

Aminian, Naser; Naghavi, MirAli Seyyed; Jahaniyan, Manoochehr et al.

Article

Assessing the indicators of good governance in development of urban tourism : (case study: City of Tehran)

Journal of urban economics and management

Provided in Cooperation with:

Iran Urban Economics Scientific Association, Tehran

Reference: Aminian, Naser/Naghavi, MirAli Seyyed et. al. (2017). Assessing the indicators of good governance in development of urban tourism : (case study: City of Tehran). In: Journal of urban economics and management 5 (18), S. 131 - 143.

This Version is available at:

<http://hdl.handle.net/11159/921>

Kontakt/Contact

ZBW – Leibniz-Informationszentrum Wirtschaft/Leibniz Information Centre for Economics
Düsternbrooker Weg 120
24105 Kiel (Germany)
E-Mail: [rights\[at\]zbw.eu](mailto:rights[at]zbw.eu)
<https://www.zbw.eu/>

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A Quarterly Journal of Urban Economics and Management

www.iueam.ir

Indexed in: ISC, EconLit, Econbiz, SID, RICEST, Magiran, Civilica, Google Scholar, Noormags, Ensani.

ISSN: 2345-2870

Naser Aminian

Ph.D. Student of Tourism Management, Faculty of Tourism, University of Science and Culture, Tehran, Iran

MirAli Seyyed Naghavi*

Associate Professor of Public Administration, Faculty of Accounting and Management, Allameh Tabatabaie University, Tehran, Iran

Manoochehr Jahaniyan

Assistant Professor, Faculty of Tourism Sciences, University of Science and Culture, Tehran, Iran

Seyyed Mohsen Emami

Assistant Professor, Faculty of Tourism Sciences, Islamic Azad University, Science and Research Branch, Tehran, Iran

Received: 2017/01/14

Accepted: 2017/04/08

Abstract: Urban tourism is proposed as one of the influential and stimulus factor in urban economy. Tourism and policy-making style in tourism development planning require the utilization of new techniques in urban governance. Municipalities, as main custodians of urban management, play an important role in preparing the ground for participatory space in urban tourism arena as well as empowering citizens in urban areas. Thus, by assessing the indicators of good governance in urban tourism management, the ground can be prepared to implement these 10 indicators i.e. marketing, collaborative partnership, responsiveness, efficiency and effectiveness, justice-orientation, law-orientation, accountability, investment safety, integrated management in policy-making, and financial transparency in Tehran Metropolis. In terms of data collection, this research is descriptive-correlation, and it is applied in terms of purpose, by using documentary and field studies. Data were collected by questionnaire distributed in two population samples including authorities and professors of Iranian Tourism Scientific Association during summer 2016. They were 240 people and 148 of them were selected randomly by using Morgan table. To collect data, a researcher-made questionnaire including 96 items was used. The reliability was 0.97. Survey data via structured questionnaire were distributed electronically among population. Data were analyzed by using Friedman test and SPSS software. The results indicated that among 10 intended indicators, marketing was identified as the most important index of good governance in urban tourism according to the respondents.

Keywords: good governance, indicators of good governance, urban tourism, city of Tehran

JEL Classification: G30, L83, N75, L98

* Corresponding author: asnagavi@yahoo.com

1- Introduction

Tourism is one of the most important economic industries and has a special place in the economic, cultural, social and managerial affairs of the cities. (Teimuri and Karami, 2014). Urban areas are often considered as important tourism destinations due to many attractions, and urban tourism is an important issue for urban management (Faraji Rad and Seyed Nasisri, 2010). The development of urban tourism has economic, physical, and environmental consequences and effects on citizens' lives, and this highlights the role of their activities in increasing the quality of their participation in tourism affairs (Pourjaberi, 2014). Tourism managers, in view of the economic role of tourism, tend to move towards better and more appropriate policy-making methods for building and protecting urban attractions for future generations with the view of sustainable development of tourism industry (Molaei and Khoshnood, 2007).

