

Identification of Factors and Variables Affecting the Quantitative and Qualitative Promotion of Integrated Planning and Management in Urban Management of Karaj Municipality

Manouchehr Tabibian^{1*}, Alireza Rahimi¹ and Rahim Hashempour²

1- Department of urban Planning, Islamic Azad University, Qazvin Branch, Qazvin, Iran

2- Ph.D. assistant professor, Faculty of Architecture and Urbanism, Imam Khomains International University(IKIU)

Corresponding author: Manouchehr Tabibian

ABSTRACT: The present research, using exploratory-analytic method, aims to identify and prioritize the factors and variables influencing qualitative and quantitative promotion integrated planning and management in urban management of Karaj municipality. The research population consists of over 1300 subjects from all senior, middle, and lower managers and experts in Karaj Municipality and other administrative organizations of Karaj. Using Cochran formula and Morgan table, we have selected 300 people as the sample size. The selection was done through a systematic and eventually simple random sampling. For data analysis, the exploratory factor analysis test and non-parametric Friedman test were used. The software employed was SPSS. The results obtained from exploratory factor analysis indicated that of 40 items of the present research, 5 factors with the titles of the first: integrating and coordinating of the tasks of organizations in a specific framework (15.6), the second factor: developing specialized outlook, policies, and programs common for all organizations (14.6), the third factor: developing a regulatory mechanism to improve administrative processes and increase citizens' satisfaction (12.2), the fourth factor: improving organizational processes in order to update and specialize functions (10.1), and the fifth factor: improving regulations, clarification, and re-engineering the processes of providing services to customers (8.8) constitute 75.8 % of the total variance of the factors and variables influencing qualitative and quantitative promotion integrated planning and management in urban management of Karaj municipality. The non-parametric Friedman test also indicates that from the subjects' perspective: the first three factors: integrating and coordinating of the tasks of organizations in a specific framework, developing specialized outlook, policies, and programs common for all organizations, and developing a regulatory mechanism to improve administrative processes and increase citizens' satisfaction had the highest average in affecting the qualitative and quantitative promotion integrated planning and management in urban management of Karaj municipality, however, the lowest average goes to the fourth and the fifth factors: improving organizational processes in order to update and specialize functions and improving regulations, clarification, and re-engineering the processes of providing services to customers

Keywords: urban planning, urban management, integrated urban management, Karaj municipality.

INTRODUCTION

One of the major obstacles facing urban management, particularly in large cities, is the fragmented urban management in policy-making, decision-making, planning, directing, and monitoring. City is an open system whose structure each has its own functions. These performances and functions are changing as well as reproducing over spatial and temporal coherence. But, it should be noted that the whole urban system is more than all the

components, structures, functions, and performances, meaning that if the structures and functions of a city are broken down and divided, their reintegration will not have the form of the urban system any longer (Ahmadi, 2010).

Undoubtedly the result of this fragmentation or urban disturbances and parasites is the complex urban problems such as traffic, urban housing, and etc. It can be stated with certainty that urban problems can be minimized by an integrated management. The plan of urban unit management is one of the topics mentioned in the Third Plan. Based on the documents in article 136 of the Third Plan, the government is permitted to delegate those positions related to executive agencies concerned with urban management, if necessary, according to the joint proposal of the administration and employment organization and Interior Ministry accompanied by the relevant funding to the municipalities. About this in Section B of article 137 in the Fourth Development Plan it is mentioned that "the transferable positions of governmental agencies in rural and urban development and construction are delegated to municipalities and counties accompanied by the related financial resources with the passing of council of ministers" (Rahnamaei, 2011).

Also in the Fifth Development Plan, article 173, it is mentioned in the form of integrated urban management that government is permitted during the plan to prepare comprehensive plan of urban management with the aim of reaching a suitable structure and integrated urban management around the cities and sustainable development of cities, concentration of the management by delegating tasks and state positions to the private sector, cooperation, and municipalities, review and update laws and regulations of municipalities, and promote municipal unions. The intended meaning of the rules of the Third and Fourth Development Plans is urban unit management. Thus, in order to prevent these problems facing urban services we need to take steps toward modern urban management or the same integrated management. The integrated urban management is a theory to solve the remaining urban problems (Mohammadi, 2012).

