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Identifying the challenges and obstacles affecting integrated urban management in Tehran Municipality

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ABSTRACT

This research explores the challenges and obstacles impacting integrated urban management in Tehran Municipality using an exploratory-analytical approach to identify and prioritize the influencing factors. The study involved a sample of 300 participants selected from a population of over 1,300 senior, middle, and junior managers, as well as experts from Tehran Municipality and other administrative organizations, utilizing systematic and simple random sampling methods. Data analysis was conducted through exploratory factor analysis and the non-parametric Friedman test using SPSS software. The exploratory factor analysis identified five primary factors affecting integrated urban management: integrating and coordinating duties within a common framework (15.6), developing a shared vision, policies, and programs (14.6), establishing monitoring mechanisms to improve administrative processes (12.2), enhancing organizational processes to modernize functions (10.1), and reforming laws and re-engineering service delivery (8.8). Together, these factors account for 75.8% of the total variance in factors influencing integrated urban management in Tehran Municipality. The Friedman test results indicate that the first three factors integrating duties, developing a shared vision, and establishing monitoring mechanisms exert the most significant impact on integrated management, while enhancing organizational processes and reforming laws demonstrate the least influence.

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INTRODUCTION

Integrated urban management in the metropolis of Tehran faces both hidden and visible challenges due to the city's unique characteristics, including its geographical expanse, social diversity, and rapid urban growth. These factors complicate decision-making processes, policy design, and program implementation. As the political, cultural, and economic center of the country, Tehran encounters multiple pressure points that necessitate comprehensive and coordinated approaches to management. However, various structural, operational, and environmental issues have made achieving the necessary coordination for integrated urban management difficult (Charousayi & Ilanloo, 2020). One significant challenge faced by urban management in Tehran is the diversity and complexity of governance structures (Abdali et al., 2019). The presence of numerous institutions and organizations with overlapping and sometimes conflicting responsibilities has created obstacles in the planning and execution processes in this metropolis. This lack of cohesion among different sectors often hampers the implementation of coordinated policies and leads to fragmentation in decision-making. Such a situation can severely limit the municipality's ability to address major urban issues, including infrastructure development and urban services (Sarvar et al., 2018). Furthermore, the expansive and rapid physical and social transformations in Tehran also present a complex challenge for city management. Rapid urban growth, population increase, and the expansion of peripheral areas have exerted additional pressure on the city's existing capacities. In many cases, these developments have outpaced the planning and management capabilities of the metropolis, leading to inconsistencies between current changes and ongoing projects. Additionally, the lack of adequate mechanisms to align urban management projects with continuous changes in social and physical domains hinders the effective adaptation of programs to existing realities (Joodaki & Ghasempour, 2021).

Another factor influencing integrated urban management is the gap between the executive and specialized sectors related to urban management. Inadequate interaction between managers and specialists in these areas often results in programs and policies that are either not sufficiently scientific and practical or fail to address the complexities of urban life in Tehran. This distance between managerial decision-making and expert analyses in social, economic, and environmental fields undermines the effectiveness and impact of urban management policies (Amirenghabi et al., 2023). Alongside these challenges, the environmental and ecological conditions in Tehran have also become serious obstacles to achieving integrated management. Pressures from air pollution, deteriorating urban infrastructure, limitations on natural resources, and climate change issues require comprehensive and focused programs to address the environmental consequences in the city. However, in many cases, the lack of alignment between environmental policies and other management aspects hinders the implementation of such efforts in a coordinated and effective manner (Sarvar et al., 2018, Dolatabadi and Saadat, 2024). In addition to these issues, the relationships between government institutions and Tehran Municipality also contribute to the fragmentation of actions and confusion in prioritizing initiatives. The absence of coordination among various sectors and the lack of a common vision result in efforts that not only lack sustainability but ultimately lead to the waste of resources and time (Khodashahi et al., 2019). Thus, urban management in Tehran faces layers of diverse issues and challenges that require a deeper understanding of the underlying causes and dimensions of these problems. These structural, social, environmental, and operational issues have complicated city governance and hindered the realization of sustainable development goals. Accurately identifying these challenges and providing strategies that can help reform systems and enhance coordination among different sectors will be a key step to-

wards achieving integrated urban management (Sanaei et al., 2020).

In this context, this study aims to identify the challenges and obstacles affecting integrated management in Tehran Municipality, which distinguishes it from other studies. The first step involves recognizing and categorizing the challenges and obstacles relevant to integrated management in Tehran Municipality, and the second step entails prioritizing these factors and components. A systemic approach has been utilized to comprehensively analyze the influential factors. This research seeks to address the following questions:

1. What are the challenges and obstacles affecting integrated management in Tehran Municipality?
2. What is the extent of each challenge and obstacle impacting integrated management in Tehran Municipality?
3. How is the prioritization of the urgency and significance of each challenge and obstacle affecting integrated management in Tehran Municipality determined?

