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Assistance to the Growth of Organizational Model of Participation in Spontaneous Urban Management

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Abstract

Promotion of urbanization is one of characteristics of current societies that in their evolutionary trend results in establishment of megalopolis and brings the complex urban management in these huge population centers every day, together with new difficulties. Urban environmental problems, providing public and security services, green space and city façade, urban economic problems, informing, research and training makes the urban management duties list every day longer. Tehran Metropolis as the most important and greatest city of Iran and one of the most important metropolises of Middle East and included in the 20 great cities in the world, face these challenges more and less. Doubtless, management in this city with a population of 8 million peoples and 2/3 million families residing therein in an area equal to 800 square km, is not possible without participation of citizens. Citizens' participation in their city and neighborhood matters, firstly has frequent benefits for municipality. If citizens based on their well-known motto "our city, our home" are sensitive to the city matters and public profits, then plenty of municipality responsibilities will be fulfilled in a better manner. Therefore, quality of assistance to the growth of organizational model of urban NGOs' participation has been converted to an important phenomenon and one of the most essential questions. The experience of participation of NGOs in the developed societiesindicated that solving many urban problems such as urban environment, inappropriate status of security, unsuitable city façade and improper urban economic status is possible only at the extensive presence of NGOs and upon active participation and responsibility in the urban services management.

Despite of awareness of necessity of development of NGOs participation in the urban matters administration, this concept in its organized concept in each one of participation levels encounters a lot of barriers such as deliberation, commenting, proposing, decision making, planning, execution and supervision on urban projects which limits the opportunity of NGOs upward from participation stair.Objectives of this research: Identification of grounds of need to citizens' participation and identification of citizens' participation promotion that upon studying national documents in national context (including constitutional law, viewpoints of supreme leader of Iran, 20-year perspective document of regime, fourth and fifth socioeconomic and cultural development plans and policies applicable on sixth development plan), and in urban context and comparative urban study in foreign cities consistent to Tehran, based on comparative and focal studies, at first strategies for promotion of NGOs' participation in urban services are presented. Later theoretical model was offered for formulation of strategies for NGOs' participation promotion in urban services management.

Keywords: *NGOs, Need, Participation, Urban Services Management, Perspective Document*

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1-1 Definition of problem

Sustainable participation of NGOs in urban matters is a topic that a few decades passed over its life in western countries and international organizations. This intellectual process considering its specific field has been grown in the West, but nowadays its design in Iran and public organizations such as municipality is doubtless derived from need. Despite of intensive need feeling among authorities, the position of citizenship participation concept is very ambiguous. Furthermore, there is a deep gap between authorities and NGOs and demands and preferences of each one. So, first priority seems to be specifying the conceptual limits of NGOs participation and clarifying its instances for the authorities and NGOs. At the next stage, various strategies of participation must be specified and ultimately strategies are proposed that may result in upraise of NGOs participation. This research seeks for methods that obviate barriers of sustainable participation of NGOs.

1-2 Objectives

The objectives of this study are as follows:

1- Identification of grounds of NGOs' need to participation;

2- Identification of NGOs' participation promotion methods

1-3 Background

A lot of researches have been applied on cooperation and collaboration of NGOs. In this part, a few of these researches are explained:

• Ms. Hosseini (2005),in her M.Sc. thesis analyzed the nongovernmental organizations and foundations and factors affecting their participation. She, in consideration of trans-theoretical model of Coleman expressed the problem and analyzed supernal values of people and their social capital on their participation in NGOs. Altogether, in this study social factors such as social capital and values as well as socioeconomic base, education and gender and job were supposed as factors affecting participation in NGOs and the results demonstrated such effect.

• In a study applied by Islamic Consultative research center in Mashhad in relation to the upraise of Mashhadi citizens' participation in urban matters administration (2007),conceptual limits of citizenship participation and its instances for was specified for authorities and citizens and at the next stage, the factors effective on participation and preparedness for participation were determined through experimental research. At end, strategies were proposed that result in upraise of citizenship participation.

• In the research provided by Studies and Planning Center of Tehran (1998) titled City Assistants, that was related to public participations of Tehran, participation of Tehrani citizens in connection to good behavior to neighbors, citizens cooperation for removing the neighborhood problems, participation in public affairs of neighborhood, contribution in charity parties, participation in supply of common costs of residential complexes, participation in cultural activities and municipality activitieswere taken into consideration. This research introduces local councilsincorporation in neighborhoods, providing informing services to youths and adolescents and students and counseling to neighborhood people in execution of municipality plans of different regions as the major public participation method.

1-4 Domain of study

The project execution plan may include different domains:

a. Subjective domain: It includes a group of activities of urban services deputy of Tehran municipality. Therefore, services of this context including services of organizations affiliated thereto, may be introduced as subjective domain of study (chart 1).

b. Geographical domain: Suburban of Tehran that also includes geographical domain of activities of urban services context.