Therefore, the present research aims to identify and prioritize the factors and variables influencing qualitative and quantitative promotion integrated planning and management in urban management of Karaj municipality, hence distinguishing it from other studies. In the first step, the factors and variables influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality are identified and classified. In the second step, these factors and variables are prioritized, hence for generalization of the findings of this study, the systematic approach has been applied so that the influential factors can be reviewed.

2- Research Objectives:

A: Main Objective

The main objective of this research is to identify and prioritize the factors and variables influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality.

Particular Objectives:

- 1 - Identification and prioritization of the factors and variables influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality.
- 2 – Evaluation of the impact of each factor upon the qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality.
- 3 - Prioritization of each the factors and variables influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality.

3-1 Research Questions:

- 1 – What are the factors and variables influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality?
- 2- To what extent does each of these factors and variables influence qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality?
- 3 - How each of the factors and variables influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality is prioritized?

The Theoretical and Empirical Basics of the Research

The city as part of a hierarchy of spatial system and of political and geographical divisions of every country is formed based different indices including: type of governance, management, knowledge, social enthusiasm and participation of people in decision-making system, and etc. City is the center of opportunities and a place for presenting potential human abilities The increasing centralization of people in urban areas and rapid growth of urban life caused by immigration and also natural population growth of the city have brought about problems in providing services suitable for the rate of population growth itself being one of the major obstacles facing duties

and provision of enough urban services to the citizens. This combined with people's reluctance to participate in urban construction activities, which is largely rooted in the method of concentrated administrative system, are some of the factors that are responsible for challenging the authorities' ability to meet the needs of the urban population. Therefore, efficient urban management function as an inclusive management institution involved in a very broad and diverse range of urban issues is necessary to ultimately achieve sustainable human development in the city. The system of decision-making in every city is like a functioning system whose elements and relationships have to work in accordance with the whole system and keep the relationships with outside system in a cooperative way, and if any element or relation fails to work in a logical manner, it would negatively affect the whole system (Scott, 2006). The urban management system tries to coordinate relations between urban elements with the aim of optimal management of the affairs of the city. Due to the vastness and interdisciplinary nature of urban management system as an open system, there are many factors involved, and without knowing the system, one cannot change the elements and relationships for the purpose of its goals. Because, art of planning means knowing the elements of system and making relationships between them, so that these elements operate in direction of the system goals. Disregarding the elements and failure to discover the relationships and the impact of each of the elements in decision-making system will never lead to a coherent, effective decision-making system oriented toward proper goals (Taherkhani, 2010).

The fact is that one of the major problems facing municipal services to citizens in an urban community is lack of coordination between organizations and institutions in carrying out the service. Background of many urban problems indicates many imbalances between urban service agencies. More disconcerting fact is that there is no cooperation between these organizations and the result of this fragmentation in urban management is reproduction of urban problems such traffic, unofficial housing unofficial employment, speculation in land and housing, and similar issues. It has happened many times that after the street pavement it is reopened due to the actions of other service-providing agencies such as water, electricity, gas, telecommunications.... This problem causes difficulties for both people and service-providing institutions, while it also adds to the general discontent. To address these shortcomings which in fact are instances of blatant waste of public funds, we have thought of a variety of ways. The result of this thought which today is proposed as the most important solution is using the output of carrying out the macro project "Integrated Urban Management" (Sarraf and Mohammadi, 2011).

At a Glance, efficient urban management means planning for all local affairs, policy making, conduct, organization, supervision, and coordination of urban issues. It can be used in the preparation of urban development plans, land and housing management, transportation, recycling, management of informal settlements, aging textures, environment, tourism, and cultural affairs. It should be though noted that these areas should be under the responsibility of municipalities and councils. Modern urban management also approves of integration in urban management and emphasizes its execution. Because of this approach in the management system, the rate of inevitable damage caused by some problems is reduced significantly. By bringing up the subject of "urban unit management" we do not mean seeking tenure and Urban Affairs is not aware and personalized management of macroeconomic management and urban management based on personal tastes. Rather, the main objective of this management is increasing the efficiency of the activities and performance of the urban management, and expanding the service providing space. Our present urban management is divided between various institutes, including municipalities (Shia, 2009).

