

## Original Research Paper

# The model of good sustainable urban governance based on ESG concepts

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**ABSTRACT:** The ESG index is one of the terms that has been recognized over the last decade as a tool to identify the status of companies. Named after combining the first three letters of the words Environment and Social Concerns and Governance, this index measures aspects of the activities of companies and organizations; Analyzes that are less covered in conventional economic and financial reports. On the other hand, good urban governance in the face of a government-centered urban management approach has been approved and emphasized by international and national organizations and it is mentioned as one of the prerequisites and characteristics of sustainable cities. The data of the foundation is to provide a model for good urban governance with emphasis on ESG principles and its main concern is to identify the dimensions and effective indicators in governance and ESG in urban management. The statistical population of this study includes specialists, experts, university professors, managers, and urban surveyors who have selected the snowball sampling method and conducted semi-structured in-depth interviews with predetermined questions. Data by grounded theory method They have been coded and analyzed. For data analysis. Finally, the model of good sustainable urban governance based on ESG concepts is explained. This model is a new strategy in reforming existing management practices and the result is sustainable development and employment in good urban management.

**Keywords:** Urban Management, ESG, Good Sustainable Urban Governance, Coding

**RUNNING TITLE:** Good Sustainable Urban Governance


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## INTRODUCTION

After the Second World War and the emergence of fundamental problems for countries, development became a new concept with wide dimensions to the extent that the existence of a new and dynamic management system was recognized as the main requirement for the life and survival of urban communities. Because if cities are well managed, they offer important opportunities for economic and social development (UN-habitat, 2004). With the prevalence of common patterns of urban management and the emergence of

social concerns about the optimal methods of governing communities and cities, traditional urban management has been widely criticized, and the model of urban governance as an alternative to the traditional model of urban management by thinkers and Special for world organizations. After this global paradigm in relation to urban governance, urban management was faced with a special and comprehensive new government that contrasted with the previous methods and this fundamental difference in the degree of power and influence of the three main elements of societies, namely Government, society, and the private sector, and the good

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urban governance approach contrasted with the government-centered urban management approach (Rahnamaei, Keshavarz, 2010). In fact, there is a fundamental difference between the two concepts; Government is an institution, but governance is an interactive process between the three main elements of cities and communities. Urban governance due to the participation of various institutions of civil society in the management and administration of the city can lead to the adjustment of interests and conflict resolution (Barakpour, Asadi, 191: 1390). In recent years, environmental, social and governance (ESG) performance has found as an important dimension for developing sustainable strategies that affect overall firm performance (Eccles and Serafeim, 2013) and many studies have worked on the relationship between ESG performance and financial. But it is necessary to mention that the dependent variable in most prior research at the intersection of sustainability and strategy has been financial performance, rather than ESG performance (Husted & Sousa-Filho, 2017).

Numerous studies have been conducted in the field of governance. In addition to addressing the research background, Virtodos (2016) has identified the role of governance at the local scale and examined the strengths and weaknesses of governance. Hilaei (2015) points out theories related to cities, governance, planning interventions and changing ideas about the good city, the factors that create good governance, governance theory in improving management, as well as the quality of place, and the indicators of good urban governance in governance. Cities are considered effective. Cortoma and Bruno Nottboom (2015) presented a new model of planning that includes partnerships between government, the private sector, and local actors in urban garden growth movements. In Iran, in parallel with global studies and articles, numerous studies were conducted in relation to urban governance. Hekmatnia et al. (2017) in their research have concluded that currently the approach that is the most effective, least costly and most sustainable method of urban management is “good urban governance”. Good urban governance can be defined as the method and process of managing urban affairs with the participation

