THE BEST PRACTICES AND LOCAL LEADERSHIP - IRAN

A project of Tehran Municipality's Social and Cultural Department in the Promotion of Life Quality

Neighborhoods (Mahallat) Management

TEHRAN MUNICIPALITY’S SOCIAL AND CULTURAL DEPARTMENT 2012
THE BEST PRACTICES AND LOCAL LEADERSHIP
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TEHRAN MUNICIPALITY’S SOCIAL AND CULTURAL DEPARTMENT
Religious teachings, requirements of democracy and responsiveness to the ever increasing eagerness of citizens to participate in the process of urban management besides extensiveness of urban responsibilities and tasks and the necessity of paying attention to local potentials have caused neighborhood approach to become the main priority of urban management.

Meeting the rightful expectations of citizens who pay taxes as well as the complexity of urban affairs and multi-dimensional issues and problems in the urban society have made boosting of citizen participation inevitable and it can be evaluated as neighborhood oriented approach.

“Neighborhood management” as “organizing urban socio-cultural activities with citizen participation” that takes place independent from urban government, is now considered a successful management experience in desirable urban governance, which is presentable to similar management models of metropolises.

Economic optimization of this approach as well as its social dimensions, reliance on collective wisdom and prudence in urban decision making at neighborhood levels, transferring experiences of crisis times, neighborhood partitions, the role of mosques and renowned people as contributors of local institutions are among advantages and existing opportunities that urban managers pay attention to.

"Neighborhood management project" aiming at entrusting social, cultural and health affairs of residents, preserving peripheral natural environment and cultural heritage of the neighborhood, paying attention to the merriment of citizens specially youngsters and the elderly, and enrichment of leisure time activities has brought about a pleasant experience of participation and interaction of all those interested in urban issues from small to medium level and provided a base for flourishing of local capacities and talents.

Definitely this level of interaction has had effects on foreseeing and reducing the expenses of executive projects.

Today we can proudly cite numerous centers, which work actively and energetically in moving forward the goals of public participation along with councils. These centers
include neighborhood management, neighborhood researcher, neighborhood consultation, neighborhood volunteer doctors, health and toy houses, neighborhood health councils, neighborhood mother and child health council, diabetes, youths, elderly club, obesity and addiction prevention, disabled club, mosque’s health servants, blood donation and... .It has to be mentioned that we have held the Shamseh and Shokoofa (efficient citizen and information technology) festivals with citizens’ participation and assistance of councils.

In Shokoofafestival we had seven IT management associations (including cellphones programming, robotic, internet blogging, development of computer skills, graphic design, digital media and computer games) to attract young people and those interested in virtual space and realization of “electronic governance”.

In this same context, we have a running project called Tasnim: women’s social empowerment plans, propagation of Islamic-Iranian lifestyle, promotion of the culture of selflessness, empathy and boosting of women’s participation in urban activities. Encouraging local elites to attend cultural and religious neighborhood houses, which are the venue for deliberation and exchange of information; strengthening libraries as well as art festivals within the framework of religious and ritual, music, film and photography, plays, visual arts, poetry and literature, promoting sports in neighborhoods, reduction of neighborhood vulnerability and enhancing social resources, social work, entrepreneurship, empowerment of socially injured, DAWAM (voluntary emergency reaction to deal with crisis) houses, especially in a city like Tehran with its critical situation, are among prominent achievements of neighborhood orientation.

Macro policies in “neighborhood management” programs have been as follows:

1- Special attention to the guidelines and instructions of the Founder of the Islamic Republic and the Supreme Leader
2- Compliance with the laws and regulations and instructions of the strategic headquarters of the neighborhood management
3- Using all the possible local facilities: Mosques, schools, organizations, sports and cultural centers...
4- Encouraging local elites, elderly and role models in each neighborhood for cooperation: clergymen, scholars, professors, university instructors, teachers, artists and athletes, trades...
5- Encouraging public for cooperation in an attempt to decrease the costs and expenses by making use of the public potentials and capabilities to improve the quality of activities
6- Supporting any initiative, innovation and creativity in project implementation
7- Laying emphasis on maintaining unity, cohesion and harmony in realization of the projects and avoiding any conflicts and differences
8- Taking into consideration the social and cultural requirements of each and every neighborhood

It is not possible to explain the achievements of this project here. Therefore, at the end I should thank you all for your active participation in the meetings and announce that the Tehran Municipality is ready to share its experiences with other cities.