MATERIALS AND METHODS

Integrated urban management

Integrated urban management, as a multifaceted and complex concept, strives to establish comprehensive coordination between city institutions, processes, and policies in order to achieve sustainable development goals, reduce urban challenges, and increase citizen satisfaction. This concept is based on various theoretical principles, managerial dimensions, and objectives that in fact provide a discipline-oriented framework for studying, designing, and implementing urban policies (Mirmasoudi et al., 2022, Amiri et al., 2022).

The nature of integrated urban management

Integrated urban management refers to the coordination among all urban sectors, including government organizations, municipalities, the private sector, and civil society, which must operate under a unified strategy and vision. In

this concept, the city is viewed as a complex system where its various components, including infrastructure, public services, environment, economy, and community, need to be planned and managed harmoniously. This coordination requires the elimination of siloed management, increased interaction among institutions, and the prevention of redundancies. Furthermore, integrated management seeks to address issues such as organizational contradictions, redundant processes, and the lack of coherence in policymaking and implementation (Sohrabi et al., 2019). Integrated urban management refers to the coordination among all urban sectors, including government organizations, municipalities, the private sector, and civil society, which must operate under a unified strategy and vision. In this concept, the city is viewed as a complex system where its various components, including infrastructure, public services, environment, economy, and community, need to be planned and managed harmoniously. This coordination requires the elimination of siloed management, increased interaction among institutions, and the prevention of redundancies. Furthermore, integrated management seeks to address issues such as organizational contradictions, redundant processes, and the lack of coherence in policymaking and implementation (Gouzarzi and Abiat, 2024).

Theoretical models

The theoretical foundations of integrated urban management are based on various theoretical models, each addressing the dimensions of urban integration from specific perspectives: Urban Governance Model: This model emphasizes the importance of participation from various urban actors, including the government, the private sector, and citizens. Urban governance occurs precisely when all parties actively participate in decision-making, oversight, and policy implementation. This model links the concept of integrated management to strengthening interactions and accountability among institutions (Zheng, 2022). Systemic Model: This model

views the city as a dynamic system where its various components (social, environmental, physical, and economic) interact with one another. Integrated management, based on this theory, focuses on creating coordination among these subsystems to ensure sustainable functioning of the city (Annus et al., 2022). Sustainability Model: This model addresses the economic, social, and environmental dimensions of the city and seeks to integrate these three aspects into urban policymaking. Integrated management, founded on the sustainability theory, aims for a lasting future for cities by prioritizing social justice, preserving urban ecology, and ensuring economic growth (Lee et al., 2023).

Key Principles and Components

The theoretical foundations of integrated urban management are built on principles that serve as the fundamental pillars of this concept and provide a framework for its implementation and operationalization (Zang et al., 2022; Williams, 2021):

- **Inter-agency Coordination and Collaboration:** This principle emphasizes the necessity of communication and interaction among various urban institutions, ranging from government organizations to municipalities and the private sector. This coordination should be such that it prevents conflicts in policymaking and implementation.
- **Accountability and Transparency:** Urban management must have the capacity to respond to citizens' needs while also providing the necessary transparency in policymaking and operations to foster public trust.
- **Inclusivity:** Citizen participation in city management, including the formulation of policies and programs, is a key dimension of successful integrated urban management. This participation enhances the effectiveness of programs and better aligns them with the actual needs of citizens.
- **Common Vision:** Integrated urban management should operate based on a shared mission and vision among all actors. This vision

serves as a guide for all urban decisions and actions.

- **Optimal Resource Distribution:** One of the objectives of integrated urban management is to optimize the use of available resources, whether financial, human, or natural, to increase productivity within the urban system.
- **Resilience:** Cities face rapid and unpredictable changes on a daily basis. Integrated management must be able to operate in a manner that allows for adaptation to these changes.

Goals of Integrated Urban Management

Integrated urban management pursues both short-term and long-term goals aimed at sustainable development and strengthening governance in cities (Deveci et al., 2022; Baqa et al., 2021, Goudarzi and Majdeh, 2024):

- **Reducing Structural Challenges:** Integrated urban management seeks to address structural problems arising from the fragmentation of institutions and conflicting policies.
- **Increasing Efficiency:** Focusing on the harmonization of actions and preventing redundancies leads to increased efficiency and effectiveness in urban management.
- **Sustainable Development:** Attention to environmental, social, and economic dimensions is among the key objectives of integrated urban management.
- **Enhancing Quality of Life:** Integrated urban management focuses on improving facilities, services, and the living environment for citizens to increase public satisfaction and welfare.
- **Strengthening Citizen Participation:** Participatory management seeks to involve citizens in decision-making and enhance their role in shaping the future of the city.

