

Management and Development of Urban Space (Case Study: Region 8 of Tehran Municipality)

Abstract

Implementation of spatial development projects and relying on urban management methods in the form of projects such as neighborhood-centered and district-centered projects, directly or indirectly, have important effects in different dimensions at the level of urban districts. The experience of urban management concentrated in today's complex and industrial societies has failed; urban management is almost impossible without the participation of citizens in the administration of city affairs. Achieving this important issue is not possible without the scientific and planned efforts based on adequate knowledge of the characteristics and interests of the citizens. The neighborhood-centered approach is one of most efficient mechanisms for sustainable development in order to solve sustainable and optimum urban issues and collaborate with urban management with the aim of involving citizens in the affairs of the city. In this approach, neighborhood residents are considered as the main partners and beneficiaries of the development process. The results showed that if this project was implemented and supported by municipality's top managers, it could have the best efficiency and effectiveness in civil service administration, because the members of local counselling councils are the local selected people who are firstly selected by the neighborhood and secondly are familiar with the main problems and concerns of the neighborhood and can make the best decisions to solve the problems. Considering the above mentioned factors _ among the three factors of government, district-centered project, and neighborhood counselling councils _ the local counselling council can play the most important role in urban services management.

Keywords: Sustainable Development; Urban Governance; Integrated Urban Management; neighborhood-centered; counselling councils.

1. Introduction

Sustainable development is not a completely new concept, however from our prehistory, many people have been aware of the successive and long-term evolution strategies for survival such as optimal management and good management (Rahimi, 2008, 29). In the present era, nevertheless, the perspective of sustainable development has been raised and emphasized in response to the global environmental concerns of the world as an appropriate substitute for economic development, which includes the current and future environmental concerns.

Sustainable development is a very vague and general term that attempts to address the complex relationship between the environment and development, in order to take on the growing concerns about the future of the planet (Mannion, 1992). In the mid-1970s, Barbara Ward gave credit to the term, sustainable development, and in 1980, the word was used in its broadest form in the concept of a global conservation strategy. In other words, from this date onwards, one of the factors contributing to the progress and promotion of human well-being was to protect the resources and the environment. The strategy for protecting the world's resources criticized the disability theory of environmental and economic integration, as well as the less attention to social conditions (Rahimi, 2008, 29). Despite the global value of this term, there is no universally agreed definition for sustainable development (Potter & Evans, 2005, 287).

From the perspective of Redclift, the lack of a definition for this term is precisely because of the various explanations of the various perspectives of the word, development itself (Kirkby et al., 1995; Holmberg & Sandbrook, 1992). Despite its widespread use, the term remained in the context of dry and vague definitions, and even the ambiguity made it possible for some to conclude that the principles of this belief have made it a difficult concept (Redclift & Saga, 1996, 8). The ambiguity and difficulty in the term, sustainable development refers to the dual nature of its concept, which includes both development and sustainability (Chibambo 2003,6; Seidi 2000,26; Ciegus, 2003, 24).

The introduction of sustainable development as the main slogan of the third millennium is due to the impact of cities on the biosphere scope and its dimensions and outcomes. Undoubtedly, the argument about sustainability and sustainable development, regardless of cities as the main cause of instability in the world, would be meaningless (Hossein Zadeh Dalier & Maleki, 2008, 2). Today, by turning the perspective of sustainable development and increasing attention to the importance of urban neighborhoods as the smallest cell of urban life and the main factor in the identity of the city, the perspective of neighborhood sustainable development has attracted the attention of the researchers. This perspective considers the final solution to the problems of cities in the powerful and endogenous forces of the neighborhoods (Masumi, 2011,11) and defines the neighborhood scale as the optimal scale for sustainability (Khakpour et al., 2009, 63).

The present research attempts to explain and identify the role of counselling councils in attracting social capital, social participation of citizens, urban management, and sustainable urban development, referring to valid scientific theories in the field of neighborhood-centered management. This survey study has been conducted among the counselling councils of the 8th region of Tehran. Using a questionnaire, the data were gathered and analyzed from among the elected members of the 13 neighborhood counselling councils and the citizens of this region. From the distant past, the neighborhoods of the cities had a special place in shaping and organizing the city affairs. Each neighborhood, offering its daily services and creating local symbols and special features, caused its residents to have a certain sense of belonging and identity, to the point where every citizen was known by the names of the place he was living. Neighborhood counselling councils selected from the neighborhoods and directly familiar with local problems and issues can play a central and strategic role in the neighborhood-centered management and increasing the efficiency and effectiveness of these local organizations.

2. Theoretical Foundations

Cities have not found a way to manage themselves, except to create a platform for the development of democracy; as such, they have acquired a new form of government that some considers it as a new invention of human beings in the creation of a modern social system. This new form is called the Good Government or Governance Movement which has urban origin (Shoeibi, 2013, 5). Governance is the set of interactions upon which the public sector actors, as well as the private sector, participate in efforts to solve social problems or create social opportunities. Governance pays attention to these institutions as a platform for these governing bodies and establishes a normative basis for all of these activities (Kooiman, 2003, 4). The discussion of sustainable development emphasizes the need to create more democratic mechanisms for decision-making and policy implementation: the Governance theory emphasizes the co-operation or shared governance of state and non-governmental actors and self-governing bodies of the community; writers who consider governance a certainty, tend to reduce the emphasis on the importance of hierarchical governance (or government) (Sibeon, 2002, 16-17).

Urban governance seeks to limit the role of the state to the coordinator and guardian of the laws and to reduce its direct involvement in the decision-making, management, and implementation of the affairs related to the daily lives of the people. Urban governance is considered to be desirable when it has some features. This governance should be effective, participatory, transparent, accountable, and fair and enforce legal provisions. In fact, it is a process which is driven by the government, but it goes hand in hand with the private sector and civil society. Participation and constructive engagement of all three sectors are essential for the realization of human development (Sharifian Thani, 2001, 57).