Mohammad Bagher Ghalibaf
Mayor of Tehran
Dealing with the concept of "neighborhood" in social classification and new relations in metropolitan cities, points to a new approach in the spatial structure of cities; a fundamental component that in its simplicity, is accompanied by a miniature of complexities of human environment in the urban community group with a system of identity, ethnic-racial characteristics, traditions, beliefs, religious and cultural values, social relations and interactions and the distribution system.

This phenomenon although undergoing drastic changes in the historical trend of urbanization - in general and in our country in particular – at its level, has carried the duality of issues of transitional era from tradition to new relations and somehow represents some degrees of belonging of any citizen residing in the agreed climatic radius.

Here of course our aim at focusing on the "neighborhood" is to begin the process of improvement of urban environment and management of bottlenecks and urban problems, and the neighborhood scale - has been used as the first level of contact and effective layer in the urban community - which at the same time, has a potential of human resources, together with the attachment to the residential settlement of themselves and their families which possesses a considerable capacity for participation in improvement of the environment, growth and self-reform;

If improvement of living quality for population of more than 8 million in 61,000 hectares, would serve as a suitable outlook, such a level of enjoyment and fair coverage, could not be realized except through an approach of analysis-oriented sustainable development which places neighborhood (as the last divisible unit in metropolitan Tehran) as its analysis unit.

This basic unit in cities - with its potential and favorable potentials and capacities in terms of physical development, improvement of social relations, enrichment of leisure time, strengthening of the sacred realm of the family and expansion of space security, collective health, joy and vitality along with improvement of public sports, entrepreneurship and confrontation with the prevailing challenges in neighborhoods, preservation and maintenance of the environment and symbols of cultural heritage and tourism
opportunities and ... in short, "a healthy social environment", could and should become a base for investment and a subject for sustainable development as a living phenomenon holding its identity!
Similarly, our city neighborhoods are treasures with decades of experience in urban environment which should be view over two hundred years of civil life in the contemporary era and in reconstruction and rehabilitation of basis of "healthy social life"; the governing and operating culture in its past and present context should be reviewed openly in an effective participation while benefiting from the collective accumulated wisdom and local output, rise up to solve its problems!
Noticing unsustainable and out-of-framework development of urbanization and non-compliance with recognized urbanism and architecture rules and standards in Tehran today, has left no choice but turning to the “division of neighborhood”; neighborhood-oriented approach with its long history in the Orient and in our country should serve as a light for our reconstruction plans, a necessity which in planning by sympathetic executives, would no doubt play a complementary key role in realization of citizenship rights and promotion of the standard of living.

Prospects defined in this regard could be presented as follows:

**We seek a city wherein citizens could have a healthy and joyful life together, Could live in peace in a dynamic, safe, Islamic and Iranian environment, An ethical city, both in physics and behavior which sets an example as the capital of an Islamic country for other metropolitan cities.**

**Targets and goals**
1. Increasing the public participation in the urban governance through the use of their material and spiritual abilities and positive advantage of neighborhood facilities.
2. Creating an executive foundation in neighborhood level in proportion with the regulatory and advisory foundations of the councils.
3. Increasing trust and communication between the municipalities and neighborhood residents.
4. More compliance of the decisions, programs and activities of the municipalities with the desires and demands of the citizens.
5. Efforts to revive and highlight the identity and status of neighborhoods.
6. Increasing cooperation between citizens and municipalities in various cultural, social and welfare activities.

I should recall that the revival of neighborhoods and "urban neighborhood management" in addition to the emphasis placed by the honorable mayor of Tehran has also been confirmed by the Supreme Leader which means recognition of participatory tendencies of citizens. Obviously in such an approach, issues will require their own strategies... Thus the neighborhood orientation is the Way and also the Aim!

