Chapter –IV

Local Governance in National Capital Territory of Teheran

Governance of national capital city has its own dynamics and complexities. This is one of the major reasons that we find wide variations in the model of governance of national capital cities. It needs to be mentioned that the governance of national capital territory in a particular country depends on the context of the capital city. The political system of governance prevalent in a country; and social-cultural and economic complexion of the city have important bearing on governance of the national capital in particular and cities in general. As we have seen in the preceding chapters, especially in chapter-I, that the principle and practices of local governance have considerable variations across the political systems. We find systems of local governance in both the centralised and decentralised governance structures but the local governance structures in both the systems do not essentially enjoy the same amount of competence. Even within the federal system the competence of the local government is not identical in terms of its constitutional status, power and responsibilities and financial competence. It is rightly argued out that there cannot be a uniform model of governance across the political systems. The broad principles may permeate the governance structures but not the whole of it. This is precisely the reason that one cannot be replicated in another.

Compared to other units and structures of governance, metropolis are more complicated, and due to their numerous and intricate dimensions, layers and levels, their management requires special tools, techniques, skills and knowledge. That is why today the words and terms such as local government, local democracy, urban
management, municipality, and the city council or city parliament are being used extensively all over the world, and have entered the political literature. Now the governments are trying to create a balance in their relations with local governments for the benefit of the citizens.¹

It is in this context that the present chapter attempts to examine the structure of local governance in the national capital territory of Tehran. The case of Tehran is diametrically opposed to Delhi as the two countries represent two different political systems- unitary- centralised and federal-decentralised respectively. The case of Tehran has its own specificity. The structure of local governance, power and responsibilities of the local governance structures, their mode of service delivery, level of participation of citizen in the structure of governance, and more importantly representation and participation of women in the governance in local structures of governance are important parameters that help in understanding the dynamics of local governance in Iran and India.

The chapter attempts a critical examination of local governance in the national capital territory of Tehran. The last chapter has already provided us insights into the structure of governance and power and competence of the local government in the national capital territory of Delhi.

Tehran is the largest city and the capital of the Islamic Republic of Iran, with a population of 8 million, whose population exceeds 11 million during the day. Tehran Province, whose centre is the city of Tehran, has a population of 14 million. Tehran Province extends over an area of approximately 18814 sq km.
It hardly needs additional emphasis that the model for governance of the national capital city of Tehran is intimately connected with the model of political system of the country. The governance of the Metropolis of Tehran is constituted by the interaction between the following:
1. The central government including the Leader, the government, the Parliament, and the Judiciary System;
2. The citizens;
3. The Islamic City Council;
4. The Municipality.

The government makes policies, does planning at the national level, and allocates resources to administrative bodies and different provinces. However, Tehran Municipality – as the largest public body – does not benefit from governmental resources and it is financed by local tolls and people's participation. It benefits from the public budget only in a small part of the public transportation sector, and this amount is very meagre and little compared with other monetary resources of the municipality. Parliament devises laws at the national level. Also, it monitors the governmental departments performance and how well the laws and regulations are observed. Many of the main current laws concerning the governance of national and local (cities) affairs have been adopted by the parliament. The Judiciary System deals with those who violate the laws and regulations, attends to citizens’ complaints, and restores their right. The citizens take part at the national level by electing the President and the Members of Parliament and at the local level by electing members of the City Council and Neighbourhood Council Assistants. The citizens are also the main providers of the municipality's monetary resources and the main consumers of urban services.
The relationship between the central government, citizens, and the local government

*In the Islamic Republic of Iran*  

The Ministry of Interior is a part of the government, which according to the law has the duty to monitor the performance of the Islamic councils of the cities and the municipalities, to supervise the formation process and function of Tehran’s Islamic City Council, and to control through governorate offices of cities and provinces what the city councils adopt so that their decisions would not be in contradiction with the councils’ law and other laws of the country. The Islamic City Council of Tehran chooses the Mayor and introduces him or her to the Minister of Interior. The Mayor starts his or her work after the endorsement of the Minister of Interior. The Islamic City Council can adopt laws and impose local levies at the city level, and it monitors all plans and actions of the municipality through the approval of the annual budget and its monetary reports. The City Council can also interpellate and oust the Mayor according to the laws.
The relation between the government, the Islamic City Council, and Tehran Municipality is shown in the following diagram.³

![Diagram showing the relationship between the government, the Islamic City Council, and Tehran Municipality]

The relationship between the government, the Islamic City Council, and Tehran Municipality ⁴

**Municipality of Tehran**

Municipality of Tehran is the most important and largest urban management entity in Iran. Tehran Municipality works under the supervision of the Islamic City Council of Tehran. The municipality, in today’s concept, was established 100 years ago with the formation of the Constitutional government and by the adoption of the municipal law. Today, municipalities are known as the largest and most diverse urban services organisations.

The organisation of Tehran Municipality, like any other organisation, can be divided into two sections “operation” and “base” ones.⁵ The “operation” units directly carry out the operations and duties of the municipality in the fields of urban planning and construction, transportation and traffic, mass construction and development of urban infrastructures, spatial development, provision of cultural and social services, and finally the provision of urban services and the provision of the citizens’ daily needs. The “base” units in fact support and back up the operation units, and through research and study, policy making, planning, standardisation, provision of resources,
and evaluation and supervision, facilitate the duties of the operation units that are headed by the districts municipalities and the service providing organisations of the municipality. All units in every sector of the management of the Metropolis of Tehran including base units, organisations, companies, specialised centres, and also various levels of management in districts, zones, and neighbourhoods of the municipality, are directly or indirectly at the disposal of the Tehrani citizens.

*Metropolis of Tehran*

The process of providing the Tehran citizens with services by the management of the Municipalities of Tehran
Structure of Tehran Municipality

The Mayor of Tehran is the head of Tehran Municipality. The Mayor of Tehran is usually chosen from among the managers with successful managerial experience at the large scale national level and related to social, economic, and urban fields, and politically close to the viewpoints of the majority of the City Council members, by their vote in an open session for a period of four years, and is then introduced to the Minister of Interior for his endorsement, and after his approval, the Mayor actually starts his work. However, the City Council has the right to interpellate and ousts the Mayor before the termination of the four-year period. 7

The Mayor is in general charge of managing the municipality’s affairs according to the vote of the City Council, and is duty bound to manage Tehran Municipality according to the laws, regulations, and the orders of the City Council. He is empowered sufficiently to carry out the order of the City Council. From the protocol point of view, the Mayor is considered as the highest ranking local official of the city, and takes part in ceremonies and events as the representative of Tehran citizens. The Mayor must, upon the City Council’s request, take part in the sessions of the City Council. The Mayor is entitled to request that the City Council hold extraordinary or closed sessions. The status of the Mayor of the capital is equal to that of the Ministers, and his deputies hold an equal status to that of the Vice Ministers in political ceremonies. The Mayor of the capital also takes part in the sessions of the Cabinet. Organizational structure of the municipalities of Tehran has been shown through a diagram in the following page which has been adapted from the municipal publication. 8
Before dealing with specific structures of deputyship and other helping/advisory structure, it would not be out of place to list the departments, organisations and companies which are under the direct supervision of the Mayor of Tehran.

**Table-1**

**Departments, Organizations and Companies under the direct supervision of the Mayor of Tehran**

<table>
<thead>
<tr>
<th>Department</th>
<th>Duties and Main Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tehran Mayor’s Office Dept.</td>
<td>Organising programmes, sessions, meetings, and the issues related to the Mayor of Tehran</td>
</tr>
<tr>
<td>Baseej Resistance Centre</td>
<td>Promoting defensive power in Tehran Municipality through cultural and specialised activities</td>
</tr>
<tr>
<td>Veterans Affairs Dept.</td>
<td>Dealing with the issues regarding the veterans of the Islamic Revolution and the martyrs of Tehran Municipality</td>
</tr>
<tr>
<td>Disciplinary Police Bureau</td>
<td>The enforcement of the laws and regulations in the scope of the Municipality’s authority and the issues related to it</td>
</tr>
<tr>
<td>Centre for Public Supervision System (1888)</td>
<td>The attraction and development of the citizens’ participation in the management of the city, creating equal chances for the citizens to have access to the urban managers, and the realisation of the justice-based approach</td>
</tr>
<tr>
<td>Department</td>
<td>Description</td>
</tr>
<tr>
<td>------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Women Affairs Dept.</td>
<td>Studying the issues, approaches, and programmes to strengthen the women of Tehran</td>
</tr>
<tr>
<td>Security Dept.</td>
<td>Safekeeping information, documents, personnel, buildings, and premises in order to forestall any possible threat and danger through the acquisition and processing of information and data including the economic, cultural, and social ones, and the timely reporting of it to the related authorities</td>
</tr>
<tr>
<td>Centre for Urban Management System (137)</td>
<td>A bridge between the people and the Municipality in order to receive the citizens' messages regarding the problems and the urgent and emergency issues of the urban services of the city's districts</td>
</tr>
<tr>
<td>Tehran Research and Planning Centre</td>
<td>Studying, researching, and producing guidelines and decision making for the management of Tehran Municipality</td>
</tr>
<tr>
<td>Assets and Properties Dept.</td>
<td>In charge of dealing with obstacles to all development projects, purchase of assets and properties needed by the Municipality, following up the issuance of title-deeds for the Municipality's properties</td>
</tr>
</tbody>
</table>
| **Public and International Relations Dept.** | - Policy making, planning, and carrying out programmes to expand the Municipality's relation with the citizens, media, specialised bodies and centres, and regulating the relations and cooperation with other cities of the world  
- The issues regarding the holding and organising feasts, ceremonies, and protocol, and hosting various conferences and seminars, and correspondence |

| **Tehran Crisis Prevention and Management Organization** | Policy making, planning, and carrying out programmes to make the city resistant and safe against disasters, catastrophes, and to prevent crisis in the city, and to manage and help after the possible disasters |

| **Board of Violations Investigating** | Dealing with the violation of the administrative laws and regulations by Tehran Municipality staff, and taking punitive and disciplinary measures in the framework of laws and regulations |

<p>| <strong>Cultural and Arts Organisation</strong> | Policy making, planning, and carrying out cultural and artistic programmes of Tehran Municipality in order to fill the free time of the citizens and to train them, and to promote the cultural level of the city through cultural centres and specialised cultural centres |</p>
<table>
<thead>
<tr>
<th>Department/Commission</th>
<th>Functions and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizations’ Assemblies and Councils Affairs Dept.</td>
<td>To manage the assemblies and councils of companies and organisations affiliated to Tehran Municipality, whose head of the assembly and council is legally the Mayor of Tehran.</td>
</tr>
<tr>
<td>Designation Bureau</td>
<td>Studying and giving opinion about the general and ethical qualification of those who want to be employed in Tehran Municipality, and about the continuation of the employment of the working staff.</td>
</tr>
<tr>
<td>Secretariat of Article 5 Commission</td>
<td>Management of the affairs of the Article 5 Commission of the Municipality, which deals with the change in the function of the urban spaces.</td>
</tr>
<tr>
<td>Inspectorate Organisation</td>
<td>Monitoring and following up, investigating and inspecting continually and periodically all various departments of the Municipality in the framework of the legal regulations and maintaining Islamic values, evaluation of the managers and personnel of the Municipality, and promoting and bettering efficiency in all fields of the Municipality’s activities, in order to ascertain the regulations and disciplines are observed accurately.</td>
</tr>
</tbody>
</table>

In order to manage the city’s affairs, the Mayor of Tehran benefits from the cooperation of nine deputies in a direct manner, some specialised advisors, 22 district mayors, and some other high ranking managers.