The concept of a desirable urban governance is a normative concept and can be used as a functional model. The governance can be viewed as a search for solutions achieved through negotiations that involve a variety of methods, as well as involvement of the actors in the official (state) and

informal (non-governmental) sectors. A desirable urban governance is also deduced as a fundamental concept with the goal of improving the administrative skills, efficiency, transparency, fight against corruption, and increasing the accountability of urban authorities (Kadago, J., Sandholz S., & Hamhaber J., 2010)

Accordingly, the concept of planning (neighborhood-centered) has been raised. Neighborhood management is a modern approach to urban management, in which the city is divided into several neighborhoods and the use of human forces and resources and local opportunities is emphasized; needs assessment is based on the statements of the residents of the neighborhood, as well. In this approach, the residents of the neighborhood are considered to be the best people who can help urban management in better understanding the neighborhood issues and problems as well as providing solutions (Department for Communities and Local Government, 2011).

According to the agenda 21 of local government, the governance level is close to people, and in effect has the best place to pursue the goal of sustainability, that is, thinking globally, acting locally (Evans, Joas, & Theobald, 2005). In connection with the management of the neighborhood, we can begin with the introduction that there are two perspectives for the City Public Office: in the first perspective, there is the government that the municipality is responsible for all matters (the duty to provide services to civil society); the second perspective is based on desirable governance. The word, "municipality" has been adapted from the Latin root "Municipum" in the sense of "all the inhabitants of a place", who are gathered together for mutual interests (Saeedi Rezvani, 1999, 17).

The second perspective is close to neighborhood management, because it has division of duties. In this view, the municipality, as the government representative, will provide the necessary facilities, play a facilitating role, and provide the necessary background for the second part (i.e., private sector). The private sector is actually operating as an investor and must guarantee the maintenance and returning of capital. The third part is civil society, which was passive in the first

view and in this view plays the roles of decision making and most importantly, supervision. Creating such conditions, it is possible to realize the realm of neighborhood management (Masumi, 2011).

Neighborhood management is a relatively new approach to improving public services. In the simplest case, neighborhood management is the communication between local communities and local service providers at the neighborhood level in order to deal with local problems and improve local services (Department for Communities and Local Government, 2011).

Following the physical growth of cities and expanding the scope of human exchanges, the issue of identification in residential neighborhoods and the organization of urban residents' relationships with residential settlements in the city's physical-social form has become one of the means of urban regeneration. In recent decades, the neighborhood and its social and human environments, especially at the level of social relations, have provided the ground for better urban reconstruction planning.

Various studies have been done to organize the urban space and improve the quality of urban life in different aspects of the city's environment (Shoeibi, Amraii, Mafakheri, & et al, 2015). Concepts of planning from the bottom, collective and inclusive participation, greater choice for local residents, social justice, creating equal opportunities with greater efficiency, fair distribution of facilities and development benefits, and people's well-being only become apparent in the context of the concept (neighborhood development) and the planning of urban neighborhoods (Sarrafii & Mozaffar, 2000).

The neighborhood-centered approach, based on a community-based approach, is one of the most efficient mechanisms for sustainable development in order to solve sustainable and optimum urban issues and collaborate with urban management with the aim of involving citizens in the affairs of the city. In this approach, residents of the neighborhoods are considered as the partners and main beneficiaries of the development process. After several years from the start of the district-centered

project_ regardless of the benefits of the plan _ the project has defects and disadvantages; perhaps the most important fault with it is its proctor as the municipality is still responsible for the administration of each district.

This contrasts with the discussion of popular participation and using neighborhood counselling councils. Certainly the most effective and sustainable development programs are those that are designed, developed, and implemented based on the characteristics and social needs of the people of the community concerned. Therefore, in order to succeed in such a project, it seems necessary that the management and coordination of the affairs be carried out by the representatives of the neighborhoods who are directly involved with the problems and issues of the neighborhood; the neighborhood-centered project can be effective and useful when it is conducted by the neighborhood residents themselves. In this respect, the counselling councils of each neighborhood can play an essential role and realize the goals and policies of the neighborhood-oriented urban management. Undoubtedly, the scientific study of this project and the provision of scientific and practical solutions for identifying, improving, and enhancing the role of counselling councils in the performance of local management and sustainable urban development will play an important role in the success of the project.

As we know, urban segregation in Tehran city includes the region, district, and neighborhood. So far, the city administration was conducted through the regions. This division gradually increased with the horizontal expansion of Tehran city and reached 22 regions. But what has happened in the municipality of Tehran is to diminish the city's management and expand its influence over the district. Each region has a number of districts and each district has a number of neighborhoods.

Therefore, the district is related to the region on the one side and the neighborhoods on the other. In the field of management, it can be said that this action is to a certain extent the delegation of the authority of the mayors of regions to the mayors of districts. In this delegation, citizens are in contact with the districts, and the mayor of the district shares in the management of a smaller unit

of the city. This will help him better identify the problems and consider newer measures for managing the smaller unit of the city. But this important issue will not be possible unless the mayors of the districts are selected from the competent and experienced people who have passed the necessary training in this regard (Shoeibi, 2013).

3. Design and Method

According to the objective, this research can be regarded as an applied research whose purpose is to investigate the role of counselling councils in the realization of neighborhood-centered management in the municipality of Tehran's 8th region. According to the method of data collection (research design), this research can be considered as survey-analytical because it describes and analyzes the characteristics of the statistical society.

The library resources were used to formulate the foundations, definitions and theoretical concepts. The most important and most useful sources were search engines on the Internet, banks and information resources, and libraries of the universities of the country. A questionnaire was used to collect the information and measure the variables of the research. Measurement indices in the research were subjected to the judgment of several experts in the field of research before being surveyed in the form of a questionnaire. Finally, the last draft of the questionnaire was used as an instrument for data collection.