The integrated urban management is a new approach formulated to solve the problems existing in urban managements of the country in the past two decades. But, we all know that the tendency toward urbanism and its attractions among people are so increasing that today cities have turned into the most important bases of development, growth, and center of changes. Thus, on the path toward a sustainable development, city is considered an important index whose growth has direct correlation with how to manage and its achievements. The characteristics index of urban management is to overcome the discord and disharmony among the urban management systems which can be achieved through close coordination of the goals and perspectives, integration of functions and systems, and efficiency of processes. Achieving integrated urban management requires defining and developing laws and frameworks in the macro- structure of the country and delegation of authority to the urban unit management. As such, the decision-making system of the city as a sub branch of governmental and in line with macro-structure of the country works with the aim of administering city affairs and providing proper living condition. The major parts of its aims are to the interest of macro aims of the country. Given the above, it can be concluded that the urban decision-making system, as an open system, has its own purposes, environment, resources, and specific methods of implementation and if each of these factors ends in stagnation, t system is impaired and cannot show its optimum performance (Mohammadi, 2012).

So, given the above and review of literature, the system and the integrated urban management system is a perfect space for taking advantage of the capabilities and potentials of urban management and unlocking its capabilities within a single integrated management.

Review of Literature

In general, the literature review extends the perspectives of analysis and makes the researcher familiar with other experts' opinions whose researches and ideas may inspire him in his research work. Accordingly, this section reviews the literature related to the research subject, though few studies have been done in this regard.

Presentation of model suitable for urban subdivisions based on integrated management (a case study in Mashhad) in 2004 by Hossein. Navaei as MS thesis was done at Tarbiat Modarres University. The results of the research indicated that the urban management in the world followed three models and in Iran, this management was assigned to municipality which after numerous changes made to laws, it is one of the effective elements in this area, with each organization doing a part of this task. Some of the organizations and companies had taken up urban divisions in order to provide better service, and on the basis of their criteria, have divided the city into several regions. The lack of coordination in these areas and managements is caused by various administrations. The need to integrate these managements is severely felt.

Feasibility Assessment of achieving integrated urban management, with emphasis on decision making (case study in Tehran) as a MS thesis done by Seyed Zohreh Mirabedini in 2010 at Allameh Tabatabai University concluded that integrated urban management refers to adopting a holistic approach and designing mechanisms for following the mentioned approach in managing the affairs of the city. In this study, the factors affecting the integration of urban management in the case of Tehran were identified through qualitative and quantitative methods. Quantitative results of the study obtained from collection of the opinions of managers and experts of urban management institutions and some government agencies in Tehran, show that four factors have negative impact upon integrated urban management: network of various institutions and organizations related to urban management, system, and power relations of urban area, the ground of existing urban rules and laws, and also information and communication infrastructure.

The Analysis of barriers to formation of an integrated urban management, with emphasis on the role of state institutions (metropolitan Tehran) by Seyyed Ali Hosseinpour at Modarres University in 2012 as a MS thesis; he has concluded that the urban management of Iran because of its focus on the political-managing structure of the country has a vertical-linear and one way relationship with the lower systems and national and regional systems of management, leading it on to passive management. Consequently, insufficient coherence in systemic interaction with lower and interior levels has turned it into a incoherent management. And eventually, in terms of environmental perspectives, the urban management of Iran because of lack of suitable political, social, financial, legal grounds and insufficient social activists is operating in an unfavorable environment.