Today, citizen participation, urban managers and private sector investors are a turning point in urban planning and policy-making (Shahram Forouhesami, 2016), and most of the world's major cities in policy-making and management structures, as well as globalization, are calling for greater participation among citizens (Rezaei, 2015). They have transformed economic structures and urban management by changing the power structures of governance, and these are in a way that is combined with flexible, participatory approaches, and the provision of business and economic services to citizens and private sector actors. This means that the current, traditional management structures cannot exploit all the economic resources of urban tourism and for the proper organization of the

socio-economic spaces and the creation of a competitive environment in the private sector, tourism needs good governance.

The municipality of the city, the semi-public sector of urban management, must comply with the democratic civil structures built based on participatory governance models in developed countries. To optimally manage the economic affairs of cities, they use the potential of urban tourism through an integrated management approach in policymaking, empowerment of stakeholders and active participation of experiential tourism practitioners. This collaborative approach is considered as an effective, low cost, sustainable way of management practices in a participatory system.

Moving to the assignment of all activities and services to private sector players in the urban market can lead to the involvement of all stakeholders in the development of urban tourism services. Of course, the degree of delegation of power and participation of people in relation to the service areas in each community varies with other urban and national communities. Moreover, any city should find adaptive patterns in other countries of the world, adopt an appropriate management model for the autonomous region, and optimize the development of the city, provide the ability to meet the different interests of all stakeholders in order to achieve sustainable urban and quality of the city.

Urban management is in the best position to manage the growing phenomenon of urban tourism in the city of Tehran, face with many issues and problems in the provision of good urban services. Therefore, with traditional approaches in the planning and recurrence of non-participatory and monopolistic management,

resistance to modernization, lack of funds in planning and coordination, and conflicts of interest between institutions and organizations, and the name of the individual, the position of urban management in the area of large-scale policymaking and urban tourism planning are some of the challenges that Tehran management is currently facing.

In addition, by reviewing the Constitutional Documents (Principles 7.44, 100, and 101) and the plans for the development of document of future perspective, 1404, the need to strengthen the role of the private sector and enhancing the interaction of the role of stakeholders has been emphasized. However, there is still no clear-cut perspective on these documents in urban planning planners' way of policy making as well as participation in urban tourism development.

There are no cooperative mechanisms, strategies for assigning affairs in the urban tourism area in urban areas. Municipal missions, urban areas and towns are not mutually exclusive, and the appropriate wording in the founder is not designed to use urban tourism capability.

In recent years, the municipality of Tehran has been active in various sectors of the economy, including tourism, especially in the field of urban tourism, and it is also active in competing with the private sector in the planning of intra-city trips and Nowruz tours. According to the potential of municipalities in the field of finance and urban transportation, activity of municipalities in this sector (tourism) has created an unfavorable competitive environment with the private sector, and caused the unfair elimination of travel services companies and the movement of the economic cycle in urban tourism.

Changing the state of governance and its own policymaking, urban management can develop economic growth in the city, and paves the way with the help of private investors, in order to distribute wealth and employment in the urban areas, according to the issue of good governance in the policy making of urban tourism management. According to the urban management experts, the development of sustainable urban tourism in Tehran will be realized when the government in the field of policymaking and planning to serve and respond to the people and the people, creating a permanent income, from the participation of all stakeholders in the private sector, will have the most desirable governance indicators in the field of tourism management and also the tool for active role of the people involved in the field of urban management.

The metropolis of Tehran, as the largest and most important active tourism pole in Iran, should provide a platform for urbanization and tourism, and provide all types of tourism activities and urban excursions, in order to establish a cooperative space, to make investment in the economy of tourism all citizens and activists in this field. By providing a model for evaluating the desirable governance in urban tourism, it seeks to develop sustainable urban development and provide tourist services.

This paper tries to evaluate the desirable tourism governance indicators in Tehran metropolis, and to replace traditional patterns with participation strategies in collaborative management, and in this structure, the management of the private sector and market activists will be targeted.

The purpose of this study was to evaluate the desirable governance indicators in the city of Tehran, with regard to desirable governance indicators

(UNHABITAT, 2009; Pilevari, 2015), Stewart Kendi,(2006), to assess and prioritize the best strategies. The research is to determine the status of the desired indicators of urban tourism in Tehran. We tried to answer the following question:

1. What is the importance and priority of each of the top ten desirable tourism indicators in Tehran?

Importance and Necessity

The necessity of determining the desirable governance indicators in the current state of affairs is to identify and plan the way in which urban managers and partners collaborate and interact with citizens and stakeholders. Defining the status quo and providing executive strategies.