1-5 Operational definition of words and terms

• **Need:** The need is a type of psychic and physiologic deficiency and shortage that can

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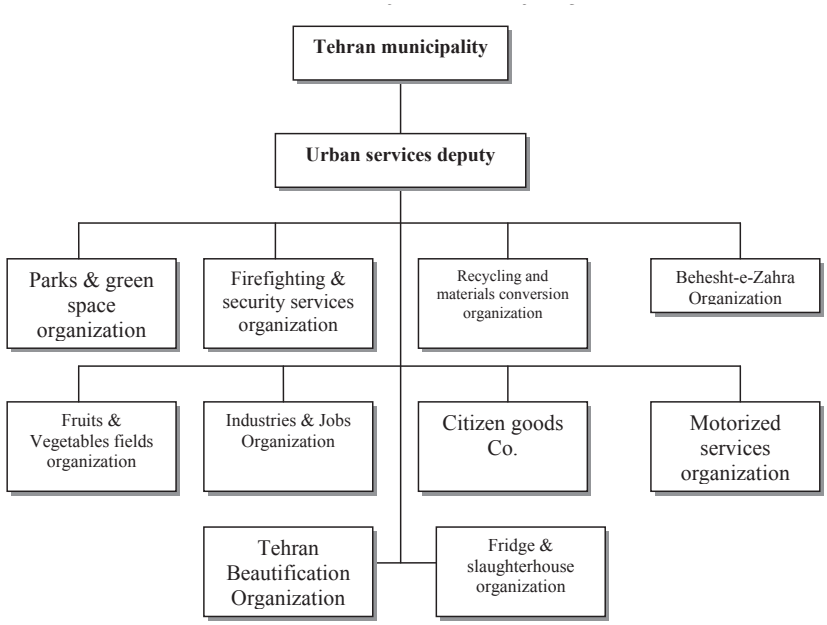


Chart 1. Subjective domain of study

make a specific achievement as attractive (Robins, 2006). The needs include stresses that result in lack of biological balance between man and internal and external chemical physiological environment of organism. The needs are transient, means that when they are met, lose their force provisionally, but after a while, probably they are recovered again (Fist & Fist, 2005).

• **Urban management:** a wide organization consists of effective and relative official and nonofficial elements and components in different socioeconomic and physical aspects of urban life that is in connection to the purpose of administrating, controlling and conducting comprehensive and sustainable development of city (Rezvani, 2001).

• **Urban services**: It includes a part and level of public, social and personal services that meet the public and social needs in compliance with hierarchical system of urban-rural centers and its scale includes a specified range of complexity and diversity and presents a relatively independent unit and decision-making political unit for development and welfare of urban life and solution for urban life problems (Imani-Jajromi, 2000).

• **Municipality:** It is a public and private organization that has legal entity and independence and established under supervision of city council that is elected by the people and supervision of government by Ministry of Interior for fulfillment of duties stipulated in the municipality law". In fact, municipality is one of civil society institutions that in the constitutional law in the governance of social, local and urban contexts, is assumed as developmental and participatory structures (Akbari&Abdollahi, 2005).

• **Participation:** participation is assumed as a process during whichthe man through feeling of attachment to the group and actively participation therein voluntarily deal with social activity. Specificity of dreams and goals of participator through his awareness of his action consequences results in actively and voluntarily participation of participator. Here, participation is an action by means of which citizens of a society provide the requirements for realization of their expectations (Tajik, 2005).

• **Nongovernmental organizations**: it is referred to all institutes that established by a group of legal and natural entities spontaneously and voluntarily and follow their nonprofit nonpolitical goals according to their articles of association (David Angel, trans. TajMazi-

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nani, 2001:22).

1-6 Theoretical fundamental

1-6-1 NGOs

Nowadays, in our country, nongovernmental organizations are establishing and working under title of nonprofit-nonpolitical and voluntary activities for providing welfare and public services. These organizations include populations, associations, societies and institutes that considering their intellectual structure and existential goals work in the different fields such as aiding, welfare, social, legal, cultural, sport and support matters, and are supposed as a part of society and in conjunction with government and communication canal between people and government. The turning point of nongovernmental organizations assertiveness in the world was UN Conference on Environment and Development, in Rio de Janeiro, Brazil, in 1992. In this conference, a contract was designed under pressure of environment follower groups to take measure about destruction of greenhouse gases. For the first time, these organizations were persuaded from inspection and supervision scene to the decision making. Since that time onward, they also have obtained a lot of successes (David Angel, trans. by TajMazinani, 2001:24).

History of NGOs in Iran

Iranian-Islamic culture of our country is full of proud effects, altruism, philanthropy and contribution to society's vulnerable class that was running throughout the history of this country. Such culture is the origin of participation-seeking culture that currently is applied on different social classes deeply with a great influence. After promotion of Islamic rites in this ancient and enduring land, always civil and rooted and powerful institutes have been founded and claimed that as traditional organizations originated from Islamic and Shiite culture such as religious populations, charities and similar institutions that currently are working and provide services to the Islamic society upon respecting provisions and according to state laws and regulations. Along with these traditional institutions, nongovernmental organizations under title of modern nongovernmental organizations claimed and are seriously expanding.

The background of NGOs incorporation in Iran as traditional institutional is referred to Sofia age and as modern and organized institutions of youths' activity therein is referred to incorporation of cultural center in 1994. In fact, after long years planning and research studies and field surveys, almost since 1995, based on country needs, the policies, goals and orientations about youths' matters were clarified and considering arguments, a national executive and powerful organization seemed to be needful for youths' job. In April 1999, National Youths Center was established that was developed form of Youths Supreme Council Secretary.

Currently, NGOs in Iran work in two individual and group frameworks as NGO networks and existing and active networks in Iran are as follows:

1- NGO Youths Network

2- Environmental NGO Network

3- Women NGO;

4-Addiction Prevention NGO

Various NGOs are member in each one of mentioned networks, and are working. It is remarkable that majority of NGOs are working with the same charitable purposes of traditional institutions and believing in Islamic provisions and constitutional law and applicable laws in different fields with various social, cultural, training, protective and religious attitudes.

NGO characteristics

1-They are spontaneous.

2-Having articles of association, specified organizations and structure and registered with public authorities.

3-They are nonprofit, means that no profit or income is allocated to its volunteers.

4-They are not a party with political incorporation and not affiliated to any political organizations or parties.

5-Volunteers form its members.