Dimensions of Integrated Urban Management

Integrated urban management comprises various dimensions, each encompassing a specific aspect of metropolitan management (Wu et al., 2022; Corrente et al., 2023, Nasiri Hendekhale et al., 2025):

- **Spatial-Physical Management:** This dimension

focuses on coordination in urban design, land resource preservation, infrastructure development, and reducing urban sprawl.

- Social Management: Focusing on the needs of people, social justice, and citizen participation is part of this dimension, which addresses the human and social relationships within the city.
- Environmental Management: This dimension emphasizes the preservation of the environment, reduction of pollution, and provision of a sustainable environmental framework for future generations.
- Economic Management: The economic aspect of urban management is concerned with the allocation of financial resources, increasing urban revenue, and supporting sustainable economic activities.

Integrated urban management aims to eliminate fragmentation of institutions and policies by creating coordinated and agile structures. This concept, through its foundational principles, pursues a vision of sustainable development and enhancing the efficiency of the urban system, emphasizing interactions among government, the private sector, and civil society. Integrated urban management is not just a management tool; it is a framework that can guide cities toward better governance and greater sustainability.

Methodology

The present study is applied in terms of its objective and falls within the category of descriptive-exploratory research, which has been conducted using a survey method. The statistical population of this research includes all senior, middle, junior managers, and experts in Tehran Municipality and other organizations within the urban region of Tehran (such as the Water and Wastewater Department, the Governorate, the Electricity Department, the Telecommunications Department, the Police Command, etc.), totaling over 1,300 individuals. Using Cochran's formula and Morgan's table, a sample size of 300 individuals has been determined. The method of selecting individuals is simple random sam-

pling. Consequently, a number of experts and managers from the administrative sectors of the central municipality and districts, as well as the mentioned urban organizations, have been selected completely at random. The research tool includes a researcher-developed questionnaire based on the research objectives. In this study, Cronbach's alpha method has been used to calculate the reliability of the questionnaires. Initially, the research questionnaires were administered to a group of 25 individuals, and then Cronbach's alpha was used to compute the internal consistency coefficient of the items related to the various scales of the questionnaire, resulting in a Cronbach's alpha coefficient of 0.85. This result indicates a high level of alpha and the appropriateness of the questionnaire tool for data collection. To determine its validity, consultations were held with supervisory and advisory professors, experts, and other specialists, and the questionnaire was adjusted based on their corrective feedback. After final revisions, the questionnaires were completed among the statistical population.

DISCUSSION AND FINDINGS

Descriptive statistics

According to the results obtained from the above table regarding the personal characteristics of the respondents, it is observed that 96.7 percent of the respondents were male and 3.3 percent were female. At the same time, 15 percent of the respondents had a bachelor's degree, while 85 percent of the respondents had a master's degree or higher. On the other hand, 40.3 percent of the respondents were in the age group of 41-50 years, while 23.3 percent were in the age group of 51 years and above. In total, 36.7 percent of the respondents were 40 years and younger. 33.3 percent of the respondents had a specialized job, while 36.7 percent had an executive job. Only 30 percent had a managerial job. 33.3 percent of respondents had 14-19 years of work experience, while 40 percent had 19 years or more of work experience. (Tab. 1)

Table 1: Frequency distribution of respondents' personal characteristics

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

Factor analysis test

Test Question One: What are the challenges and obstacles affecting integrated management in Tehran Municipality?

Test Question Two: What is the extent of each challenge and obstacle affecting integrated management in Tehran Municipality?

In social and economic research, due to the nature of work and the scale of the variables being measured, we often face a large number

of variables (items). On the other hand, the researcher seeks to reduce the volume of data while also forming a new structure for the data to achieve better and more accurate analysis and arrive at more scientific and operational results. The statistical method implemented in SPSS to achieve this purpose is factor analysis. The main goal of factor analysis is to study the order and structure present in multivariate data.

