

Comparative assessing the Performance of fourth period Islamic Councils of Lenjan, and their role in improving urban management

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Abstract

During four past period activity of Islamic councils in Iran have been faced with several challenges while it was developing and have has different effects on urban management, so it seems that the pathology of the council's effects on urban management is necessary. Among this, Lenjan county with a population of over 246,510 has always been considered as one of the most challenging counties of Esfahan province due to its special geographical position. The purpose of this research is to study the cause of council's problems in the cities of this county comparatively and providing appropriate solutions. In this study, the opinions of the people and urban management's authorities of the county were assessed by "descriptive - analytic" method and questionnaires. Then they were analyzed by SPSS software. At the end, based on the skewness it was determined that the cities Sede Lenjan, Chamgordan and Baghbahadoran have had the best performance, the cities Baghshad, Varnamkhast, and Chermihan have had a middle performance. The cities Zarrin Shahr and Foolad Shahr because of their ethnic diversity as well as Zayanderood because of its distribution of communities have had a poor performance. Also in this study, urban management improvements strategies were studied for each city by the SWOT model. among the strategies, increasing political culture, the presence of people at public meetings of the City Council, reforming laws and regulations related to the selection and independence of the mayor to manage the city were determined as the most effective strategies to improve urban management of county.

Keywords: Lenjan County, the city council, city management, Performance, Satisfaction.

1- Introduction:

Rapid population growth with expanding urbanization all over the world has created many problems in different countries especially developing countries because in developing countries the speed and size of urban growth and urbanization are far more than other countries. These problems are mostly because of mismatching broad needs of growing urban population with the ability of national governments and the municipal administration to respond them.

One of the current challenges that planning and the formation and shaping management of civil local and urban society systems are faced with is the Consolidation of duties of citizens and strengthen citizen participation in local governance in cities. In this regard, one of the most important and basic activities that have been done in communities is decentralization in managing cities. The result of this policy is to birth of local governments and organizations that have been mainly created with the aim of increasing public participation in determining their own destiny (Nejat Hosseini, 20: 2001).

1-1 statement of the problem:

The experience of forming councils in Iran goes back to March 1999 when about 750 city councils and more than 23 thousand rural councils have been formed. With this starting off about 5 thousand representatives of cities and 107 thousand members of rural councils the largest experience of activity of an electoral institution in local administration in Iran's contemporary history have been started. At the beginning of council's formation in Iran, it was referred to as one of the civil society organizations, but after four rounds of its formation there was not the premium delight about it among social and political elites anymore and it does not seem that councils could find any new supporter among any other groups of people. Meanwhile, doubts and negative assessments of some executive officials can be heard more resounding. In the belief of many of executive managers in the municipalities and other organizations that are active in municipal affairs, the councils' members have increased inefficiency in municipals with their unfamiliarity with the issues of urban management and applying their personal and political tastes into work. Also, the people consider the councils as an inefficient and weak institution because the councils follow the mayors and facilitate their sectional decisions that are inconsistent with the long-term interests of the citizens (Khatam, 103: 2002).

In the meantime, Lenjan county always has been considered as one of the important counties of Esfahan province and Iran because of its major industrial and economic potentials as well as attracts Esfahan province population so the problems of the county, particularly in relation with the role of councils to improve its management, can be evaluated as a good case.

This county with 9 towns (Zarrinshahr, Fouladshahr, Varnamkhast, Chamgordan, Sede Lenjan, Zayanderood, Baghshad, Baghbahadoran, Chermihan) and with a diverse population has always been one of the most challenging counties of the province in terms of urban management, especially in western cities. This study aims to analyze the causes of this disorder with assessing

the problems of the county and alongside expressing the existing problems of each city, provides some solutions comparatively.

1-2 The importance and necessity of research:

Although appropriate enforcement of councils law is a worthy practice of collective cooperation and creates a proper atmosphere for executive activities and developing the power of management, without a doubt even the best laws will not have any outcome in the absence of proper implementation. Lack of foresight to prevent unwise choices, with other considerations will have heavier responsibility for candidates and electors. Low enforcement of councils, at first, requires an understanding of the issue by the community so that they can step towards to improving their life and urban environment by their correct selection. On the other hand, the main task of Islamic councils is to put Urban Affairs on the right course in order to all residents equally benefit from municipal services and to specify many of the laws, bylaws, scope and powers of municipalities (Khatam, 103: 2002). However, these days the councils is less aware of their duties and they have been more involved in marginal political issues, therefore, necessarily the issue must be solved correctly as soon as possible with reviewing expertly in order to the people and urban management does not suffer more than it.