The purpose of this research is to evaluate the desirable governance indexes in tourism in Tehran, with regard to desirable governance indicators, to evaluate and prioritize the best strategies. The research is to determine the status of the desired indicators of urban tourism in Tehran, due to the necessity of determining the desirable governance indicators in the current state of development is to be identified and planned and how the participation of the city administrators is with citizens and stakeholders, and the improvement of the existing situation and the presentation of executive strategies.

2- Literature Review

Stewart Kendi,(2006), in the article "Designing City Governance Good Indicators, assesses governance indicators in the city of Vancouver, Canada, and refers to the role of five (5) important components of good urban governance " the efficiency, effectiveness, equity, and equality, participation and urban security." The proposal provides for citizens' participation

in the selection of local authorities to delegate authority. The higher the coefficients of popular participation indices, the higher the quality of governance, and as far as the participation coefficients are low; the city's governance is facing a crisis.

Sachiko, Morita. & Durwood, Zaelke (2007), in the article entitled "Rule of Law, Good Governance, and Sustainable Development", good governance and enforcement are a matter of course, and are not carried out very soon. Good governance has the following elements: availability of information, accountability, transparency and predictability, effectiveness is the rule of law in all public institutions in promoting accountability at all levels. Good governance is a prerequisite for the development of their long-term future.

Johnson, Ronald W. and Henry P. Minis, Jr, (2007), "Toward Democratic Decentralization: Approaches to Promote Good Governance", with emphasis on the creation of high-level local governments, so that they can undermine the power of the state and the central organization. Local managers are more successful in delivering services from central executives on a small and high-quality basis. In addition, with the transfer of responsibilities to local units, the central government achieves high success in solving people's problems. The results underscore the democratic decentralization as a solution to the problems of urban communities.

Sournson & Octa, (2014), in the book "metropolises, urban form, governance, and sustainability", states that urbanization patterns, by creating opportunities in the economic flow, and the vital opportunity to create more sustainable urban areas, are countered by the provision of unhealthy patterns , unfair, lack of transparency and sustainability of urban development.

Fadai & Shakeri (2014). In the article entitled "Strategies for the Realization of Good City Governance in the Framework of System Theory", the components of good urban governance in the framework of system theory are the main assumptions; the system model has a high strategic

capability for the realization of good urban governance. Citizens and civil society organizations are not as passive urban actors, but should be considered as partners of governance in the decision-making process.

Table 1. Summary and results of desirable international governance studies

Researchers	Title	Concept
Stewart, K.(2006)	Indicators: the importance of citizen participation and its evaluation in Greater Vancouver	Refers to the indicators of five (5) important components of good urban governance "the efficiency, effectiveness, equity, and equality, participation and urban security.
Sachiko, Morita. & Durwood, Zaelke.(2007)	Rule of Law, Good Governance, and Sustainable Development	Good governance and enforcement are a matter of course, and are not carried out very soon, such as good governance, key elements of information availability, promotion of accountability, transparency and predictability, efficiency, and legality in public institutions at all levels.
Naderi Chegini(2014)	Analyzing and assessing the degree of realization of good urban governance	In Urban Development Management System, with regard to management as urban governance, it is a necessity to mean the participation of people, local institutions, governmental organizations and non-governmental organizations as the main players in urban development
Shakeri(2014)	Explaining the concept of good urban governance	Good governance and management are one of the necessary conditions for the development of sustainable development of cities and countries.
Anna Hübner, Lý T. Phong, Trương S.H. Châu,(2014)	Good governance and tourism development in protected areas	Tourism and its development, despite the centralized market and decentralized policies, have a discrete concept that is influenced by factors: bureaucratic, organizational lack of capacity, top-down planning processes, and little benefit in partnership. It is a public and private sector stakeholder consultation
Rezaei(2015)	Prioritizing and evaluating good urban governance indicators in destination cities	The traditional approaches of Iranian urban management have created an opposite space rather than an interactive space between citizens and municipalities, which is good urban governance one-way to deal with it.
Pilevary.(2016)	Provide a model for assessing governance	Identify 7 Key Indicators and Propose a Partnership for Private Entities, Government and Citizens
Sasan poor& Azadbkhat (2014)	Future Studies in Urban Good Governance	Strategies provide the dimensions of good urban governance in the future of research. It is believed that a governing government is a worker who can use future research studies.
Viken, A. & Johnston, M. & Nyseth, T. & Dawson, J.(2016)	Responsible Tourism Governance	Local governments are required to provide a suitable way for culture in the areas of tourism, and the responsiveness and accountability of the most important task of governments.

