ASSESSMENT AND PRIORITIZATION OF THE URBAN MANAGEMENT CHALLENGES IN ORDER TO EMPOWER MANAGEMENT SYSTEM (CASE STUDY: THE CITIES OF SISTAN AND BALUCHESTAN PROVINCE)

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ABSTRACT

The expansion of cities has led the designers, urban planners and experts to study the various aspects of urban management, urban development and analysis of management diversity to present new solutions. City and urban management are concepts that have close relations with each other. The interaction between elements of urban management that includes citizens, institutions of the city administration, Islamic council and the private sector can improve the performance of urban management. So, the goal of the present research is assessment and prioritization of the urban management challenges in order to empower management system (case study: the cities of Sistan and Baluchestan province). The research method is descriptive- analytic and documentary and library studies and based on field investigations. The weight of indexes suggests that the index of identical model of administration of the city of all cities with a final weight of 0.59 has allocated the highest rank and the index of restrictions on the tasks of urban management institutions and with the final weight of 0.15 have allocated the lowest rank. Finally, after determining the final weight of indices, the final weight of cities was studied. According to the results of analysis, it was shown that comparing to other studied cities, the cities of Zahedan, Zabol, Iranshahar are preferred.

Keywords: *Urban management, urban management challenges, empowerment, Sistan and Baluchestan province*

INTRODUCTION

Urbanization, population growth and the development of cities is one of the features of the modern era and expansion of these settlement centers depends on efficient planning and management. Since the spread of the phenomenon of urbanization are accompanied by several problems including traffic,

housing shortages, marginalization and peddlers, it will be necessary to have a thoughtful encounter to the problem of urban management and it is the urban planning in line with a flexible or dynamic urban management that can provide a better favorable, healthier and more pleasant environment for residents. Combination of management and city evokes the concept of organizing the matters relating to planning, mobilizing resources, guidance and control within the city limits. A concept that has involved different institutions because of its political structures and economic approaches. city is proposed as a source of development and urban management position within the city development and improvement of urban settlements has an important and decisive role. From another perspective, urban management can be considered as a regulated and sustainable development. It will be more important when we will be informed that the way of urban management on the flow of urban life can have the most important role in improving of human settlements and stability of urban development. Because the factor of urban planning regulator is emerged from efficiency of urban management. In this context, the logical production of energy, reducing of unnecessary consumption and recycling of natural resources are some of the contexts that considered the city as a source of development. the process of Urbanization and population urbanization has been intensified in Iran during the last few decades. The proportion of rural and nomad population have changed in such a way that today most of the population of country is urban population (Shia, 2003). Optimal urban management means scheduling problems, monitor projects and coordination of different sectors and the manner of plan implementation and providing the public needs that deal with it before birth until death. In other words, the management should try to monitor all administrative aspects of the urban areas and it should try for the proper conduct of the affairs and problems and provide the needs (Reja, 1921). The macro purpose of urban management is to create a livable environment for all, and with social justice, economic efficiency and environmental sustainability and urban management in urban housing and land limitations provides social services and infrastructure, economic and environmental development integrally (Sarafi and Esamil Zadeh, 1992). Associated with the concept and function of urban management, it can be stated that urban management has the technical and administrative aspects further and has a lower sovereignty compared to urban governance and management institutions of city are executor of government institutions that are usually proposed on national or local level (Akhondi et al, 2008). Urban management will be faced with a kind of challenge in the future in general and in particular in the twenty-first century. A challenge that it will be considered by itself as a function of the technological, demographic, economic, international and political developments and changes (Salehi, 2004). It is for years that inclusive growth with serious physical, social, economic, cultural and environmental challenges has applied intellectual community experts for solving problems of urban life and efficiency of urban management.

Visual structure of each city, although it is apparently the most superficial layers and the most common area of activity that includes the city's spatial structure but, on the other hand, it is the most visible manifestation of the physical aspect of economic, political, social and cultural relations governing within community of the city and it will show the interaction or conflict or disorganization existing in the heart of society to authorities of urban management by the most tangibly way. Therefore, the irregularities and abnormalities in the body reflected in every city is a sign of the ravages in the development process and management system deficiencies of that city and these physical abnormalities can be as resonator for keeping abnormalities in activity system or it can be creator of abnormalities in new activity system. Hence, exploring the visual physical-spatial structure of the city and efforts in organizing it will be considered as an important aspect of monitoring of urban development (Abdulla Khan Gorji, 2003). So for achieving sustainable human development in the city, the function of efficient urban management as a comprehensive management organization with very wide and diverse topics and phenomena of cities and urbanization is necessary.