1-3 research purposes:

The study with general purpose of evaluating the performance of Islamic Councils fourth period of Lenjan County comparatively is trying to find shortcoming and problems of Islamic council institution and then providing appropriate solutions in order to improve urban management of the county and it also is following some sub-goals:

- 1-3-1 investigating the causes of dissatisfaction of people with the performance of Islamic Councils in each city of Lenjan county;
- 1-3-2 analyzing the problems of urban management in each city of Lenjan county;
- 1-3-3 studying strengths and weaknesses, opportunities and threats of the City Council;
- 1-3-4 offering recommendations and strategies for improving the effectiveness of councils in urban management;

1-4 Literature Review:

-Coombs, Vera and Maxine Goodman (2012) in an article entitled "Toward a functional city council," have studied the performance of city councils in managing municipalities of America comparatively. The results show that if the councils have integrated performance and learn leadership skill sets, they can become functional city councils and the achievement of such city councils is to maintain the political future of citizens and good local governance.

- Aaron Landsman and Mallory Cutlet (2013) in an article entitled "The quality of the meetings of the City Council" have studied the meetings of the City Council of Texas, America in the form of descriptive – analytic. The results of this research show that by providing a situation for citizens to attend meetings of the city council, council members always see themselves under the

closely watch of people and be careful in their decisions also the people have shown their satisfaction about attending a meeting of the council by their comments.

- Berkane, Dmyral (2014) in an article entitled "The impact of the civil structure of the city government on the development of developing countries" has examined the implementation structure of decision making of the city councils and the barriers of local governors by the descriptive-analytical method. At the end, he has concluded that city council must be reviewed in terms of transparency and budget. He says that in comparison with developing country one of the city council's problems in Turkey is to become far away from the active citizen, also, he recommended consulting instead of participation in the local governor.

-Salehabadi, Fahimeh (2006) in her thesis entitled "The role of City Council on the urban management in Iran" reviews the role of Islamic Councils on urban management. Her method of research is descriptive and in terms of purpose, it is applied. The study population was included of Islamic Council and municipal of Tehran and Deputy Keep track boards of councils in the Interior Ministry. According to the results, the tasks assigned to city councils are not matched with the goal of urban management. She concludes that the position and role assigned to the city councils are not matched with the idea of increasing the public participation in urban management.

-Talebi, Mohammad Ali (2008) in his thesis entitled "councils and political participation in Iran" examined the relation between the formation of councils and developing political participation in recent decades by the descriptive-analytic method. He has determined that during the last ten years, people had been more welcomed for Islamic Councils selection than other selections, but this situation is not the same in all over the country. Welcoming the election in a rural area has been more than urban areas, in small cities more than big cities and in the less developed regions more than the more developed regions respectively.

Considering the importance of the role of the City Council on the quality of urban management there has been many research in Iran and other countries of the world, but the majority of internal researches have been done to evaluate the importance of the institution (city councils) and legal shortcomings. The purpose of this study is not to evaluate city council institution generally and it tries to study the causes of the shortcomings that there are in councils work one by one comparatively among the cities of Lenjan county and it pays attention to the different external factors that affecting the work of the Councils. Also in this research, the right solution to improve urban management for each nine cities of the county is recommended separately.

1-5 Hypothesis of research:

In this study, we tried to examine four hypothesis related to the performance of city councils in nine cities of Lenjan county:

1-5-1 city councils in the densely populated cities and cities with the different ethnicity of Lenjan County have failed to meet expectations of the people and society.

1-5-2 it seems that selecting the mayor by city council has become a limiting factor for the city's urban management.

1-5-3 Council members who have education related to work have better performance.

1-5-4 it seems that the people's satisfaction rate of councils' performance in western cities is not optimal.

1-6 Research Methodology:

The present paper from the perspective of purpose is an applied study, from the view of data collection is a kind of descriptive (non-experimental) study, and in the view of the relation between variables is a kind of analytical and comparative study.

Collecting information resources is through library resources related to the subject of the study such as university libraries, organizations related with civil affairs, scientific databases, the internet and using three kinds of questioners for three target groups and comparing the opinions with each other. Target groups in this study are included 1: All members of nine city councils of Lenjan County. 2: Mayors and municipal employees of nine cities of Lenjan County. 3: People and citizens of nine cities of Lenjan County.

In public questioners, the number of participants is calculated by Cochran formula. From total 383 questioners, a number of them were distributed between people of each city regarding its population and then has been collected and analyzed by SPSS software.