Reference: (Researchers' Findings)

3- Theoretical Framework

The concept, governance, "Governance" of the Greek word "Kubernan" means leadership or guidance and revision. Plato (Greek) used the term Kybernetesht (meaning keeping things) for how to govern a government system. This term has become "Gubernane" in the Middle Ages, which means "Raising, ruling, or governance implies", Here is the rule, practice, or mode of government or function of the government (Kiaer, 2007). The word "good governance" was used for the first time in 1979 by William S. Sven in economics, and in 1989, the World Bank assigned its annual report on a good governance issue. With the significant increase in the size of the metropolitan population in the twenty-first century and the increase in citizens' demands, including civil rights, the governments of the countries have seriously considered the issue of good governance. In South Africa in 1999, the importance of good governance was emphasized at the local and urban levels. Urban desirability is one of the concepts associated with the presence of influential citizens and changes in the roles and functions of local governments. From the point of view of the dominant system, it is a process of governance and illustrates the existence of internal and external structures based on political and economic power. Through these structures, problems arise from the lack of resources, production and distribution of their resources. The change in the role of government from a supplier to the empowering sector is fundamental. The ruling word states that; management is not the only task of government agencies. It also involves communication between governmental actors and non-governmental actors that

are different from the pattern of governance. Governance recognizes the existence of power inside and outside formal and informal authority. In addition, the main groups of government players, the private sector and civil society, and it also includes the identification and decoding process of the decisions that have been made in the collection (UN-Habitat, 2009).

Desirable governance: Governance "is a concept that has replaced the rule", and the change in the hierarchical governance system of governance, to a system in which the coalition of many stakeholders in the state, the market and society has been created. This change from government to government is directly related to the relationship between the citizens and the rulers (Koiman, 2003: Rhoudz, 1997: Stoker, 1998). Favorable governance in cities has been used as an approach to empowering local governments. From strategies such as integrated management participation in responsibilities to local authorities, active participation of civil society in policy-making, planning, implementation and oversight of the priorities of local, private sector participation, and modern communication technologies and intelligence in order to support the development of sustainable use. The United Nations, in its annual report (2015), is a desirable city governor, a body of individuals, institutions, public and private sectors that are involved in the preparation of their missions. In fact, the desirable governance of a continuous process of mutualisation is the opposite of the interests of the groups involved. These processes include formal and informal institutions, specialized associations, private sector business activists and civil society organizations.

Favorable urban governance has an unbreakable link with the well-being of citizens and the distribution of wealth in urban areas. Moreover, it is an attempt to present a model of urban optimal management and to present the ideal mechanisms to achieve a position that can be called the utopia (UN-Habitat: 2009).

Favorable governance in urban tourism: Urban tourism is a diverse mix of diverse activities that combine environmental features with the city's capability to attract tourists and provide them with services. It is a condition for the success of any city in the development of tourism, the existence of urban structures, and the manner of good and orderly management. Other metropolitan areas, as well as sustainable resources and tourism, are a source of satisfaction for local people and communities and a secondary condition for the development of urban tourism (Mohammad Poorzarandi & Aminian, 2015).

A desirable governance in urban tourism is as a different means of urban management, in which all individuals, institutions in the private and public sectors of interest in urban tourism are subject to management and planning for business affairs. It includes integrated urban management, participation, citizenship, accountability, transparency, law enforcement.

Transparent bureaucracy; the accountability of executive agencies in relation to its activities; security, civil activities, and the active participation of citizens and the general public and all individuals in the face of the law (Pilawari, 2016).

