems, rules and processes that determine how an organization or society functions. A governance paradigm, on the other hand, refers to a theoretical framework or model of how governance should be conducted. It provides an ideal representation of how authorities should enact policies, delegate responsibilities, make decisions and distribute power. In addition to governance, the concept of good governance is also a very important concept that comes to the forefront today.

Good governance can be expressed as a concept that has emerged as a result of many experiences in the field of governance, taking into account the expectations of our age and people. In other words, good governance refers to the process of policy and governance change in which public problems and policies are discussed and various segments of society are involved (Grindle, 2004: 526).

Although governance emphasizes the interaction of state, market and society actors, it sets out to privilege the market over and within the state by promoting commercial standards, principles and interests (Drechsler, 2005: 23). Moreover, with its emphasis on cooperation, coordination and negotiation, which differentiates it from the ‘new public management’ approach, it is also a response to the fragmentation caused by the other by introducing market principles into and between public sector organizations (Fenger & Bekkers, 2007: 27-28).

A review of the literature reveals that there is a limited number of studies on the ‘governance concept in the context of sustainable development’. In their 2005 study, Kemp et al. emphasised that governance for sustainability requires the involvement of very different and multifaceted actors who are open to innovation. However, these actors are unlikely to work together easily in a short period of time, so there should be a commitment to transitions and the government as a democratic authoritative power is sometimes needed, even if it is part of the problem.

In 2015, Guney applied a panel data analysis on sustainable development and governance. In his study, he stated that governance includes basic services provided by the public such as the protection of property rights and the smooth functioning of the legal order, as well as features such as effectiveness, efficiency, rule of law, participation, accountability, transparency, respect for human rights, and tolerance towards differences. He concluded that concepts such as strong authority, common sense and multidimensional planning, which are necessary for current resource utilisation to be at a level that minimises damage to future resource utilisation, are also a definition of the concept of governance and shape it.

The study prepared by Gündoğdu and Aytekin in 2022 determined the link between governance and sustainable development in a sample of 149 countries. The striking aspect of the study is that it uses multiple regression analysis to find sustainable governance variables that affect sustainable development. It was found that there is a link between sustainable development and governance with many groups of variables. According to the results obtained in the study, variables such as the number of people using the Internet in a country, E-Government index, human development index, population growth, rule of law with political transformations affect sustainable development and governance.

In their study in 2023, Erkoyuncu and Askun used the World Bank's 6 governance dimensions and identified 11 unique configurations for different levels of human development. The study argued that the relationship between governance and human development is complex and context-specific, with different governance models contributing to different outcomes.

Aliyev in his study in 2023 explained the reasons why a large number of theories will be needed to manage complex sustainability issues and focused on various theories of governance for sustainable development purposes. The author provides information on five theories: transition theory, meta-governance, polycentricity, network governance and experimental governance. In addition, the interconnections between the different theories and the commonalities and differences between the theories are pointed out.

Shandryk et al. in their study prepared in 2023 systematically discussed the governance process in sustainable development and emphasised the importance of the structural-functional and knowledge-behaviour subsystems of governance. It also paid special attention to the development of information technology and civil society and other changes in the late 20th and early 21st centuries. These changes have influenced public administration concepts such as governance, which are fundamental to achieving sustainable development goals. The article describes the methodological approaches necessary for the functioning of the public administration system in the context of sustainable development.

This study aims to examine whether there is a new paradigm of governance policy emerging in the world, and if so, its characteristics and the reasons why it has gained importance in recent years. It seeks to provide a new perspective on this issue, to integrate governance with sustainable development and to emphasize not only the effectiveness of state power, but also fair markets, environmental protection and regional decision-making. It will explain how governance methods need to be transformed in line with sustainable development before global problems such as poverty, climate and inequality become even greater. This study is a review and synthesis of existing theories and reports on this emerging paradigm. It aims to provide deeper insights for policy makers, researchers and professionals interested in sustainable development governance.

In this study, literature review and document analysis, which are among the qualitative research methods, were conducted, current and old studies were scanned, and a relationship was tried to be established between sustainable development and governance elements. As a result of the literature review, many intersections of sustainable development and governance elements were identified and mentioned in the article. It has been stated that if both concepts benefit from each other, it will be more successful in the implementation phase.