4. Questions and research hypotheses

- Can the "counselling councils" be effective in realizing the neighborhood-centered management and the neighborhood-centered project of the municipality of Tehran?

According to the above question, the following hypothesis was raised:

- There is a meaningful and direct relationship between the implementation of the "neighborhood-centered" project in Tehran's municipality and the role of the neighborhood counselling councils in implementing the project.

4.1. Sampling method and instruments

Region 8 of Tehran Municipality has 3 districts and 13 neighborhoods. Each neighborhood has 7 main members and 3 alternate members for the counselling councils. Totally, in District 8, 130 persons are the members of the neighborhood counselling council. Regarding the lack of access to the whole statistical society in a limited time, the statistical society is the elected staff of the counselling councils of the district 8 of Tehran municipality and the citizens referring to each of the councils.

4.2. Instruments

In the documentary method, the texts and documents have been used to collect information. In the survey, a questionnaire was used to measure the features and characteristics. The elected members of the neighborhood counselling councils of region 8 of Tehran city answered the questionnaire. The questionnaire used is as follows.

4.3. Studying scientific documents

Studying scientific documents is one of the methods for collecting data and information. In this method, the researcher provides his information through various resources and analyzes them to gain the necessary information.

4.4. Preparing the Questionnaire

Preparing the measurement instrument is an important step in the research. In the questionnaire, the questions of each variable must be considered separately. Specific and direct questions as well as background or attribute questions should be specified. Depending on the type of the questions, the options or the open and closed replies are determined. The order of the questions should also be carefully examined.

5. Location of the studied region

Municipality of region 8 is located on the gentle slopes of the Alborz mountain range, in the North of the three-hill mountains, in the East of Tehran. It reaches the highlands of the Alborz Mountains (Region 4) through its Northern neighbor and reaches the Sorkhe Hesar forests and the Three Hills Mountains through its Southern neighbor (Region 13). The natural slope of these lands from the North to the South guides the upper surface waters to this region and then to the Southeastern regions of Tehran. Overall, in terms of the municipal divisions, this region leads to Resalat Highway from the North and Northeast, to Damavand Street from the South, and to South Sabalan and Professor Hassan Bana from the West.

This region has three districts (Fig. 1) and 20 neighborhoods whose full specifications are demonstrated in the table below. (Table 1):

District 1: From North and East to Resalat Street, from South to Damavand Street, and from West to Shahid Ayat Street.

District 2: From North to Resalat Highway, from South to Damavand street and Masil Bakhtar, from East to Shahid Ayat Street, and from West to Shahid Madani Street.

District 3: From North to Resalat Highway, from South to Damavand Street, from East to Masil Bakhtar, and from West to Professor Hassan Bana Street and South Sabalan Street.