6- They accept member and there is no specific

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conditions for membership of relative people excluding acceptance of contents of articles of association and interesting in voluntarily working therein.
7- They have a clear performance, and all of their actions and activities are carried out clearly and publicly.
8- Financial status of these organizations that includes incomes and costs, must be clear, specified and accessible for the members and others.
9- The purpose of these organizations is improving the status, removal or reducing the society problems.
10- They are dependent to none of governmental organizations or institutes; no credit, financial, organizational and human resource dependence to the government.
11- They have high speed and decision-making power.
12- They have a limited, adaptive and flexible bureaucracy.
13- Despite of independence to the government, the main and common purpose of all of them is reserving national benefits and public interests of country.
14- Obtaining license from competent authorities, a recommendation by all national and international communities to nongovernmental organizations for clarity and legitimacy of activities.
15- They response the society need; in other word, nonprofit, nonpolitical, noncommercial, spontaneous, purposeful, voluntary, public, nongovernmental, direct and lawful participation and membership (David Angel, trans. by TajMazinani, 2001:28).

A few laws on incorporation and activity of NGOs

a. Principle 26 of constitutional law of Islamic Republic of Iran ratified in 1979: The known parties, populations, political, guild and Islamic associations or religious minorities are free, provided that not breach the principles of independence, freedom, national unity, Islamic provisions and names of Islamic Republic of Iran. Nobody may be prohibited from participation therein or forced to participate in one of them.
b. Trade code ratified in 1958
1- Article 584: organizations and institutions that were established/will be established for noncommercial purposes is assumed as legal entity since the date of registration in register determined by ministry of justice;
2- Article 585: Conditions for registration of the said institutions and organizations in above article shall be determined by virtue of bylaw of ministry of justice.
c. Labor and social affairs act and establishment instruction of guild societies and associations related to labor and social affairs act;
d. Article 131 of Labor Act: By virtue of principle 26 of constitutional law of Islamic Republic of Iran and for reserving lawful and legitimate rights and benefits and improvement of economic status of laborers and employers that reserves the society interests. The workers included in Labor Act and employers of a profession or industry can constitute the guild societies. These organizations are registered by ministry of labor and social affairs.
e. Reformed bylaw on noncommercial organizations and institutes ratified in 1948 explains quality of registration and dissolution: Article 1 of bylaw: The said noncommercial organizations and institutions in article 584 of trade code include total organizations and institutes that are established for noncommercial purposes such as academic or literary affairs or charity and such that whether promoters have the intent of easement or not.
f. Bylaw on Islamic associations of university ratified in 265th session of Supreme Cultural Revolutionary Council ratified on 19.11.1991 presented following definition of Islamic student associations:
(Islamic student association such as Islamic student society or Islamic population) is a population composed of Muslim voluntary students that may be incorporated in each one of higher education centers and works in

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compliance with its legal duties.

1-6-2 Need

Need at first was use at the beginning of 1930s in the psychological topics and was a motivating variable that caused a specific behavior in man (Alvani, 2000).

In another definition of needs, they were assumed as relatively fixed wills in people that may result in their behavior in a specific direction (Ahmadvand&Sadeghi, 2006).

Conclusion of need theories

A lot of theories were propounded in relation to need. If these theories are combined in a consistent framework and adhered and integrated as general citizenship needs, a model similar to chart (2) is obtained. As it is specified in the chart, citizens' need may be classified in six categories of autoreferential needs (A) (these needs differs due to the characters type), basic needs (B), communication and cooperation needs (C), developmental needs (D) (growth and prosperity), economic needs (E) and family needs (F). These needs are assumed as current needs constituted in the citizen and in conjunction with them needs are supposed that will be created in the future. In other word, to identify citizens' needs, only their current or existing needs should not be noticed, but the future changes and challenges should be taken into consideration and upon recognizing future needs of people, can provide new and ideal services (Dragojevic, 2007). In fact, resultant of current and subsequent needs of citizen includes strategic context of new services planning and design.

1-6-3 Urban management

Various definitions of urban management have been presented and each one of these definitions explain a systematic attitude to the urban management topic: urban management includes an extensive organization consisting of effective and relative elements and components in different socioeconomic and physical aspects of urban life that is connected to the purpose of comprehensive and sustainable administrating, controlling and leading of city (Rezvani, 2001).

Duties of urban management are as follows:

- Urban land management;
- Urban services and infrastructures management;
- Environmental management;
- Urban economic management;
- Strategic management (Jamshidzadeh, 2002).

Urban services

Urban services in brief may be defined as below: urban services include a part and level of public, social and personal services that in compliance with hierarchical system of rural-urban centers, meet the public and social needs that its scale contains a specified range of complexity and diversity and is presented in a relatively independent unit and a decision making unit for development and welfare of urbanization and solving urban life problems (ImaniJajromi, 2000).

1-6-4 Barriers for NGOs participation

From a viewpoint, in general NGOs' participation barriers are divided in three contexts including executive, cultural and structural barriers.

a. Executive barriers of NGOs participation are as follows:

1. Very centralized planning
2. Inappropriate distribution mechanisms
3. Lack of local coordination
4. Inappropriateness of technology in respective project
5. Unrelated content of respective project
6. Lack of local structures

The abovementioned barriers altogether are raised in relation to closed and predetermined projects and plans that synergy is assumed only as a tool for execution of what designed (Sepehri, 1995).

b. Cultural barriers:within recent years, the perception and sensitivity to cultural barriers that deter NGOs from participation have been increased. A few people relate NGOs involvement in the matters despite of participation, to cultural factors including as follows:

• Observes the resources acquired from par-

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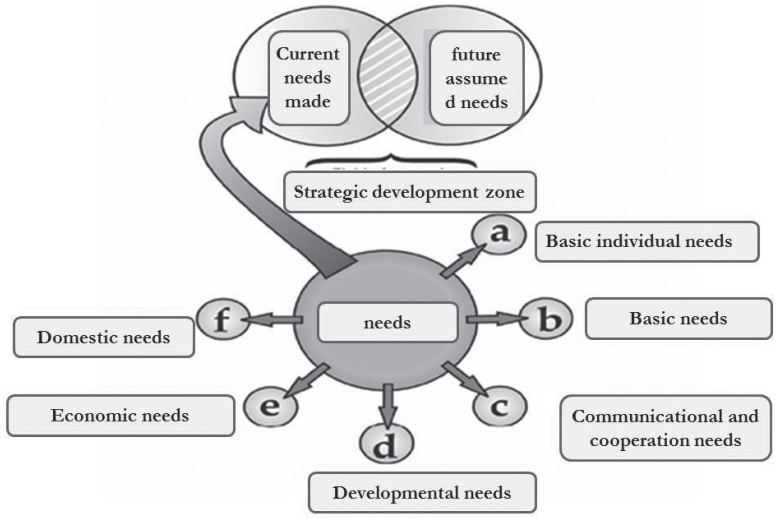


Chart 2. conclusion of need model

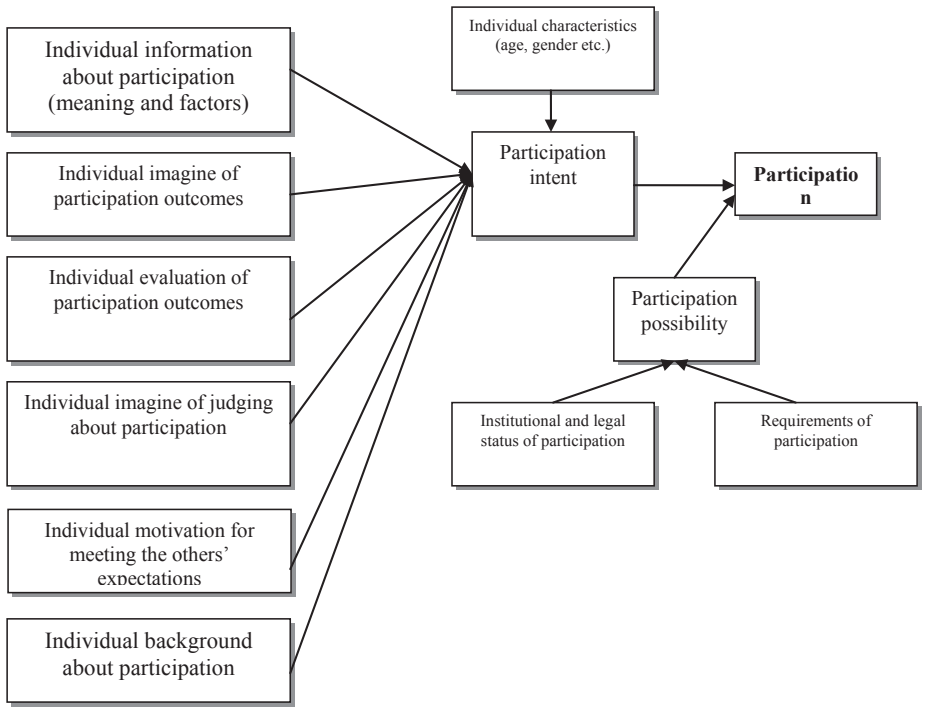


Chart 3. Factors affecting participation of people

ticipation less than other matters;
• Not feels clear difference with the persuader;
• Honesty of NGOs that claim for being popular, is doubted by the people;
• This thought that NGOs actions are not important and may not be origin of changes
• Feeling of inferiority complex and limitation of awareness required for participation in NGOs is created.
• Problems arising out of participation are increased considerably, because proportional to the increase of said problems, participation is decreased (Nikkhah, 1998).

c. Structural barriers: In the most countries,

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relations applicable on power, production and ideological values that illegitimate them, make a lot of serious structural barriers for prosperity of public participation. As perspective of UN Social Development Research Institute, these structures and ideologies are contrary to the participation of NGOs, because aids to continuation of unequal access to wealth and social power and their control, clearly. It is argued that durability of such anti-participative structures resulted in failure of plenty of local innovations for persuading NGOs participation.

d.Political barriers: The other point that is important here is intervention domain of NGOs' participation. Along with other factors, an important factor in this relation is history of government's interventions. In the domains that the government always assumed itself as trustee and made financial and human investment therein, NGOs have the least motivation for participation and in contrast, in contexts that traditionally governments intervened less, there is more preparedness for organization and participation of NGOs.

1-6-5 Studies of documents

Results of documents study

Summary of legal and documents studies in relation to urban services, in three following levels is as follows:

1. National documents in national context (including constitutional law, viewpoints of supreme leader of Iran, 20-year perspective of regime, fourth and fifth socioeconomic and cultural development plan and policies applicable on sixth development plan)

2. National documents in urban context (including major goals of Tehran city council of execution of processes related to urban services in strategic planning, perspective of long-term development of Tehran, development goals of Tehran, strategies for development of Tehran, municipality duties by virtue of municipalities act)

3. And local documents in deputy context (including 4-year plan of urban services deputy of Tehran municipality, mission and duties of materials recycling and conversion organization, mission and duties of motorized services organization, mission and duties of industries and professions organizing company, mission and duties of Behesht-e-Zahra Organization, mission and duties of firefighting and security services organization, mission and duties of parks and green spaces organization, mission and duties of beautification organization, mission and duties of fruits and vegetables and corps fields organization, mission and duties o f citizenship goods service company, mission and duties of fridge and slaughterhouse).