1. THE INTERACTION BETWEEN GOVERNANCE AND SUSTAINABLE DEVELOPMENT

The relationship between governance and sustainable development is directly linked to how both concepts interact. Governance plays a fundamental role in ensuring sustainable development, while sustainable development goals shape governance processes. While both concepts define each other in this sense, the concept of sustainable development has transformed governance elements in recent years. This interaction is evident in policy development and implementation. For example, in the formulation and enactment of environmental legislation, effective governance structures encourage stakeholder participation and provide more sustainable solutions. Governance also plays an important role in the effective management of financial and human resources required to achieve sustainable development goals. Inadequacies in governance processes can have negative impacts on sustainable development efforts. Therefore, this interplay between governance and sustainable development is critical for the progress of both fields.

The concept of governance was first used in a report on African development prepared by the World Bank in 1989. Governance was defined in this literature as “the exercise of political power in the management of national problems”. Governance has a different definition than the notion of management in the concept of ruling. Governance, on the other hand, refers to the interaction between people and institutions, the participation of formal and informal people, communities and organizations that play a role in the entire process, in which factors other than those in power have a say. (Yüksel, 2000: 145;Aslantaş,2004). It can be said that governance has three dimensions: political, systemic and managerial (Parlak, 2013: 290);

- In its systemic dimension, governance refers to a process in which local governments, civil society organizations and the private sector are included in the system and the power of the state is transferred to these actors.
- In its political dimension, governance means ensuring the participation of citizens in every possible field and form, in terms of the democratic quality and legitimacy of decisions taken.
- In its managerial dimension, governance refers to an auditable administration that incorporates good governance principles such as ethics, transparency and accountability.

In the literature, 'governance' is seen as a way that has a social logic different from both the state understanding and the market, such as coordination instead of one-center and hierarchical management, cooperation, compromise and partnership, and coordination and partnership instead of competition, social engagement instead of profitability, civil society understanding instead of the market. The governance models that incorporate topics such as ethics, corporate citizenship, roles, and responsibilities (Turner, 2008: 349) were excluded because the emphasis of the study is on the shareholder-stakeholder and behavior-outcome aspects of the organization. Therefore, the most relevant model was Müller's governance model which draws on the theories of transaction cost economics, agency theory, and institutional theory using legitimacy to emphasize conformance. Müller's governance model explains the governance of projects through four governance paradigms, where one paradigm is used for one project by the project's parent organization; however, the use of paradigms can vary across the organizational units throughout the organization. The governance paradigms from Müller (2009) are shown in Figure 1 along with the theories that the paradigms are derived from. Müller's governance model addresses corporate governance orientation and control orientation at the level of the organizational unit that governs a project. The corporate governance dimension builds on the Clarke (1998) model where they claim that a corporation's governance orientation can be found on a continuum from a shareholder to stakeholder orientation. The shareholder theory of corporate governance assumes the main purpose of an organization is to maximize shareholder return (S. Brown & Eisenhardt, 1997: 19). Therefore, the value system of these types of organizations prioritizes shareholders over stakeholders; and qualitative objectives, such as employee well-being, good relationships with interest groups, and ethical standards, take second priority (Müller, 2009: 49).