In fact, sustainable urban development and a logical and proper look at the optimal distribution of resources between present and future generations will

require realistic and flexible knowledge of urban management.

This is important with the social responsibility and accountability of city managers. In addition, a basis for urban desirability features is those developed by the United Nations Development Program and the World Bank (UN-Habitat, 2009).

Based on studies, indicators such as: citizen participation and entrepreneurship, efficiency, accountability, accountability, transparency, legality, centrality justice (Rafiean, 2011).

Security, Integrated Management (Administrative Reform), and Marketing will be explained below:

- **Participation:** Participating in the partnership is an influential force in decision-making and citizen participation in power.

- **Rule of law:** In other words, respect for the legal framework and lack of control of the hands of the unaccompanied people from the decisions

- **Responsiveness:** This criterion is the responsibility of the citizens, and then gives the account of city officials and decision-makers. Urban officials should accept and respond to the wishes of the citizens.

- **Consensus:** It is intended to promote, modify and coordinate the interests of stakeholders and stakeholders.

- **Efficiency:** This index is based on the use of available resources to meet the needs of citizens, provide good urban services and stakeholder support.

- **Integrated management approach for urban mobility:** A realistic approach is to be developed. It is a benchmark (strong management, participatory approach, interactions between tourists and local people, a well-established and integrated

policy setting (European Commission, 2000).

- **Axis justice and equity:** To create an equitable distribution of justice, a procedure for all citizens to use equal opportunities and improve welfare status

- **Correction of bureaucratic structure:** In the municipality, administrative structures should strengthen the presence of the citizens and the stakeholders involved in the consultation and partnership structures (ibid: 96).

- **Security:** This indicator refers to the investment, the psychological and physical security of the citizen (Pilevary, 2016).

- **Marketing:** This indicator refers to the tourism activities, the introduction and marketing of quality products and the improvement of tourism products and the distribution of tourism among those involved as an important factor in advertising. (European Commission, 2000)

4- Research Method

Research method is library-survey, and data were collected by field study and documentary methods. In terms of purpose, this research is applied. Questionnaire was used as tool, and data were analyzed by using descriptive statistics and T student, Freidman test in descriptive-analytic form.

Statistical Population

The statistical population of the study consisted of directors of travel services companies, hoteliers, tourists guides, university professors and tourism associations whose number is 240 people. Using a Morgan table, a sample of 148 people was selected randomly. Through a questionnaire, the responses of the statistical population were collected and after the initial surveys, 139 questionnaires were introduced into the processes.

Measuring Tool

The data collection tool was a questionnaire of 96 researcher-made questions based on Likert scale, In order to determine the validity of the questionnaire tool; a questionnaire was distributed among 6 university tourism studies. Using the content validity method, after verifying the validity of the questionnaire by the professors, they evaluated the validity of the questionnaire at the time. In addition, for statistical analysis, using the SPSS software and calculating the coefficient of validity, Cronbach's alpha was calculated to be 0.97.

The questionnaire in the first part addresses the demographic characteristics of the respondents. In the second section, 96 questions in 10 sections based on the five-point Likert scale (1-5) were set to clarify the assessment of the desirable ten-point indicators in urban tourism in 96 items. This amount is an appropriate instrumental reliability. For validity of the questionnaire, the formal and financial validity of the questionnaire was evaluated using the opinion of academic experts at the time of the expected validity. In order to calculate the average of each of the questions, the standardization criteria were used by Bazargan et al. (2007). In this spectrum, since the questionnaire based on the Likert spectrum has five options, if the score is between 1 and 2.33. Bad index status, if the score for the requested question is between 2.33 and 3.66. The situation is relatively straightforward, and as the score of the question is between 3.66 and 5, the favorable situation is evaluated. Moreover, the research time range was studied in the spring-summer of 2016.

5- Research Findings

Research findings were regulated in two parts. In the first part, information related to the demographic characteristics of the respondents features, gender, age,

education, and education were analyzed (tables 2, 3, 4), and then, by using statistical tests, the desirable governance status is evaluated. (table5).