In compiling, the questioner of city council members, mayors and employees the questions has been designed in such a way that in addition of responding to the hypothesis, purposes, opportunities and threats it also evaluates the weaknesses and strengths of councils, because at the end of the study some solutions will be provided through the SWOT model.

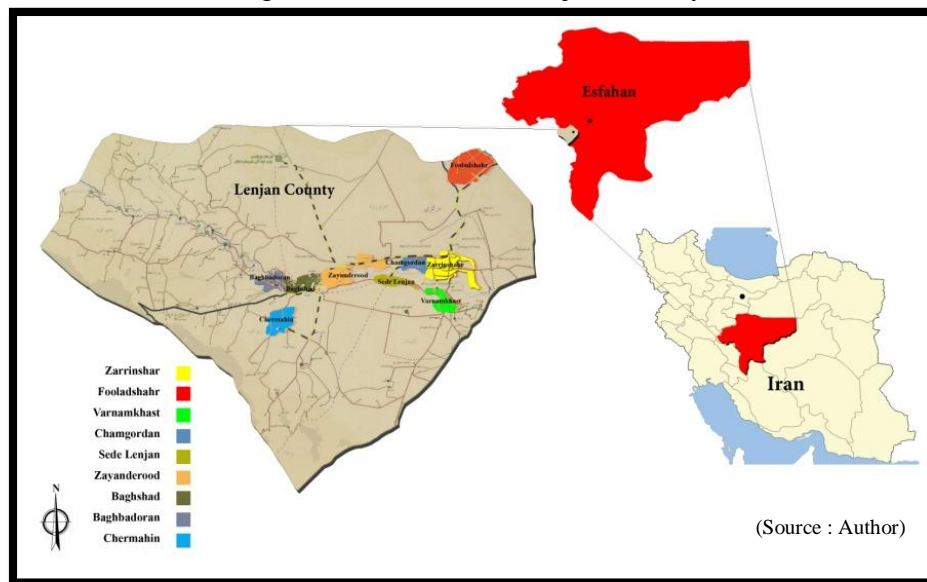
1-7 Research territory:

The performance and position of the City Council in municipal management and the success rate of this institution to create the civil society are the main subjects of this study.

The councils have launched to work since 29 April 1999 in Iran and until now, it has had four rounds. This aims to evaluate the performance of fourth round of this institution in nine cities of Lenjan County. The fourth round of city and rural councils began its work on 03/09/2013 and now it has more than two years old.

The study area of this research is Lenjan County from the Isfahan province in Iran. this county is located on the southwestern of Isfahan province with a population of over 246,510 people (Statistical Yearbook Lenjan county, 11: 2011), consists of two parts (central and Baghbahadoran), four rural districts and nine cities (Zarrinshahr, Fouladshahr, Varnamkhast, Chamgordan, Sede Lenjan, Zayanderood, Baghshad, Baghbahadoran, Chermihan) and 40 villages. The county because of the establishment of important industries such as steel, iron smelting and defense industry and proximity to the province of Chaharmahal and Bakhtiari and Khuzestan has an important role in the economy of Isfahan province.

(Figure 1: Location of Lenjan County)



In addition, crossing Zayanderood River from among a number of cities of this county has made it one of the important centers of agriculture especially in rice cultivation and tourism industry. Ethnic diversity (Bakhtiari, Turks, Arabs, and Persians), living in the north and northwest of the county makes it important for Esfahan province. Therefore examining the problems and issues of urban management in this county can have a big role in improving lifestyle and management conditions of the county and Esfahan province (J. Harandi, 315: 2009).

2- Views and theoretical bases

2-1 Management, today's need of world cities:

Urbanization and because of it the development of small and big cities is the characteristic of recent era and sustainable development of this cities depends on efficient planning and urban management (Razavian, 102: 2008).

According to the United Nations' report today, 54 percent of world's population is living in cities and it is expected that this statistic reaches to 66 percent by 2050. However, it is forecasted that urbanization with population growth can increase cities population to two billion and 500 million people by 2050 that this 90 percent increase will occur in Asia and Africa (UN report, 2014).

Cities and urbanization in Iran have had a remarkable growth during the past half-century the same as other developing countries. In such a way the city population of Iran has reached 31 percent in 1956 to over 71 percent in 2012 and also the number of cities has reached respectively from 199 to over 2000 in 2012 (poorahmad., et al., 158: 2014). Moreover, this despite the fact that due to various economic and cultural factors, this growth is continuing and requires devising authorities.

The global community of the 21st century is going to transition and new experiencing social, economic and management systems so the revision of the humanities and social sciences theories of urban studies has become an urgent need (Sasaki, 2: 2010).