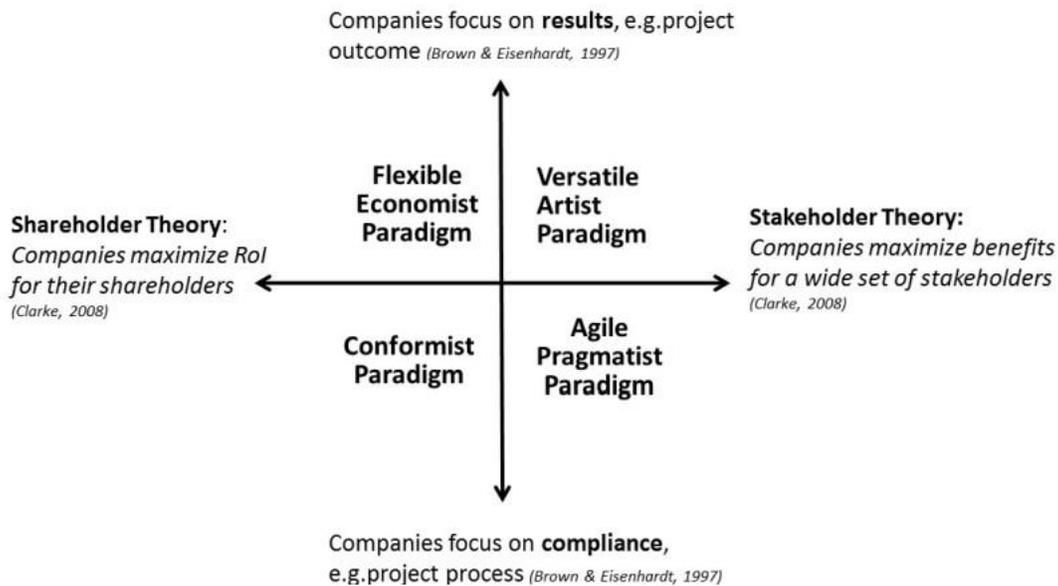


Figure 1: Governance Paradigms, (Brown & Eisenhardt, 1997)

The concept of governance, which includes principles such as respect for people, sensitivity in public services, being citizen-oriented rather than customer-oriented, and providing services in the most appropriate way, is actually significantly related to sustainable development. This is because the sustainable development goals, which we will discuss later, are in a sense goals that will further pave the way for governance. At the same time, the principles of transparency, accountability and responsiveness, rule of law and participation, which are at the intersection of both sustainable development and governance, almost necessitate the interaction between the concept of governance and sustainable development.

Governance, which emerged with the addition of the suffix of reciprocity to the concept of governance and refers to the participation of all existing actors in the act of governing and being a part of this action (Okçu, 2012:11), instead of the act of governing being carried out unilaterally by a person or group, defines a participatory, democratic, consistent, transparent, accountable, responsible, ethical, law-abiding, non-cumbersome and flexible form of governance. Since this concept is multidisciplinary and multifaceted, it finds application in many disciplines. For this reason, the mission attributed to governance, especially for achieving sustainable development goals and realizing social change, is undergoing a major development and transformation.

Principles can also be determined for the development of local governance. In this context, the Council of Europe set out 12 principles in 2008 to directly improve local governance. Awards are also given by the Council of Europe to local administrations that implement these 12 principles. In order to receive this award, local governments must comply with 12 established principles. These are fair elections, representation and participation, sensitivity, effectiveness and efficiency, openness and transparency, rule of law, ethical behavior, authority and capacity, openness to innovation and change, sustainability and long-term orientation, strong financial management, human rights, cultural diversity and social cohesion, and finally accountability (Yılmaz:, 2020: 219).

As it can be seen, these twelve principles determined by the Council of Europe cover both sustainability and the principles of sustainable development. Therefore, organizations that can apply the principles of sustainable development will also be successful in terms of governance.

According to the research of Sonay Bayramoğlu (Bayramoğlu, 2005: 37), who takes governance as a new mode of political power of capital, this new model is based on the new right's principle of “co-management”, which involves interdependence with equal status, instead of state-society antagonism. In addition to the government, non-governmental actors also participate in governance. The state (bureaucracy), market actors and civil society, including all other social sectors, are the main actors of governance.

The World Commission on Environment and Development, chaired by Harlem Brundtland, Norway's first female Prime Minister, published the report “Our Common Future” in 1987. The main concern of the Our Common Future Report stems from the incompatibility between environment and development and the sacrifice of the environment for the sake of development. Based on the idea that a change of understanding is needed in international economic relations in order for humanity to look to the future with confidence, the report proposes a balanced and continuous development model shaped on the idea that the environment is the source and limit of economic development. The concept of “sustainable development” used in the Our Common Future Report is defined as follows: “meeting the needs of the present without compromising the ability of future generations to meet their own needs”. In this context, the Commission draws attention to the need to give priority to the concept of need above all else, especially the basic needs of the poor, and to the limitations imposed by technology and social organization on the ability of the environment to meet present and future needs (TÇV, 1989: 73).

Sustainable development in its simplest form means all the activities that take place from production to consumption it can be expressed as the execution of processes in a way that is compatible with nature. The concept, especially more on the world agenda with the problems posed by epidemics and climate changes it keeps him busy. At the heart of these problems is the world's population, which is increasing more than the food supply there lies the capitalist mode of production, which is carried out to meet their needs. Because this is while conducting the activities of the enterprises in the approach, without considering the rights of all stakeholders, behavior that also destroys non-renewable natural resources and pollutes the environment they are exhibiting (Selimoğlu & Yazıcı, 2021: 114). In the following image, we see the three dimensions of sustainable development and the concepts in the intersection clusters. As can be seen in the visual, there is viable and sustainable in the common intersection areas of the three dimensions of sustainable development (Rocchi, 2020: 9). These three dimensions of sustainable development have also made a reference to the evaluation of governance practices in an economic, environmental and social context. Valid, universal and sustainable management elements should cover these three dimensions of sustainable development in some way.