Table2. The frequency of respondents based on gender

Gender	Men	Women	Total Numbers
Frequency	72	63	139
Percentage	53.3%	43.7%	100%

Reference :(Researchers' Findings)

According to table 2, based on the obtained information, about 53.3% of

were men and 46.7% of the respondents were women.

Table3. The frequency of respondents based on age

Age	Frequency	Percentage
Less than25	6	4.4
25-35	59	43.1
35-45	42	30.7
45-55	22	16.1
More than55	8	5.8
Total	137	100

Reference :(Researchers' Findings)

According to table 3, based on the obtained information, about 43% of

respondents were in the age group of 25-35 indicating young respondents.

Table4. The frequency of education degree in the respondents' population

Education	Frequency	Percentage
To diploma	5	3.6%
B.A.	26	18.7%
M.Sc.	44	31.7%
Ph.D.	62	44.6%
Total	137	100%

Reference:(Researchers' Findings)

According to table 4, 106 people (76.3%) have a master degree, which represents the presence of a graduate in this industry and in Tehran. A total of 5

people (3.6%) are from the sample population of undergraduate degrees, of which there is little statistical population.

Table5. The results of the analysis of good tourism urban governance indicators

Indicators	Average Rating	Standard deviation	T	sig	situation		
					Undesirable	Relatively favorable	favorable
partnership	2.82	0.62125	3.205-	0.002			
responsiveness	3.56	0.55796	11.816	0.000			
Efficacy and efficacy	3.90	0.49314	21.286	0.000			
Transparency	3.21	0.67961	3.673	0.000			
Justice-orientation	2.80	0.65567	-3.389	0.001			
Lawfulness	3.07	0.46602	1.970	0.051			
Being responsible	3.21	0.72105	3.496	0.001			
Integrated Management	4.42	0.70880	23.435	0.000			
Security	3.75	0.68805	12.696	0.000			
Marketing	4.43	0.79784	20.994	0.000			
Good governance	3.36	0.41108	10.368	0.000			

Reference:(Researchers' Findings)

The results of the research were that among the desirable governance indicators, marketing indicators, integrated management, efficiency and effectiveness, and security were in a desirable position. Similarly,

accountability indicators, accountability, responsibility and participation were relatively desirable, and none of the indicators was unfavorable.

Table6. Ranking Ten Indicators of Good Urban Governance in Tourism

Indicators	Average Rank	Rank	Chi-Square	df	sig
Partnership	2.84	9	663.24	9	0.000
Responsiveness	6.03	5			
Efficacy and efficacy	7.07	3			
Transparency	4.48	6			
Justice-orientation	2.69	10			
Lawfulness	3.79	8			
Being responsible	4.36	6			
Integrated management	8.67	2			
Security	6.28	4			
Marketing	8.79	1			

Reference :(Researchers' Findings)

The most important indicator of the desirable tourism governance, the index of marketing, ranked in the first place, and then, the integrated management index in policy making (structural reform of policymaking) in the relevant urban mobility departments is in second place. Criteria with items (strong management, management partnership approach, interactions between entrepreneurs and managers, a solid policy setting, and integrity in policy planning, planning, and

continuous monitoring) are in the second place. Later, the index of efficiency-effectiveness, security, accountability, responsibility, transparency, rule of law, participatory, and justice-orientation were ranked second.

The status of the core component of participation and justice is the lowest of the 10 best-run figures in Tehran. With terms (distributive justice, procedural justice, employment justice, information justice), they are at the bottom of the

average, It is an undesirable policy-making process in urban management that distances itself from the principles of justice and the involvement of stakeholders. In the present situation, the index of justice-orientation with the items including distributive justice, procedural justice, employment justice and information justice ranked the least. This reflects an unfavorable policy-making process in urban management that has distanced itself from some procedural approaches to justice and the involvement of stakeholders.

6- Conclusion and Discussion

A desirable urban governance can, as a new approach, lead to the development of a symmetrical and different urban landscape. It provides the interests of all sectors, including public and private sectors, scientific-specialized associations of interactive spaces in the cities, aimed at achieving the goals of wealth distribution, sustainable employment and sustainable urban development.