It should be added that in the past few years changing of urban management from district orientation to area orientation and then to neighborhood orientation, has been used as a fundamental solution to provide maximum urban services to citizens. Thanks to this approach the number of Tehran neighborhoods has increased from 274 to 374. By adopting this strategic policy, the social and cultural deputyship of Tehran Municipality, considering the approach of neighborhood orientation in recent years, created the necessary capacity to implement the "Neighborhood management" plan. Taking advantage of all its efforts and capabilities the directorate for social and cultural affairs is taking steps to ensure high performance of the plan.

_Seyyed Mohammad Hadi Ayazi_
_Deputy of Tehran municipality’s social and cultural affairs_
The use of meaningful and committed participation of citizens in Tehran metropolis management to improve the standards of “best quality of life” is an objective urban management has aimed to achieve. This objective can be realized by delegating authority and responsibility in micro-scale and encouraging participatory organizations in specific space-time dimensions at the neighborhood level. Among this objective, the subjective and mechanical models should be replaced by urban and citizenship services based on accessing specific area models. Here empowerment, citizens’ participation and paying attention to social resources should be realized.

Collective cooperation, official and unofficial associations and institutions and also volunteer groups in neighborhoods are part of the operating system and natural tools for “acting in time of crisis” which play their guiding part as social resources by maintaining of a continues attendance in decision makings.

Taking part in social damage control of the neighborhood (Mahalleh), extending help to vulnerable groups, organization in times of crisis while staying prepared, beautification and optimum maintenance of the neighborhood and its identity and improvement of education and self-awareness are among other advantages of neighborhood orientation, which are practical and immediate goals in this approach. Additionally decentralization with providing more surveillance, actual democracy and bottom-up participation, transparency and responsibility enhancement are among expected consequences of this progress.

Within this strategic course, social, cultural, athletic and artistic centers under the authority of the Municipality will be practically managed by city neighborhoods. In fact, this is done by utilizing six specialized-popular work groups (education and empowerment; wellbeing and environment; cultural and artistic; crisis management and safety; sports and leisure; services and welfare) in proportion to the actual and native needs of 374 neighborhoods of Tehran metropolis. Furthermore, the situation is continuously improved by receiving immediate feedbacks from the residents.

Neighborhoods demographic profile, infrastructures, shape and look organizations,
functions and performances as well as cultural spaces, economic, athletic, educational, religious and artistic values are significant elements considered for solving each neighborhood's problems and offering the best management solutions. Based on what was mentioned and all the researches and national and international experiences, in 374 neighborhoods of Tehran we have 13 houses with subsidiary centers like IT centers. One of the outcomes of this activity is the holding of 'Shamseh and Shokoofa festivals' (efficient citizen and information technology) that have been very encouraging and promising.

A glance at the process of organization and executive structure of the project:
Members of Committee to Organize Neighborhood Social Participation
1. Main members of Neighborhood Council (7 members)
2. Two officials from specialized-popular workgroups selected by Neighborhood Council
3. One representative from government or public organizations involved in providing services to citizens
4. A Municipality representative selected by area mayor
5. Volunteers representatives from two licensed local organizations (such as charities, mosques and people oriented organizations)

Specialized-Popular Work Groups
In each neighborhood, specialized workgroups are formed from among competent individuals:
1. Social, educational and empowerment workgroups
2. Health and environment workgroups
3. Art and culture workgroups
4. Crisis management and safety workgroups
5- Leisure and sports workgroups
6- Welfare and services workgroups

Executive Structure
Implementing and monitoring of assigned tasks to the board of trustees in each neighborhood are as follows:
1- Neighborhood manager
2- Inspector
3- Specialized workgroups

Active Social Networks in Neighborhood
Since many years ago, in order to strengthen citizens’ participation in urban management and neighborhood management, organization of different age groups in the form of different social networks has been designed and implemented. The most important of these groups are:
1- Family honorary mayors
2- School mayors
3- Young urban planners
4- Association of creative thoughts