Figure 2: Three Dimensions Of Sustainable Development, (Rocchi, 2020).

Sustainable development is not only an approach to establishing a balance between ecology and economy, but also a multidimensional concept involving social, cultural, political and institutional processes. At the center of this concept are human beings and solidarity between present and future generations. It also offers an approach that should be applied not only by developing countries but also by all countries, rich and poor. In this context, sustainable development means protecting the environment and natural resources while realizing economic and social development for developing countries, and protecting environmental values and protecting the environment for developed countries in order to maintain their current level of development and welfare and to improve their quality of life. The basic elements of the concept are intergenerational solidarity and justice corresponding to the spatial dimension and intergenerational solidarity and justice corresponding to the time dimension (Mengi & Algan, 2003: 3-4). The relevant commission, which convened in 2015 for the 2030 Sustainable Development Goals, also aspires to achieve the above-mentioned goals. So much so that many developing and developed countries have agreed on this issue, but sufficient steps have not yet been taken in the implementation phase.

Environmental problems today are a big problem for both current generations and future generations it has become a problem, it has even reached the size of a crisis. Come together in the direction of this awareness dec the incoming international community has been striving to develop and expand a collective cooperation for a long time it is inside. In this context, economic and social development that does not exclude the environment and the same emerging as a concept that also takes into account the right of future generations to live in time sustainable development has become a unifying approach in the fight against environmental problems. A cooperative and multi-actor participatory organization aimed at realizing sustainable development governance as a new management model based on understanding has been agreed upon, and this action has been taken in the direction. Applied at national and regional levels as well as global the ultimate goal of environmental governance is to improve the environment, and with it a comprehensive it is to pave the way for sustainable development. A key element of sustainable development considered as global environmental governance, in its most basic form, global environmental protection processes it is the sum of regulatory institutions, policies, mechanisms, rules and procedures (Temizel, 2023: 244).

Recently, in the academic literature, innovation activities have been examined from a sustainability perspective. evaluated studies can be found. Silvestre and Tîrcă (2019) argue that the innovations implemented and evaluates its interaction with issues in social dimensions and sustainable development In their typology (Figure 2), they group innovations in 4 different ways. Social and economical maximization opportunity in sustainable innovations where environmental emphasis is highest. The sustainability of development activities that carry us into the future, although not necessarily positive, is positive in all dimensions provided by effects. Social, sustainable, traditional and green innovations form the innovation typology for sustainable development.

Social Emphasis	High	<p>SOCIAL INNOVATIONS</p> <p>-Primary focus is given to the social dimension and associated concerns when developing and/or adopting this type of innovation;</p> <p>-Environmental dimension/concerns and economic dimension/concerns are subservient (i.e., often compromised to maximize social outcome).</p>	<p>SUSTAINABLE INNOVATIONS</p> <p>-Social, environmental and economic dimensions and their associated concerns are considered in a balanced approach when developing and/or adopting this type of innovation;</p> <p>-There is no maximization opportunities, but satisfactory solutions that allow all the three pillars to be considered simultaneously.</p>
	Low	<p>TRADITIONAL INNOVATIONS</p> <p>-Primary focus is given to the economic dimension and associated concerns when developing and/or adopting this type of innovation;</p> <p>-Environmental dimension/concerns and social dimension/concerns are subservient (i.e., often compromised to maximize economic/financial outcome).</p>	<p>GREEN INNOVATIONS</p> <p>-Primary focus is given to environmental dimension and associated concerns when developing and/or adopting this type of innovation;</p> <p>-Social dimension/concerns and economic dimension/concerns are subservient (i.e., often compromised to maximize environmental outcome).</p>
		Low	High

Figure 3: Typology Of Innovations For Sustainable Development, (Silvestre & Tîrcă, 2019)

As can be seen, there is an intersection point between the concepts of governance and sustainable development and both concepts interact with each other. Governance significantly impacts sustainable development. Regulatory quality, government effectiveness, political stability, rule of law, control of corruption and voice and accountability are key governance factors influencing sustainable development (Baciu, 2021: 82). Accountability involves holding leaders responsible for their actions, which is essential for building trust and ensuring that policies align with sustainable development goals (Lisenko, 2024: 58). Accountability is one of the indispensable rules of developed countries in today's world and is one of the basic elements of both governance and sustainable development. For this reason, a sustainably accountable form of management emphasized by sustainable development also includes the literal meaning of governance.