In Tehran, this index is in the lower levels of performance. Therefore, tourism authorities and officials do not really care about the tourism and tourism policy of the city. While if urban planning and policymaking meet these indices, it can implement a good model for marketing system policy along with integrated management in cities with participation of all tourism officials in which, three civil society organizations, private sector actors and the public sector participate in all decisions related to urban tourism. On the other hand, the participation index can affect other indicators such as security, transparency, accountability, rule of law, equity, efficiency, effectiveness and responsibility, integrated management, time management and security.

One of the main inhibitors of the involvement of stakeholders is the communication infrastructure between urban authorities and those involved in the tourism industry, due to the lack of effective communication; they cannot play a major role in urban policymaking.

Because of the nature of tourism, we have a strong strategic approach in policymaking, planning, management, and prospects. Sustainable development in tourism is a time-consuming activity that should be along with planning for future development in order to bring the industry the best economic prosperity and pave the way for employment, the prosperity of neighborhood economy, private sector investment, increasing public partnership, and job tenure. Finally, by presenting suggestions, the ground can be prepared for metropolises to exit from recession and obtain sustainable revenue of urban tourism.

What is clear is that the urban population of Iran, especially in the metropolitan area, is growing, and the emergence of appropriate platforms for the development of its endemic security will create problems for the welfare of citizens and the public. In other words, as indicated by the results, all indicators are felt in other points in the context of fundamental changes to the rule of law, moving to a desirable state of governance in urban areas can help to replace this imperative in terms of implementing executive structures in the country's political system and the creation of a balance between economic goals and management will lead to economic security, attraction of investors in the domestic and international private sector, and the incomes of their heads and this requires a longer-term perspective and a

future vision of the development plans of the 1404 vision document. According to the results of this study, it should be noted that with regard to the Tehran metropolitan area as the capital of Iran, it is the gateway to the international tourists and the inner city tourists, but in order to implement the desirable governance

indicators in the city of Tehran, so far, the policies of executive actions have not been properly implemented, and, as a result, there is a long way in which this indicator can be deployed in Tehran.

Given the results, following suggestions can be presented to improve these indexes in Tehran Metropolis (table7):

Table7. Strategies for the development of desirable governance indicators in urban tourism

Analysis Topics	Good Governance Index Strategies
Partnership Strategy	Establishing communication channels with people through the infrastructure of electronic systems such as Telegram and Instagram, Introducing all stakeholders during the approval of urban development plans, in particular long-term development plans, and the views of practitioners in all stages of planning and supervision, in order to develop the pivotal justice and participatory indicators
Strategy for transparency	Establishing a link between financial and economic resources with tourist attractions, transparency in action and awareness of people about how to prepare and approve municipal funds for the development of urban tourism
Time management strategy	Managing the time for all tourism projects that will bring more efficiency and effectiveness to urban tourism plans
Good response strategy	Creating Good e-government platforms for the proper accountability of the authorities and optimal communication with stakeholders and stakeholders
Marketing strategy	Strengthening councils and districts and establishing city tourism offices in each city, due to the marketing and sustainability of employment in urban areas, establishing an inventory for introducing attractions of localities and districts to other urban and international areas through e-tourism portals, proper branding and marketing as a symbol of urban mobility based on the experiences of the existing worlds, enhancing the proper image of urban mobility
Integrated Management Strategy	The establishment of a tourism organization in the city of Tehran or the establishment of a tourism deputy and its final development in the management of urban areas as a result of urban growth and the protection of urban and environmental attractions and continuous monitoring of the quality and performance of tourism in the tourism industry (hotels and urban agencies and urban tours)
General education strategy	Creation and development of hotel and tourism training centers in neighborhoods in order to attract, train human resources in the field of guides of urban tourism and creating a database for them (for example: guides database in the fields) for the proper use of human capabilities and specialist in the development of city tourism, especially in the city (Courses and Tourism Festivals).
Integrated Management Strategy	Integration in the joint management of city managers and tourism organization managers in pursuit of desirable governance goals

Reference :(Researchers' Findings)

* This article is based on theoretical foundations of Ph.D. in Tourism Management titled "Presenting the desired model of governance in Iran's major tourism".

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