Undoubtedly by following expert plans and projects through such systems, it can be claimed that actual recruitment and public participation is taking place so that the form and content of the programs demonstrate their functions by the citizens and for the citizens in the shortest distance from their residence. These include family consolidation programs, child and maternal health; programs for children (city blooms and toy houses...); sports clubs; direct and indirect trainings; health and nutrition information and advise; plans and programs for women ‘Tasnim houses’ (social empowerment of women, promote Islamic-Iranian lifestyle, dedication, empathy and social participation); institutionalization of ‘neighborhood emergency reaction
volunteer groups’ (DAWAM); and a number of other plans and programs to be designed and pursued at frontline headquarters known as SaraayehMahaleh.
With regard to citizens' interest in these plans it is clear that we can translate the neighborhood orientation to: delivering services to the target groups in scale of one to one.
We could name this spotlight “the aim and the means”. This experience level of urban management would be a great reference for present and future of our city.

Kaveh Teymourejad
Director Manager of Urban Planning and Development
Tehran Municipality’s Social and Cultural Department
Iran and Tehran City Location in the Middle East
Neighborhoods (Mahallat) Management
1. a. Name of the Best Practice: Neighborhoods (Mahallat) Management
   b. City: Tehran
   c. Country: Iran
   d. Region: Asia
   e. Has this initiative been submitted previously?: No

2. Address of the Best Practice
   Name of the Organization: Tehran Municipality’s Social and Cultural Department
   Address: Tehran Municipality, Social and Cultural Department of Tehran Municipality Bldg., Fatemi Square, Shahid Gomnam St. Tehran, Iran
   Tel: +98 (0) 55166677, +98(0)21 55630144
   Fax: +98 (0) 21 55812126

3. Contact Person: General office of urban planning and development, Tehran Municipality’s Social and cultural affairs department

4. Type of Organisation: Community-Based Organisation

5. The Nominating Organisation
   a. Name of Organisation: IAARA
   b. Address: Unit 1, 12th floor, Iran Trade Center (ITC) Bldg, Africa Blvd. Tehran, Iran, Postal code 1966944914
   Tel: +98(0)21 26212516 Fax: +98(0)21 26212522
   Email: office@iaara.org.ir
   c. Contact Person: Gelayol Mosaed
   d. Type of Organisation: Non-Governmental Organisation

6. The Partners
   Partner 1
   a. Name of Organisation: Coordination and administrative Committee of Tehran City Council’s Shora-yari
   b. Address: Prk -e- Shahr, Shahid Fayaz St. Tehran, Iran. Postal Code: 11365-3749
   Tel: +98 (0) 2166745959-60
   Fax: +98 (0) 2166760055
   c. Contact Person: Shora-yari committee’s office
   d. Type of Organisation: Community-Based Organisation
   e. Type of Support: Technical and Administrative Support
7. Financial Profile

<table>
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<th>Partner</th>
<th>Year 2006</th>
<th>Year 2007</th>
<th>Year 2008</th>
<th>Year 2009</th>
<th>Year 2010</th>
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8. Category of the Best Practice

**Civic Engagement and Cultural Vitality**
1. Community participation
2. Expression and animation
3. The arts and cultural development
4. Social and cultural vitality
5. Civic awareness and education
6. Respect for cultural diversity

**Social Services**
1. Education
2. Health and welfare
3. Crime reduction and prevention
4. Equal access to social services (especially by women)
5. Recreation
6. Public safety
7. Vulnerable groups including women

**Urban and Regional Planning**
1. Budgeting
2. Urban/suburban renewal and regeneration
3. Consultative process
4. Metro/urban-wide planning
5. Strategic planning
6. Capital investment programming
7. Cultural heritage/conservation planning
8. Regional resource planning
9. Planning regulations

9. Level of Activity  All the city’s neighbourhoods
10. Eco-System  Arid/Semi-Arid
SUMMARY

Tehran as a metropolis that some of its districts are larger than a normal city has to be reconsidered from more integrated and meanwhile disintegrated and segregated perspective. This attitude results in maintaining integration in capital’s macro-management and in addition guarantees that every neighborhood’s needs and conditions will be realized and will be implicated to the neighborhood in order to improve the life quality of that neighborhood.