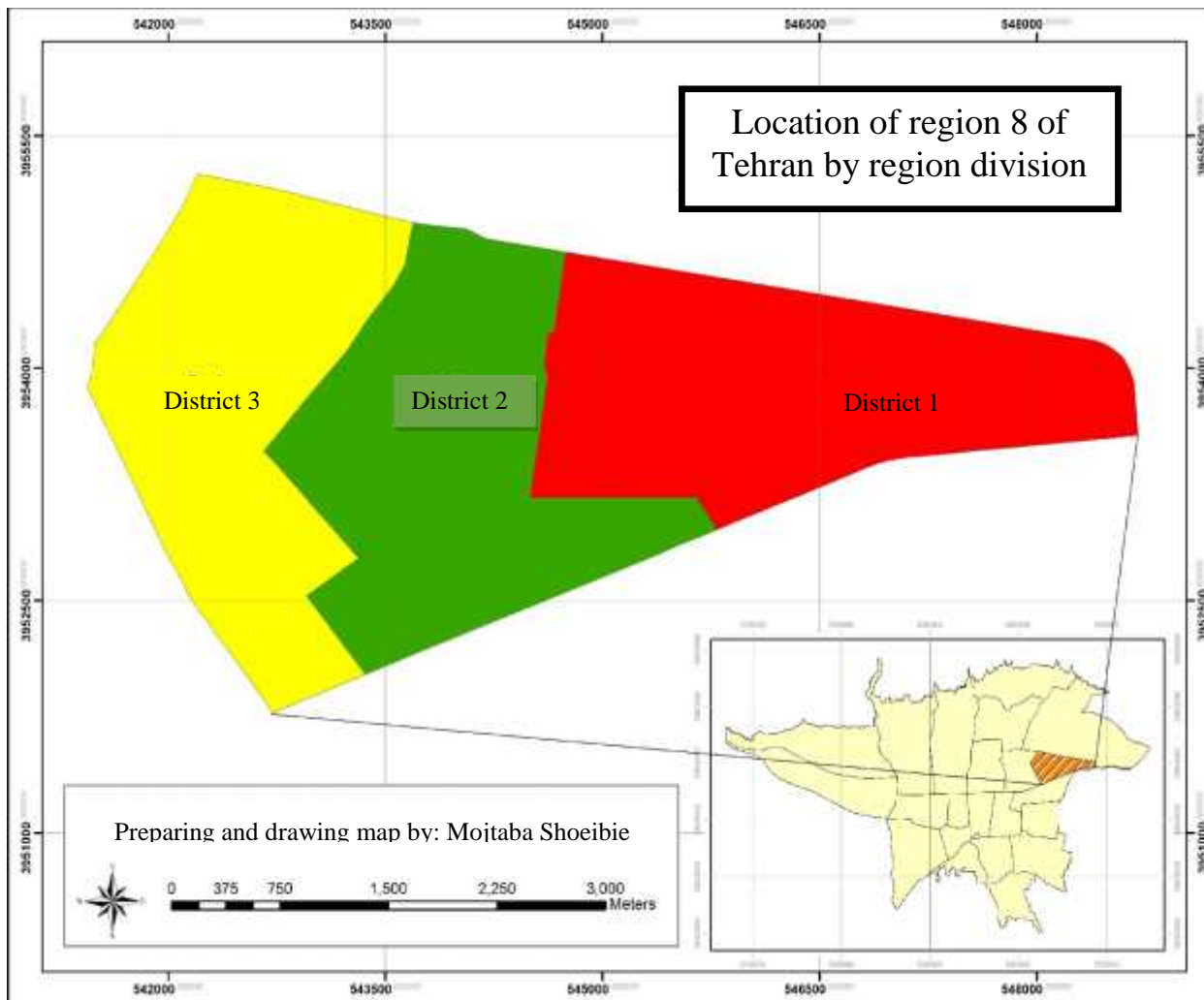


Fig. 1: Location of the districts of region 8 in the comprehensive plan of Tehran city

Table 1: Range, size, and population of the region by districts and neighborhoods

Region	District	Range	Neighborhood	Name of Neighborhood	Size (hectare)	Population (2006)	Population on gross density
Tehran Municipality District 8	District 1	North: Resalat Street South: Damavand Street East: Resalat Street West: Shahid Ayat Street	1	Tehran Pars	242	48112	198
			2	Dardasht	131	27175	207
			3	Madaen	116	32430	279
	---	District 1	489	107717	220		
	District 2	North: Resalat Street South: Damavand	4	Haft hoz	109	30401	279
			5	Fadak	146	37382	255
6			Narmak	84	25223	84	

		Street and Masil Bakhtar	13	Zarkesh	70	21979	310
		East: Shahid Ayat Street	---	District 2	409	114985	281
		West: Shaheed Madani Street					
	District 3	North: Resalat Street	7	Kerm n	148	46465	312
			8	Majidiyeh	51	18703	360
		South: Damavand Street	9	Lashgar Sharq	42	17699	429
		East: Shaheed Madani Street and Masil Bakhtar	10	Lashgar Gharb	57	26032	454
		West: Professor Hassan Bana Street	11	Taslihat	52	18505	352
			12	Vahidieh	68	28619	418
			and north and south Sabalan	---	District 3	418	156023
Total					1316	378725	287

6. Data Analysis

Data analysis is a multi-stage process in which the collected data is summarized, coded, categorized, and ultimately processed in order to test the hypotheses through establishing different types of analyses and relationships between them. In fact, the information analysis consists of three main operations: First, the description and preparation of the data necessary to test the hypotheses, then the analysis of the relationships between the variables, and finally the comparison of the observed results of the hypotheses with the expected ones (Campendhoud et al., 2008). In this process, data is both conceptually and empirically refined; various statistical techniques play a major role in deductions and generalizations.

The purpose of this research is to determine the feasibility of the development of neighborhood-centered management in urban services management with the consideration of the role of neighborhood counselling councils. To this end, a conceptual model of research was firstly designed and the steps for choosing the best method and solution for system establishment were identified. It included 4 steps. In order to carry out each step, various methods and tools were used. This chapter analyzes the methods taken by each step, separately and finally provides the best

solution for the establishment of a neighborhood-centered management system in urban services management. Meanwhile, in this research, SPSS software was used for statistical analyses and EXPERT CHOICE software was used to prioritize the effective factors and to choose the most appropriate establishment method.

6.1. Hypothesis testing

In this section, the results of the proposed hypothesis will be analyzed; at the end, the most appropriate method for the development of neighborhood-centered management will be mentioned:

There is a meaningful and direct relationship between the implementation of the "Neighborhood-centered" project in Tehran Municipality and the role of the neighborhood counselling councils in implementing the project.

The Hardware Infrastructure of neighborhood sustainable development, which includes the neighborhood and residents of the neighborhood, is one of the most important factors in the establishment of the system in urban services management; these factors must be identified and prioritized.

To reach this conclusion in urban services management, the first step is to identify the effective factors for the development of neighborhood management. As explained above, a questionnaire was used to perform this task. Questionnaire questions have been designed and selected based on the structure and nature of the research using Likert scale.

6.1.1. Reliability and validity of the questionnaire

To assess the validity of the questionnaire, 30 questionnaires were distributed and 29 of them were returned. The questionnaire consisted of 49 questions (which was entered as a variable in the software).

Cronbach's alpha was used to examine the reliability and validity of the questionnaire, running SPSS software (Table 2).

Table 2: Reliability coefficient

Number of items	Cronbach Alpha Based on Standardized Items	Cronbach's alpha
58	0.941	0.940

6.1.2. Determining effective factors in developing the neighborhood-centered management system

To determine the effective factors of system establishment, Friedman Nonparametric Test was used. The responses with a mean of above 3.5 were selected and the following factors were obtained (Table 3).

Table 3: Ranking of the effective factors using Friedman Test

effective factors	Average rank
Education and expertise of the members of the counselling councils	4/41
Participating in the neighborhood elections	3/12
Special attention and support of the city's top managers	4/53
Local people's participation in neighborhood decisions	4/06
Attention and participation of managers in counselling council meetings	4/12
Explaining the position of the counselling councils	4/59

Considering the identification of effective factors in the development of the neighborhood-centered management system, in order to determine the most important factor for the system establishment, the following two presumptions were analyzed.

Effective factors do not have the same importance

$$H_0 : \mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5 = \mu_6 \quad (1)$$

Effective factors have the same importance
 $H_1 : \mu_1 \neq \mu_2 \neq \mu_3 \neq \mu_4 \neq \mu_5 \neq \mu_6 \quad (2)$

The five-point Likert scale can be converted into a distance scale, assigning values of 1 to 5; Friedman nonparametric test was used to test the hypotheses. According to Table 4, the rank of factors were not the same and there was a difference between them. Consequently, the null hypothesis (H_0) of the research can not be rejected. This means that effective factors have different priorities in the development of neighborhood-centered management in the provision of urban services.