4. Altogether, it shows urban services in five subjects (urban environment, public and security services, green space and urban façade, urban economics, informing, citizenship research and training) that are known in the literature of urban services and are common.

Comparative studies

Comparative studies in general include three processes of description, comparison and conclusion. In the present study, objective of comparative studies is analyzing the services and procedure of urban participation in cities consistent to Tehran.

History of urban management planning (UMP) in Asia

Urban management has been changed since 1986 in three stages:

First stage: first stage of urban management plan (1986-1991): these plans were focused on applied researches on four subjects: management of lands, financial affairs and urban management, infrastructures and urban environment with the purpose of developing academic strategies and applied tools of urban management in the international context.

Second stage: The purposes of this stage (1992-1996) are related to the procedure of using these strategies or tools for promotion of efficiency and production level, at first regionally and later its extension throughout the country. At this stage, the subject of urban poverty was added to the previous subject. Structure of these plans was decentralization and assigning

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responsibility of performing these activities to the region departments.

Third stage: This stage of urban management was allocated to establishment and strengthening the efficiency of government, banks and credit financing centers for removing urban problems.

Fourth stage: This stage (2001-2004) is continue of third stage and only more than before was centralized on governmental activities and actions that affected the life conditions of low-income and poor class of urban society. Currently, the grounds that these plans have considerable attention thereto and executed in 11 zones and 21 cities in Asia are as follows:

1. Reduction of poverty in the city
2. Urban environment management
3. Attraction of public and NGOs' participation
4. Solving AIDS and addiction problems in urban society;

Common challenges in Asian metropolises management

Asian metropolises face common challenges and problems including environmental problems, urbanization growth, air pollution, public transportation, urban health and hygiene, cultural diversity and energy consumption.

Principles of urban management in Europe

In the management model in Europe, three management factors are applied: planning, execution of plans, supervision and promotion of plans. Furthermore, specific characteristics are needed for appropriate urban management which includes having required information in relation to urban system, relative organizations and activities procedure. In Europe, evaluation of city systems completely is focused. Urban management type used in Europe, must be adaptive to the urban life cycle that increase or decrease of environment growth indicates it. Another item that should be noticed in urban management of Europe is urban transportation status, lands, urban and regional economic management, organization of efficiency and productions volume in metropolises.

Analysis of available participation models in a few world countries

1- Public participation in urban management and decision making in USA

In American urban management system, the councils as clear manifestation of citizens' participation in cities management are very effective and importance. Election of city council members in USA is based on public elections and membership period in city council is 4 years. In USA, other actions are taken for increasing the citizens' participation such as polling from citizens individually and in group about each one of parts and different urban subjects.

2- Public participation in management and decision making in Germany

In Federal Republic of German, local councils are assumed as bases of democratic social system. In Germany, in a few cities, public participation tools in local departments are applied consciously and in a few others, these tools are forced using the law. In Berlin, to get informed of citizens' opinions, an institution titled "Platt from Marzahn" is incorporated this tribune during development has been converted to fixed meeting of exchange of ideas and information of citizens and specialists.

3- Public participation in urban management and decision making in Britain

British political system has been founded based on local government. A local-based government as a part of state administrative system in Britain has a background of hundreds years. In this system, councils elected by the people have essential role. For people's participation and opining, committees consisting of people that are experienced in public issues and different topics of civil plans are examined and discussed. Result of these examinations as report is submitted to the counseling minister.

4- Public participation in urban management and decision making in India

In India, establishment of a united local government and determination of its form is included in power of states. Therefore, no united

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local government exists in India. Indian states are separated to urban and rural local governments and specified regulations are enacted for each one.

5- Public participation in urban management and decision making in Turkey

Nowadays, essentially there are three types of local government in Turkey: provincial government, municipality and rural administration. In addition to these main types, new unit of local government that extremely limited to populous urban centers, means metropolitan municipality has incorporated since 1983. One of unique characteristics of public administrative system of Turkey is that there are central government units along with the said governments.

Conclusion of combined studies

In consideration of urban services, results obtained from analytical investigation of following services for deputy of urban services of Tehran municipality are analyzed. Grounds for participation of NGOs for these duties are analyzable in four cultural, financial, executive and supervision contexts:

NGOs participation styles

There are different procedures to conform the participation activities of NGOs to specific goals. These procedures are divided in four groups in the light of organization and order: Therefore, a nongovernmental organization may participate in the fields such as (cultural, training, research, informing and promotional), financing and investment, executive and operational, supervision and monitoring in the urban services context.

Analysis level		Duties related to urban services
Urban services management in Asia	Overall strategies of urban services	Reduction of poverty in the city, urban environmental management, attraction of public and governmental participations, solving AIDS and addiction problems in urban society, decentralization and assigning the duties
	Common challenges in management of Asian metropolises	Environmental problems, growth of urbanization, air pollution, public transportation, urban health and hygiene, cultural diversity and energy consumption
Urban services management in Europe	Technical services for urban environmental management	Balance and offer and demand in urban products and services, access of poor class of society to the lands and supply of their job security and improvement of working conditions and social organization of contributions though partial, to low-income class and improvement of economic and subsistence status of people
Technical services for urban management in participative manner		Management of waste recycling, management of water and wastewater and air pollution, strengthening the capitals related to capitals related to urban solid wastes system, collection of solid wastes, disposal and recycling of materials
		Improvement of management process for collection of incomes for appropriate distribution of urban services
Participation models	USA	Model of powerful mayor, model of weak mayor, TNT plan
	Germany	Model of referring to public ideas, model of Platt from Marzahn
	Britain	Councils system, counseling committees in city
	India	Local government in states, rural boards and sheriffdom
	Malaysia	Quantity of state planning, local research board
	Turkey	Provincial local government, council and municipality, permanent urban committee, village administration