Citizens’ participation (in quality and quantity) is one of the main indicators of urban sustainable development. The first step toward realization of this development is to transfer socio-cultural activities to elected managers that are selected by people in every neighborhood.

One of the important projects of Tehran municipality in recent years was transferring management organization from districts to areas and afterwards to neighborhoods. Neighborhood (Mahalle) management is about transferring urban tasks to the people, increasing significance of participation levels in urban management and granting citizens with legal entity.

Within this framework decision-making about issues such as social justice, identifying health and education needs, increasing and facilitating the accessibility of social services will be transferred to neighborhood inhabitants, and citizens will set and implement plans and projects based on their specific socio-cultural requirements. These strategies will result in increasing citizens’ sense of belonging and mutual social trust Consequently the crimes will be decreased and the safety will be brought
talents and arts will flourish and in consequence citizens will get ultimate benefit from their neighborhood capacities, and will become more fulfilled. Mohammad-Bagher Ghalibaf – current mayor of Tehran – proposed the project in 2006. Compiling project’s theoretical framework was highly important and finally as a result of continuous efforts in 2009, ‘Islamic City Council of Tehran’ ratified ‘Social Participation Instructions of Tehran’s Neighborhoods’. This act became operational in Tehran municipality and it is being executed since 2010. At the present time it has been established in all of the 374 Mahalle of Tehran and Mahalle’s management columns have been formed. Mahalle management centers are consisted of different sub-sections and departments and contemplate offering services and education to different groups.

The establishment of Mahalle management centers has been started and conducted by social and cultural affairs department of Tehran municipality. This department attempts to entrust the responsibilities to the elected representatives and to realize the citizens’ participations in social decision-making. Although it seems early for complete demonstration of outcomes, yet most of those ideals are being realized and their results can be observed in the society.

**KEY DATES**

- **2009** The project’s enactment; Act number 11785-1317-160, Islamic City Council of Tehran.
- **2010** The project’s instruction in 22nd session of ‘Council for revision and coordination of planning and implementation systems’ Tehran municipality.
Central Committee meetings
2010  First pilot project execution
2011  First assessment and result evaluation of pilot project
2011  Project enforcement to all Mahalle of Tehran (374 neighborhoods)

SITUATION BEFORE INITIATIVE BEGAN
Before the project’s initiation, people were not included in urban decision-making. The decisions were being made and executed based on experts’ personalized opinions and districts mayors regardless of inhabitants’ requests. Therefore citizens’ sense of belonging and responsibility to urban decision was inconspicuous. Before this project, all projects were being executed without people participation and objective groups, and people had limited expectations from local municipalities, and in regard municipalities’ services were primitive and unremarkable.

ESTABLISHMENT OF PRIORITIES
Tehran municipality is believed that citizens’ participation in the aspects such as problem identification, assessment, division, execution and monitoring are highly effective on realizing strategic plans:
- Improving the trans-national, national and local roles of Tehran through application of physical, social and human resources and capacities.
- Increasing the efficiency of Tehran municipality’s projects
- Action and realization of urban sustainable development of Tehran
- Social development and increasing of social resources through social capacity building and nourishment of social organizations and structures
FORMULATION OF OBJECTIVES AND STRATEGIES

Aim of this project is building social resources and for the aim of realization, it seeks for ultimate citizens’ participation in neighborhoods’ management and adapts the decisions and plans in accord to people demands. Centers of neighborhood (Mahalle) management were being designed and the principles of neighborhood management were being compiled. These centers are consisted of sub-sections and departments for various activities, services and education for different social groups and in general all the city’s social and cultural activities will be followed through these centers.

For this aim, people from different social groups should be encouraged to participate in activities. Therefore facilitator groups were formed in order to benefit from centers’ and women social networks in neighborhoods and districts capacities. It should be mentioned that facilitator group operations were highly effective and helpful.