and constructive interaction of the three sectors of public, private and civil society in order to achieve a healthy city with quality, high life capability and sustainable urban development. In this research, from three indicators of accountability, responsibility- Acceptability and rule of law were used. Tavakolnia and Shams Pouya (2017) wrote articles aimed at explaining the situation of local management in terms of good governance components and its relationship with the participation component. The results showed that the level of local government governance components in Darka neighborhood is lower than the average level. There is also a significant and direct relationship between participation and governance of the local community and its components. Therefore, with the decrease of participation, the governance privilege of the local community decreases, and on the other hand, with the decrease of the governance status, the level of participation also decreases. Hosseini (2016) in his article with two main objectives of examining the situation of urban governance in the city of Tarbiat Heydariyeh and trying to identify differences and similarities in the view and perception of the two main stakeholders (citizens, managers and experts) considers governance indicators in Torbat Heydariyeh And with descriptive-analytical research method and data collection based on library studies and survey studies, the most disagreement between citizens and managers and experts on the indicators of legality and efficiency and effectiveness and the most common among them in the three indicators of accountability, Transparency and justice. Regarding the participation index, their emphasis is on the formality and slogan of participation in urban management organizations and institutions, and the demagogic view and instrumental and political uses of managers by the concept of participation.

Given that lots of studies have been conducted to explain the model of urban and rural governance, the present study does not seem to be repetitive and non-practical because on the one hand those studies have not specifically resulted in a comprehensive model consistent with the realities of today's world. On the

other hand, most of the mentioned researches are based on quantitative methods and based on purely indigenous indicators obtained from regional researches, they have identified the factors and have little generalizability. The present study seeks to explain the model of good urban governance based on the new concepts of ESG and using a qualitative and transnational approach. Given the existing gap, the main purpose of this study is to design a model for good urban governance. The answer to these questions is, how is the model of good urban governance explained in the following paradigm axes? What are the conditions affecting this model derived from the high concepts of ESG? What are the intervening, contextual conditions and consequences of good urban governance?

### **Urban governance**

Good urban governance became a mental concern for urban society in 1994, and in the late 1980s, after a decade of structural-economic adjustment policies in many African countries, the World Bank concluded that governance was a key issue in the strategy. Development of countries. After that, at the Second Conference on Human Settlements in Istanbul in 1996, the United Nations made its slogan a global activity for good urban governance and stressed that the cities of the world should take steps to establish urban governance (Barakpour, 1385). The concept of governance comes from the Greek words *kybernan* and *Kubernetes* and its meaning is to guide and guide or keep things together (Nazmfar et al., 1398). Schwinder (1999: 7) defines governance as the management of society by the people, and governance can also be seen as an action, method, or system of administration in which the boundaries between organizations and the public and private sectors are blurred by each other (Brkpour, Asadi.2009). In this context, the concept of governance in the urban context is a set of methods of planning and public management of the city by individuals, public institutions, and private institutions, as well as a continuous process through which conflicting or conflicting interests are brought together and the field of cooperation and action. Reciprocal comes. According to this definition, urban

governance includes both formal institutions and informal actions and the social capital of citizens (UN-HABITAT, 2009).

McCarney et al. Argue that the acceptance of the concept of governance for urban analysis is in fact a shift in thinking from state-oriented perspectives to the role of conventional actors such as civil society organizations, local community organizations, and the private sector. He knows different things in cities (Hosseini, 2016). On the other hand, the welfare and well-being of a society depend on ensuring that all its members feel a share and a role in it and do not consider themselves excluded from the mainstream of society. This requires that all groups, especially vulnerable people groups could recover or maintain their recovery and well-being (Azimi Amoli, 1390: 57) It should also be noted that good urban governance, necessarily includes citizens and families of all income groups because they have an impact on what happens have. In this regard, urban government (or municipality), although often the largest or most visible, is only one factor (Amis et al., 2014: 47).