The goal of the research

- Assessment of the efficiency and the performance of urban management.

- Planning for the improvement of urban management performance in order to achieve sustainable development.

THEORIES

Urban management

it can be stated that urban management has the technical and administrative aspects further and has a lower sovereignty compared to urban governance and management institutions of city are executor of government institutions that are usually proposed on national or local level (Akhondi et al, 2008).

Although, traditional approaches in urban management is based on centralization at the national level and decentralization at the local level, integrated planning at the national macro level, medium-term sectoral planning, closed and monopolistic system of government, and reactive measures regulating the status quo using technocratic solutions but on the contrary, new approaches to managing cities are based on decentralization at the national level and centralization at the local level, an open system and pluralistic in civil society, initiatives activities and facilitating optimal condition, social action and widespread participation (A research project to design optimal management system in urban complex of Tehran, 2005).

Key issues about the «best» ways of managing cities will involve a wide range of different topics such as the kind of government, the power of the mayor, the election of the mayor (by the council from among its members or outside the council), electing of the council and the mayor (in different ways, directly, by unanimous vote of the citizens, with separate votes on different areas of the city or in by combination), non-partisan secret vote , balance of the relationship between the council and the mayor, responsibility of city manager and political impartiality (Hall, 2005:2011).

The place of urban management in planning system

By definition and in terms of its practical tasks, urban management system is responsible for development planning and urban development and implementation of programs, projects and related projects. Performing of these designated tasks is a kind of planning identity for implementing it. In fact, the urban management will provide urban development plan for city within framework of social and judicial and economic planning system of country and then it will change the plan into operational project within the executive- administrative framework governing on country. based on it, the duties and organizational and executorial place of urban management can be defined as follows:

Explaining of the role of urban management system as a planner

This role can be studied in two formats of external and internal system relations, in the first format, relationship of Management and urban planning in relation to the general system of planning and higher levels of planning will be investigated. The most significant issue at these levels is the necessity of coordinating these levels with each other. In the second format, providing of a comprehensive physical, economic, social and financial program that is necessary for the efficient development of the city as the main task system will be considered.

Explaining of the organizational and executorial role of urban management system

The management system as an organizational and executorial system is a widespread organization and it involves necessary various elements for the administration of a city.

Although these elements involve a broad performance spectrum, however the core element of the organization is the municipality which is involved in all functions of the system especially in organizational and executorial issues. In fact, the mayor on the one hand, is considered as one of the most important elements of political and social management and on the other hand it is the most important executorial element of urban management system (Kazmian Shirvan, 1994).

Accordingly, the attitude of internal organizational of urban management should necessarily be generalized to lateral organizations and their activities and municipality should not be seen as an independent institution and separate from other organizations which opposes organizations in order to keep its internal organizational benefits. Urban management should be able to lead executorial projects from any organ to the benefit of citizens and in this respect, it should be familiar with all current technical concepts and service organs. such organs such as water and sewerage, electricity and telecommunications, and gas ... have less mutual contact, therefore urban management can be considered as a suitable coordinator and director for such use (Baigi, 1994).

Goals and strategies of urban management

The goal of urban management: strengthening the process of urban development is the theory aim of urban management system So that an appropriate field for comfortable and efficient living for citizens be provided at the standard level of community and in proportion to the social and economic features. In the format of this macro goal, three inclusive micro goals for all urban management systems can be determined as follows:

- Protection of the physical environment of the city.
- encouraging of sustainable economic and social development.
- Improving the working and living conditions for all citizens, with particular attention to low-income individuals and groups (Kazemin shirvan, 1994).