Necessities and commitments of integrated urban management in Tehran metropolis by Dr. Nasser Barati , Amir Sameni and Mohammad Ali Soleimannejad at the Center of Planning and Studies of Tehran Municipality in 2012; The results indicated that despite the fact that Shemiranat and Ray have independent historical identity but are dependent upon metropolitan Tehran in terms of physical, functional, and identity. This cohesion and integration includes all aspects of Tehran metropolis, and over time, it has created an interconnected and intertwined cultural- social, administrative, political, economic, and physical network between the three cities of Ray, Tehran, and Shemiranat, turning them into a whole unit. As such, any division and disintegration in terms of administration just like disintegration of a system's components may result in serious damages to the body of metropolis of Tehran and finally bring about unfavorable effect upon the life of citizens and weaken the role and status of Tehran urban management in its administration. This innovation can also be a beginning for disintegration of Tehran so that in future we will witness increasing claims on dividing other parts of Tehran metropolis. Therefore, the existence of an integrated and coherent set in urban management of metropolitan Tehran is a prerequisite to achieve the strategic national and regional objectives for the metropolitan Tehran and Islamic Republic. And, the strengthening of the urban management of this metropolis, as the true mirror reflecting the whole system, ensures the promotion of Iran's power at regional and international scales. This important issue in turn is has a direct impact upon providing better urban services to citizens, and thus enhancing the efficiency of system of municipal services leads to achieving the prospects imagined for Tehran metropolis.

Identification of aspects and mechanisms of achieving integrated urban management by the method of meta-synthesis comes as another study conducted by Dr. Gholamreza Kazemian and Zohreh Mir Abedini in 2013 which was published in Proceedings of the Fourth Conference on Urban Planning and Management in Mashhad. Meta-synthesis approach is used to create innovative and integrated interpretation of the qualitative results which indicates findings beyond what is apparent in individual searches and studies. Integrated urban management is a

seemingly simple concept in order to coordinate the process and content of urban. The results of meta-synthesis confirms the point that most of the researchers have found the following factors effective for achieving integrated urban management: The structural reform of institutions, the relations between the elements involved in urban management, and improvement of urban management platforms and tools related to urban management including laws, regulations, and financial capabilities of municipalities.

Research Methodology

The present research is practical in terms of objective and exploratory-descriptive in terms of method or the way of data collection and is done through questionnaire. The research population consists of over 1300 subjects from all senior, middle, and lower managers and experts in Karaj Municipality and other headquarters of the district and municipal sectors of Karaj (water, regional government, electricity, telecommunications, police headquarter, etc.). Using Cochran formula and Morgan table, we have selected 300 people as the sample size. The selection was done through a systematic and eventually simple random sampling. . Thus, a number of experts and managers were randomly selected from the administrative districts and sectors of municipal headquarter of Karaj, 12 municipal regions, and urban organizations mentioned. The research tools include questionnaire made by the researcher and the research objectives. We calculated the reliability of the questionnaire by the Cronbach's Alpha. Thus, firstly, the questionnaire survey was conducted on a group of 25 subjects and then using Cronbach's alpha, the coefficient for internal consistency of the items related to scales of different questionnaires was calculated. The alpha coefficient obtained was 0.85. This result demonstrates the high amount of alpha and suitability of questionnaire for data collection. To determine its validity, faculty advisors, experts, and other professionals were consulted and then using their advice and revisions, the questionnaire was modified. Then, after final revisions, the questionnaires were completed by the sample population.

-Research Results and Findings

Table 1. Demographic distribution of respondents' characteristics

Description	Frequency	Percentage	
Gender	Female	10	3.3
	Male	290	96.7
	Total	300	100
Education	Bachelor	45	15
	Master and Higher	255	85
	Total	300	100
Age	20-30	40	13.4
	31-40	70	23.3
	41-50	120	40
	51 and Over	70	23.3
	Total	300	100
Job Experience	1-8years	30	10
	9-13	50	16.6
	14-19	100	33.3
	20-24	80	26.7
	25 years and more	40	13.3
Job	Total	300	100
	Executive	110	36.7
	Administrative	90	30
	Professional	100	33.3
Total	300	100	

According to the results of the above table, about characteristics, it is indicated that 96.7 % of the respondents were male and 3.3 % female. However, 15 percent of respondents had a Bachelor's degree and 85 percent of respondents had Master's and higher degrees. The 40.3 percent of respondents were in the age group 41-50 and 23.3 percent were in the age group 51 years and above. Overall, 36.7 % of the respondents were 40 years and under; 33.3 percent of respondents had professional jobs and 36.7 percent had executive jobs. Only 30 % had administrative jobs. 33.3 percent of respondents had 14-19 years job experience and 40 % also had 19 years and more job experience.

Factor Analysis Test:

The first question test: What are the factors and variables influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality?