In fact, good governance is the right relationship between rulers and citizens, which aims to maximize public welfare, pay attention to the material and spiritual enjoyment of human beings and their material and spiritual satisfaction, meet the needs and protect the fundamental rights and freedoms of citizens. Is (Ismailzadeh et al., 2015). In the good governance approach, the intrinsic element is the cooperation between civil society and political society, as well as between the government and citizens (Hosseini, 2016: 45). Governance can be considered as an action, method or system of administration in which the boundaries between organizations and the public and private sectors are blurred in the shadow of each other (Barkpour and Asadi, 2009: 47). Today, the change from government to governance is more than a change in the institutional structure. These changes include: changes in the style, expression and discourse of the government. There is no longer any idea that the government has the exclusive right to govern, and there is also no certainty about the responsibilities of the government

and other sectors. The role of the government is not to provide public goods but to be a facilitator that enables local communities to run their own affairs. Similarly, it is assumed that the legitimacy of governance is achieved through the direct participation of citizens and stakeholders in the management of activities, rather than from the electoral guardianship of the traditional government (hence Woods, 1995). There are issues such as: participatory approach, metropolitan governance and strategic urban management as opposed to centralized and top-down approaches to participatory management and flexibility (Hendriks, 2013). These new approaches to urban management, participation and Transparency is used as a key component of their goals, which is the flexible organization between interactions and social interactions between the private sector and urban management (Mc Cann, 2016; 2005, Lewis & Mioch)

In fact, for good governance, there are two very different perspectives between supporting institutions and academics. Academics are mainly concerned with how the relationship between power and governance is formed on various issues. While the views of the supporting institutions (UNDP, OECD, etc.) are more concerned with the structure of the country, which is designed to ensure accountability for compliance with the law and related measures. The discussion of academics is in order to better understand the links between the country and civil society, while the discussion of institutions is to improve the efficiency of policies (Ibid. 2). From analyzing and comparing different definitions of governance, the following common principles can be deduced:

- Urban governance is a broader and more comprehensive concept than urban governance; (Nazmfar, 98)
- Urban government is a set of formal organizations and institutions of city administration, while urban governance is a process and relationship between city government and citizens;
- Urban governance includes both urban

government and civil society;

- Achieving urban governance requires interaction between formal and governmental institutions and civil society institutions;
- Urban governance emphasizes legitimacy and strengthens the public sphere;
- Urban governance can lead to the reconciliation of interests and conflict resolution due to the participation of various civil society institutions in the management and administration of the city;
- Finally, urban governance is a process that is based on the interaction between the official organizations and institutions of the city administration on the one hand and the informal institutions of civil society or the public arena on the other hand. The participation of informal institutions and the strengthening of the public sphere in the city administration can lead to the compatibility of various interests and, consequently, to the sustainability of urban development (Barakpour and Asadi, 2009: 191).

#### ESG

The ESG index is one of the terms that has been talked about a lot over the last decade. The index, which is named after a combination of the first three letters of the words Environment, Social Concerns, and Governance, measures aspects of corporate and business performance that are reported in economic and financial reports. Conventionally, they are less addressed. The discussion of the ESG index is usually a subset of value-driven investment and business ethics and is addressed in these areas. Focusing on ESG principles means that companies are not only responsible for their shareholders, but also for all stakeholders. If we put businesses in a range in terms of investment goals, on one side of this spectrum, we are faced with the classic investment category. A model of investment in which profit maximization and value creation are the main goals for shareholders and investors. At the other end of the spectrum is a



concept called pure social investment. A model of investment that is based on humanitarian issues and focuses solely on serving and helping the community. This type of investment generally addresses social and environmental challenges such as labor rights, human rights, non-discrimination, combating climate change, and so on. In the middle of this spectrum, there is a concept called effective social investment that simultaneously emphasizes the creation of social and economic benefits. The ESG approach has a strategic and long-term perspective. In other words, in this approach, in addition to assessing short-term business risks, leadership and governance, environmental and social issues are also considered to ensure the long-term benefits of the organization and the organization's procedures with concerns, norms. And social values to conform. In fact, the principles of environmental, social, and corporate governance (ESG) are a framework for gathering and analyzing information on corporate sustainability that is commonly used by investors as well.

Based on the literature on sustainability performances, the ESG (Environmental, Social, and Governance) scores appear to be a very strong and accepted measure of the sustainability performance of firms (Tamimi and Sebastianelli, 2017). It is observed that the ESG scores provided by various rating agencies act as a benchmark for stakeholders and shareholders for decisions to investments and for collaboration (Tamayo-Torres et al., 2018).