Table 4: The characteristics of Friedman's test for the first hypothesis

N	29
Chi-Square	318/112
df	57
sig.	0.000

The next step was to prioritize the effective factors in developing the neighborhood-centered management system in the municipality. To this end, we resorted to the Eigenvector Technique using the Analytic Hierarchy Process (Fig. 2). Six experts from the neighborhood counselling councils and municipality helped us to prepare the Pairwise Comparison table.

First level: Selecting the most important factor

Second Level: Effective factors

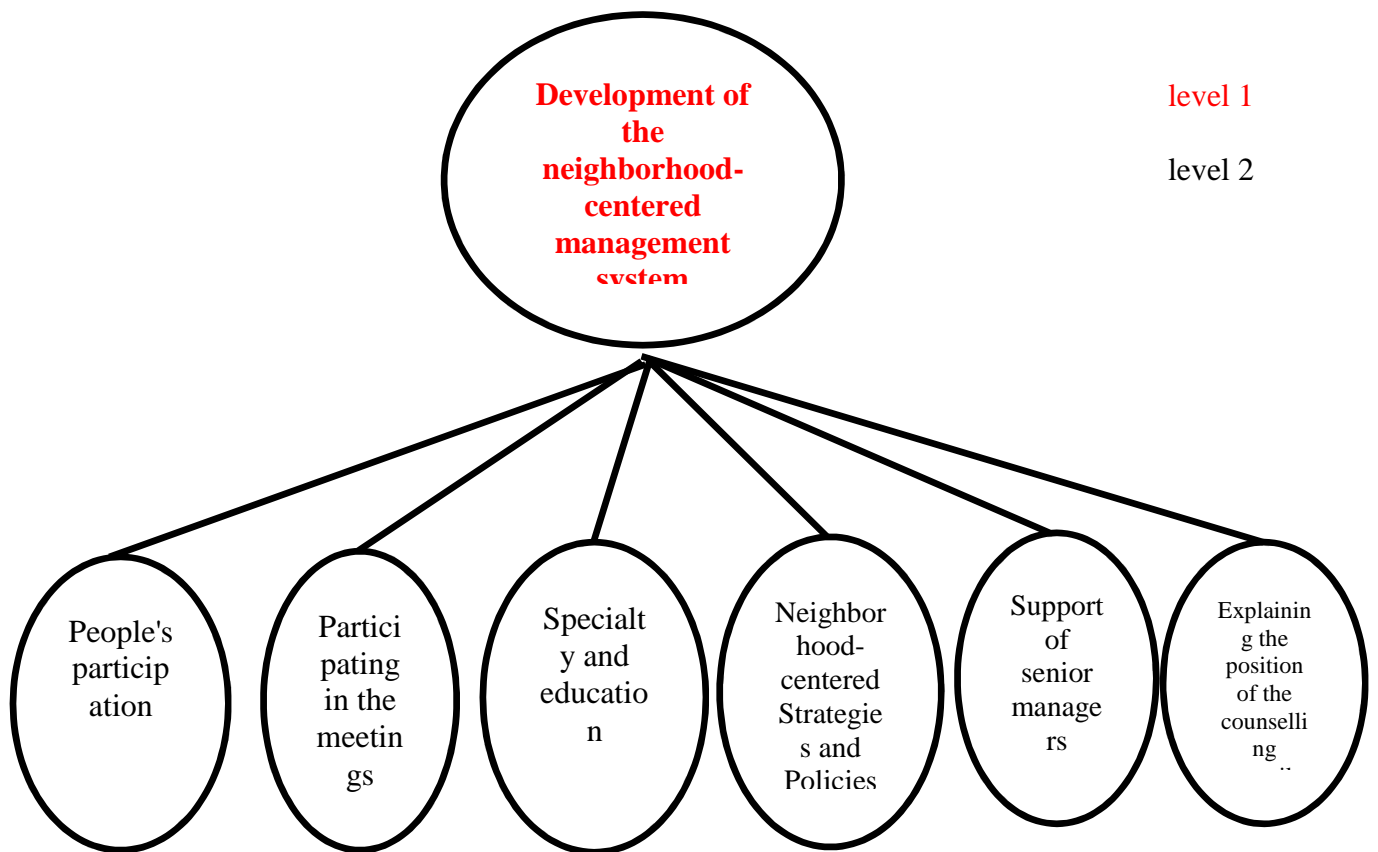


Fig.2: Hierarchical Model of effective factors affecting the development of neighborhood-centered management (source: writers)

As the effective factors in establishment of the neighborhood-centered management system were identified, in the previous section, we need to prioritize these factors in order to select the most suitable model and strategy for the establishment of the neighborhood-centered management system. A Pairwise Comparison questionnaire was used to prioritize the effective factors of system establishment. To do this, an $(m \times m)$ matrix table was prepared and the results of the Friedman test were entered in this table. Since the number of the respondents were 5, the geometric mean of the theories was used in the final matrix (Table 5).

Table 5: The importance of effective factors in the form of Pairwise Comparison

Establishment	Participating in the meetings	Explaining the position of the counselling councils	Support of senior managers	Specialty and education	Strategies and Policies	People's participation
Participating in the meetings	1	1/9	1/7	1/5	1/3	1/5
Explaining the position of the counselling councils	9	1	3	5	7	3
Support of senior managers	7	1/3	1	3	5	3
Specialty and education	5	1/5	1/3	1	5	3
Strategies and Policies	3	1/7	1/5	1/5	1	1/5
People's participation	5	1/3	1/3	1/3	5	1

Then, the values of the relative importance (obtained from the Pairwise Comparison of the variables) were entered the EXPERT CHOICE Software, as shown in Fig. 3.