The process that seeks for social resources achievement can be defined as follows;

1- People awareness: including people in decision-making and operations enforcements and in result of that informing them about their urban rights.
2- Establishment of trust between people and urban management authority
3- Significant participation based on awareness that is a social resource itself
Life in the old neighborhoods of Tehran
MOBILIZATION OF RESOURCES

Tehran municipality has attempted to build infrastructures of Mahalle and empower them physically through its full financial, professional and human capacities. It has established professional work groups in every Mahalle through its available human resources and in addition is responsible for monitoring these activities.

A central leadership committee of Mahalle management was established in order to project’s operation. Coordinated implementation of project in Tehran neighborhoods, compiling and enacting related regulations, instructions and manuals and send them to the neighborhoods and districts at the right time were of this committee’s achievements.

To neighborhoods’ revival and local activities’ centralization, presenting those activities with a unique identity and in a special place was required. The neighborhood revival’s project was one of the strategies that resulted in allocating an appropriate place for accurate execution of Mahalle management, which was called Neighborhood (Mahalle)’s House. Currently neighborhood’s house exists in all 374 Mahalle of Tehran. Shorayarithat has existed before this project and it is known as columns of neighborhoods, participated in the project’s compilation as assistance.

PROCESS

This project has created local parliaments in neighborhoods; six executive members have been added to seven supervisory members of Shorayari. One of the new members is neighborhood’s executive deputy. One of the members has been chose by region’s mayor, two of them are public organizations’ representatives,
Training citizenship skills to children and adolescents by plans including: Young Mayors, Shahr-yaran Javan (young city supporters), Family Mayor ...
A sample of the municipality’s programs and activities in the neighborhoods of Tehran, towards cultural and social development

- Behavioral skills training center for children
- Children entrepreneurship and training creativity home
- Social learning center
- Student culture home
- Entrepreneurship development unit
- Office of the neighborhood council
- Martyr home
- Sports ground
- Health home
- Forty-fifth session of social partnership meeting in Tehran
and two of members are responsible for professional work groups whom are chosen by Shorayari. Mahalle’s manager is elected by Mahalle’s parliament and one inspector is assigned for proper execution of enactments. Every management center consisted of six professional work groups, which its members are elected by a call from professional inhabitants in the neighborhood. All members of Mahalle’s parliament and work groups are working as honorary. When the projects initiated, in order to obtaining enough experience and preventing waste of time and energy, the executive projects were being arranged in cooperation between strategic council and neighborhood’s board of trustees. The projects were composed for general and professional purposes based on every neighborhood’s requirements and needs.

Mahalle management project should be financially independent of municipality. However Tehran municipality decided to fund neighborhoods in the beginning of the projects. In 2011 every neighborhood received an amount between 27,280 – 63,630 US $. Total payment to all 374 Mahalle was close to 15,460,000 US $. The amount of fund was decided based on every Mahalle’s population, extent and number of centers and social condition of that Mahalle. It has to be mentioned that ‘Justice Assessment’ project was executed in all regions and neighborhoods as a marginal project besides the main project. In Mahalle management, inhabitants and Mahalle’s parliament assess the problems, and determine the required strategies to solve the problem. After that with citizens participation, and with coordination between Mahalle’s management, municipality and authorities the strategies are being implemented.
In subcategories of Mahalle management, various projects and centers were established with the aim of improvement of inhabitants’ life quality and increase people participation in social events and discussion about possible services for citizens. Mahalle management is monitoring these departments and centers. As an example 13 houses can be mentioned that are following different activities in regard to social groups segregation. These houses consisted of numerous centers with the relevant concerns. For example IT house solely supports and organizes seven other centers: Bloggers center, cell-phone programmers center, computer game center, robotic center, computer skills center, graphic design center and digital media center.

Other houses also can be mentioned such as: entrepreneurship house, research house, Mahalle researcher (Mahalle’s expert), and social worker house, toy house, women house, health house, book house, art and culture house, ...