### **Types of Environmental, Social, and Governance (ESG) Criteria**

#### **The environmental, social, and governance aspects are the three key parts to ESG investing**

##### *Environmental*

Environmental criteria may include a company's energy use, waste, pollution, natural resource conservation, and treatment of animals. The criteria can also be used in evaluating any environmental risks a company might face and how the company is managing those risks. For example, there might be issues related to its

ownership of contaminated land, its disposal of hazardous waste, its management of toxic emissions, or its compliance with government environmental regulations.

##### *Social*

Social criteria look at the company's business relationships. Does it work with suppliers that hold the same values as it claims to hold? Does the company donate a percentage of its profits to the local community or encourage employees to perform volunteer work there? Do the company's working conditions show high regard for its employees' health and safety? Are other stakeholders' interests taken into account?

##### *Governance*

Investors may like to know that a company uses accurate and transparent accounting methods and that stockholders are allowed to vote on important issues. They may also want assurances that companies avoid conflicts of interest in their choice of board members, don't use political contributions to obtain unduly favorable treatment and, of course, don't engage in illegal practices. No single company may pass every test in every category, of course, so investors need to decide what's most important to them and do the research.

### **MATERIALS AND METHODS**

The present study is of qualitative type and the strategy used in this research is the theory of fundamental conceptualization or grounded theory. Grounded theory is one of the inductive and exploratory methods that is rooted in reality and for events as they occur. Provides explanations.

This method allows the researcher to formulate the theory and proposition instead of relying on existing and pre-formulated theories. These theories and propositions are systematically formulated based on real data (Bazargan 1393). Due to the fact that urban governance lacks up-to-date theoretical and sufficient foundations in terms of urban management programs, the grounded theory method has been used to study this phenomenon based on ESG concepts.

To collect the data of this research, a semi-structured interview method has been used, which is characterized by flexibility and depth. The statistical population also consists of two groups. The first group includes specialists and experts who are faculty members of universities. The second group includes experts and managers who have at least 15 years of experience in urban impact planning and policy.

The sampling of the present study is purposeful. Purposeful sampling method means that it can define informational target groups according to the subject, problem, and situation of the research (Faraskhah 1395). Also, the technique used in sampling in this research is snowball. Snow is a method according to which sample units, while providing information about themselves, also provide information about other units of society (Strauss, Korbin, 2008).

The method was that first an initial group was selected for the interview and then based on the introduction of the first group, the interview was conducted with other subsequent groups. The interview continued until a new idea was not obtained, in fact, theoretical adequacy of theoretical saturation. It should be noted that the codes were repeated from the thirteenth interview. However, the data collection process continued until the fifteenth interview to ensure complete theoretical saturation, so a total of 15 interviews were conducted. Of these, 10 were doctoral students and 5 were doctoral students with an average of 21 years of work experience.

After conducting fifteen theoretical saturation interviews, all interviews were conducted by researchers and each interview lasted between 40 and 90 minutes. Interviews are recorded, digitized and transcribed by word-for-word copies. In addition to the interview, field notes containing the interviewer's interpretations and perceptions of the interview process and verbal and sometimes non-verbal reactions to the interview were prepared during the interview and used during data analysis.

The most important element in the process of analyzing the data obtained from the interview is coding. Coding includes careful reading

and line by line of data and turning them into the smallest possible component (Adib Haj Bagheri, Parvizi and Salsali, 2007) The data are microscopic (Strauss, Corbin, 2006). Grounded theory coding is done in three stages open coding, axial coding, and selective coding. And selectively used. When all three coding processes are used simultaneously with each other and not consecutively in research, the grand theory method will be much more practical (Larosa, 2005). In the present study, the data obtained from the text The interviews were analyzed by Max QDA software to increase the accuracy and speed of the research. In this way, first, the open coding was done, then the initial concepts of the concepts were created by putting them together, and finally, the categories were formed by relating the concepts, which will be examined in the continuation of each step of the coding process.