The specialised deputyships of Tehran Municipality are as follows:

1. Districts Affairs Deputyship
2. Cultural and Social Affairs Deputyship
3. Urban Services Deputyship
4. Financial and Administrative Affairs Deputyship
5. Technical and Constructional Affairs Deputyship
6. Transportation and Traffic Deputyship
7. Architecture and Town-planning Deputyship
8. Coordination and Planning Deputyship
9. Legal, Council, and Parliament Affairs Deputyship

The Mayors’ advisors help to make decisions at the large scale urban management, or are being consulted by the Mayor on the following issues:

- Executive issues;
- Town-planning, properties, complexes and quarters;
- Information technology issues;
- Agricultural products and green spaces issues;
- Social affairs and strategic issues;
- Youth issues;
- The Islamic Revolution veterans affairs;
- Women affairs
- Environmental and sustainable development affairs;
- Urban development and studies affairs;
- Sports affairs;
- Parliament affairs;
- Health affairs;
- Transportation and traffic affairs.

**Under the supervision of Tehran Mayor Deputies:**

1. **Districts Affairs**

   The Districts Affairs Deputyship has an important place and role especially in the field of coordinating the districts’ activities. Considering the existence of various districts and the sector look of the district managers at the utilisation of limited resources aiming at promoting efficiency, Metropolis of Tehran needs coordination beyond sectors, so that all activities of the districts become coordinated in line with the large scale objectives of the Municipality. In other words, the small scale district looks, which create parallel and unnecessary activities and waste the resources, will change into a large scale (systematic) look beyond the districts, so that all activities of the districts become coordinated to achieve one goal. The realisation of such an objective, no doubt, requires constant monitoring. Such monitoring must avoid interfering, and at the same time, promote the administrative managers and the system’s efficiency. Therefore, it is necessary that this deputyship to be in constant interaction and coordination with the districts’ management, so that the large scale objectives of the Municipality in the construction of a city with desired criteria and standards become realised in an efficient way.
The most important duties and authorities of this deputyship are as follows:
- Policy making and planning, directing, coordinating, and monitoring the implementation of the routine and planned duties by the districts’ municipalities according to the laws and regulations;
- Receiving large scale programmes of the Municipality in all fields related to the activities of the districts, and planning for their optimal implementation in cooperation with other deputyships of Tehran Municipality;
- Adopting and enforcing basic approaches together with higher supervision in order to create harmony among different parts of the Municipality and in order to realise the balanced and sustainable development;
- Making sure that the regulations, rules and instructions regarding the carrying out the duties and dealing with affairs are delivered to the district municipalities;
- Coordinating activities and actions of the district municipalities in order to do the duties and provide the citizens with services in a harmonious manner;
- Suggesting the appointment of the district mayors to the Mayor of Tehran.
<table>
<thead>
<tr>
<th>Department</th>
<th>Main Duties and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Limits Dept.</td>
<td>Equipping and operating the mechanised system of collecting, recording, and reading of information and maps of Tehran’s limitations by using GIS and GPS tools</td>
</tr>
<tr>
<td>Supervision and Follow-up Dept.</td>
<td>Ascertaining the laws, regulations, and orders regarding the way the affairs and duties must be done have been received by the Municipality districts</td>
</tr>
<tr>
<td>Districts’ Affairs Coordination Dept.</td>
<td>Reception of large scale programmes of the Municipality in all fields in relation to the activities of the districts and planning for their optimal implementation in cooperation with other deputyships of the Municipality</td>
</tr>
<tr>
<td>Municipalities of 22 Districts</td>
<td>Policy making, planning, and carrying out all urban programmes at the district level with the help of the base units and the specialised organisations and companies of Tehran Municipality</td>
</tr>
</tbody>
</table>

2. **Coordination and Planning**

The most important duties and authorities of the deputy mayor are as follows:

- Supervising and planning the issues regarding the comprehensive and general programmes of Tehran Municipality, and devising all plans of Tehran Municipality regarding how the urban needs of Tehran citizens can be fulfilled by taking into account the most advanced techniques and the tangible and objective necessities;

- Supervising and devising executive service plans, and determining special priorities by considering the bilateral interest and benefit of the Municipality and the citizens;

- Devising comprehensive plans for the self-sufficiency of Tehran Municipality, identifying new potential and actual sources of revenue for the Municipality, devising efficient and logical programmes to optimally increase sources through creativity and precise understanding, and producing modern and accurate methods in accordance with the needs;

- Supervising the planning and devising of the budget of Tehran Municipality by obtaining the opinion of the superior official and other deputies of the Municipality, taking necessary actions for its adoption by the related authorities, and supervising the implementation of the approved budget in the proper manner;

- Directly supervising the implementation of the Municipality budget, and offering guidelines for the proper and suitable utilisation of the approved budget.
<table>
<thead>
<tr>
<th>Department</th>
<th>Main Duties and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organs and Training Dept.</td>
<td>Studying and inspecting continually and continuously the organisational duties of the different units in Tehran Municipality in order to accurately separate and distribute duties among them, and training and improvement of human resources of Tehran Municipality</td>
</tr>
<tr>
<td>Planning and Budget Dept.</td>
<td>Devising and compiling the financial programme of the Municipality in form of the annual budget</td>
</tr>
<tr>
<td>Performance Measurement and Systems Improvement Dept.</td>
<td>Studying and compiling criteria and indices required for monitoring the performance and evaluating activities of Tehran Municipality</td>
</tr>
<tr>
<td>Information Technology and Communication Organisation</td>
<td>Development of the modern informational and communication technologies, and designing, planning, and carrying out automation in the Municipality</td>
</tr>
</tbody>
</table>
| Processing and Urban Planning Company          | - Producing, collecting, updating, and processing location information of the city;  
- Establishing and creating interactive mechanisms between producers and users;  
- Creating the intelligent database of location information;  
- Utilising geographical information bases in urban planning and management;  
- Designing and producing sources, references, and digital maps on the basis of GIS systems; and providing urban planning information needed by the districts of Tehran Municipality |


3. Social and Cultural Affairs

Social and Cultural Affairs Deputyship is in charge of planning, directing, and supervising the implementation of the social and cultural responsibilities of Tehran Municipality towards the citizens.⁹
<table>
<thead>
<tr>
<th>Department</th>
<th>Main Duties and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social and Cultural Studies Office</td>
<td>Studying and analysing the social, economic, cultural, and population situation of Tehran, and creating a comprehensive database of the related information</td>
</tr>
<tr>
<td>Planning and Performance Measurement Dept.</td>
<td>Studying, inspecting, identifying, and determining the needs of the city of Tehran, coordinating, supervising, and following up the proper carrying out of laws and regulations</td>
</tr>
<tr>
<td>Cultural Affairs Dept.</td>
<td>Acting for the improvement of the level of the religious knowledge, promoting religious values, propagating the teachings of the Prophet’s household and the national culture, and strengthening revolutionary values</td>
</tr>
<tr>
<td>Health Dept.</td>
<td>Trying to enable the citizens to maintain their and the urban community's health</td>
</tr>
<tr>
<td>Social Disorders Dept.</td>
<td>Doing the necessary planning in order to study and identify the reasons, types, and the backgrounds of the effects of the social disorders, and providing scientific ways in order to lessen and control them</td>
</tr>
<tr>
<td>Training and Social Participations Dept.</td>
<td>Promoting awareness, requests, and abilities of the citizens in order to have a healthy life and desired social life with effect on the amount of awareness, manner, and behaviour of the society</td>
</tr>
<tr>
<td>Sports and Recreational Activities Dept.</td>
<td>Doing the necessary planning in order to promote public sports activities in the City of Tehran</td>
</tr>
<tr>
<td>Development of Cultural Spaces Company</td>
<td>Adopting solutions and utilising proper methods for the growth and development of the facilities and the suitable conditions for urban cultural and artistic activities by taking into consideration all aspects</td>
</tr>
</tbody>
</table>

4. **Town-planning and Architecture**

It is the duty of this deputyship to provide large scale and comprehensive urban planning and urban development plans for Tehran, and to carry them out in the framework of the regulations and criteria used all over the city. Plans for the town-planning are devised on the basis of the ethnic and climatic conditions of Tehran and by making use of the latest experimental and theoretical achievements by the experts, companies, and the consulting institutes in the large scale urban and regional forms.
Table-5

<table>
<thead>
<tr>
<th>Department</th>
<th>Main Duties and Activities</th>
</tr>
</thead>
</table>
| Planning and Performance Measurement Dept.     | - Studying, analyzing, identifying, and determining the needs of Tehran in the urban planning and architecture fields  
- Coordinating, supervising, and following up the proper implementation of laws, regulations, and programmes of the deputyship                                                                                                                                                                                                                     |
| Architecture and Building Dept.                | Planning and acting in order to regulate the process of designing buildings, open spaces, cinemas, urban landscape, and to supervise and control this process                                                                                                                                                                                                  |
| Town-planning and Urban Plans Dept.            | Acting in order to execute comprehensive plans in the districts of Tehran Municipality, and supervising their precise implementation                                                                                                                                                                                                                                    |
| Dept. of the Executive Affairs of the Commissions of Article 100 | - Dealing with constructional violations in the lands and properties located in the city limits or its surrounding area according to Article 100 of the municipalities law and by taking into account the urban planning and technical principles  
- Coordinating the executive and administrative affairs of the commissions, and providing the services needed by the commissions                                                                                                                                                                                                                     |
| Devising Regulations and Supervision and Permit Issuance Dept. | Compiling and completing, modification and financial supervision the precise implementation of all regulations and criteria of town-planning and architecture                                                                                                                                                                                                                           |
| Management and Support and Services Office     | Management and financial and administrative support of the departments of the deputyship, and dealing with the personnel affairs of the deputyship                                                                                                                                                                                                                               |