The flexibility of sustainable development further increases the importance of governance. The United Nations' 2030 Agenda for Sustainable Development, which emphasizes 'leaving no one poor', primarily emphasizes the important role of governance in sustainable development. Through governance, sustainable development can be both promoted and realized by countries.

Thus, we can say that the concept of governance makes the concept of sustainable development more sustainable. The concept of governance plays a very important role in ensuring sustainability. Good governance combined with participation, focus on the benefit of the product, transparency, responsiveness, consensus orientation, freedom, inclusiveness, efficiency and accountability will further accelerate sustainable development. However, the phenomena criticized by governance such as bureaucracy, big public administration and inflexibility are also important problems for sustainable development.

Moreover, within the framework of today's competitive global capitalist system, nation states are gradually losing power, transferring some of their powers to international organizations, while at the same time decentralizing themselves. Here, paradoxically, globalization and localization, two opposite currents, undermine the “nation state” for the same purpose; On the one hand, in accordance with the requirements of the new economic “accumulation regime”, capital is gaining the ability to flow without borders, states are “downsizing” and giving up their national powers in order to attract more foreign investment and keep up with international competition conditions, but on the other hand, some powers previously used at the national level are being transferred to independent regulatory boards at the central level based on the “governance” paradigm, and to local-regional development agencies that can keep up with globalization at the local level (Yılmaz, 2010: 181). In this respect, there are various situations in which the principles of governance in the context of sustainable development contradict themselves. Although many countries in the world now restrict the scope of action of public administration, services such as national defense and justice will continue to remain in the public sector and the importance of the concept of governance in the context of sustainable development will increase even more.

2. GOVERNANCE MODELS AND SUSTAINABLE DEVELOPMENT PRACTICES

Governance models in sustainable development theory can vary according to the needs of different countries and regions. These structures range from central government-oriented approaches to empowerment of local governments and communities. For example, participatory budgeting methods observed in many European countries contribute to the efficient implementation of sustainable development projects by involving local people in budget processes. In addition, the public-private partnership model accelerates the process of achieving sustainable development goals by combining the resources and expertise of the private sector with public projects. In addition, at the international level, the United Nations' sustainable development goals also provide countries with the opportunity to develop strategies in line with local dynamics. In this context, the effectiveness of governance models directly affects the success in achieving sustainable development goals. At the same time, sustainable development practices have become important to mobilize many basic dynamics of governance.

For example, the European Green Deal is “a new growth strategy that aims to transform the European Union into a just society with a modern, resource-efficient and competitive economy, with no net greenhouse gas emissions in 2050 and decoupling economic growth from resource use” (European Commission, 2019). The main objective of the agreement is to achieve the goals of the Paris Climate Agreement and to initiate a large-scale economic and social transformation (Economic Development Foundation, 2021).

The ecological crisis, which has become more evident with global climate change, has brought and will bring many green discourses and policy instruments from ecology to economy, from economy to politics. Environmentalism and the green movement, which came to the fore as an activism, have now turned into a very serious sanction tool by the European Union. This tool is the search for a new normal where economic growth, which cannot be renounced, can be replaced by an alternative way of life and a new social order. Europe, which pioneered the Green Deal, is also the continent that is the primary source of green thinking. As a matter of fact, the 18th century is the period when scientific knowledge gained a reductionist and categorizing character and nature began to be studied systematically. Scientific and systematic studies on nature in Europe evolved into nature conservationism as a movement that developed in North America (Mirici & Berberoğlu, 2022: 157). Sustainable development goals have also led many countries to change their governance practices. As emphasized in the United Nations' 2030 Agenda, sustainable development requires a transformative and integrative approach to managing natural resources, promoting economic growth and increasing social inclusion. Governance, as a cross-cutting issue, therefore needs to be redefined to take into account the interdependencies between these areas.