Four centers are also of sub-sections of this project; computer game center (Shokoufa), urban training center (Meshkaat), women matters (Tasnim), and health center. Six other projects with a complementary role also are established:

- Shokoufa project: discovery, training and synergy of citizens in IT. Target groups for this project are mostly teenagers, youth and women.
- Tasnim project: cultural women promotion
- Shamseh project: festival and competition organization in art and culture
- Health project: providing free medical services for people and establishing different centers for different groups in neighborhood such as elderly center, disabled center, obesity prevention center, doctor’s center, smoking prevention center.
- Meshkaat project: citizen skill training
Social participation in Tehran neighborhoods (Mhallat (Neighborhoods) Management)
From relating publications to «Mahallat (Neighborhoods) Management» program
- DAWAM project: voluntary emergency reaction of neighborhood, establishing rapid response teams in the time of accidents. Information about all of the houses, centers and projects are collected in website: MyTehran.ir and all Mahalle’s projects can be accessed easily. This website is a great place for transferring valuable experiences.

RESULT ACHIEVED
It seems more time is needed for full achievement of the project’s objectives. However, some results are distinguishable at the present time:

1- Municipality activities became more efficient. From written surveys taken from inhabitants, random interviews with training courses participants, and other polls and surveys by research center, positive feedback from people is observable. Every center based on its nature and subject has attracted different or distinct groups of people. IT house, health and DAWAM houses are of popular and highly significant houses. People appreciation of Mahalle management project has resulted in elevation of people participation and satisfaction levels.

2- Executed projects in sub-sections of Mahalle management center have empowered people abilities and this effort can be viewed in feedbacks from people.

3- Creation of social organizations and their empowerment with different urban measures and subjects are of outcomes of project execution. Additionally different groups of different age groups, subjects and genders in neighborhoods have been formed, and thematic gatherings and organizations in neighborhood and around the city between managers and other members of management center has been
جلسه هیئت امناء محله موضوع انحلال محله
Images of a film that shows formation process of neighborhoods, parliaments, and specialized neighborhoods working groups.
created. The gathering of 300 IT managers of Tehran’s regions in March 2011 is one of the mentioned gatherings.

4- Mahalle management project has helped women to improve and apply their knowledge and skill. Most of Mahalle managers and also the most successful managers are female.

5- One of the factors conditions for integrated management of Tehran is Mahalle management execution.

6- In addition to direct effect of project through its sub-section activities, this project encourages the neighborhood toward its full capacity application. It also improves the neighborhood’s life quality. In a short time when the project began in cooperation with Education administration two-third of girls’ high schools are provided with sport equipment. In addition to that 250 (multipurpose) auditoriums are constructed that are the leadership centers in time of crisis. Of those auditoriums some parts has being dedicated to women activities.

7- All of social and cultural activities of Tehran are being operated through neighborhood houses.

8- Within the Mahalle management framework, people are being understood in a better way. In respond to people reasonable demands and requests the most suitable projects are being designed within this framework.

9- Eventually transferring the decision-making of every Mahalle to its inhabitants is a responsive and successful act. Involvement of people in management issues of neighborhood creates a sense of belonging. It results in more efficient strategies and lowers the costs and elevates the life quality of environment.
Public meetings of neighborhoods for shaping neighborhood management groups
Training sessions to empower neighborhoods’ managers
SUSTAINABILITY

Nowadays sustainability is more important than development itself. Harmony between natural environment and socio-cultural and artificial environment and people participation in regional decision-making and neighborhood management are of project priorities.

Financial: Renovation and in a way urban taxes (paid by people) are of Mahalle management budget sources. Therefore financial resource of project can be considered as being sustainable. On the other hand, sub-sections centers of Mahalle management are generally voluntary and without any cost.

Social: This project provokes the sense of participation and creates mutual trust. It establishes various centers for different social groups. All of these objectives result in sustainability of citizens’ tendency for participation, and in maintenance of people communication with sub-section centers. In addition to that Tehran municipality attempted to open the participatory space and to transfer authorization to inhabitants and placed itself in a higher provisory role and in consequence, this project became highly sustainable. It is expected that in the near future the project will operate independently and decision making and problem solving will be conducted without the municipality presence. Attributes can demonstrate capabilities of this project to be considered sustainable and practical in urban management field.