5. **Legal, Council and Parliament Affairs**

Duties and responsibilities of this deputyship are as follows:

Determining policies, large scale directing and supervising of the legal organisation of all units affiliated to Tehran Municipality on the basis of adopted general policies, and creating the necessary coordination in order to establish a close relationship between Tehran Municipality and the Islamic Consultative Assembly, the Cabinet, Ministry of Interior, and the Islamic City Council of Tehran;

- Redeeming the rights of Tehran Municipality by referring to the courts and complaining to the judiciary centres;

- Giving legal opinion in all judicial and legal fields according to the legal and judicial literature;

- Defending all claims and responding to the complaints against Tehran Municipality;

- Compiling all laws and regulations that are in a way related to the duties and authorities of Tehran Municipality and its affiliated institutes;

  - Compiling and devising plans and bills required by Tehran Municipality and its affiliated institutes in order to introduce to the legislative centres and adoption of regulations.
Table-6

<table>
<thead>
<tr>
<th>Department</th>
<th>Main Duties and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Affairs Dept.</td>
<td>Redeeming the rights of Tehran Municipality by referring to the courts and complaining to the judiciary centres</td>
</tr>
<tr>
<td>Compilation of Laws and Regulations Dept.</td>
<td>Collecting all laws and regulations that are in some way related to the duties and authorities of Tehran Municipality and its affiliated institutes</td>
</tr>
</tbody>
</table>

6. Transportation and Traffic

Most important duties and authorities of this deputyship are as follows:

The Transportation and Traffic Deputyship is the highest entity in charge of policy making, planning, coordinating, supervising, and controlling the large scale performance in the field of intra-city transportation and traffic in order to achieve smooth, safe, and clean traffic. “Healthy, clean, and calm city with fast, safe, and efficient transportation for all citizens” is the motto of this deputyship in all its activities. The most important aims of this deputyship are as follows:

Promoting traffic culture;
- Increasing the efficiency of the lanes;
- Managing demand;
- Reducing the use of private cars;
- Development of public transportation system.
<table>
<thead>
<tr>
<th>Department</th>
<th>Main Duties and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation and Traffic Organisation</td>
<td>Studying the movement of vehicles in the city of Tehran</td>
</tr>
<tr>
<td>Organisation of Managing and Supervising Tehran Taxi Service</td>
<td>Compiling and devising plans in the required fields for the taxi service in Tehran</td>
</tr>
<tr>
<td>Organisation of Passenger Service</td>
<td>Making decisions about the performance of the Terminals’ Organisation, and planning for the betterment and improvement of the Organisation’s activities</td>
</tr>
<tr>
<td>Terminals and Park &amp; Rides</td>
<td>Having a large fleet of owned buses and minibuses, and with the cooperation of the private sector, it provides transportation services for the citizens in the city of Tehran</td>
</tr>
<tr>
<td>Tehran and the Suburbs Bus Company</td>
<td>Established in order to maintain the safety of the intra-city and inter-city roads and streets, to provide traffic safety services, to produce the related equipment, to harmonise activities in the field of traffic safety and to standardise them, to produce traffic safety equipment, and to provide the related services</td>
</tr>
<tr>
<td>Traffic and Technical Signs Company of Iran</td>
<td>Fast, cheap, safe, economical, clean, and reliable transportation are among characteristics of the Metro system</td>
</tr>
<tr>
<td>Company of Tehran and the Suburbs Urban Railways (Metro)</td>
<td></td>
</tr>
<tr>
<td>Tehran Traffic Quality Control Company</td>
<td>Studying and analysing, providing consultation, designing, and carrying out projects of televised monitoring and traffic control and transportation network, intelligent traffic systems, telecommunications and control systems</td>
</tr>
<tr>
<td>Express Delivery Service Company (Peak-e Badpa)</td>
<td>Taking into account the society’s conditions, Peik-e Badpa Company has a significant role in the reduction of intra-city journeys, economising transportation costs, and reducing air pollution in Tehran by establishing tens of stations throughout Tehran, by employing skilled drivers, and by the formation of a mechanised system of transporting goods</td>
</tr>
<tr>
<td>Comprehensive Studies on Transportation and Traffic Company</td>
<td>Comprehensive Studies on Transportation and Traffic Company of Tehran is the centre of studies and supply of consultative services for the planning of transportation and traffic engineering</td>
</tr>
<tr>
<td>Air Quality Control Company</td>
<td>Carrying out research and studies, consultation, designing, and implementing various projects, and providing all commercial services in regard to measuring and analysing the air pollution indices in the city through monitoring stations</td>
</tr>
<tr>
<td>Headquarters of Technical Inspection of Vehicles in Tehran</td>
<td>Tehran Municipality’s Central Office for the Technical Inspection of Vehicles was established aiming at controlling the levels of safety and pollutant emissions of vehicles in Tehran</td>
</tr>
</tbody>
</table>

Source: Tehran: Organization of Municipalities, No. 2. 2010
7. Urban Services

Considering the nature and diversity of the duties and responsibilities, this deputyship is the largest deputyship of Tehran Municipality. It is in charge of supplying the diverse services required by the citizens, and also providing some of the urban infrastructures such as green spaces. The main duty of this deputyship is collecting and managing the rubbish and waste materials, and sweeping and cleaning the city’s streets and alleys; something that the citizens are very sensitive about. The performance of this deputyship is a very good index for the evaluation of the Municipality’s success from the citizens’ viewpoint. In general, provision of the citizens’ and the city’s daily needs is considered the inherent duty of this deputyship.

**Table-8**

<table>
<thead>
<tr>
<th>Department</th>
<th>Main Duties and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergencies and Urgent</td>
<td>Responding to and dealing with the urgent and emergency issues of the various districts and zones of the city in response to the citizens' calls or messages, the related entities, or Municipality’s departments through the Urban Management System 137</td>
</tr>
<tr>
<td>Urban Services Dept.</td>
<td></td>
</tr>
<tr>
<td>Urban Services Dept.</td>
<td>Controlling and following up the duties of the Municipality districts in the field of urban services</td>
</tr>
<tr>
<td>Organisation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Fire Brigade and Safety Services Organisation</td>
<td>The incidents the Fire Brigade Organisation deals with are any type of fire; entrapment of the people under the rubbles, in cars in accidents, in lifts...; the fall of trees and objects from a high place and the possible danger for the citizens; falling into wells, canals, rivers, dams, swimming pools...; attack of wild animals and rodents; mincer accidents, metallic rings, conveyer belts, cutting devices accidents; factories incidents; and any incident that imperils the life or property of the citizens.</td>
</tr>
<tr>
<td>Parks and Green Spaces Organisation</td>
<td>Designing, planning, policy making, and training in the issues related to the parks and green spaces (provision of the Comprehensive Plan for the Green Spaces in the Greater Tehran)</td>
</tr>
<tr>
<td>Tehran Beautification Organisation</td>
<td>Beautification of Tehran organisation is a public organisation affiliated to Tehran Municipality but independent from financial and administrative aspects, which is active in the field of the beautification and promotion of the areas in the city of Tehran in a specialised manner. In this regard, it does its activities with the cooperation and coordination of district municipalities, other departments of the Municipality, ministries, and the related entities.</td>
</tr>
<tr>
<td>Behesht-e Zahra Cemetery Organisation</td>
<td>Performing the necessary procedure for the deceased such as transporting, ablating, doing the religious ceremonies, and interring the corpses of the Muslims</td>
</tr>
<tr>
<td>Organisation of Fruits and Vegetables Markets</td>
<td>Construction of the Central Fruits and Vegetables Markets, and the construction and development of daily fruits and vegetables malls</td>
</tr>
<tr>
<td>Organisation</td>
<td>Details</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Cold Storage and Abattoir Organisation</td>
<td>Construction of the industrial poultry and cattle abattoir with proper equipment and observing completely the hygienic principles</td>
</tr>
<tr>
<td>Waste Recycling Organisation</td>
<td>Designing, planning, and highly supervising the proper way of the hygienic and fast collecting and transferring of urban waste material (rubbish) with training programmes and the provision of new methods and studying the other countries’ progress in this field</td>
</tr>
<tr>
<td>Motorised Services Organisation</td>
<td>Providing the machinery and technology required for the urban services, especially collecting and transferring rubbish and waste material, and cleaning the urban streets and roads</td>
</tr>
<tr>
<td>“Shahrvand” Goods and Services Company</td>
<td>Establishment, development, and management of Shahrvand Chain Stores aiming at providing welfare, saving time and money, and reducing the citizens journeys in the city</td>
</tr>
<tr>
<td>Organising Urban Industries and Professions Company</td>
<td>Organising and transferring polluting industries to outside the city, and dealing with environmental threats inside the city</td>
</tr>
<tr>
<td>Public Centre for Buying and Selling Vehicles</td>
<td>Establishment of public centres for the buying and selling of vehicles all over the city of Tehran in order to reduce costs and to create the citizens’ peace of mind in buying and selling vehicles</td>
</tr>
</tbody>
</table>

Source: Tehran: Organization of Municipalities, No. 1. 2010
8. Financial and Administrative Affairs

The Financial and Administrative Deputyship is in charge of providing resources and obtaining legal revenues for the Municipality, and also managing the expenditure, preparing reports and balance sheets, and presenting them to the related authorities according to the laws and regulations governing the authority and responsibility of Tehran Municipality. This deputyship has also the duty to employ, keep, promote, and utilise human resources of Tehran Municipality. Safekeeping properties, buildings, and equipment belonging to Tehran Municipality and developing them organisationally, too, are among the responsibilities of this deputyship.