Due to the increasing urbanization in the world, cities require management; urban management patterns are different in developing and developed communities and each of them due to their type of political regime use and form one kind of the urban management methods. Urban management patterns in the world often are based on two kinds: centralized and decentralized. In centralized patterns of management, central governments directly involved in city government but in the pattern of decentralized management, the government except for policy and planning and matters such as the defense of the territory and the security of people do not have any obligation about neighborhoods and cities. This model is based on direct popular vote and people monitored on work of City Council members who make decisions at different levels directly. Centralized management model is especially for developing countries and decentralized management model is especially for developed societies (Latifi, Nozarpoor, 16: 2007).

Nevertheless, different management models use in the countries around the world and each of them has its own characteristic. Advantages and disadvantages of each of these models are given in table 1.

(Source: Brake; Pour Asadi, 116: 2008)

Model's name	advantages	disadvantages
Mayor-council	Weak mayor	
	<ul style="list-style-type: none"> - Long historical Background - Elected Councils will satisfy the needs of their clients. - Its usage in small rural communities has responded very well. 	<ul style="list-style-type: none"> - Power and responsibility is scattered. - Lack of strong leadership. - The lack of strong political power may lead to clientelism and policy of machine
	Strong mayor	
	<ul style="list-style-type: none"> - A lot of work for one person. - The mayor will not be a professional manager 	<ul style="list-style-type: none"> - Strong leadership with focused responsibility facilitates the policy-making and performance.
Council-manager	<ul style="list-style-type: none"> - An expert (professional) manager is responsible to manage the city. - The council keeps control of policy in its hand. - The city will be run like a business enterprise. 	<ul style="list-style-type: none"> - Lack of strong and effective leadership. - Unwillingness of manager to perform the duties of policy-making. - Manager is known as a stranger that only follows the progress of his own business and life.
Commission plan	<ul style="list-style-type: none"> - In emergencies has been very successful. - Simple organization structure. - The implementation of policies is fast and direct. 	<ul style="list-style-type: none"> - One body does political and legislative tasks. - Lack of monitoring and balance. - There was not a person with the task of managing the entire collection. - The selection of legislators that have the ability of managing is complicated.
Open urban meeting and a urban meeting of representatives	<ul style="list-style-type: none"> - The purest form of democracy. - all holders of voting have right to comment on the administration of the city. - Deep historical background. - It has been very successful in small local communities 	<ul style="list-style-type: none"> - Do long-term planning is difficult. - The adequate education for all citizens is challenging. - Notification of annual meetings is particularly difficult. - Annual meetings are held with the presence of very low population

Selecting the type of urban management model reflects the attitude that governing the relation between the council and the mayor and above all it shows the rate of participation and executive power. One of the important debates on selecting the best management model is to determine how to manage the city and how to give power to the city managers; on the other hand, urban management model has a close relation with solving the issues of cities (Rahimi, 193: 2011).

2-2 urban management model in Iran:

After the Islamic Revolution in 1979 finally, the councils started their activities in 1996 with approving by law in 1999. During this period, the selected model to manage the affairs of the city was the council-city manager that like previous the manager of the city called as mayor. Law elects members of City Council elected for a 4-year period directly by the vote of voters. According to the Reform Act of 2003, the number of city councils' members with respect to the population of cities is variable from 31 in Tehran to five in cities with the population of less than twenty thousand. The municipal executive system led by the Mayor (City Manager) that he is selected by councils and he is who selecting deputies and heads of departments of the municipal and councils have no legal right to intervene in these areas by law. The mayor is responsive for decisions of the City Council and the mayor's dismissal is accepted with negative votes of two-thirds members of council after passing the legal process (Ahmad Akhondi and colleagues: 150, 2008).

Adopting the features of the city administration in Iran with management models show that because the mayor's selection and dismissal are done by city council so the management model in Iran's city is "council – administrators" model. However, the central government interference in the affairs of cities has led to differences between the status quo and theoretical models (Imani Jajarmi, 15: 2005).

2-3 Flaws in the city's management model of Iran:

We can discuss urban management problems in cities of Iran from different aspects.

2-3-1 most of the managers of cities do not have enough expertise in the field of organizational management and they are not practically familiar with urban planning and urban management.

2-3-2 most of the City managers while do not familiar with urban management areas often they are unfamiliar with hidden and unhidden issues of the city as well and Administrative red tape regulations make this problem much more (Shi'a, 51: 2003).