Increasing efficiency in public services is considered important; restructuring for an effective public administration, re-evaluation of public services, balance between duties and organization, increasing service efficiency, quality goods and services based on citizen demands, employment of personnel in the required number and quality, and participation and people-oriented management approach have gained priority. In order to increase performance in public development management, topics such as strengthening administrative transparency, improving and accelerating services, and improving transparency have been emphasized (Öktem, 2002; 395). These emphases of sustainable development to meet the requirements of the age have also shown its common points with the concept of governance.

As we move towards a sustainable future, the evolution of governance paradigms plays a critical role in guiding the trajectory of sustainable development. Governance, in particular its structure and adaptation, plays an important role in addressing the socio-economic and environmental challenges inherent in achieving sustainable development. The paradigmatic shift observed in the governance framework is a shift from the traditional top-down approach to more decentralized, participatory principles. This is mainly due to the recognition that sustainable development is multidimensional in nature and involves social, economic and environmental aspects that require a collaborative, systems-based strategy.

The foregoing shows that the governance paradigm focusing on sustainable development is becoming increasingly accepted. This model uses power and decision-making to balance economic growth, social inclusion and environmental protection. In essence, societies that reshape governance can optimize synergies between economic, social and environmental dimensions and promote long-term sustainability.

3. POLICY RECOMMENDATIONS FOR GOVERNANCE IMPLEMENTATION IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT

Policy recommendations for the implementation of the governance paradigm in sustainable development are crucial for ensuring environmental well-being, social equity and economic growth. The concept of governance is based on the premise that governing bodies should be accountable, transparent and participatory. Such a paradigm encourages collaborative partnerships between different sectors and levels of society. This means that governments, civil society, the private sector and local communities need to join forces to achieve sustainability goals.

Governance is multidisciplinary and multifaceted and thus finds application in all disciplines. In particular, the post-modern understanding of public administration has become one of the most important management tools in recent times. Therefore, the mission attributed to governance is undergoing a major development and transformation, especially for achieving sustainable development goals and realizing social change. The most important role in this transformation process will be the role of ethical leadership in transition management. Accordingly, ethical leadership is “the understanding of leadership that provides actors with the opportunity for development, change, creativity and learning on the basis of psychological security by establishing an ethical climate for actors” (Kocakula, 2021:171). Sustainability governance is a concept that refers to the governance practices to be implemented to achieve sustainability development goals. This term is defined by Meadowcroft (2007:299) as “socio-political governance processes for achieving sustainable development”. The term is also used interchangeably with “governance for sustainability” or “governance for sustainable development”. It is also used to describe goal-based socio-political processes to achieve desired societal outcomes in terms of sustainable development, rather than an undesirable social future (Monkelbaan, 2019:16).

The primary recommendation for policymakers is multilevel governance. This means promoting policy coherence and integration across different layers of governance - local, national and global. This aligns different policy areas towards sustainable development goals and reduces conflicts between them. It has also been argued that multilevel governance is necessary for the smooth and more inclusive implementation of sustainable development goals.

Furthermore, state institutions must be transparent and accountable. This builds public trust and ensures sustainable results. It also reduces the risk of corruption and misuse of resources. Governments should also ensure citizen participation in decision-making and allow local communities to voice their needs and perspectives. It promotes the principle of subsidiarity, empowers decision-making processes at the lowest appropriate level and increases the responsiveness of sustainable policies. Flexibility, responsiveness and resilience are also key characteristics needed in governance for sustainability. Given the dynamic and complex nature of sustainability challenges, decision-making processes need to adapt to changing conditions and emerging issues. Therefore, continuous learning, regular evaluation, monitoring and updating are critical in governance processes.

Developments in the postmodern management approach have also brought new management tools and approaches to the agenda. Localization, participation, governance, new public administration and similar elements have had an effective application area in this period (Yılmaz & Mecik, 2021:244; Ozer & Aslantas, 2023). In this context, “development”, which is one of the main objectives of both central and local governments, has gained a new dimension and turned into “sustainable development” and gained much newer meanings with governance theories.

The principles of justice and equity need to be incorporated into the governance paradigm of sustainable development. Policies should aim to promote a fair distribution of environmental risks and benefits. The needs and rights of exceptional groups, such as indigenous peoples and women, should also be taken into account to ensure inclusive and equitable sustainable development.

Measuring development is an individual problem in itself, such that the parameters used to measure development can give misleading results. Especially in underdeveloped and developing countries, there are deficiencies in the calculation of total production and income, in the measurement of welfare and in the criteria used to measure welfare, which can distract from the reality. Factors that cannot be included in measurements such as the informal economy, goods and services produced for subsistence, and care work undertaken by housewives can be given as examples (Gönel, 2013: 20).