9. Technical and Construction Affairs

The most important duties and authorities are studying, designing, and carrying out all technical and constructional projects by taking into account the determined priorities and requirements in the framework of adopted programmes and policies of Tehran Municipality; studying and analysing the regulations and criteria in the technical and constructional fields in order to provide and compile new regulations and criteria and to revise the current regulations and criteria, and to suggest the modification or nullification of the inaccurate and impractical items to the related officials; studying and analysing the designing and executive methods and modern approaches in order to make the optimal choice and to refer it to the related offices, and the technical and construction deputyships of the districts; supervising the observation of the technical and constructional regulations and criteria, and the proper carrying out of the technical, constructional, and departmental affairs; providing and compiling scheduled programmes on the basis of adopted programmes in order to study, design, and carry out technical and constructional projects;
<table>
<thead>
<tr>
<th>Department</th>
<th>Main Duties and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources Dept.</td>
<td>Employing, keeping, promoting, and utilising the human resources of Tehran Municipality, and carrying out the criteria and regulations governing the employment of Tehran Municipality personnel</td>
</tr>
<tr>
<td>Financial Affairs Dept.</td>
<td>Management of financial resources, compilation of reports and balance sheets according to the annual budget and based on accounting and auditing standards</td>
</tr>
<tr>
<td>Telecommunications Dept.</td>
<td>Designing the telecommunications network and supplying all telecommunication equipment needed by Tehran Municipality</td>
</tr>
<tr>
<td>Provision Dept.</td>
<td>Providing supporting requirements, consumable goods and items, administrative equipment and objects, maintaining buildings and vehicles of Tehran Municipality, and devising and carrying out the service programmes of base units</td>
</tr>
<tr>
<td>Auditing Dept.</td>
<td>Safekeeping the financial rights and resources of Tehran Municipality, inspecting and auditing expenditure and revenue according to the effective financial regulations and laws</td>
</tr>
<tr>
<td>Department of Identifying and Redeeming Revenue</td>
<td>Studying, analysing, and identifying new sources of income in line with the financial self-sufficiency of Tehran Municipality, devising and determining ways to gain it, and controlling and supervising the implementation of the related executive regulations and criteria</td>
</tr>
<tr>
<td>Welfare, Cooperation, and Social Services Dept.</td>
<td>Studying the ways to carry out social, healthcare, and treatment programmes in the Municipality, and devising the approach and policies of the future welfare programmes of the Municipality</td>
</tr>
<tr>
<td>Retirement Organisation</td>
<td>Providing, compiling, and carrying out programmes for the management of the affairs of the retirees of Tehran Municipality in various aspects of salary and wages, welfare and treatment, recreational and supporting through economic activities and joint investments</td>
</tr>
</tbody>
</table>

Source: Tehran: Organization of Municipalities, No. 2. 2010 10
<table>
<thead>
<tr>
<th>Department</th>
<th>Main Duties and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial and Administrative Affairs Dept.</td>
<td>Providing and compiling all financial documents of the department and keeping them</td>
</tr>
<tr>
<td>Organisations’ and Districts’ Technical and Constructional Coordination Dept.</td>
<td>Superior supervision of the constructional projects of the districts and affiliated organisations</td>
</tr>
<tr>
<td>Technical and Constructional Programmes and Credits Coordination Dept.</td>
<td>Coordinating the compilation and implementation of the construction projects of the city of Tehran</td>
</tr>
<tr>
<td>Tehran Engineering and Development Organization</td>
<td>Supervising the engineering system of the developmental projects in the city of Tehran</td>
</tr>
<tr>
<td>Tehran Technical and Engineering Organisation</td>
<td>Aiming at promoting the quality of the technical and constructional activities in the city of Tehran as the consultant to Tehran Municipality and specifically the Technical and Constructional Deputyship</td>
</tr>
<tr>
<td>Organisation</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Tehran Renovation Organisation</td>
<td>Determining approaches and the large scale policies for the development and the renovation of old structures in order to introduce a practical model and an executive framework</td>
</tr>
<tr>
<td>Organisation of Investment and Management of Joint Projects</td>
<td>Facilitating the process of inviting and attracting the capital and the economic participation of the citizens and investors in the projects of Tehran Municipality</td>
</tr>
<tr>
<td>Yadman Sazeh Company</td>
<td>Supervising and directing a group of related specialities in carrying out constructions, thus filling the gap between the employer and the contractor</td>
</tr>
<tr>
<td>Abbas-Abad Renovation Company</td>
<td>Carrying out renovation programme in the plots of land dealt with in the “Regulations to Carry out the Renovation Programme of Abbas Abad”</td>
</tr>
<tr>
<td>Kahkriz Ab Company</td>
<td>Collecting and transferring the surface waters of the city of Tehran and constructing infrastructural facilities for water</td>
</tr>
<tr>
<td>Tehran Tadbir Baft Company</td>
<td>In charge of the construction of mechanised and non-mechanised multi-storey parking lots of Tehran Municipality</td>
</tr>
<tr>
<td>Tehran Engineering Services Company</td>
<td>Constructing and selling buildings, exporting and importing permitted goods, and doing the related commercial activities</td>
</tr>
</tbody>
</table>

Source: Tehran: Organization of Municipalities, No. 2. 2010 ¹¹
10 - Regional Districts

In order to facilitate the management and to fairly distribute chances and facilities throughout the city, Metropolis of Tehran has been divided into 22 municipal districts. The districts of the Municipality are defined as the connecting link between the citizens and the Municipality and as service providing units of the Municipality for the people. Each district has a structure similar to the general structure of Tehran Municipality but on a smaller scale. The district municipality is managed by the district mayor who has been appointed by the Mayor of Tehran and is directly accountable to the Mayor of Tehran. Each district has been geographically divided into some municipal zones (areas). The number of zones in every district depends on the area of that district. Neighbourhoods are inside the zones. On the large scale policy of the Municipality, strengthening the structure of the zone municipality and giving more extensive authority to it, has an important place. This policy has been adopted in order to localise services, to distribute more justly the resources and facilities, and to promote the efficiency of Tehran Municipality.
Financial Resources and Expenditures

The revenues of Tehran Municipality are provided from the four main sources, namely the levies on construction and urban services (63.4%), selling land (24.8%), governmental sector (11.3%), and the sales of goods and services (0.36%). On the other hand, the method to deal with urban development projects is another main source of revenue for the Municipality. The Municipality of Tehran has used other methods of investment such as partnership with Iranian and foreign banks in its development projects as well. In order to maximise the revenue, many services and sections have been privatised, and the Municipality has changed the nature and features of their service and their efficiency in providing the services. In the meantime, determination of sustainable revenues has become one of the main aspects of urban management during the last five years. The issue of the self-sufficiency of the municipalities has been prevalent in the government of that time since 1983. In the late 1990’s, the issue of the lack of sustainability in the Municipality’s sources of revenue came to the attention of the managers in the Municipality. However, the lack of a policy making and directive document in this field came to the result that none of these concerns led to a practical action and experience. As of 2006, the existence of sustainable revenues was taken into consideration as a main policy. In this regard, the comprehensive financial plan for the sustainable revenues of Tehran Municipality has been adopted by Tehran City Council, aiming at making sustainable the Municipality’s revenues and reducing the unsustainable revenues of the Municipality. According to this plan, it is expected that about 5% will be added to the sustainable revenues of Tehran Municipality every year.
In line with modifying the financial systems of Tehran Municipality, the budgeting system of the Municipality has changed from “cash” to “accrual” in an important action. To this end, Tehran Municipality presents to Tehran citizens the report of its financial activities on a regular basis.

The main expenditures of Tehran Municipality are as follows:

- Development costs 24.7%
- Administrative and general costs 27.7%
- Transferring costs 29%
- Personnel costs 8.4%
- Financial costs 0.03%
- The cost of the amortisation of constant assets 10.02%
- Non-operational costs 0.05%

Source: Information furnished above gathered from the official Sources of the Municipalities of Tehran.

**Local Management in 374 Neighbourhoods of Tehran**

As per the provision of the clause of article 71 of Islamic Council organization law, and also towards the end of extending the participation of citizen in social and economic activities and in decision making, the Municipality of Tehran is organised in different Local management in 374 neighbourhoods of Tehran.

Practically local managers as a national symbol play the supervisory and administrative role. The provision of local management makes a proper context for public participation in managing city affairs, and establishing a connection between city officials.
The main target of local managers is to constitute a local data bank in order to extend facilities and empower the district, population of the district. Managers are expected to bring about participation culture, reduction of administrative costs, and effective implementation of plans in a district. Local management structure is designed in a way that with an appropriate process cuts its dependence on municipality and act independently.

**Members of board of directors include:**

Seven people from main members of local council
Two members from responsible persons of six specialized committees of neighbourhood.

Representative from governmental organization which are established in neighbourhood
Representative from non-governmental organization which are established in neighbourhood
Inspector
Municipality agent selected by district municipality

**Mandate of Local Manager:**
Managing the educational, sports, health, cultural and religious affairs in a neighbourhood
- Taking part in control and checking social harms in a neighbourhood and removing them.
- Recognizing the vulnerable groups of society
- Taking part in beautifying neighbourhood.
- Organizing and attending citizen in crisis management.
Local management structure in the city

The social and cultural department of Tehran municipality

The social and cultural deputy of twenty two districts of Tehran

The social and cultural deputy of 122 areas of Tehran

Managers of 374 neighbourhoods of Tehran

Organizational framework of every local manager

- Each unit manager is endowed with funds for providing educational and skill services autonomously.

Municipality establishes facilities in every neighbour installation such as building of local manager- in which educational courses as well as sport facilities such as sports grounds and skate grounds are provided.

- Local managers have authority to extend participation and education of citizens for development and promotion of the district. Managers use collaborative tools and prepare a context for development of decision making and cause decentralization. so urban developmental plans as a symbolic would be selected by people in city and recommended to municipality.

Responsibility of Service Delivery in the Municipality of Tehran

The duties and functions of the Municipal Corporation of Tehran are extremely wide and diversified. These functions include making rules and bye laws, giving directions, making appointments, budgeting, financial control, vigilance, investigation and discussion of civic issues. There are a number of services which are delivered through the network of the municipalities of Tehran. Among them two service delivery functions are especially important that can be taken for analysis and case exemplification. The two functions of Municipality of Tehran - urban transportation management and health services are tied with their respective departments of the
Municipality of Tehran and delivered through them. ¹³ A brief exposition to them could though some light on the responsibility function of the municipality.