The second question test: To what extent does each of these factors and variables influence qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality?

Usually, due to the nature and scale of the variables measured in social and economic researches, we are faced with a large number of variables (items). On the other hand, for better and more exact analysis of data and achieving more scientific and operational results, the researcher seeks to reduce the data size and also design a new structure for his data. The statistical method for this purpose included in SPSS is factor analysis. The main purpose of factor analysis is study of the order and structure existing in multivariate data.

Therefore, factor analysis is based on two tests, both of which indicating as to whether the data are suitable for factor analysis or not? In other words, in factor analysis, first we must ensure that the available data can be reduced into some latent factors or not. To understand this issue, there are two tests of KMO and Bartlett in factor analysis. As for the value (KMO), the results of factor analysis (0.83) indicate the suitability of data and intended variables for factor analysis or in other words, the data is reduced to a series of fundamental and latent factors. Bartlett test with error level less than 0.01 is significant indicating that the correlation matrix between factors and items (variables) is not a single matrix. This means that, on the one hand, the intra-item correlation is suitable, and on the other hand, the correlation between each factor and the set of items is different from the correlation between other factors with other sets of items. In sum, according to these results, the discovery of a new structure of data and research variables is possible.

Table 2. KMO and BARTLETTS Tests

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.83
Bartlett's Test of Sphericity	Approx. Chi-Square	2721.658
	Df	780
	Sig.	.000

Thus of the total of 40 items, 5 factors are formed. The factors one to seven were respectively able to explain 25.1, 20.1, 16.1, 8.1, and 6.4 % of the variance and changes of variables. In total, the five factors above constitute 75.8 % of the total variance of the factors and variables affecting the quantitative and qualitative promotion of integrated planning and management in urban management of Karaj municipality. The following table also indicates the correlation matrix of items and factors after rotation. Thus, these factors due to the compatibility of their nature and the factor values are classified into 5 categories as the factors and variables affecting the quantitative and qualitative promotion of integrated planning and management in urban management of Karaj municipality.

Table 3. The Correlation Matrix of Factors after Rotation

Factor Value					Items
Fifth Factor	Fourth Factor	Third Factor	Second Factor	First Factor	
				0.87	coordination between administrative departments of various organizations
				0.71	Integration of organizational tasks in the city
				0.81	Coordinating municipal and executive activities between organizations
				0.77	Existence of a leadership center between urban organizations
				0.69	Coordination of activities of the dependent units with plans, objectives , and policies specified
				0.70	Creation of a hierarchical system in decision-making and implementation in a single center of urban management unit
				0.82	Preventing individuals from making decisions on Urban Affairs
				0.69	Coordination and integration of activities within the public sector, public organizations, and beneficiary groups in the city
				0.77	Creation of a hierarchical system in decision-making and implementation in a single center of urban management unit
				0.79	Agreement on the need for joint actions
				0.80	Interactive management compatible with urban affairs
				0.76	Cooperative and group thinking among employees in the form of a single unit of urban management
			0.66		Reengineering activities based on organizational goals and eliminating unnecessary urban activities
			0.77		Eliminating duplication and parallel works in municipal organizations.
			0.69		Governance of systemic thinking among executive directors
			0.70		Planning appropriate for political, social, cultural conditions of urban communities

	0.82	Appropriate planning for the conditions and economic situation of the cities and municipalities of the country
	0.69	Long-term planning and shared urban landscape
	0.87	A control room and headquarter of decision and policy making in the city
	0.71	Specified and designed planning mechanisms for the implementation of all urban projects
	0.81	Possibility for more planning and more specialized activities for organizations
	0.77	Better allocation of required and adequate resources to urban projects
	0.68	Monitoring the urban programs by specified responsible institutes at different levels
	0.69	Specified programs which are controllable by urban management
	0.70	Increasing people's satisfaction with proper performances
	0.82	Avoiding wasting of urban capitals and resources
	0.69	Trust and satisfaction of people with organizations in charge of urban affairs
	0.77	Persistently reforming and improving process
	0.79	Evaluation and assessment of effectiveness of municipalities
0.58		Defining and assigning specific tasks and duties for each of the organizations responsible for urban affairs
0.68		Specialization of activities and avoiding parallel working by organizations
0.69		Defining integrated and identical mechanisms in responsible organization for attracting capital investment in urban plans and projects
0.70		Mobilizing resources and technical forces of organizations to accelerate development of urban projects across the city
0.82		Promoting the working culture and participation of all employees of organizations in the fate of their own city
0.69		Modern urbanism appropriate for today's standards of the developed countries
0.69		Eliminating duplication and parallel working in municipal organizations.
0.72		Efficiency, transparency in laws and regulations, and administrative directives of organizations in urban affairs
0.81		Developing supporting and encouraging guidelines for actualization and application of urban potentials and capabilities
0.88		Amending the red tape (restrictive laws and regulations) in the form of a single unit of urban management
0.77		Accelerating the operation in doing tasks and activities assigned