#### **Open coding**

Open coding is the first step in the analysis of interviews in the grand theory method. This step is called open because the researcher with an open mind and without any restrictions on the number of codes and categories to extract codes and build categories (Golding, 2002). Open coding involves an analytical process through which concepts are first discovered in data and then concepts are compared to identify similar phenomena and classified under categories (Corbin and Strauss, 1990). Therefore, it can be said that open coding includes fragmentation, comparison, conceptualization and categorization of data (Danaeifard and Emami, 2007) in the open coding stage 153 The code extracted from 15 detailed interviews with experts and specialists in this field has become 23 a more abstract concept and finally 9 categories have been recognized.

In the present study, in order to check the validity, the research findings were presented to the participants and their opinions were applied. At the end of this research, they were studied and reviewed by professors and some cases were expressed to correct or change the final opinion.

The open-test reliability method is used to measure reliability. This method refers to the degree of compatibility of data classification. This index can be calculated when an encoder has encoded a text at two different times.

The method of calculating the reliability of the retest or stability index is that we first double the number of agreements and divide the result by the total number of codes. If the value obtained is a number above 60, it can be claimed that the reliability of the analysis is appropriate. Coding reliability is verified (Khastar, 2009).

In this project, from the total of interviews, four interviews were randomly selected and each of them was coded twice in an interval of about 30 days, then the codes specified in two-time intervals, for each of the interviews with each other. Comparison and through the number of agreements and disagreements available, a stability index was calculated for each interview. In each interview, codes that are similar in two-time intervals were identified as agreement and dissimilar codes were identified as disagreement. Finally, the retest reliability of the interviews conducted in the present study was 85% and above 60%. Is thus the reliability of the coding is verified.

#### **Axial coding**

Axial coding is the process of linking groups to their subgroups and is called axial because encoding around a group is done by linking groups in terms of specifications and dimensions. At this stage, the researcher has selected one of the categories as the central category. Explores it as a central phenomenon at the center of the process and identifies other categories related to it (Strauss & Corbin, 2008). To provide a more accurate explanation of the phenomenon.

#### **Selective coding**

The third stage of the grand theory method is in fact the refining process and is the main stage of theorizing. In other words, in this stage, the process of integration and improvement of categories for the formation of theory takes place. (Strauss, Corbin, 2006) Presents the

form of narration or disrupts the paradigm model and shows the final theory graphically (Danaei Fard and Islami, 2010).

#### **RESULT AND DISCOTION**

Following the Rio Earth Conference in 1992, sustainable development emerged as a new paradigm of development, integrated economic growth, improving social conditions, and protecting the environment. In these factors are proposed to achieve long-term dependent and complementary development (Jiboye & Omoniyi, 2010; 18). The main concept of sustainable urban development is defined by Peter Hall as: A form of development today that ensures the sustainable development of cities and urban communities of future generations. It is a modern development that guarantees the continuous development of cities and urban communities of future generations (Azizi, 2002, 32). Sustainable urban development is a dynamic and continuous process in response to changing environmental, economic, and social pressures (276; 2005, Haughton & Hunter). In the development literature, there is a close relationship between good governance and sustainable development, which is very important at different national to local levels (2014, Go et al.) Good urban governance is one of the most important indicators of sustainable urban development. And since the late 1990s, international economic policy institutions such as the World Bank, the United Nations Development Program, and to some extent the International Monetary Fund, have proposed good governance as the key to the development conundrum (Nazmfar et al., 2017). The importance of maintaining a balance between the needs of today and the next generation through sustainable development has led to a change of approach in urban management and the provision of urban services. This change in approach has led to the introduction of concepts such as good urban governance, which is the most efficient current and future generation (Shakeri, 2014).