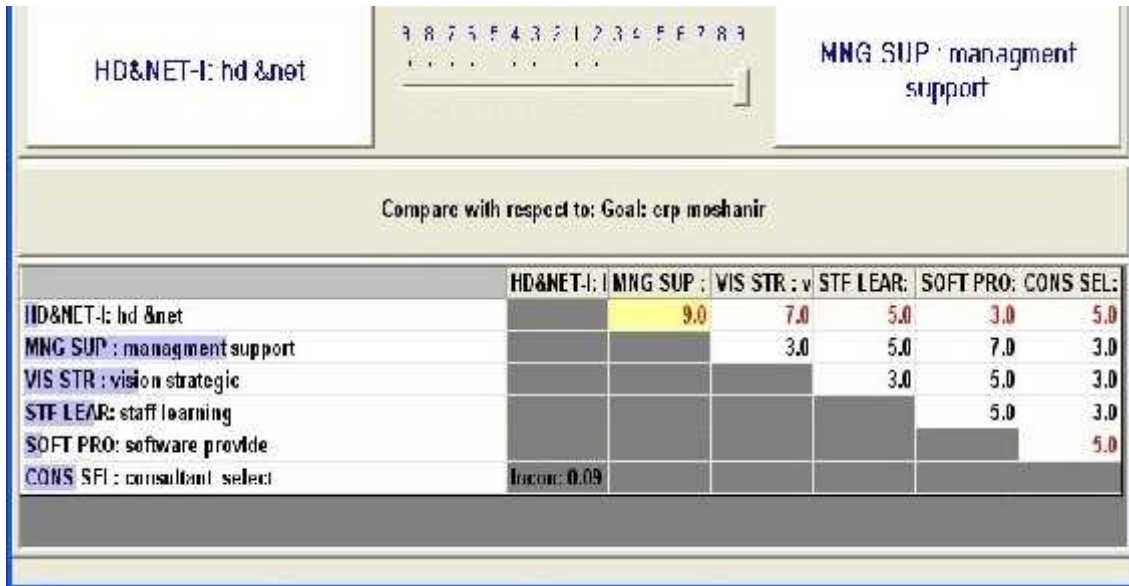


Fig.3: The relative importance of effective factors

Prioritizing the effective factors in the development of neighborhood-centered management results from the Pairwise Comparison of the software(Fig. 4); its inconsistency coefficient is 0.09, which indicates the reliability and compatibility of the responses. It is important to calculate the adaptation rate, because in the Pairwise Comparison method, the results depend on the opinions of the decision maker or respondent. As such, if the respondent answers incorrectly and incompatibly, its consistency coefficient will be higher than the experimental level of 0.1 and the responses will not be reliable. Thus, they should be re-examined or another respondent should be selected.

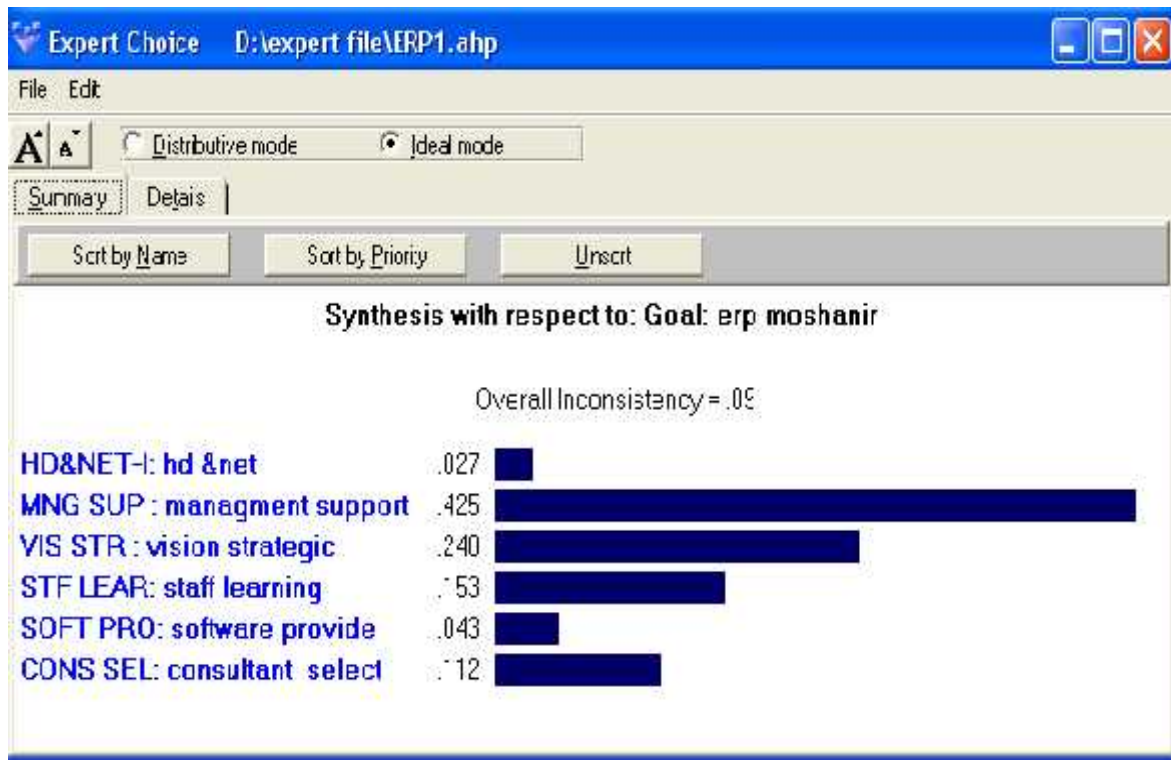


Fig.4: Prioritizing the effective factors

Using figure 4, the weighting matrix of the effective factors or Eigenvector is obtained for the development of neighborhood-centered management, as can be observed in Table 6.