3-3-2 in the legal texts of Iran a character that is named mayor is mentioned frequently and some obligations and powers attributed to him, regardless of this that the mayor position is elected position and This is the beginning of some problems in the election of the mayor by the council. Because by law professional responsibility is not separated from the responsibility of leadership and political authority in Iran.

2-3-4 one of the characteristics that can be seen in the urban management of Iran is the lack of difference between the system of governance of urban offers at different levels of demographic and political as well as its associated mechanisms. In the current situation, all of the cities in Iran are governed by council-city manager model. While the international experiences show that in a country, different cities may have different levels of urban management and it is commonplace (Akhondi and colleagues: 153 and 154, 2008).

2-3-5 another shortcoming of urban management in Iran is to set up the balanced relationship between the council and the mayor because the lack of coordination and weak supervision can be the cause of the deviation from their goals and tasks. Iran's council-mayor relationship has not

been set correctly and it becomes the source of many problems in city governance (the same: 155).

2-4 Council's role in urban management of Iran:

Since the beginning of the councils' formation, there was a debate about the position of councils in their duty dimension between government officials and the members of the councils. On the one hand, the government looks at the councils as a tool to continue the governing of local areas. On the other hand, the councils know themselves, like the experience of local organizations, responsible for all local affairs, from policy making to planning and executing and they recognize for themselves an independent legal entity authorized for financial, organizational and administrative. These two construed from the position of councils are because of double standards that are well seen in the design of Islamic Councils' law (Imani Jajarmi, 185: 2013). The position of Councils on urban management should be considered in philosophy and participatory dimensions of their existence. Aspects of the Council's role in urban management can include different aspects such as: "decentralization and reform of administrative and decision-making in the administrative hierarchy- social, political and cultural development of social cohesion- Promote social justice preparing plans in accordance with people's needs- social monitoring (Ziyari, 23: 2005).

2-5 Pathology of council in Iran:

To specify the injuries of Council in Iran, we must remember the historical context that it has emerged and then consider the shortcomings of it. Also the formation of councils and the way that councils' members are selected and personality characteristics of the Iranian, when they face with corporate affairs, are other topics related with the pathology of councils in Iran.

At the beginning of the Islamic Revolution, councils have been discussed enthusiastically and recommendation of establishing it have been put in agenda at the outset of analyzing councils but its implementation takes about 20 years from 1978 to 1998, so that what remains from the council is a political action that is the selection of mayor. In view of the majority of legal professionals, the law of the state and provincial associations in Constitutional Revolution era have been more perfect than current law of councils.

However, legally speaking, council law, without paying attention to the independence of civil society, considers the councils as a subset of the executive branch that is fundamentally at odds with the Council's philosophy also another obvious point is the uncertainty of the councils' law. The Insufficiency of the Council is more specific when defining the scope of too small authority of the Council is considered together with people's expectations. This gap is the most important existing damage of Iran's Councils (The gap between the existing damage Iran's Council (Piran 89, 90:2004).

2-6 Evaluation of good urban governance in Iran:

The concept of “desirable governance or good governance” in the UN Charter and international law is created and nurtured in the shadow of the UN support. One important aspect of good urban governance theory is the participation dimension; the base and foundation of this theory is based on popular government- A government that the people will govern (Dekker, 43: 2004).

Good urban governance theory has also been discussed between Iranian theorists during the past few years; In Iran, responsibility, accountability, transparency, rule of law, electing municipal leaders and the existence of institutions that protecting the citizens are all of the criteria for good governance.

According to the World Bank's report, Iran is one of the weak countries in the area of good governance. According to the indicators mentioned, Iran has achieved 6.2 scores in 2012 (Ahad Nejad and colleagues, 11: 2013).

3- Research Findings

3-1 Check the performance and satisfaction of the people of the City Council:

After the summing up questions relating to performance and satisfaction, the performance and satisfaction of the people of nine cities of Lenjan County is comparatively investigated through the frequency distribution operation.

(Table 2: Proportion frequency of the performance of the City Council in the Lenjan cities comparatively)

		Zarrin shahr	Foolad shahr	Varna mkhast	Chamg ordan	Sede Lenjan	Zayand erood	Bagh shad	Baghba doran	Cher mihan
num ber	Respo nsive	105	118	31	26	32	15	9	15	24
	Non- respon sive	2	0	4	2	1	2	0	2	0
Coefficient of skewness		/584 0	0/922	-0/310	0/875 -	857 -0/	0/972	502 -0/	-0/610	/513 -0
the coefficient of skewness error		/236 0	0/223	0/421	0/456	414 0/	0/580	/717 0	0/580	/472 0
peak of chart		/272 -0	0/242	-0/118	0/479	644 0/	0/527	009 -0/	0/616	/526 1
peak of chart error		/467 0	0/442	0/821	0/887	809 0/	1/121	1/4	1/121	/918 0

Range of changes	9	8	11	8	10	8	3	7	9
Maximum	7	7	5	6	5	8	10	6	6
Minimum	16	15	16	14	15	16	13	13	15

Then, for better and easier analysis of performance and satisfaction we draw a graph, also, calculate variation range of three functional spectrums '1- Poor performance 2- average performance and 3-good performance, after that we prepared the frequency percentage of spectrums of performance and draw its graph.