First Factor: Integrating and coordinating the tasks of organizations in a specific framework

- coordination between administrative departments of various organizations
 - Integration of organizational tasks in the city
 - Coordinating municipal and executive activities between organizations
 - Existence of a leadership center between urban organizations
 - Coordination of activities of the dependent units with plans, objectives , and policies specified
 - Creation of a hierarchical system in decision-making and implementation in a single center of urban management unit
 - Preventing individuals from making decisions on Urban Affairs
 - Coordination and integration of activities within the public sector, public organizations, and beneficiary groups in the city
 - Creation of a hierarchical system in decision-making and implementation in a single center of urban management unit
 - Agreement on the need for joint actions
 - Cooperative and group thinking among employees in the form of a single unit of urban management
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Second Factor: developing specialized outlook, policies, and programs common for all organizations

- Reengineering activities based on organizational goals and eliminating unnecessary urban activities
 - Eliminating duplication and parallel works in municipal organizations.
 - Governance of systemic thinking among executive directors
 - Planning appropriate for political, social, cultural conditions of urban communities
 - Appropriate planning for the conditions and economic situation of the cities and municipalities of the country
 - Long-term planning and shared urban landscape
 - A control room and headquarter of decision and policy making in the city
 - Specified and designed planning mechanisms for the implementation of all urban projects
 - Possibility for more planning and more specialized activities for organizations
 - Better allocation of required and adequate resources to urban projects
-

Third factor: developing a regulatory mechanism to improve administrative processes and increase citizens' satisfaction

- Monitoring the urban programs by specified responsible institutes at different levels
- Specified programs which are controllable by urban management
- Increasing people's satisfaction with proper performances
- Avoiding wasting of urban capitals and resources
- Trust and satisfaction of people with organizations in charge of urban affairs
- Persistently reforming and improving process
- Evaluation and assessment of effectiveness of municipalities

Fourth factor: improving organizational processes for updating and specializing functions

- Defining and assigning specific tasks and duties for each of the organizations responsible for urban affairs
- Specialization of activities and avoiding parallel working by organizations
- Defining integrated and identical mechanisms in responsible organization for attracting capital investment in urban plans and projects
- Mobilizing resources and technical forces of organizations to accelerate development of urban projects across the city
- Promoting the working culture and participation of all employees of organizations in the fate of their own city
- Modern urbanism appropriate for today's standards of the developed countries

Fifth factor: improving regulations, clarification, and re-engineering the processes of providing services to customers

- Eliminating duplication and parallel working in municipal organizations.
- Efficiency, transparency in laws and regulations, and administrative directives of organizations in urban affairs
- Developing supporting and encouraging guidelines for actualization and application of urban potentials and capabilities
- Amending the red tape (restrictive laws and regulations) in the form of a single unit of urban management
- Accelerating the operation in doing tasks and activities assigned

Friedman Non-parametric Test

The Third Question Test - How each of the factors and variables influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality is prioritized? Friedman non-parametric test is one of the statistical tests used for ranking and prioritizing the multilevel variables by ordinal (sequential) scale. In the present research, in order to prioritize the average of factors influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality the nonparametric Friedman test was used. The hypothesis test indicated that statistically, with the confidence level of 0.99 and error level of 0.01 there is significant correlation between factors and variables influencing qualitative and quantitative promotion of integrated planning and management in urban management of Karaj municipality. The following table confirms this issue:

Table 4. Results Obtained from Friedman Test

Ranking Average	Factors
15.6	Integrating and coordinating the tasks of organizations in a specific framework
14.7	Developing specialized outlook, policies, and programs common for all organizations
12.2	Developing a regulatory mechanism to improve administrative processes and increase citizens' satisfaction
10.1	Improving organizational processes for updating and specializing functions
8.8	Improving regulations, clarification, and re-engineering the processes of providing services to customers
$X^2=412.116$ $df=4$ $p<0.01$	

Thus, the comparison between factor rankings and the variables influencing the qualitative and quantitative promotion of planning and integrated management in urban management of Karaj municipality indicated that Integrating and coordinating the tasks of organizations in a specific framework (15.6), developing specialized outlook, policies, and programs common for all organizations (14.6), and developing a regulatory mechanism to improve administrative processes and increase citizens' satisfaction (12.2) have the highest influence upon the qualitative and quantitative promotion of planning and integrated management in urban management of Karaj municipality. The lowest average, however, goes to improving organizational processes for updating and specializing functions (10.1) and improving regulations, clarification, and re-engineering the processes of providing services to customers (8.8).

Implications and Solutions:

Based on the research results and findings, the implications and solutions of the research are as follow:

1. According to the results and finding obtained from factor analysis, integrating and coordinating the tasks of organizations in a specific framework is considered the most important and effective factor. As such, the following acts are recommended:

Eliminating duplication and parallel working in municipal organizations
Prioritizing the financial resources and funding of major urban projects by a single management unit
Admitting to one's individual responsibility and accountability in the form of a management unit
Trusting in an efficient management system so that the employees of companies and factories dependent on them would follow urban projects
Consideration for the ideas and proposals of all executive agencies and ensuring its executive guarantees
Administrative axes for controlling and advancing executive affairs
Establishing meetings between organizations on the levels of senior managers, middle managers, and lower-level managers, and, removing obstacles to proper development of urban projects;
Coordination in decision-making and implementation of urban duties among agencies in charge
2- Developing specialized outlook, policies, and programs common for all organizations is another factor obtained from the research results and findings. The following points are important in Developing specialized outlook, policies, and programs common for all organizations:
Thorough knowledge of city's status and the issues relevant to it with regards to the subject of integration of urban activities and duties
Consideration for the ideas and proposals of all executive agencies and ensuring its executive guarantees
Developing long-term plans with regards to assessment of needs and prioritization of the main needs of citizens
Forming a permanent work-team for planning and designing professional plans in various areas of urban issues and reporting to urban authorities
Paying attention to the necessity of compatibility between urban development and marginal environment
3- Developing a regulatory mechanism to improve administrative processes and increase citizens' satisfaction is another factor which according to the results and findings of research is effective upon success of integrated urban management:
Employing expert and experienced staff in their own professional positions appropriate for executive work and using related advisors with high executive ability
Establishing meetings between authorities and the advisors of related agencies in urban issues for sharing thoughts
Coordination between agencies in monitoring the processes of working on urban projects
Special attention paid to tribal and population texture of Karaj in which immigrants from various tribes are residing
Avoiding common administrative compliments and politicization of decision-makings, planning, and implementations of major urban projects
Exact monitoring of implementation process of projects from the time of defining the project to utilization by assigning experienced experts on them
Effective and efficient use of machinery and manpower and speeding in the implementation of projects;
Integration of organizations and the institutes related to urban management;
Structural reform and human resources of the mentioned institutes with the approach of integration of management functions of agencies;
Consensus among the authorities of agencies over macroeconomic management issues ;
designing strategic plan to guide the current system toward actualization of integrated urban management system and resolving legal issues.
5 - Improving regulations, clarification, and re-engineering the processes of providing services to customers is another factor which has a considerable and significant position in promotion of planning and management in integrated urban management system. The following points explain about this importance and necessity:
Elimination or modification of rules and regulations and parallel circulars in line with integrated urban management;
Appropriateness and reasonable speed in carrying out urban projects;
An administrative axes for controlling and advancing executive affairs
Establishing meetings between organizations at the levels of senior managers, middle managers, and lower-level managers for two sections: coordination and removal of obstacles to proper development of urban projects.

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