Organizational: On the other hand, legislations, agreements in principle with government’s organizations and inter-organizations agreements have resulted in project’s execution and advancement with minimum cost and energy and depreciation.
Images of implemented programs for social empowerment of women
Pictures of sports and recreational sports development programs by using local capacity
Pictures of IT center in Mahallat (Neighborhood) Homes
در سال جهاد اقتصادی به سوی احیای مدیریت محله

[Image: Various images of people in different settings, possibly related to a conference or meeting.]

[Text: Persian script on the image, likely a caption or title related to the event or topic discussed.]
Some images of a film that explaining about Neighborhood (Mahallat) management program and the procedure of people’s participation in which performing the project organization managers describe various aspects of the program and implemented parts and projects.
LESSONS LEARNED

The necessity of this project came to consideration in a point that it was realized that integrative and detailed projects couldn’t solely capable of solving problems. Therefore every neighborhood and region -considering its social and cultural condition- was being required with its specific plans and strategies.

Before this project, people were not interested in participation in urban matters, in a way they didn’t feel responsible for their own city and neighborhood development and management. People always had their constructive ideas and suggestions in urban management and problem solving but they were avoiding of proposing those ideas because of lack of sense of trust and citizenship.

An important observation from this project is people tendency to participation and responsibility when they have the authority and when the sense of mutual trust is evoked.

Also for a low-cost development in neighborhood and valuable advancement, people participation should become comprehensive and people and people and elite capabilities should be identified and utilized.

If people are being trained and encouraged to participate, cultural level of society will promote significantly. People will become more satisfied and cheerful and next generation can be raised as a responsible generation for their own selves, society and urban environment.

Quality control of this project was necessary. To this aim the strategic council -with Tehran mayor as its head of council- is the project’s policy maker. For every sub-section of Mahalle management center a corresponding staff exists in Tehran municipality, and
also in regional and local municipalities. These staffs are policy makers and provisionary of project contents. Programmers regions also have a provisionary role. The regions themselves are the executive columns.

Also speed of this project should be under control. To this aim experiences from Germany, France, Britain, India, Kuala Lumpur was being localized and was implemented in the project. One reference that fundamentally helped the project was ‘Local Governments’ book, written by Mohammad-Bagher Ghalibaf, Tehran mayor and the main mover of project.

In addition to change the pyramidal structures of management, many educational courses and explanation sessions were required. Fortunately during this program general tendency against change transformed to companionship.

**TRANSFERS**

Mahalle management with all its sub-sections and centers and because of its extensibility and flexibility will able to transfer overseas and adapt with every urban-based society that is different in culture and religious beliefs. This project is capable of public life improvement, cultural advancement, institutional responsibility, and mutual influence between people and society.

Mahalle management project is being presented in socio-cultural commission of metropolises and provincial capitals in exhibitions and sessions. Currently Shiraz, Tabriz, Mashhad, and Isfahan are metropolises that began to implement the project in their urban management.
RELATED POLICY/IES OR LEGISLATION
This project is defined as a mandatory project in cooperation with public, organizations and governmental institutions. To facilitate the process and improve the results, the required legislations are being compiled and required support was asked and obtained from governmental institutions.
Islamic City Council of Tehran enacted collection of instructions and regulations in organizing social participation in Tehran’s neighborhoods in November 2009.
The introduction brochure of Shokoofa plan
creating IT and related centers in the neighborhoods of Tehran
Department of Health Services programs brochure that are running in Neighborhood Health Homs

1, 2, 3  Several types of relaxation massage
4  Obesity Club
5  Healthy Heart
6  Health recommendations for the prevention of seasonal diseases
7  Diabetes Prevention Association
8  Prevention of Smoking Association
9  Fight against Alcoholism
10  Family supporting for addicts under treatment
Leaflet about homes and projects and festivals - under «neighborhoods House»
Some neighborhoods house programs brochure

1. Some recommendations for organizing of trade units
2. Organization of urban jobs
3. With a combination of methods to collect the dry waste
4. Introduction of the objectives and requirements, public technical groups duties and membership descriptions in neighborhoods of Tehran
5. Mosques Health Association
گزارش‌های خصوصی/شرکتی
در ماه‌های شهر تهران

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