Shortly, a multidimensional, dynamic, inclusive and ecological approach is required to transform the governance paradigm into sustainable development. This requires significant changes in our values and institutions. It is not only about a more effective government, but also about better governance that fosters societal transformations towards sustainability.

CONCLUSION

This study argues that the elements of the current concept of sustainable development overlap with governance in many issues, and aims to contribute to the literature on the need to use the concept of sustainable development when implementing governance. Good governance in sustainable development is the key to successful sustainability practices. Solid decision-making mechanisms and the integration of these mechanisms with the organization of the organization will lead to better adoption of governance.

It is thought that this article will provide inspiration for future studies, and more concrete results will be obtained by researchers going into the field and working with managers working in public and private institutions through methods such as in-depth interviews.

The dominant view in the development literature has changed many times since the 1950s. As a result of the failure to achieve the desired results with traditional development approaches emphasizing the leadership of the state, there has been a turn towards markets. In the 1980s, when the neoliberal view was influential, state withdrawal and the promotion of fully competitive markets were proposed. However, the Washington Consensus, which envisaged a global free market order, failed to achieve success and even increased global poverty and inequality, leading to new searches. As a result, first governance and then the concept of sustainable development started to be used and implemented by countries.

In conclusion, the study underlines the need for a comprehensive governance paradigm to realize sustainable development. It points out that traditional governance systems are not sufficient to address contemporary global challenges that span economic, social and environmental issues. Instead, it confirms the need for a multi-level, integrative and inclusive approach that promotes cooperation and transparency. This transformative paradigm will effectively respond to sustainable development goals, benefiting current and future generations. It highlights public participation, balance of power, accountability and effective institutional frameworks as key elements of this new approach.

However, the implementation of such a paradigm requires overcoming significant political, economic and socio-cultural barriers that imply a profound shift in the way we think, plan and act in relation to sustainable development. Within the framework of sustainable development, the concept of governance is critical to understanding and managing complex social, economic and environmental dynamics. In order to achieve sustainable development goals, effective governance structures need to be established and the principles of participation, transparency and accountability need to be adopted. The interaction between governance and sustainable development creates a cycle that supports the development of both areas. Therefore, continuously reviewing and improving governance models in line with sustainable development goals is vital for a more just and sustainable world in the future. Sustainable development is directly related not only to economic growth, but also to social justice and environmental protection, which is why governance is a necessary tool to achieve this complex balance. While elements of environmentalism come to the forefront when talking about sustainable development, it is observed that environmentalism is not given much importance in governance practices. However, this situation would become more meaningful for our future if “a management approach that respects the environment” was added to the governance elements.

Governance includes not only basic services provided by the public such as protection of property rights and smooth functioning of the legal order, but also features such as efficiency, rule of law, participation, accountability, transparency, respect for human rights. Therefore, strong authority, common sense and multidimensional planning, which are necessary for sustainable development, are included in the concept of governance.

Today, environmental problems have become a major problem for both current and future generations, and have even reached crisis levels. The international community, which has come together in line with this awareness, has been trying to develop and expand collective cooperation for a long time. In this context, sustainable development, which has emerged as a concept that takes into account economic and social development that does not exclude the environment and also the right to life of future generations, has become a unifying approach in combating environmental problems. Environmental governance has been agreed upon as a new management model based on cooperation and a multi-actor participatory approach for the implementation of sustainable development, and action has been taken in this direction. The ultimate goal of environmental governance, which is implemented at national and regional levels as well as globally, is to improve the environment and thus pave the way for comprehensive sustainable development. Global environmental governance, which is considered a key element of sustainable development, is, in its most concise form, the sum of institutions, policies, mechanisms, rules and procedures that regulate global environmental protection processes.

It is a fact that good governance will only succeed if social organization is strong. For this reason, civil society organizations and individuals themselves have very important duties. For countries with unemployment and various structural and economic problems, governance using sustainable development principles can be a dynamic force for both the public and private sectors. In this sense, the governments of these countries should give importance to these issues when preparing policies. In addition, even Global Sustainability leaders, let alone many companies around the world, have room for improvement in terms of effective implementation and accountability of sustainability programs. In other words, not only undeveloped or developing countries, but even developed countries need to update their governance paradigms in the context of sustainable development and keep pace with the new era.

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