Table (1). Summary of comparative studies

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Subject of performance	Mission and goals	Important duties
Urban environment	Urban environmental management, reduction of environmental pollutants and conservation and promotion of environment	- Disposal of wastes (dangerous and hospital wastes, construction debris etc.) with the least damaging to the environment (establishment of compost plants etc.) - Cleaning of passages and city cleansing - Transportation and delivery of waste principally and technically from stations to waste disposal and distribution - Marketing and sale of products provided in waste centers and plants - Identification and qualitative and quantitative taking statistics from solid wastes production resources - Controlling urban harmful animals - Organizing vendors and removal of barriers as restoration of temporary markets - Collecting supplies surplus need of citizens and donating to the needy people (donation) - Organizing chemical and risky materials warehouses - Establishment and management of vehicle purchase and sale pubic centers - Establishment and management of industrial, guild and service complexes for transfer of bothering and pollutant jobs to out of city - Reduction of environmental air, sound, water and soil pollutants - Establishment and administrating hygienic services in the city - Establishment and development and optimum operation of motorized services center
Public and security services	Providing optimum safety services to citizens and organizing and administrating, providing safety of city and deceased affairs	- Performing rescue operation for coping with any kind of firing - Performing rescue operation for coping with confinement, men and objects fall, coping with wide animals, occurrence of domestic and industrial events and so - Management on establishment, development, operation and order of needed cemeteries - Maintenance, restoration and organizing historical and local cemeteries, tombs and shrines and ancient areas - Management of urban runoff, streams and aqueducts
Green space and urban façade	Maintenance and development of green space, urban landscape management and city façade array	- Management of parks and green spaces - Production, purchase and sale of flower, plant, tree and bushes - Foresting, development, maintenance and operation of forest parks capabilities as huge project of green belt around Tehran - Renovation of obsolete or brown spaces of urban tissue for supply of park and needed green and entertaining space and - Preparing ID card for the trees upon identifying available tree and shrub species and preparing their dispersal plan in Tehran - Maintenance, development and organization of gardens, protected areas, forest and urban parks, foothills and lands around mountain, and suburban - Urban furniture organization - Lighting (light architecture) and organization of urban graphics and wall painting - Environmental advertisements organization including boards and urban guide signs, urban advertisement boards, businessmen and guilds boards, banner, canvas and special advertisements)
Urban economics		- Establishment and management of industrial livestock and poultry slaughterhouses - Establishment and management of fridges equipped and suitable for maintenance of meat, chicken and other food and protein products - Establishment and management of foodstuffs and protein hygienic processing and packing industries - Establishment and management of production and offer centers and suitable meat, chicken, aquatics and relative products stations - Establishment and management of fruits and vegetables fields for supply of daily fruit and vegetables markets - Establishment and management of daily fruit and vegetables markets, establishment of temporary markets and temporary stations - Establishment and management of terminals and central fields of foodstuffs and goods entrance and distribution - Establishment and management of permanent markets and shops - Establishment and management of temporary exhibitions (weekly, monthly and annually) - Distribution of necessary goods in situ (at homes)

Table 2. Conclusion of combined studies

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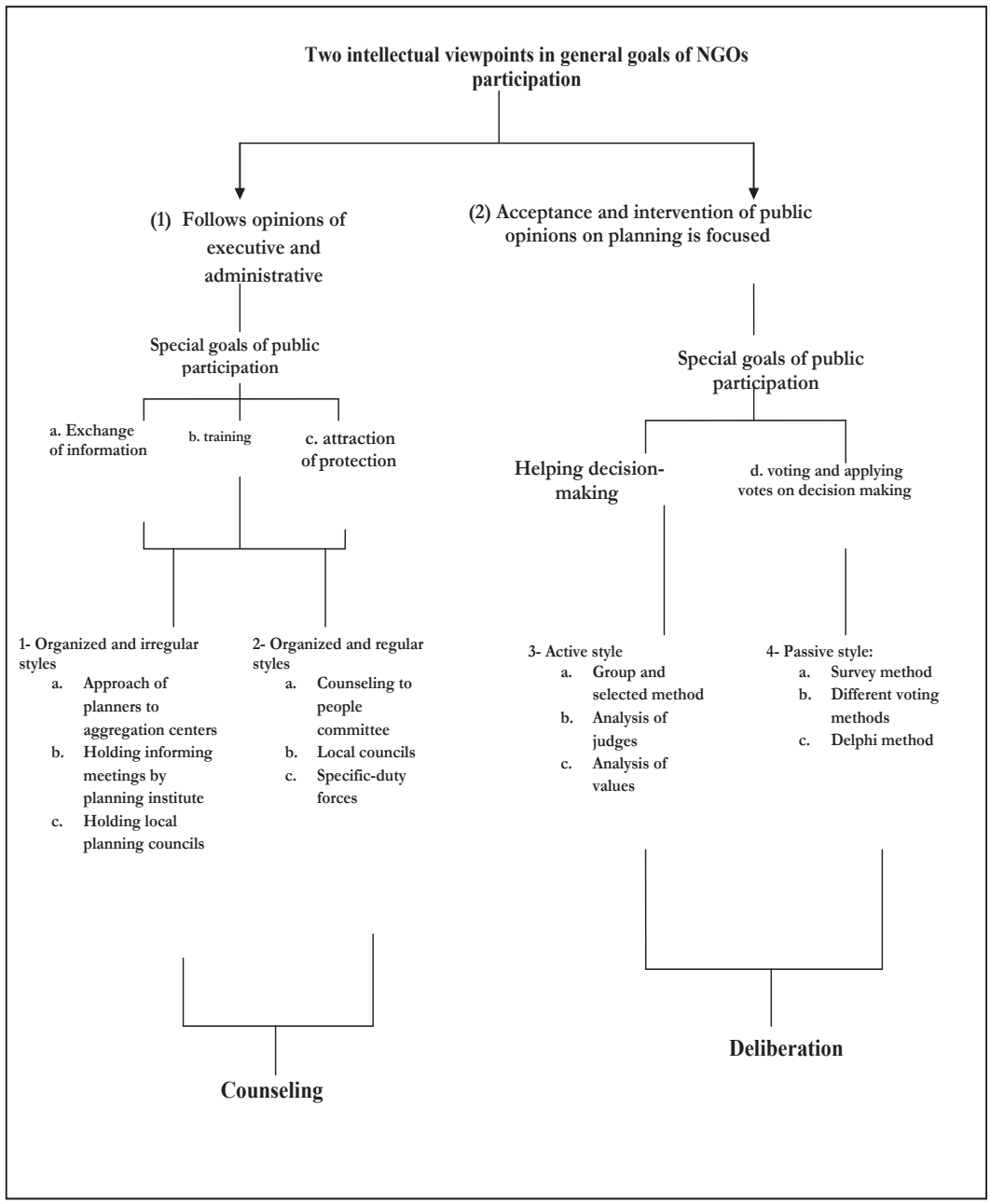