Urban management strategies:

To achieve these mentioned goals and tasks, the following fundamental strategies will be presented and provided:

- The transfer of responsibility for planning, management and the collection and allocation of resources by the government and the central organizations to urban management.
- attraction of public participation in the management of cities.
- improving of the organizational structure of the system and the personnel and legal system affairs.
- Improving of methods for economic and fiscal management.
- Emphasis on comprehensive and strategic management and planning.
- mobilization of all sources of urban development with active participation of the private sector and local community organizations.
- The emphasis on strategies (rehabilitation) in relation to housing and infrastructure with special assistance for low-income groups.
- organizing and improving the quality of physical environment of urban life, especially for the vast majority of the urban poor.

MATERIALS AND METHODS

The dominant approach in the research is qualitative and quantitative and the kind of research is practical. Comprehensive studies about the research indices have been conducted in the study area and some models have been used for analyzing the data. In this research for closer observation, the cities which have more than 100 thousand populations (Zahedan, Zabol Iranshahr, Saravan and Chabahar) have been studied.

THE GEOGRAPHICAL LOCATION OF THE STUDY AREA

Sistan-Baluchistan province is located at the southeast of country. Geographically, it is located at coordinates of 25 degrees and 29 minutes to 31 degrees and 3 minutes of north latitude and at 58 degrees and 51 minutes to 63 degrees and 20 minutes of east longitude. The mentioned province as the largest province in the country has 575 km common border with Kerman province, 188 km with South Khorasan Province and about 138 km with Hormozgan province.

Figure 1: Geographical location of Sistan and Baluchestan Province

THE RESULTS AND FINDINGS

Assessment and prioritization of the urban management challenges in order to empower management system (case study: The cities of Sistan and Baluchestan province) by using ELECTRE model.

Indices of urban management challenges

- Restrictions on the tasks of urban management institutions
- Identical mode of city administration in all cities
- Lack of integration of urban management
- Financial and structural problems

The research findings and the steps of conducting of research model

In this model it is assumed that the desirability of each dimension is steadily increasing or decreasing. Problem solving with this method requires a few steps that we will refer to these steps in the next section.

The criteria used in this study are qualitative. Qualitative criteria were considered as: very low, low, medium, high, very high and they were considered as «Positive». Then for converting qualitative to quantitative indices and putting them in the matrix of assessment and decision-making, we use the “distance bipolar scale”. Based on this scales, qualitative criteria were measured and were converted into quantitative criteria and its results has been reflected in Table (1).

Table 1: Conversion of qualitative to quantitative criteria

Financial and structural problems.	Lack of integration of urban management	Identical mode of city administration in all cities	Restrictions on the tasks of urban management institutions	criteria cities
8	5	7	7	Zahedan
8	5	6	7	Zabol

9	4	5	8	Iranshahr
8	3	5	7	Saravan
8	3	3	7	Chabahar

The reference: the research findings

Table 2: be Scale data

Financial and structural problems.	Lack of integration of urban management	Identical mode of city administration in all cities	Restrictions on the tasks of urban management institutions	criteria cities
64	25	49	49	Zahedan
64	25	36	49	Zabol
81	16	25	64	Iranshahr
64	9	25	49	Saravan
64	9	9	49	Chabahar
296	84	144	260	Total

The reference: the research findings

Table 3: Data obtained from divided by the square root

Financial and structural problems.	Lack of integration of urban management	Identical mode of city administration in all cities	Restrictions on the tasks of urban management institutions	criteria cities
0.465	0.545	0.583	0.434	Zahedan
0.465	0.545	0.5	0.434	Zabol
0.523	0.436	0.416	0.496	Iranshahr
0.465	0.327	0.416	0.434	Saravan
0.523	0.327	0.25	0.434	Chabahar

The reference: the research findings

Table 4: determine the weight to criteria

Financial and structural	Lack of integration of urban management	Identical mode of city administration in all cities	Restrictions on the tasks of urban management
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problems.			institutions
0.17	0.25	0.59	0.15

The reference: the research findings

The results of weight of indexes suggests that the index of identical model of administration of the city of all cities with a final weight of 0.59 has allocated the highest rank and the index of restrictions on the tasks of urban management institutions with the final weight of 0/15 have allocated the lowest-rank.