(Figure 1: Percentage of the performance of the City Council in the Lenjan county comparatively)



In order to evaluate the performance and satisfaction of the people of the city councils in the Lenjan country, we can study the skewness coefficient of performance and satisfaction of people from councils. In fact, Coefficient of skewness measures the symmetry of a distribution. Cities with negative skewness in terms of performance and satisfaction are better than the cities with positive skewness. Cities like Chamgordan and Sede Lenjan with $-0/875$ coefficient of skewness had the best performance and Zayanderood with $0/972$ skewness coefficient, not satisfactory performance. In terms of satisfaction, Sede Lenjan with $-0/0502$ coefficient of skewness is the best city and Baghshad with $0/0118$ coefficient of skewness have had the lowest rate of satisfaction between the cities of the county.

(Table 3: the Performance of the cities of Lenjan councils' based on the skewness coefficient)

row	Name of city	coefficient Skewness of performance	coefficient Skewness of satisfaction	population
1	Sede Lenjan	-0/875	-0/0502	18654
2	Chamgordan	-0/875	-0/0205	16219
3	Baghbadoran	-0/61	-0/0138	9598
4	Chermihan	-0/513	-0/0105	13568
5	Baghbadoran	-0/502	-0/0066	4679
6	Varnamkhast	-0/31	-0/0038	17384
7	Zarrinshahr	0/584	-0/0024	60118
8	Fooladshahr	0/922	0/0053	66903
9	Zayanderood	0/972	0/0188	9514

By comparing the results of the skewness of Lenjan county's councils as well as the population of its cities between tow most populated and important cities of Lenjan county both of them have had poor performance.

Zarrinshahr as the center of the county and Fouladshahr after Zarrinshahr, the largest city of the county are tow most populated cities of the county that have 58 percent of the city's total population. By analyzing skewness coefficient of people's satisfaction from the performance of councils of the county, Zayanderood, Baghshd and Zarrinshahr are the poorest cities in terms of satisfaction. Population and distribution of neighborhoods are the major factors in satisfaction too, thus, we can say the councils have a poor performance in populated cities and in the cities with local and ethnic diversity. It proves the first hypothesis.

3-2 Examine the role of councils in the performance limits of Mayors:

The power of councils to limit the mayor's performance was examined based on the results of the public questionnaires. 54% of people agreed to increase councils' power to appointment and dismissal of the Mayor. According to the results, 78% of people agreed that the inappropriate expectations of councils about mayors have increased; 94% of people believed that the mayors have to interact with the council to protect their job position. Therefore, based on the results of public opinion can be said one of the limiting and weakening factors in urban management performance that are headed by the mayor is the power of councils in the mayor's patronage. It approves the second hypothesis.

3-3 Review the recognition of city council members from regulation of urban management:

According to experts in different cities, the fields related to the management, construction, and urban planning are the best courses that can help in the growth of urban management. Thus, the frequency percentage of related fields in each city is prepared separately. By comparing the frequency percentage of good performance in the cities of the county the percentage of related education except in Chermihan city, we observed a significant relation between the education and the performance. This relationship is very evident in Baghshad. Because Baghshad city is integrated from three villages and became a city in 2012, the members of current city council do not have any related education to urban management; among the cities of the country, it has a low level of performance (good level).

(Table 4: Comparison frequency percentage of education related to urban management and good performance)