Chart 5. Conceptual framework of NGOs participation grounds

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Strategies for promotion of NGOs participation in urban services based on comparative and focal studies

In this part, strategies for promotion of citizens' participation in urban services deputy are classified based on participation context (planning, financial and investment, executive and supervision).

Theoretical model for formulation of NGOs participation promotion strategies in urban services management

Table 5. Elements of NGOs participation

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Participation in decision making, planning, execution and management, supervision and revision, evaluation and sharing in interests	MohseniTabrizi, 1994
Instrumental, Educational Developmenta	Moazen Jami, 2008
Participation in ownership Partnership in stock Partnership in profit Participation in management Intellectual participation with management Participation in decision making with management Executive participation with management	Elahi, 2002
Unorganized and irregular styles Approach of planners to aggregation centers Holding informing meetings by planning institutes Holding local planning councils Organized and regular styles: Committees for counseling to people Local councils Special duty forces Active styles: Selected group style	Mohammadzadeh, 2004
Participation in family Economic participation Social and cultural participation Political participation	Toosi, 2008
Passive participation Participation in giving information Participation through counseling Participation for material motivations Functional participation Interactive participation Mobilized participation	MonazamiTabar, 2005
Planning (cultural, training, research, informing and promotional) Financing and investment Executive and operational Supervision and monitoring	Conclusion

Table 3. Different kinds of grounds requiring promotion of NGOs participation

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Chart 5. *Conceptual framework of NGOs participation grounds*

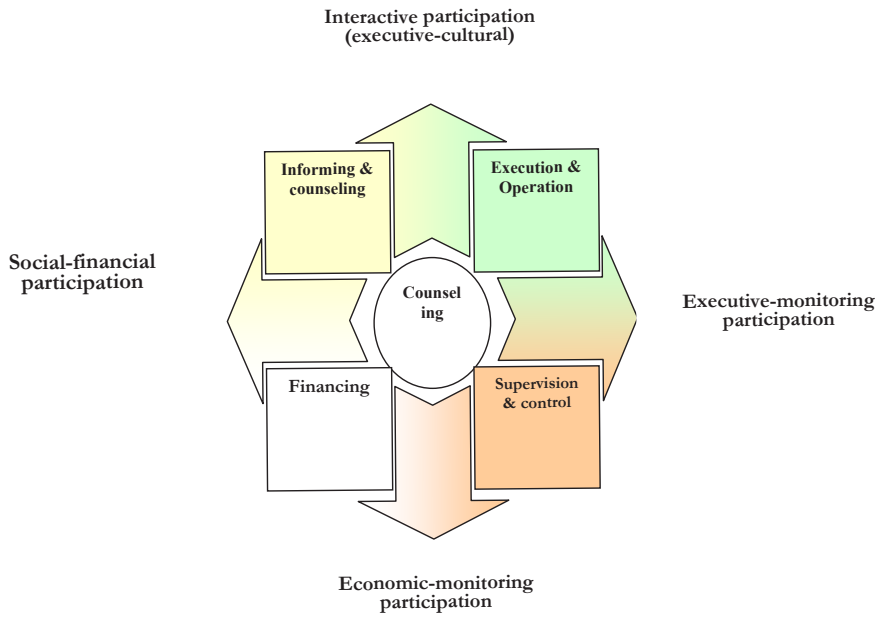


Chart 4. Grounds requiring participation of NGOs based on intellectual viewpoints in general goals of participation; Reference: Mohammadzadeh, 2004