**Transport Management**

Efficient public transportation systems have become an agent of greater welfare and prosperity and are given special importance and play a pivotal role in the life of different communities. Public transport is the lifeblood of any community. Underperforming links will certainly affect a part or the totality of the network and affiliated systems and services. The municipality of Tehran is loaded with the responsibility of efficient management of transport. As a corollary, the municipality is involved in improving the transport system. Some of the important responsibilities and measures of the Tehran municipality is listed below:

**Subway:** Subway trips in 2009-2010 exceeded 459 million people, a growth of 2.7% compared to the previous year. The composition of passengers in Tehran metro reveals that employees and student have a share of more than 56% while 22% are workers and businessmen. In other words, about 80% of the passengers lie in the low and middle income classes.

To provide passengers with convenient access to subway network in 2009-2010, more station is equipped with 56 escalators. To accommodate people with disabilities, 14 lifts are installed. In other hand, citizens had access to 229 escalators and 74 lifts. While 116 ventilators and 76 jet fan provided clean air. Obviously Tehran subway plays a critical role in urban traffic management. However its economic return is of great significance and a primary estimate shows a 450 million USD cost-saving in urban expenditures in 2009-10.

**Bus:** Urban bus services in Tehran relied on a capacity of 7165 buses running in 359 routes whit 3851 km length. This comprises 16.5 percent of the total public
transportation capacity, which result in transporting 1.14 billion people between different starting and destination points in the city, some strategic measures in Tehran bus network in 2009-10 were extend in a wide range of schemes including decentralization and devolution of bus service to district municipalities, fleet reengineering, GIS based bus lines network and developing e-ticket system for both metro and bus networks.

BRT: while 6 line of BRT services in Tehran offered transit in different direction development of line 7 whit 9 kilometre length in 2009-10 raised the capacity of BRT to over 860 thousands passengers daily an average of 1000 passengers per bus. In summer BRT network in 2009-10 included 7 lines covering critical routes of the city.

Taxi Service: TAXI service network in Tehran is characterized by 52 private-owned companies 87878 cabs, 939 routes, 1.4 billion passengers annually. However, services are offered in a variety of modes including feeder taxis, order-based agencies and 939 route-specified cabs.

Peripheral facilities: interurban bus terminals located in east/north/south and western parts of the city served about 55 million passengers in the form onward journey. Development of park-and-ride bus services as a peripheral capacity of Tehran transportation network included 7 intra-urban terminals. These points helped to reorganize boarding and redistributing a large volume of passengers in the right route.

Vehicle Examination: Vehicle examination program in Tehran metropolitan area has done through 7 centre for light and 3 centres for heavy vehicles, while 3 examination centres offered services exclusively to public buses. As a managerial approach, 2 other private owned centres were inaugurated in 2009-10.
Based on such capacity over 69000 light vehicles and 12000 heavy vehicles went under examination against technical and safety measures. Special service was given a 58000 taxi cabs which passed examination process for free. 14

Traffic problems usually suffer from two sets of interconnected structural and cultural factors. Metropolitan Tehran, as far as transport and traffic is concerned, is struggling with both. To correct the situation a number of remedies have been devised. They include:

Structural: expansion of the public transport fleet, including metro and bus services, greater public participation, privatization of public transport, greater and easier access to public transport, campaigns to decrease inner city journeys, research efforts, composition of comprehensive and practical plans, constructions of new thoroughfares that correspond to city and public needs.

Traffic Culture: As a fundamental solution transportation management. Tehran municipality utilized mass media capacity for promoting traffic culture, changing people mindset toward standard transportation habits and raise awareness on this issue and its consequences such as air pollution creating a culture conducive to improve the behaviour of drivers and promotes good driving, drafting new regulations, cultural engineering of urban transport, early (kindergarten, primary school, etc.) traffic training, and media awareness campaigns.

Health Services

According to the Tehran Municipality As per the provision made under Section 55 of Act, 1955 Municipal Health Department is established under the Deputy of Social and Cultural of the Municipality of Tehran.
Structure of Health Department of Tehran Municipality

Source: Tehran Municipality's Health Department : 2010
The Function and Responsibility of Department of Health

- Efforts to empower citizens and ensure their health and civil society
- Planning for the provision of equitable access to health services and community health
- Efforts to develop health-based approach in managing urban
- Providing consulting services in various areas related (genetic, psychological, and....)
- Development of public education in community health in collaboration with the Department of Education and Citizen Participation
- Planning and work on the prevention, treatment and social rehabilitation of damaged health-threatening
-- Development of facilities and services such as specialized clinics, kindergartens, and clubs and...
- Preparing and implementing development policies in various areas ranging from the norms of mental health, health, environment, reduce pollution and audio and etc.
Management of urban health units in Tehran, Develop a healthy approach to the metropolitan city
 Create a comprehensive system of health information
 Improve the quality of health services and Reduction of health-threatenining and General Health Education 16
# Table-11
Responsibility of Health Centre of Tehran Municipality

<table>
<thead>
<tr>
<th>SI No.</th>
<th>Title of program</th>
<th>measure</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management of home health</td>
<td>Unit</td>
<td>21</td>
<td>44</td>
<td>91</td>
<td>154</td>
<td>310</td>
</tr>
<tr>
<td>2</td>
<td>Management of home toy</td>
<td>Unit</td>
<td>18</td>
<td>22</td>
<td>100</td>
<td>50</td>
<td>190</td>
</tr>
<tr>
<td>3</td>
<td>Promote health and safety of mosques</td>
<td>Unit</td>
<td>0</td>
<td>599</td>
<td>673</td>
<td>221</td>
<td>1493</td>
</tr>
<tr>
<td>4</td>
<td>Doctor of neighbourhood</td>
<td>Person</td>
<td>0</td>
<td>1100</td>
<td>347</td>
<td>1290</td>
<td>2737</td>
</tr>
<tr>
<td>5</td>
<td>District Health Council</td>
<td>Unit</td>
<td>0</td>
<td>0</td>
<td>140</td>
<td>174</td>
<td>314</td>
</tr>
<tr>
<td>6</td>
<td>Fellowship Health Network</td>
<td>Person</td>
<td>0</td>
<td>1200</td>
<td>724</td>
<td>0</td>
<td>1924</td>
</tr>
<tr>
<td>7</td>
<td>Mother and Child Centre</td>
<td>Centre</td>
<td>0</td>
<td>29</td>
<td>19</td>
<td>206</td>
<td>254</td>
</tr>
<tr>
<td>8</td>
<td>Elderly centre</td>
<td>Centre</td>
<td>0</td>
<td>58</td>
<td>80</td>
<td>156</td>
<td>294</td>
</tr>
<tr>
<td>9</td>
<td>Student Health Centre</td>
<td>Unit</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>10</td>
<td>Rescue Training</td>
<td>Time</td>
<td>910293</td>
<td>274995</td>
<td>929964</td>
<td>1068084</td>
<td>-</td>
</tr>
<tr>
<td>11</td>
<td>Empowerment of</td>
<td>Time</td>
<td>0</td>
<td>0</td>
<td>4107488</td>
<td>4747671</td>
<td>-</td>
</tr>
<tr>
<td>Service</td>
<td>Time</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
<td>2011</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>Preventing risky behaviour</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Time</td>
<td>1935835</td>
<td>1597222</td>
<td>1913948</td>
<td>3260032</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Learning life skills</td>
<td></td>
<td>587631</td>
<td>829620</td>
<td>4368237</td>
<td>5333753</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Educational toys at home</td>
<td></td>
<td>32980</td>
<td>42958</td>
<td>70482</td>
<td>182042</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Consulting Services</td>
<td></td>
<td>38400</td>
<td>164483</td>
<td>640523</td>
<td>1147724</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Electronic consultation</td>
<td>visit</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

Source: Office of Tehran Municipality's Cultural and Social Studies: 2010

The above table indicates the service delivery functions of the municipality. It also indicates the degree of improvements over the years indicated through the numbers against the selected years.
Table-12

Health services Indicators and variations at two point’s time in Tehran

<table>
<thead>
<tr>
<th>Title of variable</th>
<th>2004</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The amount of vitamin D</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>2 Spreading rates of tuberculosis (per 100,000 people)</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>3 Reduce disease caused by accidents</td>
<td>30</td>
<td>15</td>
</tr>
<tr>
<td>4 Transport accidents</td>
<td>100</td>
<td>50</td>
</tr>
<tr>
<td>5 Loss of mental illness</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>6 Reducing smoking in the age group above 5 percent</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>7 Percentage of drug abuse</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>8 Obesity</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>9 Reduce adverse Tizzy</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>10 Lipid</td>
<td>17</td>
<td>15</td>
</tr>
<tr>
<td>11 Consumption of fresh fruit</td>
<td>98</td>
<td>100</td>
</tr>
<tr>
<td>12 Percent increase in high blood pressure</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>13 Reduction of underweight children under 5</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>actions</td>
<td>before</td>
</tr>
<tr>
<td>---</td>
<td>------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>14</td>
<td>reduction in the cases of anaemia</td>
<td>3/7</td>
</tr>
<tr>
<td>15</td>
<td>Reduce the</td>
<td>22</td>
</tr>
<tr>
<td>16</td>
<td>Reduce the amount of calcium</td>
<td>40</td>
</tr>
<tr>
<td>17</td>
<td>Spreading rate of malaria per 100,000</td>
<td>60</td>
</tr>
<tr>
<td>18</td>
<td>Reduce the amount of vitamin A</td>
<td>0/9</td>
</tr>
<tr>
<td>19</td>
<td>Reduce inappropriate eating habits</td>
<td>50</td>
</tr>
<tr>
<td>29</td>
<td>Reduce fat intake</td>
<td>40</td>
</tr>
<tr>
<td>21</td>
<td>Brkvdkan reduce malnutrition under 5 years</td>
<td>6/3</td>
</tr>
<tr>
<td>22</td>
<td>Brkvdkan reduce malnutrition under 5 years</td>
<td>17</td>
</tr>
</tbody>
</table>

Source: Office of Tehran Municipality's Cultural and Social Studies: 2008

**Participatory Structure of Local Governance of in Tehran**

As it has been pointed out that the power and competence of local governance structures are largely determined by the nature of political system. It is generally maintained that decentralised governance structures provide better possibility of citizen participation in the governance structure especially at the local level.
However, there are cases even within the centralised structure of governance wherein local governance structure functions in participatory mode. The case of UK is quite often cited as example. In this light it is interesting to explore as to how the municipality of Tehran respond to the need of evolving participatory structure.

**Administrative Board**

According to internal by law, the administrative board of Islamic Council of Tehran City is composed of five members: chairman, vice-chairman, two secretaries, and one treasurer who are elected for two years.