But good urban governance did not have the concept of governorship and was constantly changing (Doornbos.2003: 4). Achieving a city with high capability and quality of life in which

the facilities and needs of citizens are met depends on the realization of a model of good urban governance that provides consensus, legitimacy and effectiveness of decisions and citizen participation in decision-making and governing cities.

Good governance is therefore considered a model for the optimal use of resources and authority in order to achieve the goals and ideals of sustainable development; Development that ensures the realization of justice, order, security, and health of the individual and society and the optimal protection of biological resources along with the welfare and progress and growth and growth and flourishing of talents and capacities of individuals in society and environmental capabilities. Therefore, good governance is a basic prerequisite for sustainable development (Mohammadpour Zarandi and Tabatabai Mazdabadi, 2017). Good urban governance should not only be in line with the sustainability index in the city but should also lead to fair and transparent decision-making processes. Proper governance is essential for achieving sustainable development in the territory of any land (Sharifzadeh et al., 2017). This new approach can be very helpful in discussing the management of human societies in developing countries and in solving issues such as organizational corruption. Institutional, education and communication with the people, empowerment of strategic policies through participation in these areas to create dramatic changes (Alizadeh et al., 2015).

According to Mai et al., Foresight of intergenerational equality without eliminating it for the next generation (social justice, intergenerational justice or caring for the needy and the poor today), public participation (individuals should have the opportunity to participate in decisions made about them in the development process Environment (protection and protection of the environment) are the basic principles of sustainable development (Karimi and Tavaklinia, 2009, 82). To measure good urban governance, several indicators have been introduced by individuals and international and local organizations: accountability, transparency, participation, justice, equality, sustainability, vision and planning,

legitimacy and bureaucracy, civic capacity, service delivery, economy with Influence, Relationship and Security (Ratin Biswasa, 2018), Justice to Create Equal Opportunity for All Citizens (Shafiee, 2002), Effectiveness and Transparency (Taqvaei and Tajdar, 2009), Civic Participation (United Nation Human Settlements Program, 2009), By UNDP and the World Bank, eight indicators of participation, legitimacy, accountability, accountability, justice and equality, transparency, collective bargaining, and the efficiency and effectiveness of indicators of good urban governance.

Tab 1: Indicators of good governance taken from theorists and international organizations

Indicator	Organization/Person
Participation	UNDP/TUGI , WORLD BANK
justice	UN-HABITAT
efficiency	UNDP/TUGI, UNCHS
accountability	UNDP/TUGI, UNCHS, WORLD BANK, John Friedman
transparency	UNDP/TUGI, UNCHS, WORLD BANK
decentralization of resources and authority	UNCHS
non-violent management	John Friedman
security	UN-HABITAT
hierarchy	UNCHS
inclusiveness	John Friedman
sensitivity to the poor	WORLD BANK

Despite the small number of participants in this study, a diverse range of experts were cited who had high contrast in some features despite low contrast in others. The credibility of the data was obtained by reviewing the manuscripts by the participants and the long-term involvement of the researchers and their relationship with the participants, which led to a better understanding of their experiences by the researchers and increased the participants' trust. The verifiability was verified by observing the impartiality of the researcher, agreeing on the codes and themes with the relevant experts



and reviewing the text of the interviews, codes and categories extracted by the authors. According to experts (External check) and re-reading of all data was possible, in addition to the ability to transfer or fit through interviews with different participants and the use of direct quotes and examples, made it possible to better express the data.

In this study, the necessary ethical considerations such as the right to participate voluntarily, protect the privacy of the participants and ensure the confidentiality of their information have been observed.

In conducting this research, we have encountered limitations, including the need to observe social distance, which caused many interviews to be conducted virtually and in absentia, and in some cases, due to the inefficiency of the communication network, the interviews were interrupted. The Internet was mobile and in this case, you had to spend some time returning to the interview space and the narrative process. On the other hand, some participants at the beginning of the interview in the answer, were satisfied with short answers Existing challenges Participants were basically going back to the real atmosphere of the interview.