Strategies for promotion of NGOs participation in urban services planning
Design and formulation of courses related to NGOs role performing and their participation manner in urban planning in education dept.
Formulating integrated bylaw on NGOs participation in urban planning
Training council assistants and citizens for promotion of their awareness of tasks of urban services deputy
Persuading and encouraging student theses and applied researches to selection of subjects in relation to urban services
Informing the citizens via information systems in relation to urban projects and NGOs participation manner
Setting up Tehran Golgasht Tour for introduction and familiarity of NGOs with urban plans and obtaining their effective ideas
Using the capacity of municipality pensioners (experts of urban services affairs) for presenting plans and proposals
Strengthening and developing NGOs in target groups such as house wives using stores and fields and other customers for increasing citizens' participation in urban planning
Setup of urban ideas bank for establishment of acceptance system and presenting proposals in urban services affairs and incorporation of thought room in the quarters
Holding cultural conferences, exhibitions and congresses for determination of appropriate goals for urban services
Making competition between quarters considering their participation rate in the different urban contexts in urban planning
Providing and distributing image trailers via national media for introducing urban plans to the citizens and attracting participation of NGOs
Selecting and introducing sample NGOs in relation to urban participations for making motivation for their participation in planning
Printing and publishing books and leaflets for introducing urban economics and its plans and posting them in accessible areas for citizens and design of specific formats for obtaining citizens and NGOs' ideas

Table 4. Strategies for promotion of NGOs participation in urban services based on comparative and focal studies

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Strategies for promotion of NGOs participation in urban services financial and investment field
Granting banking facilities to citizens for support of investments in urban plans and projects
Providing guaranteed profit in production sector to investments in urban economic sector
Legal protection of producers and investors of private sector interested in participation in different urban sectors
Facilitating and accelerating issuance of required licenses for plans related to urban services context
Awarding special prizes (encouragements and facilities) to investors and participators in urban plans and projects
Discounting to urban dues for investors and participators in urban plans and projects
Establishing special bank or financial institute for financial support of participation-seeking NGOs in urban services context
Informing citizens of municipality plans of economic indicators of plans (investment interest, return of investment etc.
Establishment of urban economic hall for direct investment of citizens in plans and projects
Outsourcing and entrusting ownership of urban green spaces to citizens for protection and maintenance
Strategies for promotion of NGOs participation in executive field of urban services
Attracting the participation of NGOs for rendering limited automotive services such as carwash, fault detection in urban economic centers
Attraction of NGOs participation in incorporation of service offices such as police+10, post etc. in fields and Shahrvand shopping centers
Establishing suitable facilities and places and attracting interested people for purchase and sale of auction items by NGOs in urban economic centers
Increasing purchase times for a few fields and Shahrvand shopping centers and allocation of nonworking hours to NGOs interested in urban services providing
Establishing centers for offering prepared foods and transferring their administration to citizens and NGOs in urban economic centers
Setup transportation services for citizens to fields and Shahrvand shopping centers and vice versa, using citizenship capacities
Offering counseling services in Shahrvand shopping centers and other centers (nutrition, herbal medicines and modern technologies experts etc.) by NGOs in shopping centers
Formulating successful participative projects with NGOs such as Healthy City, Quarter Mayor, Young City Planners, Family Mayor, School Mayor etc.
Execution of specified participative plan in different urban fields trough pilot for families of urban services employees
Playing safety alarm and execution of preventive maneuvers in schools upon participation of students
Execution of special plans in specific occasions by firefighting organization (beginning of winter, last Wednesday of year etc.) upon participation of NGOs
Legal binding to having firefighting cylinders in residential and commercial units and vehicles
Development of legal entities participation in safety topics such as insurer companies
Cooperation for establishment of firefighting piping systems in residential possessions (tall and populous residential buildings)
Notifying preventive instructions to religious boards and other target groups
Using the presence of artists and sportsmen for orientation of public participations to realize the goals of organizations active in the urban services context
Using the capabilities of spectator sport matches such as Bartar Football League for promotion of urban services goals and attracting NGOs participation
Development of suitable beds for establishment of candidate firefighting committees
Legal binding to establishment of green space in feasible buildings using building's construction completion certificate
Binding citizens to establishment of small garden or maintenance of vases within house or workplaces
Supply of required raw water for NGOs participation in irrigation of green spaces in quarters
Giving seed of vegetables to citizens for planting in domestic gardens
Issuance of personal id card and ownership feeling in green space for citizens about trees near to residing area
Binding public places to de-fencing

Table 4. Strategies for promotion of NGOs participation in urban services based on comparative and focal studies

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Donating plant or vase to the citizens in special customs (parents of each newborn due to the birth etc.) to encourage them to participate in execution of matters related to urban green space conservation near residing area
Binding industries to massive and absorbable packages in soil
Separation of flammable and inflammable wastes for systematic recycle of wastes
Nonuse of plants growing on the ground or wall of buildings
Use of suitable vegetation in public passages particularly at the house doors
Posting twin tanks for wet and dry wastes

Table 4. Strategies for promotion of NGOs participation in urban services based on comparative and focal studies

Elements	Planning subjects	Evaluation subjects
Objective	Which goals can be achieved? Which goals must be achieved? Which goals are accessible and achievable?	Which goals must be achieved and why? Realization of what rate of these goals suffices and why? What are outcomes of realization of these goals and why?
Governmental organizations	How much is intervention and involvement of governmental organizations (such as municipality) in realization of these goals? For realization of these goals, cooperation and collaboration of which governmental organizations may be asked? Which policies, situations, decisions and services are effective on realization of these goals?	How much was intervention of government and governmental organizations? How much was intervention and participation of each governmental organization? By which methods and why policies, situations, decisions and services were effective?
Nongovernmental organizations	Which public groups and to which rate participate in realization of these goals? In each context approximately, participation of how many NGOs is required?	Which NGOs and why participated? How many people of different groups of NGOs and why participated in these plans?
Activity	Which activities are more suitable for realization of these goals? How long must last each activity? Which procedures and processes are required for success and efficiency of each activity?	Which activities were performed? How long lasted each activity? Which procedures and processes were formulated for success of each activity? How much was execution cost of each activity (for every person)?

Table 4. Strategies for promotion of NGOs participation in urban services based on comparative and focal studies

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