In the first official meeting of the city council, the present councillors take actions for holding internal election and elect one chairman, one vice-chairman, and at least one secretary, and one treasurer among themselves by secret votes for two years, and prepare the minutes. Election of administrative board councillors in case of resignation of each of them from their position, or from the city council is held maximum one week after acceptance of their resignation by the city council or quit of the councillor and for the same position.

The administrative board is elected for two years. Nonetheless, their election for any responsibility for the next coming two years has no impediment.

In case that any of administrative board councillors provide their resignation before the expiring date, the resignation should be prepared in written form, and by mentioning the reasons, and provision of documentation, and after registration by secretariat must be announced to receipt in the next meeting of the city council, and called the matter into the agenda of the next meeting.

The administrative board is bound to refer to drafts, bills and reports after their submission in official meetings according to the relation of them to the case and their appendix and send them to the principal commission and ask for council meetings.
and announcement of them by the signature of the council’s chairman for official notice to councillors and corresponding duty persons.

D) Coordination in holding the official Council meetings from ordinary, extraordinary, public or in private sessions in determined timings.

E) Having regular relation with councillors and corresponding administrative responsible persons for consultation of the propound issues .building of the council.

Nevertheless, performance of non-official meetings in the offices of the districts, organizations and subsidiary companies of Tehran municipality are Council’s of the meetings.

**Main Commissions of Local Council of Tehran**

1. The Social and Cultural Commission
2. The Planning and Budget Commission,
3. The Technical and Development Commission,

**Each Commission is divided into a number of committees which are as follows:**

1. The committees under supervision of development and civil commission
2. Committee for security building and supervision on civil projects
3. Committee for environment
4. Committee for information technology

**Each Committee is divided into a number of sub-committees which are as follow as:**

A) The committees under supervision of cultural, social and eco-urbanism commission
   1. Cultural committee
   2. Social committee
3 - Sporting committee

4 - Health and eco-urbanism committee,

(B) The committees under supervision of economical, program and budget:

1- Budget committee

2-Legal, rules and regulations committee

3-Committee of organization and procedures

4-Committee for economic and investment affairs, Committee for programming

C) -The Committees for Supervision on Urban Districts

For the implementation of clauses 3-8-17-18-19-21-23 of Article 71 of the councils’ law different committees are constituted entrusted with the task of supervision of urban districts. These are as follows:

1) The committee for supervision on municipality districts in north of Tehran, including districts 1-2-3-4

2) The committee for supervision of municipality districts in south of Tehran, including districts 16-17-19-20

3) The committee for supervision of municipality districts in east of Tehran, including districts 8-13-14-15

4) The committee for supervision of municipality districts in west of Tehran, including districts 5-9-18-21-22

5) The committee for supervision of municipality districts in north of Tehran, including districts 1-2-3-4

6) The committee for supervision of municipality districts in south of Tehran, including districts 16-17-19-20

7) The committee for supervision of municipality districts in east of Tehran, including districts 8-13-14-15
8) The committee for supervision of municipality districts in west of Tehran, including districts 5-9-18-21-22

**Duties and Authority of City Councils in Tehran**

Members of council are entrusted with the task of monitoring the financial resources: approval comprehensive income-expenditure reports of municipalities every six months, again after careful review to collaborate with the municipalities, supervise the job performances of organs of municipality, protect the properties of the municipalities whatever they are, and monitor the financial transactions in the municipalities (i.e. income and expenditures) in such manner that will not disturb the routine activities.

Councillors and their first-degree relatives at no circumstance are allowed to engage in any financial transactions of any type or nature and not for any reason with the municipalities or any organization in the rural districts and in villages that are related in any way to the councils, whether directly or indirectly. The signing of any contract within the above-mentioned framework is totally forbidden. (Article 74 Duties and Authority of City Councils)

Approve the annual budget of municipalities and all organizations and companies under the jurisdiction of the municipalities; in addition to the city council budget; approve all transactions, buy and sell activities, bids, renting and the likes whilst taking all rules, regulations and guidelines into account; supervise over the financial affairs of the municipalities and its affiliated organs and institutions, and to ensure the protection of public properties in the cities as well as specific properties of the municipalities. This entails the hiring of official accountants to review all the monetary transactions of the municipalities and in cases of possible violations to inform the Mayor and other relevant organizations that legal action could be taken; to be obliged
to disclose to the public all items in its budget and all expenditures at the end of each fiscal year

Since the council has not opened a bank account in the name of two councillors as is the case in most councils, all financial transactions are to take place in the Municipal Hall with the supervision of the inspectors.

Providing each council with an independent budget based upon well-documented local needs is a step towards empowering local government and is urgently needed. Also empower councils concerning the mechanisms and Sharing with other countries’ similar experiences will be very helpful.

And it should be read by the resigning person in the same meeting, and according to the regulations in order to assign the substitute person the election would be done. In case of death or approve of dismissal of each member of administrative board, the administrative board would announce the issues by a written report to the councillors and in the official meeting the corresponding issues are read and according to the regulations the substitute person would be elected.

The election of administrative board councillors for each responsibility would be only for the remaining period from two years

The Duties of Administrative Board

The council’s administrative board is bound to take actions for the following issues:

A) Holding the sessions for administrative board meetings, revision and decision making concerning the propound issues and issuance of approvals of administrative board for implementation and their follow up.

B) Registration and constitution of profile for all drafts, bills, submitted reports, and all cases that need revision in principal council commissions and regulating their report of work and reviewing them.
Structure of Islamic Council of Tehran

power and Responsibility of Islamic Council of Tehran

Urban districts
- Economical, program and budget and legal affair
- Development and Civil Commission

Districts North 1-2-3-4
- Budget Committee
- Building and supervision on Civil projects

Districts Sought 16-17-19-20
- Legal, Rules and Regulations
- Committee for Information Technology

Districts west 5-9-18-21-22S
- Committee of Organization and Health and Eco-Urbanism Committee
- Committee for Urbanism and Architecture

Districts west 5-9-18-21-22
- Committee for Economic Investment
- Sporting Committee
- Committee for Environment

Committee for Programming

Source: Office of Islamic Council of Tehran: 2008
The Duties of the Chairman the Committee

- Management of committee meetings
- Inviting members for constitution of meetings and share of work with them
- Inviting experts for participation in committee meetings

Determining committee inspectors and referring revising cases to them
- Signing approved final reports of committee to be offered to administrative board

Relation and coordination with commissions, committees chairmen, councillors, and administrative board
- Proceeding committee approvals
- Estimation of financial and provisional committee needs and in absence of committee chairman, the vice-chairman of the committee does his duties and is responsible regard commission and the council.

The Duties of the Committee Secretary (Reporter)

- Preparation and provision of committee agendas according to bills, drafts, reports, and determined time for revision; and offering them to committee chairman for issuance of the agendas
- Provision of the text for committee meetings and registration and maintenance of all precedents in secretariat
- Provision of text of committee letters and numbering them, provision of statistics, information and report of committee activities
- Relation and coordination with reporters of other commissions, committees, councillors and administrative board
- Proposition of financial and provisional needs of committee to the chairman
-Regulation of the presence and absence report of committee members

-Proposition and introduction of committee secretary to the chairman and through him to the administrative board

The committee chairman is allowed to introduce a qualified person as the committee secretary based on proposition of committee reporter for issuance of his order by council’s administrative board in order to have better collaboration and have a better performance in the committee.

Committee secretary’s work statement will be determined in the organizational chart of the council by the opinion of the council chairman and reporter. Council subsidiary commissions, the commission for naming

naming and renaming of towns, avenues, streets, alleys, squares, markets, passages, pathways, parks, dead ends and public spaces inside Tehran’s urban district, a subsidiary commission by the name of naming and renaming commission for public places and pathways is constituted inside the commission of cultural, social and eco-urbanism by presence of three members of this commission and general directorate of public relations and international affairs of Tehran Islamic City Council and general directorate of public relations and international affairs of Tehran’s municipality and one selected delegate from the Academy for Persian Language and Literature.

The secretariat of this commission is determined in general office of public relations and international affairs of Tehran’s municipality and the general directorate of public relations and international affairs of Tehran’s municipality is appointed as the secretary of the mentioned commission.

The commission meets every fifteen days, on necessary, at the place of Tehran Islamic City Council and the minutes should be registered in specific notebooks and signed by present members in each session.
The commission meetings are in session by presence of two third of members. The commission approvals are valid by vote of maximum present members and are applicable after their proposition to the Council and approval in their public meetings.

Provision of proposition for naming and renaming of pathways and public spaces of Tehran city can be done via the corresponding commission in Islamic Council of Tehran City and the secretariat of the above commission is obliged to receive and register all received propositions and offer them in the concerning meetings and announce the results for natural and legal persons who offered them. Also, in order to facilitate doing expertness work and speeding up in the process of naming and renaming of pathways, the above commission is obliged to take actions for constitution of expertness, naming, and renaming committees for pathways and public spaces in each district of Tehran’s municipality by presence of the following people:

A) The Mayor of the district (committee chairman)
B) Director of public relations on the district (committee secretary)
C) One delegate from council-aiding associations of the district’s neighbourhoods (in case that Council-aiding associations were constituted on that district) by introduce of executive staff of council-aiding associations
D) One full-authority delegate of Islamic Revolutionary Martyr's Foundation in Tehran that the district is located in the supervisory area of related branch of the foundation.
E) Prayer-leader at one of the mosques in the district by introduce of Coordinating Council for Mosques’ Affairs in Tehran
F) One well-informed expert of social-cultural affairs familiar with history and
literature by selection and introduction of district’s Mayor, by priority of university professors or teachers having residence in the same district

G) One full-authority delegate of commander of Basij Resistance Region that the Municipality is located in their ruling area

The above committees are active under supervision of naming committee and have the responsibility of all naming and renaming of pathways under sixteen meters width an hundred meters length

The commission for gardens of Tehran’s municipality is obliged to constitute a commission in order to supervise proper implementation of the law of maintenance and development of green spaces in cities as well as garden’s approval and final distribution of gardens according to their placing and the situation of vegetation of the area, and also for cutting and plantation of trees:

The commission consists of the following:

- Delegate of Islamic Council of Tehran City by selection of council chairman
- Managing director of Parks and Green Spaces Organization
- Technical delegate of municipality by selection of Tehran’s Mayor

This commission is assumed as principle commission regarding real estates and land lots over 2000 square meters and as the first revising commission regarding real states and land lots below 2000 square meters.