In this research, based on the eight indicators of the United Nations Development Program and the World Bank and their development by studying the theoretical and experimental literature of the research, finally the following main characteristics have been extracted. Important criteria are:



Fig 1: Main characteristics of good governance

Most researchers have studied sustainable development in three dimensions: ecological or environmental, economic and social, as defined by the Brand Land report. A sustainable city can be defined as a city that has sustainable and continuity in economic, social, and physical development; Or, according to the European Commission (2006), sustainable urbanization is a challenge to solving problems that both cities and cities have experienced and recognized that cities themselves provide many potential solutions. Sustainable urbanization is related to the optimal balance between social, economic, and environmental factors in society in order to achieve urban sustainability (18; 2011, Shen et al). It is increasingly evident that rapid development resulted in habitat loss and environmental degradation. Due mainly to this issue, if unchecked, many countries are susceptible to natural disasters. Financial development has been touted as effective in mitigating environmental risks through its role in providing funds for green technologies development. Nonetheless, evidence regarding the impacts of financial development on the environment, social, and governance (ESG) is relatively scant, despite being the central pillars in sustainability management (Ng et al., 2020). According to the principles of ECG of economic, social and environmental sustainability, the following model is presented.

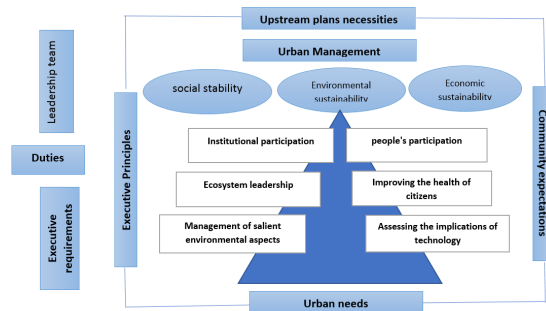


Fig 2: good sustainable urban governance based on ESG concepts

Good urban governance can be used as a tool to achieve sustainable urban development and increase the credibility of this type of development in urban planning. Conclusion The results of documentary studies on good urban governance and a review of the criteria

set out in the governance and ESG show that the three parts of government, civil society, and the private sector are the basis for optimal urban governance, each of the three institutions has specific functions and duties. The appropriate combination of them can be expected to achieve good urban governance. Good urban governance and sustainable urban development are interrelated. On the one hand, development and moving towards it strengthens the foundations of good governance and thus increases the quality of life, and on the other hand, creating and strengthening good urban governance, suitable bases for providing urban sustainability in environmental, social, economic, and physical dimensions.

In addition, good urban governance is the process of integrating the efforts of citizens and the government to improve the environmental, economic, social, etc. conditions of urban areas to enable them to participate in local and regional development. Therefore, in the context of the concept of good urban governance, the concept of sustainability and excellence towards progress is also institutionalized. These three institutions, the government, civil society, and the private sector, are the basis for good urban governance. Each of these three institutions has specific functions and duties that can be expected to create good urban governance by their appropriate combination. With the tools of power, the government regulates and balances the relations of civil institutions. Civil society facilitates interactions between society and politics, and the private sector creates jobs and income. Therefore, it can be concluded that the three elements of power, influence, and money are the work of each of the mentioned institutions and in the end human endurance.

## CONCLUSION

Governance models provide a pathway for the development of local communities and spend most of their time exploring why different countries use different items in this area. In the context of the concept of good urban governance, the concept of sustainability and excellence towards progress is also institutionalized. In addition, good urban governance is the process of integrating the

efforts of citizens and the government to improve the environmental, economic, social, etc. conditions of urban areas to enable them to participate in local and regional development. The optimal urban governance approach is realized with the indicators of participation, accountability, responsibility, legitimacy, consensus, justice, transparency and efficiency, and effectiveness. Different levels of urban society and as a result, achieving sustainable development and attention to social capital along with economic and environmental capital are emphasized. In addition, the active participation of all groups and people in urban areas, poor and marginalized in planning, decision-making, and monitoring the performance of managers and city officials, as well as participation in their own resources to achieve sustainable urban development, is essential.

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