Table 5: Multiply numbers in matrix in the weighting of criteria

Financial and structural problems.	Lack of integration of urban management	Identical mode of city administration in all cities	Restrictions on the tasks of urban management institutions	criteria cities
0.074	0.130	0.349	0.069	Zahedan
0.074	0.130	0.3	0.069	Zabol
0.083	0.104	0.0249	0.079	Iranshahr
0.075	0.078	0.249	0.069	Saravan
0.083	0.078	0.15	0.069	Chabahar

The reference: the research findings

Determining of coordinated and uncoordinated sets

At this stage all options are evaluated with respect to all dimensions and coordinated and uncoordinated sets will be formed. Coordinated set includes all dimensions that an option has a more desirability that other options. For finding this desirability, the kind of decision making dimension should be considered in having both positive and negative aspects.

The matrix is calculated by the following equation:

Equation (1)

$$I_{kl} = \sum w_j, j \in S_{kl}$$

The criteria of KL S represent the relative importance of SK to SL. The amount of this criterion is a numerical value between zero and one and the more this amount, it will represent that SK has a high priority to SL, and vice versa.

Table 6: Specify the coordinate matrix

5	4	3	2	1	
0.85	0.85	0.85	1		1

0.85	0.85	0.85		0.50	2
1	1		0.15	0.15	3
0.85		0.000	0.15	0.15	4
	0.15	0.15	0.15	0.15	5

The reference: the research findings

The next step is to determine the uncoordinated matrix based on matrix V and it is obtained using the following formula:

Equation (2)

$$NI_{ki} = \frac{\max |v_{kj} - v_{ij}|, j \in D_{ki}}{\max |v_{kj} - v_{ij}|, j \in \sum A}$$

Table 7: Specify the uncoordinated matrix

5	4	3	2	1	
0.074	0.074	0.130	0		1
0.074	0.074	0.130		0	2
0	0		0.249	0.069	3
0.075		0.087	0.249	0.079	4
	0.083	0.078	0.15	0.000	5

The reference: the research findings

Table 8: effective coordination matrix

5	4	3	2	1	
1	1	1	1		1
1	1	1		0	2
1	1		0	0	3
1		0	0	0	4
	0	0	0	0	5

The reference: the research findings

Table 9: effective uncoordinated matrix

5	4	3	2	1	
0	0	0	0		1
1	0	1		1	2
0	0		1	0	3
1		1	0	1	4
	0	1	1	1	5

The reference: the research findings

The final matrix

Table 10: The final matrix

The final answer	Loss	win	5	4	3	2	1	
1	0	1	0	0	0	1		1
1	1	2	1	0	1		0	2
1	1	2	1	1		0	0	3
0	1	1	1		0	0	0	4
0	0	0		0	0	0	0	5

The reference: the research findings

Finally, after determining final weight of indices, the final weight of the cities will be studied. Based on the results of the analysis it was shown that Zahedan, Zabol, Iranshahr with rank 1 have the highest rank and cities of Saravan and Chabahar with rank 0 have obtained the lowest rank.

CONCLUSION

The system of decision making of each city has its functions like every system and its elements and relations should obey all of the system and keep its relation with outside elements of system interactively and if any of elements or relations acts unreasonably, the system will face with serious problems. Therefore, system of decision making of city with the goal of affairs administration of city and preparing a suitable environment for the citizens living is as a subset of the state and acts according to to the macro political structure of country. The decision making system of city as an open system has goals, environment, resources and executive specific methods for itself and if any of these factors be taken into recession, the system will have been disrupted and it cannot do its optimum performance and therefore it is necessary that the conditions and requirements of urban management system be provided and the role of people and their participation in urban management should be considered.

So, the goal of the present research is assessment and prioritization of the urban management challenges in order to empower management system (case study: the cities of Sistan and Baluchestan province). The research method is descriptive- analytic and documentary and library studies and based on field investigations. The weight of indexes suggests that the index of identical model of administration of the city of all cities with a final weight of 0.59 has allocated the highest rank and the index of restrictions on the tasks of urban management with the final weight of 0.15 have allocated the lowest-rank. Finally, after

determining the final weight of indices, the final weight of cities was studied. According to the results of analysis, it was shown that comparing to other studied cities, the cities of Zahedan, Zabol, Iranshahar are preferred.

SUGGESTIONS

Communication and interaction of the municipality, the city council and the people in the urban neighborhoods.

Creating a systematic approach in planning and urban management rather than temporal attitudes.

Forming a thought of strategic - structural planning.

Creation of appropriate institutional and legal contexts in order to apply an integrated urban management.

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