Table 6: Weights of the factors affecting the development of neighborhood-centered management

Effective Factors in Establishing a Neighborhood-centered Management System	Factor weight (Eigenvector)
Participating in the meetings	0/270
Explaining the position and the role of the neighborhood counselling councils	0/425
Support of senior and top managers of the organization	0/240
Specialty and education of the counselling council members	0/153
Local participation	0/143
neighborhood-centered Strategies and Policies	0/112

Therefore, the priority of the factors is as follows:

- 1- Explaining the position and the role of the neighborhood counselling councils
2. Support of senior and top managers of the organization
- 3- Specialty and education of the counselling council members
4. Local participation
5. Neighborhood-centered Strategies and Policies
- 6- Participating in the meetings

In order to select the most suitable model and strategy for establishing the planning system, the Analytic Hierarchy Process and the Network Process Analysis were used. Table 7 shows the solution options for the establishment of a neighborhood-centered management system. The ranking of options is done by two methods of group decision-making:

- Analytic Hierarchy Process Method
- Network Process Analysis Method

In the Analytic Hierarchy Process Method, the factors, factors, sub-factors, and options are hierarchically connected and there are one-way relationships from the top to bottom, however in the Network Process Analysis Method, it is possible that there are bilateral relationships and even relationships between the factors.

Table 7: Establishment methods of neighborhood-centered management development

Establishment methods	A_i
Through local counselling councils	A1
Through municipalities of the districts	A2
Through the municipality (government)	A3

6.1.3. Determining the best option through the Hierarchy Process

As stated, the problem has three main solutions. The effective factors for establishing a neighborhood-centered management system were identified in the previous stages and Hierarchical Decision Tree (HDT) was drawn up.

After drawing the Hierarchical Decision Tree (HDT) Approach, in order to compare each of the methods of establishing a neighborhood-centered management system with different coefficients of the effective factors, six matrices were prepared; the number of matrices were equal to the number of the effective factors for the establishment of the neighborhood management system. Then, providing a Pairwise Comparison questionnaire, each establishment method was investigated for each individual factor, in the form of pairwise comparison. For this purpose, the prepared paired questionnaire was sent for six experts. After collecting questionnaires, their relative importance values were uploaded into the EXPERT CHOICE Software. The results of the Pairwise Comparison of options were determined as an Eigenvector for the effective factors in the establishment of neighborhood-centered management development (Tables 8 to 12).

Table 8: Pairwise Comparison for People's participation

People's participation	Municipality (government)	Mayors of district	Neighborhood counselling councils
Municipality (government)	1	1/3	1/5
Mayors of district	3	1	1/3
Neighborhood counselling councils	5	3	1
Eigenvector	0.105	0.258	0.637

Inconsistency coefficient: 0.04

Table 9: Pairwise Comparison of methods for Support of senior managers

Support of senior managers	Municipality (government)	Mayors of district	Neighborhood counselling councils
Municipality (government)	1	1	1/3
Mayors of district	1	1	1/3
Neighborhood counselling councils	3	3	1
Eigenvector	0.200	0.200	0.600

Inconsistency coefficient: 0.000

Table 10: Pairwise Comparison of options for the neighborhood strategies and policies factor

neighborhood strategies and policies	Municipality (government)	Mayors of district	Neighborhood counselling councils
Municipality (government)	1	1/3	1/9
Mayors of district	3	1	1/3
Neighborhood counselling councils	9	3	1
Eigenvector	0.077	0.231	0.692

Inconsistency coefficient: 0.000

Table 11: Pairwise Comparison for the Citizenship Education factor

Citizenship Education	Municipality (government)	Mayors of district	Neighborhood counselling councils
Municipality (government)	1	1	1/3
Mayors of district	1	1	1
Neighborhood counselling councils	3	1	1
Eigenvector	0.21	0.240	0.550

Inconsistency coefficient: 0.02

Table 12: Pairwise Comparison of options for the bedding and culture building

bedding and culture building	Municipality (government)	Mayors of district	Neighborhood counselling councils
Municipality (government)	1	1/3	1/6
Mayors of district	3	1	1/3
Neighborhood counselling councils	6	3	1
Eigenvector	0.095	0.250	0.650

Inconsistency coefficient: 0.05

Finally, we introduce the values of the comparisons in a matrix (3×6), where the rows are the establishment methods and columns are the effective factors for the establishment of the neighborhood-centered management system. We multiply this matrix in the Eigenvector matrix (Table 13 and 14) of the effective factors.

Table 13: Eigenvector matrix of the effective factors.

	neighborhood-centered	People's participation	Support of managers	strategy	Education	culture	
Municipality (government)	0.105	0.2	0.077	0.21	0.095	0.068	0.027
Mayors of district	0.258	0.2	0.231	0.24	0.25	0.162	0.425
Neighborhood counselling councils	0.637	0.6	0.692	0.55	0.655	0.77	0.024
							0.153
							0.043
							0.112

Mayors of districts

(3)

$$\{(0.105)(0.027)+(0.2)(0.425)+(0.077)(0.024)+(0.21)(0.153)+(0.095)(0.043)+(0.068)(0.068)\}=\mathbf{0.133}$$

Neighborhood counselling councils

(4)

$$\{(0.258)(0.027)+(0.2)(0.425)+(0.231)(0.024)+(0.24)(0.153)+(0.25)(0.043)+(0.162)(0.068)\}=\mathbf{0.163}$$

Municipality (government)

(5)

$$\{(0.637)(0.027)+(0.6)(0.425)+(0.692)(0.024)+(0.55)(0.153)+(0.655)(0.043)+(0.77)(0.068)\}=\mathbf{0.499}$$

Options ranking

Table 14: Ranking of options using Analytic Hierarchy Method

options	A1	A2	A3
Eigenvector	0.163	0.132	0.049

It is to be noted that the neighborhood counselling councils or the use of counselling councils in the neighborhood affairs is the most appropriate method for the establishment and development of neighborhood-centered management, which has obtained the highest weight in the Analytic Hierarchy Method.