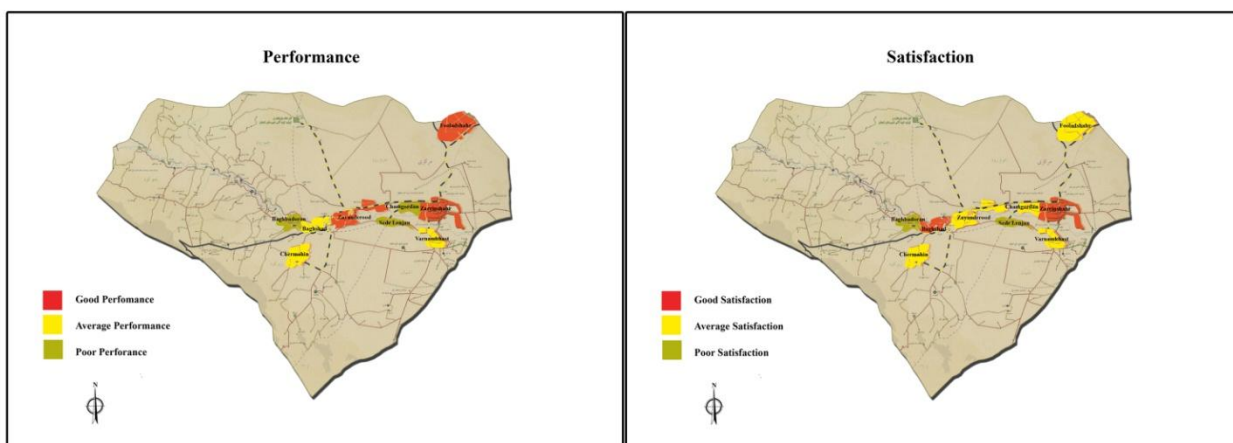
	Zarrins hahr	Foolads hahr	Varnam khast	Chamg ordan	Sed e Len jan	Zayand erood	Baghs had	Baghba doran	Cherm ihan
Percenta ge of related educatio n	23	45	40	40	40	40	0	20	6
Percenta ge of good perform ance	2/8	6/8	12/9	39/3	51/5	11/8	3/22	29/4	16/7

According to the relevant relation between performance and education, the third hypothesis is proven but it is not a sufficient condition for improved performance.

3-4 Assessing the performance and satisfaction of the people of the councils based on geographic location:

Studying the map of performance and satisfaction distribution, and considering that in this map the red is a sign of poor performance and satisfaction, yellow is a sign of average and green is good. We can say that western cities of the county due to the concentration of population and more ethnicities have poor performance and satisfaction. It confirms the fourth hypothesis.

(Figure 2: Performance and satisfaction of the people in the Lenjan country based on geographic



5-3 assessing Lenjan County’s urban management using SWOT model:

After evaluating of internal and external factors in terms of strengths, weaknesses, opportunities and threats, we score to each factor through reviewing the responses and then total points are calculated. At this stage, if the final score of the organization is less than 2/5 the organization as a whole suffered or threatened in terms of internal or external factors, and if the final score is greater than 2/5 the organization as a whole in terms of internal and external factors has strength points or opportunity.

(Table 5: total points of internal and external factors affecting on urban management in all cities of Lenjan county)

row	Name of city	IFE	row	Name of city	EFE
1	Sede Lenjan	3/12	1	Chamgordan	3/14
2	Chamgordan	3/06	2	Varnamkhast	3/1
3	Varnamkhast	3/06	3	Sede Lenjan	3/03
4	Chermahin	2/9	4	Baghshad	3/03
5	Baghshad	2/78	5	Zayanderood	2/87
6	Baghbadoran	2/78	6	Baghbadoran	2/8
7	Zayanderood	2/73	7	Zarrinshahr	2/7
8	Zarrinshahr	2/65	8	Fooladshahr	2/68
9	Fooladshahr	2/62	9	Chermahin	2/66
Total points		25/7	Total points		26/01
Mean (score of country)		2/85	Mean (score of country)		2/89

One of the advantages of using SWOT in the planning is to use development strategy. In this model, development strategies are in four types of aggressive SO, diversity ST, Reload WO, and defensive WT. At this stage, with regard to the development strategies of urban management in the Lenjan country, we prepare the urban management's table based on weakness, opportunities, threats and strength points. Of course, this strategy is the same for all the cities of the country.

(Table 6: development strategy of urban management in the city Lenjan)

Aggressive strategy SO (using the strength points to take advantages of opportunities)		
row	Number of strategies	Title of strategy
1	SO1	To give the opportunity to the various sectors of society to provide comments and views in order to create active citizens.
2	SO2	To defend the rights of the people and raise public funds through local government and non-centralization of the city and the province.
Diversity strategy ST (Use strengths to avoid threats)		
3	ST1	To use the potential of experience and education of council members in order to reduce the internal and political disputes.
review Strategy WO (Taking advantage of opportunities by overcoming weaknesses)		
4	WO1	Allocation of budget for the City Council to improve the monitoring performance and effective activity in accordance with expectations.
Defensive strategy WT (Minimize weaknesses and avoid threats)		
5	WT1	Providing the necessary conditions for the people for attending the public meetings of the City Council and monitoring this institution in order to increase satisfaction and improve its performance.
6	WT2	To put the condition of having related education with urban management and filtering the members before election in order to increase the knowledge of council members about the rules and regulations of urban management
7	WT3	Reduce the impact of selecting council members based on local ethnic prejudices through increasing the level of political culture.
8	WT4	Mayor's Independence in the final decision to reduce the effect of lacking overview over all areas and integrated management by council members.
9	WT5	Reform of laws and regulations related to the scope and powers of the City Council to strengthen the rule and legality and to prevent relationship and illegality.
10	WT6	Reform of laws and regulations governing the election of the mayor in order to reduce the adverse effects of removal and installation of the mayor by the City Council.