Tehran’s municipality is obliged to constitute a commission included of the below members for distinguish of gardens among real states and land lots below 2000 square meters:

- The Mayor of concerned district (without right to submission to other)
- Full-authority delegate of Parks and Green Spaces Organization

- Delegate of Islamic Council of Tehran City by selection of council chairman
These commissions are obliged to take decision concerning distribution of gardens according to regulations of garden’s approval which is approved in Islamic Council of Tehran City. The issues are announced for the interested party and in case of owner’s objection or interested party or his legal delegate within fifteen days from the announcement date; the case is referred to revising commission for gardens to review and taking decision. The decisions taken and approved opinions by commission for gardens are reviewable in concerning commission of Islamic Council of Tehran City, which is appointed by Islamic Council of Tehran City councillors and in the meantime all councillors are member of the above commission, within two months (sixty days) from the announcement date to the municipality, in case of owner’s objection or interested party or his legal delegate.

The commission for clause 20 this commission acts as final commission.

**Council Delegations**

Any delegation from the council for participation in associations, councils, commissions, committees, institutions and executive organizations can be done by proposition of council chairman and approval in council meetings and its duration is for two years from the date of issuance. Re-election of delegations for one period in the same issue is allowed. If according to the Council approvals, assignment of delegate is determined by proposition of commission or committee, actions are taken based on that. All delegations are doing their duty under supervision of council’s administrative board and are obliged to prepare the monthly report of their activities for administrative board of the council.

The delegates are allowed to take actions only in the limit of their duties and responsibilities and interference in other cases which do not include in the limit of their duties and responsibilities is prohibited and would cause deprival of delegation
according to the distinguish of administrative board and council approval.

**Council Secretariat**

The council organization has responsibility for official and covering affairs and turnover of financial affairs of the council. The council’s official organization is prepared and proposed by the Mayor by proportion to municipality organization and will be offered to The Ministry of Interior Affairs after council approval and agreement of Organization of Management and Programming of the Country to be announced after issuance. The employees of Council secretariat are subject to the hiring bylaw of municipalities. All the orders of duty persons and employees of council secretariat who are municipality employees are issued by council chairman and the council secretariat will be active under supervision of council chairman or administrative board or a person introduced by the chairman after administrative board approval.

The office of each councillor has an officer, a driver and a consultant who is selected by the opinion of the councillor among municipality employees or subsidiary organizations and companies of the municipality and will be working under supervision of council organization. Payment of salary and benefits of council organization’s employees is the same as Tehran’s municipality rules and regulations.
Structure of Administrative Board  Council of Tehran

Administrative Board

Chairman

Vice-Chairman

Two Secretaries

treasurer

Council’s Executive Duties

Election of the Mayor

Resignation of the Mayor

Provision of Plans

Regular Relation with Councilors

Administrative Organizations

Holding the Official

Regulation of Official Agenda

Delegations

Associations

Councils

Commissions

Source: Office of Islamic Council Of Tehran: 2008

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Constitution of the Meetings

After the first session, council meetings are formed normally twice a month at council place; and in case of written request of corresponding governor or deputy governor including the date, order and the necessity for constitution of the meeting an extraordinary meeting can be performed. Also, the council can hold a meeting on the Mayor's written request, or it's distinguished in case of extraordinary.

Official meetings of Islamic Council of Tehran City are held every Tuesday by presence of the audience after approval of the meeting in the council and every Sunday as extraordinary.

The council meetings are open to public and presence of the audience is allowed by opinion of council chairman. Nevertheless, a closed meeting can be held by a written request of the Mayor, or Governor, and agreement of absolute maximum of present councillors.

Meetings Agendas

The meeting agenda of Islamic Council of Tehran City is included of work schedule for official meetings of Islamic Council of Tehran City which is provided by council secretaries according to received propositions (reports received from principle commissions of the council regarding

The article 12 of approved statute mentions the duties of Council-aiding association as follow

Council-Aiding Associations

-Taking efforts in creation of an environmentally healthy space by goal of fighting air,
water, noise and soil pollution and energy saving in spaces via collaboration with
Islamic Council of the city based on their request.

- Provision of draft and proposition for improvement of internal commutes situation by
goal of optimization of transportation.

- Provision of drafts and proposition regarding creation of urban symbols and
monuments and proposition of naming the pathways, squares, streets and alleys and
so on.

- Taking efforts in provision of facilities for leisure time of the youths and adolescents
and development of recreational, sporting, cultural and artistic centres by
collaboration of corresponding organizations.

- Cooperation with Islamic Council of the city for maintaining comfort and urban
security and fighting against social vulnerabilities and criminal contexts.

- Cooperation with Islamic Council of the city for introduction, education of citizenship
rights and duties, and people participations, and public awareness.

- Provision of proposed drafts for self-governing of public spaces, provision of
beautifying and optimization of eco-urbanism spaces and helping implementation of
these drafts.

- Cooperation in creation of green spaces and self-governing of urban gardens and
helping development and construction of parks.

- Cooperation with Islamic Council of the city for development of public beneficiary
institutions and voluntary activities.

- Revision and cognition of shortages, needs and malfunctions in the fields of social,
cultural, educational, hygienic, economic, welfare and civil deficiencies. Preparation
and provision of propositions regarding different aspects of urban life.

- Taking efforts in management of public installations via voluntary activities.

- Cooperation with Islamic Council of Tehran City for establishment of different kinds
of voluntary associations regarding helping, social, guiding affairs and constitution of cooperatives
- For production, consumption and distribution and of public sustenance.
- Cooperation with Islamic Council of Tehran City for control of prices and price of inter city transportation fees.
- Provision of drafts for education of non-military defence programs to citizens and cooperation with the Council for confronting and preventing of non-predicted disasters.
- Taking actions regarding management of public spaces like memorizing house, sporting spaces, galleries and so on by agreement of Islamic Council of the city and municipality.
- Collaboration in management of religious and cultural spaces by the request of corresponding administrations.
- Participation in performance of Parliament, presidential and Leadership elections via cooperation with duty persons and by the request of corresponding authorities.
- Collaboration with the Office of Driving in the field of amending urban traffic by the request of that office.

Women participation in Local Governance in Tehran

The participation of women in the local governance structures is abysmally low. Piran very perceptively observes the gap that exists between the general status of women in Iran, on different indicators of social, cultural and economic life, and their level of participation or representation in the structure of local governance. He maintains that the number of women elected to the city councils in no way correspond to the share of women in Iran's population; this, despite the fact that there was no restriction related to gender. In reality, the status of women in Iran is incomparable to the status of women in other Middle Eastern countries as well as in North African
countries; that is, with the exception of Turkey and to a lesser extent, Egypt. Since more than 50 years ago, Iranian women have had the right to vote in all elections and presently, one-third of managerial positions in the Public Sector are Occupied by Females. 23 The two tables on women representation in the structure of local governance clearly indicate the gap between male and female so far as their representation in the participatory structures is concerned. These tables validate the observation made by Piran on the issue.

Table-13

<table>
<thead>
<tr>
<th>Period</th>
<th>Women</th>
<th>Men</th>
<th>Percent of women</th>
</tr>
</thead>
<tbody>
<tr>
<td>The first period</td>
<td>7276</td>
<td>328862</td>
<td>2.2%</td>
</tr>
<tr>
<td>Second period</td>
<td>5867</td>
<td>213090</td>
<td>2.7%</td>
</tr>
<tr>
<td>Third Period</td>
<td>7106</td>
<td>247759</td>
<td>2.8%</td>
</tr>
</tbody>
</table>

Source: Calculated from different sources available on women representation
The Number of Councillor in City Councils (Men and Women)

<table>
<thead>
<tr>
<th>Period</th>
<th>Women</th>
<th>Men</th>
<th>Percent of women</th>
</tr>
</thead>
<tbody>
<tr>
<td>The first period</td>
<td>1375</td>
<td>16205</td>
<td>.8%</td>
</tr>
<tr>
<td>Second period</td>
<td>2334</td>
<td>152983</td>
<td>1.5%</td>
</tr>
<tr>
<td>Third Period</td>
<td>1491</td>
<td>107645</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

Source: Calculated from different sources available on women representation

It hardly needs emphasis that the representation of women in the structures of local governance is drastically low as compared to India. In India women have been provided guaranteed representation in local government institutions in both rural and urban structures of local governance. As a result their representation in some of the states is more than 50%. The figure is much higher than their number in some of the cases. The case of Bihar is often quoted in this regard. This is one point wherein Iran appears to be deficient.
**Agenda of Reforms in Tehran Municipality**

A transparent and up-to-date administrative and financial system, to a large extent, guarantees the effective performance of an organization in different fields. For 50 years, Tehran municipality was using an outdated cash-based financial system. Later studies showed that the system was largely responsible for a continuous downturn in the sustainability of municipal revenues and an increase in corruption. This has necessitated reforms in the municipality. Some of the reforms as the current mayor claims have been put on agenda which are as follows:

**Administrative Reforms**:

- **Delegation of Power**: Because of its centralized ethos, the Municipality's administrative system, for all practical purposes, was working to entrench the authority of centre offices and enfeebles affiliates. To overcome this problem the Municipality moved to simultaneously set up a coordinated urban management scheme and to handover authority to the lower echelons of its hierarchy.

- **Improving the Municipality's Administrative Division with Technical Improvements and New Methods**: Over the years, complex and abundant urban management and municipal issues, led to the formation of a far-reaching conventional system that today can no longer provide for the needs of citizens or to complete tasks in a timely and efficient manner. To remedy this, the Municipality is using new technologies and methods to facilitate the business of citizens in the shortest possible time.

- **Correction of Ambiguous Codes**: The municipal code is one the most voluminous set of laws in Iran. The code also contains contradictory and ambiguous articles. Some of which are blamed for the prolongation of formalities, creation of insider information pools and corruption. Needless to say, in recent years these have cost the city’s management system its effectiveness and subsequently led to increasing public
dissatisfaction. To redress this situation, the existing laws and legal structures needed to be refined and rebuilt. The Municipality is engaged in an ongoing collaboration with the Majlis to do just that. This partnership also led to the establishment of the city management faction in the 7th Majlis.

-Human Resources: The real asset of any organization is its human resources. The level of their skills, education, morale, and motivation play an important role in the effectiveness of the organization. Tehran Municipality, with 50,000 employees, constitutes a major national employer. Cognizant of this, the Municipality has taken many initiatives to increase in-house capability and dynamism. These include steps to improve the welfare of employees, as well as retraining courses on new skills. The Municipality is also making a concerted effort to employ more people with higher academic backgrounds and improve its selection and monitoring schemes at all administrative levels (both management and staff).