7- Conclusion

This research was classified into two parts:

- Feasibility and need assessment of the necessity for the development of neighborhood-centered management in urban services management.
- Providing the best solution and establishing a neighborhood-centered management system.

In the first part, analyzing the provision of services, the urban management, and the necessity of doing affairs in each neighborhood with the participation of locals, it was determined that the municipality needs to develop neighborhood-centered management in order to provide better services and reduce its overhead costs. As such, it can become successful and prominent in the implementation of urban services projects and obtain maximum citizens' satisfaction. Mostly the municipal administration starts to run from the bottom to the top and the neighborhood in urban services affairs is the basis of planning; all programs at the municipality start from the neighborhood and reach the city. All urban projects are in place to connect the city neighborhoods to each other and to satisfy the citizens who live in the city neighborhoods. Then, the factors and methods for developing neighborhood-centered management were identified and determined; the factors and methods (planning, coordination, and supervision of neighborhood activities) included neighborhood counselling councils, district municipalities, and municipalities (government). According to the conducted research, it was unraveled that since the members of the neighborhood counselling councils are people who are elected from each neighborhood and by the members of that neighborhood (i.e., they have a direct and close relationship with the place) are the best people to coordinate and guide the neighborhood affairs and develop the neighborhood-centered management.

At the end, the ways to develop the neighborhood management were determined through neighborhood counselling councils. The ways are as follows, in order of priority:

1 - Explaining and clarifying the position of neighborhood counselling councils in the discussion of urban services management.

2. Support of senior and top managers from the neighborhood counselling councils.

3. Education, expertise, and experience of the members of the neighborhood counselling councils (reviewing the selection of members).

4 - Creating incentive systems for local participation in neighborhood counselling councils.

5. Practical strategies and policies of urban services management in the neighborhood-centered discussions.

6 - More education, awareness, and culture building in the neighborhood counselling councils background.

-Discussion and conclusion of the main hypothesis:

The main question and hypothesis of the present research, which includes the purpose of the research and thesis, is as follows:

-Can the "counselling councils" be effective in realizing the neighborhood-centered management and the district-centered project of Tehran municipality?

-There is a meaningful and direct relationship between the implementation of the "neighborhood-centered" project in Tehran municipality and the role of neighborhood counselling councils in implementing the project.

In order to answer this question and hypothesis, the following measures were taken:

Initially, the importance of establishing a neighborhood-centered management system in Tehran city was identified and explained in an applied manner in the municipality of Tehran. It was determined that the municipality, in order to achieve its goal and policy of "providing municipal services for satisfaction, comfort, and relaxation of citizens" requires planning from the neighborhood level; the neighborhood development is one of the essential requirements of the municipality to achieve its goals and policies.

The second step was to select the best method and solution to establish the system. Since the nature and structure of providing the urban services start from the neighborhood and the need to identify the ways of neighborhood development through neighborhood counselling councils require using the experiences and knowledge of experts on urban services, we used a questionnaire _ as the best way. After preparing the questionnaire with Likert scale, checking its reliability and validity, sending it for the experts, completing it, and uploading it to the software and EXPERT CHOICE, the effective factors for the establishment of the neighborhood-centered management system in the municipality were identified, which include:

- 1 - The position and duties of the counselling councils have not been properly defined and identified.
- 2 - Counselling councils need the support from the top city managers and authorities.
- 3- Selection of counselling council members by more people can increase citizen participation in neighborhood affairs.
- 4- Creating a motivation to work among local residents to manage the neighborhood and become a member of the counselling councils.
- 5- The education and experience of council members are effective in increasing the social status of the councils and greater participation of the local community.
6. The level of participation and general meetings of the mayor and their deputies in the place are effective in solving the issues and problems of urban services in the neighborhood.
7. Decision-making and policy making of the municipality managers are necessary to implement the neighborhood planning.
8. The number of counselling councils in each neighborhood should be consistent with the population of each neighborhood.
9. Motivating and creating appropriate strategy to maximize participation in the neighborhood election.

10. The level of responsibility of local people in carrying out group work, instead of transferring the affairs to the municipalities of the regions .

According to the output of the EXPERT CHOICE software and the pairwise comparison of the factors with each other, the following factors were determined based on priority of selection as the most important factor for the establishment of neighborhood management system with the approach to neighborhood counselling council's role:

A: Explaining the position of neighborhood counselling councils

B: Support of senior managers

C: The education and experience of local council members

So, in fact, before we transfer the current affairs of the neighborhood to the neighborhood counselling councils, the position and value of these councils should be properly identified. Establishing the position and role of the councils in carrying out neighborhood affairs, senior managers of the municipality should also support them. Examining the experience, expertise, and education of the members of the council shows that the average level of education for the council members is diploma and even lower, which indicates the lack of participation of the members of the council in the elections. That's why motivational factors should be created.

8. Suggestions

1. Unfortunately, the status, role, and even description of the neighborhood counselling council's duties have not been specified and explained in urban services management. In order to develop the neighborhood-centered management with the neighborhood counselling council approach, this role should be specified and explained;

2- Top managers of municipal services do not provide the necessary support from the councils; if a meeting is held, they are mainly inspired by the deputies of the municipalities or mayors;

3. The level of education, expertise, and experience of the council members is not appropriate. This is mainly due to the reception and participation of local people in the discussion of councils. Thus, we need to use the motivational levers for the reception and participation of citizens and locals in the discussion of councils.
4. Creating belief in local managers;
- 5- The need to change the administrative system of urban services,
- 6- Planning with the consideration of the neighborhood (neighborhood-centered).

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