In continue to prioritize strategies for improving urban management in the Lenjan County each strategy is compared with factors of weakness, opportunities, threats and strength point. Finally, the total points earned by each strategy can be compared with each other in order to final prioritize the strategies.

After selecting the best strategies, we try to select the strategy for Lenjan County between existent strategies in order to improve urban management. Therefore, at this stage, the scores that are earned by each strategy are compared with each other. At this stage, each strategy's score is reviewed and prioritized from the highest.

(Table 7: The best strategy for the development of urban management, cities of Lenjan county)

Name of city	SO	ST	WO	WT
Zarrinshahr	11/33	11/06	9/65	12/16
Fooladshahr	11/36	9/78	8/67	11/35
Varnamkhasht	13/32	11/70	10/67	13/29
Chamgordan	11/55	11/38	9/68	13/05
Sede Lenjan	12/9	12/14	10/57	13/27
Zayanderood	11/67	10/82	8/4	11/72
Baghshad	13/05	11/45	9/29	12/57
Baghbadoran	11/55	10/60	9/68	12/04
Chermahin	10/46	11/04	9/36	11/84

After reviewing the mean of strategies, the SO1 strategy- means to provide an opportunity for people to say their comments and views in order to create active citizens- was activated for Fooladshahr, Varnamkhasht, Sede Lenjan, Zayanderood, and Baghshad. For Zarrinshahr, Chamgordan, Baghbadoran, and Chermihan the WT6 strategy- means to modify the laws and regulations related to selecting the mayor- was activated as the first priority strategy for independence and reducing the negative effects of removal and installation of the mayor by the City Council.

4- Conclusion

According to the results of this research, the fourth Islamic council in Lenjan County according to its relative performance has failed to meet the full satisfaction of the people and the authorities and the role of this institution in improving the urban management of city has been weak. The weakness of urban management is more evident in populated cities and cities that have ethnic diversity and scattered cities.

According to the results of the research the main reason of poor management in Lenjan County according to people and managers are:

- Lack of interaction and unity between councils
- Lack of education related to the urban management and lack of knowledge of laws and regulations.
- Low level of political culture of the people to appropriate chooses of council members based on knowledge and expertise and to avoid from ethnic issues and neighborhood oriented.
- Do not use the comments of different groups of people in the decisions of urban management.

- Lack of independence of the Mayor to make final decisions of urban management, because of council's power for appointment and dismissal of him.

According to the results of this study, it seems necessary to apply prepare management strategies in cities with ethnic diversity and use all comments of different people. In addition, it seems necessary to change in the model of the urban management in order to revise the laws that are related to select the council members, to clarify the performance of councils and more independence for the mayor in the management of the city.

On the other hand, it seems that by granting the municipality to the cities that are non-integrated and formed by gathering some villages with the independent entity they will have many problems in terms of urban management.

5- Suggestions

- In order to increase awareness and improve the conditions of selecting councils members, we suggest that before the election the candidates be registered and given to them a series of books related to the laws and regulations of urban management in electronic or written form. Then take an examination and those who can obtain required scores be permitted to participate in the election. In this way, the candidates before being a member of city council know about their powers and duties and as a result, it can be fruitful in electoral slogans and selection of mayor as well as the continuing work of the Council.
- In order to select the mayor, it is better that the councils offer multiple choices and then people select the final person. In this way, the role of the Council and people is preserved in the mayoral election.
- To improve the performance of councils and the continuous monitoring of people on their performance, it is proposed that the required infrastructure for the attendance of people at public meetings of the City Council be provided. So that people become familiar with the problems of the city and council decisions. In the current process, the role of people is just in the election of councils members and during the activity of councils, people do not have any serious role.
- Due to the vastness of Iran and the existence various ethnic groups in the country, and, as a result, existence of different management models in each area it is proposed that each province or section allows to use other urban management models instead of council-manager model and Each province according to the circumstances, choose the best method of municipal management.

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