**Financial Reforms**

- Financial System: By implementing a cohesive plan, the Municipality changed its financial system from a cash-based one to a credit system. This proved to be a sea change and brought with it many important consequences. Aside from a fivefold increase in municipal revenues, the plan helped increase financial transparency and better monitoring of financial transactions.

- Transparency: In addition to increasing an enterprise's performance, a good level of financial transparency will have a positive effect on the level of trust and satisfaction the public have about the organization. Aside from the pivotal role that the financial system transformation has played in financial transparency, by increasing its oversight and providing extensive information about its ongoing projects, the Municipality has taken important and fundamental steps to increase overall transparency.
- Administrative and Financial Corruption: In its fight against corruption, the Municipality has introduced changes in processes that are open to misuse. Such efforts have been positively successful and greatly helped to control financial corruption. Evidence shows that the Municipality is now more trusted by the public.

**The Environment and Urban Green Space**

Some of the environmental activities and programs of the Municipality are listed below:

- Efforts to move towards an urban environment management scheme. In this context particular attention is given to the good management of recycling; a satisfactory solid waste disposal system and investment in novel environmental ideas.

- Management of water, wastewater and air-pollution: Such efforts include improving and upgrading environmental policies and codes that subsequently will bring larger budgets and improved methods to maintain public health, or repair the sewage system, or improve air quality and reduce noise pollution.

- An effort to strengthen partnership between the Municipality and other organizations that are involved in decisions which effect the urban environment.

- Establishment of new neighbourhood parks in an effort to increase the per capita green-space share of citizens.

- Awareness campaigns that encourage the public to produce less waste.

- And finally, promotion of public transport.

**Crises Management**

One of the more important and crucial duties of city managers – headed by the Municipality – is natural and man-made disaster response preparedness. Because of its exclusive characteristics, metropolitan Tehran is especially vulnerable to natural and other disasters. Tehran, for example, sits on top a number of tectonic fault lines.
As a result, the city is especially exposed to quakes. Unabated migration and subsequent overcrowding have only worsened the threat. 29

Tehran’s Municipality has taken the following steps to help with the drafting of the plan:

- Establishment of an urban crisis management study group and the composition of a crisis management master plan (as a first step the plan calls for the creation of crisis management centre in various municipal wards).
- Establishment of standing working groups that will be affiliated to the crisis committee. The groups will continuously work on all disaster scenarios – including earthquakes, flash floods, etc.
- Composition of regulations, directives and bylaws that will enhance the performance of Tehran’s crisis management team.
- Public awareness campaigns and training– these will include the organization of regular drills.
- Creation of a municipal data bank containing up-to-date information about vulnerable locations and their susceptibility to different threats.
- Coordination of fallout mitigation and disaster relief operations, immediately after the occurrence of a crisis.

**Information Technology (IT) 30**

In keeping with its overarching policy to move away from traditional methods and embrace new technology, the Municipality is also working towards laying the necessary foundation of IT and install equipment to help this society become an information society. On this road, the Municipality has divided its activities into three sections:
IT in everyday life: citizens must be able to electronically and easily access their desired political, social, cultural, economic, sports and other information.

Corporate IT: electronic support for the interaction of citizens with companies, organizations and government managers.

Establishment of Virtual Networks: electronic support for decision-making processes, surveys, public opinion polls, etc.

Tehran Municipality, is working on the first and second set of priorities.

Aside from providing access to the cyber-world and its own cyber services, the Municipality is also increasing awareness, educating and empowering citizens. Tehran’s municipality is not just content to simply provide data or information on its network. It is rather aiming to use such means to bring about greater interaction between the citizenry and city fathers. Partnership, as has been established, is the key for Tehran municipality.

**Efficient Transport System**³¹

Efficient public transportation systems is one of the important tasks that the municipality endeavours to ensure which includes the following: expansion of the public transport fleet, including metro and bus services, greater public participation, privatization of public transport, greater and easier access to public transport, campaigns to decrease inner city journeys, research efforts, composition of comprehensive and practical plans, constructions of new thoroughfares that correspond to city and public needs.³²

**Urban Services**³³

The Municipality claims that it is working to not only provide for the immediate needs of the citizens but also plan and provide for their intermediate needs as well, also to prevent inertia in citizens and municipal employees, belief in and work towards such values as customer satisfaction and qualitative and quantitative improvement of
services, constant self-evaluation to measure success in attracting the satisfaction of citizens, constructive interaction of citizens with city managers and the collection of their points of view and grievances as feedback, and finally working to increase citizen’ expectations – from city managers -- in an informed manner.

**Agenda of Decentralization**³⁴

To manage and administer a city, local officials need to be given the necessary authority and instruments to go about the business of planning and to implement those plans. As a result of a centralized management system, which continues to persist in Iran, there is very little correlation between ongoing urban issues and the authority of city managers – headed by the Municipality – to deal with them.

The present mayor of Tehran, drawing on the ideas that have been incorporated in the Islamic Republic of Iran’s development master plan, is working to persuade state organs to hand back authority that was wrested from the municipality. The mayor has been somewhat successful, and there are high hopes that such efforts will produce positive dividends in the not so distant future.

The idea behind this project is to decentralize and free those city departments that need to closely interact and collaborate with the citizenry and civic organizations. In doing so, Tehran’s Municipality – aside from delegating power to affiliates --is working to boost the contribution of citizen’s oversight and participation organizations. To this end many neighbourhood “council assistant” committees and self-regulating districts have been established to help lessen central municipal control and increase public participation.

**Integrated City Management:**³⁵

Effective, long-term and coordinated planning can only be achieved by a coordinated management – one that has been given sufficient and appropriate authority. To this
end, the Municipality is working hand-in-hand with the legislature to make sure that the necessary laws are drafted and passed.

**Participation and Citizens’ Rights**

In order to ensure public participation in the management of the city, successful models and experiences have been collected from around the world which to be reconciled with Iran’s indigenous culture and its social values and concerns -- to help increase public participation in administering the city.  

In this context, some of the more important priorities of Tehran’s Municipality are:

- To establish and install a culture of civic duty among members of the public.
- Promote local community participation by accentuating neighbourhood control.
- Encourage a greater level of participation by the silent members of society, i.e. women, and facilitate their contribution -- as well as employment as urban managers. In the same context, efforts will be made to empower women to ask for, and benefit from, a greater piece of the urban pie.

The above exposition clearly indicates that Tehran Municipality, despite its centralized system, has tried over the years to change the pattern of centralized system into regional departments system and shift its central power to this section in order to increase the quality of the services. The goal is to improve citizens’ quality of living environment and create a sense of responsibility towards the city and restore the civic duties among the citizens. It has rightly been pointed out that the new approach in Tehran’s municipality is based on changing the formation from a service institution into a social institution.

It is rightly observed that due to lack of basic rules and regulations in centralized system of services in Iran, many obstacles and problems have been created
between concerned officials and corporate institutions and civil administrative regarding providing urban services. Moreover, local Governance is limited in authority also councillors who are mostly ordinary people who have been elected either because they are trusted or because of their ethnic status whatever duty they are to perform is either conditional to the approval of government actors or a collaboration in a society where government organizations are accustomed to non-responsiveness, non-representative and the lack of accountability. Major urban centres who think of councils as organs with no power or in some cases as just another incompetent government organization

Piran has very perceptively accounted the limitations of the functioning of local governance structures in Iran. Some of them are listed below which help us in understanding the competence and working of Local governance structures in Iran in juxtaposition of the Indian case which has been elaborately discussed in the Chapter-II and Chapter-III.

1) The central government’s attitude towards local government is major obstacle in the proper functioning and empowerment of city councils. Most Government officials in various sectors view councils as competitors and as organs that are nothing but troublesome and obtrusive. Moreover, they have so far resisted in transferring to the councils those functions in line with the councils’ nature and mandate. For instance, according to Article 136 of Iran’s third development plan, 23 functions should be transferred from the central government to city management. So far, none has been transferred.

2) A content analysis of city council legislation lists 80 different functions in various domains mandated for the councils. However, except for the functions that are
related to the councils’ relationship with municipalities, the necessary authority to fulfil the rest has not been given to the city councils.

3) The Supreme Council of Provinces that is the highest tier of local councils in Iran is by law authorized to present legislations to parliament for approval. This council was established after the second term of local councils and so far has not been that much active. Members of this council, in a number of occasions, have stated their concern that the powerful Council of Guardians will veto whatever is presented by this council to the parliament even when approved by the latter.

4) Many councillors, they are not familiar with the nature and functions of councils especially during the first term, acted as if the government has appointed them. Many councillors, particularly those in Tehran, other metropolises and large cities, after they were elected and approved, immediately went after nice offices, buildings, secretaries, cars, and drivers.

5) The women’s groups working at the grassroots level are small and scattered and have diverse ways of empowering women. There are no infrastructural facilities of networking available that could bring them together and strengthen them while allowing autonomy in their functioning.  

Besides the general concern of empowered local governance structures for Iran, it is equally or even more important to think in terms of representing women in the local governmental structures.
Notes


5 Interview with Prof Amir Temorey, Director General of Urban Planning of Tehran Municipal Corporation. (Office of Director General, 10, 06. 2011. Time 10:30 P.M)


8 Tehran Organization Municipalities, No. 2. 2010.


9 Interview with Prof. Mohamad Hadiy Amaze Deputy Mayor of Tehran Municipal Corporation (Office of Deputy Mayor, 10, 06. 2011. Time 10:30 P.M)


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Islamic Council of Tehran, [http://www.shora-tehran.ir](http://www.shora-tehran.ir)

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Ibid

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Islamic Council of Tehran, [http://www.shora-tehran.ir](http://www.shora-tehran.ir)

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Islamic Council of Tehran, [http://www.shora-tehran.ir](http://www.shora-tehran.ir)

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See Parviz Piran, Report on Local Governance in Iran,

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The section is primarily based on the information and literature provided by the office of the Tehran Municipality, please refer to [http://www.shora-tehran.ir](http://www.shora-tehran.ir), Also the Interview with Prof - Mohamad Bagher Galibaf, Mayor of Tehran Municipal Corporation (Office of Mayor, 12, 06. 2011 Time 14:30 P.M)

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See Parviz Piran, Report on Local Governance in Iran