Therefore, the basis of factor analysis relies on two tests that determine whether the data in question are suitable for factor analysis or not. In other words, when performing factor analysis, it is first necessary to ensure whether the existing data can be reduced to a few latent factors. To understand this, there are two tests—KMO and Bartlett's test—in the factor analysis method. Regarding the KMO value of 1, the factor analysis results (0.83) indicate the appropriateness of the data and the variables in question for performing factor analysis, or more clearly, the reduction of data to a set of fundamental and latent factors. Bartlett's test at a significance level of less than 0.01 indicates that the correlation matrix of the factors with the items and variables is not a unit matrix. This means that, on one hand, the intraclass correlations are appropriate, and on the other hand, the correlation of each factor with the set of items and the correlation of other factors with the set of other items differ. Overall, based on this result, discovering a new structure from the data file and the research variables is possible. (Tab. 2)

Table 2: KMO and BARTLETTS test

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

Therefore, from a total of 40 items, 5 factors have been created. The first to seventh factors have been able to determine 1.25, 1.20, 1.16, 1.8 and 4.6 percent of the variance and changes of

the set of variables, respectively. In total; the above-mentioned 5 factors have constituted 8.75 percent of the variance of the total challenges and obstacles affecting integrated management in Tehran Municipality. The following table also shows the correlation matrix of the items and

factors after rotation. Therefore, these factors have been placed in 5 classes or categories due to the similarity of their nature and the amount of factor loading, which have been categorized as challenges and obstacles affecting integrated management in Tehran Municipality:

Table 3-1: Correlation matrix of factors after rotation

Items	Factor Loading 1	Factor Loading 2	Factor Loading 3	Factor Loading 4	Factor Loading 5
Inter-agency and inter-departmental coordination	0.87				
Integration of organizational tasks at the city level	0.71				
Coordination in executive and urban activities among organizations	0.81				
Existence of a leadership hub among urban organizations	0.77				
Harmonizing the activities of subsidiaries with established programs, goals, and policies	0.69				
Establishing a hierarchical system for decision-making, decision implementation, and execution within a unified urban management center	0.70				
Preventing individual decisions regarding urban affairs	0.82				
Coordinating and integrating actions within the framework of governmental sectors, public organizations, and stakeholders at the city level	0.69				
Agreement on the necessity of joint activities and actions	0.79				
Existence of interactive and aligned management regarding urban issues	0.80				
Participatory thinking and group decision-making of employees within a unified urban management center	0.76				
Re-engineering activities based on organizational goals and eliminating unnecessary urban activities	0.66				
Eliminating parallel tasks and redundancies in urban organizations	0.77				
Dominance of systemic thinking among executive managers	0.69				
Existence of planning compatible with the political, social, and cultural conditions of urban communities	0.70				
Existence of planning compatible with the economic conditions of cities and municipalities	0.82				
A common long-term plan and urban vision	0.69				
Existence of a command center and decision-making and policy-making center at the city level	0.87				
Defined and documented mechanisms for planning all urban projects	0.71				
Possibility for more specialized planning and activities for organizations	0.81				

The challenges and obstacles affecting integrated urban management

Items	Factor Loading 1	Factor Loading 2	Factor Loading 3	Factor Loading 4	Factor Loading 5
Better allocation of necessary and sufficient resources to urban plans and projects	0.77				
Supervision of urban programs by designated responsible organizations at various levels	0.68				
Existence of concrete, controllable programs through urban management	0.69				
Increasing public oversight over the performance of activities	0.70				
Preventing waste of urban resources and investments	0.82				
Trust and satisfaction of the public with the entities responsible for urban affairs	0.69				
Continuous improvement and reform of processes	0.77				
Evaluation and measurement of the efficiency of municipalities	0.79				
Definition and specification of specific activities for each of the organizations responsible at the city level	0.58				
Specialization of activities and avoiding redundancies by organizations	0.68				
Definition and clarification of a coordinated and unified mechanism in the responsible agencies for attracting investment in urban plans and projects	0.69				
Mobilizing the facilities and technical forces of organizations to advance urban projects	0.70				
Enhancing the culture of interest in work and participation of all employees in the fate of their city	0.82				
Modern urban planning in line with the current standards					

Table 3-2: The first factor: Integrating and coordinating the tasks of the agencies within a specific and common framework

Items
Inter-agency and inter-departmental coordination among various organizations
Integration of organizational tasks at the city level
Coordination in executive and urban activities among organizations
Existence of a leadership hub among urban organizations
Harmonizing the activities of subsidiaries with established programs, goals, and policies
Establishing a hierarchical system for decision-making, decision implementation, and execution within a unified urban management center
Preventing individual decisions regarding urban affairs
Coordinating and integrating actions within the framework of governmental sectors, public organizations, and stakeholders at the city level
Agreement on the necessity of joint activities and actions
Existence of interactive and aligned management regarding urban issues
Participatory thinking and group decision-making of employees within a unified urban management center

Table 3-3: Factor Two: Developing a common vision, policies, and plan for all organizations

Items
Re-engineering activities based on organizational goals and eliminating unnecessary urban activities
Eliminating parallel tasks and redundancies in urban organizations
Dominance of systemic thinking among executive managers
Existence of planning compatible with the political, social, and cultural conditions of urban communities
Existence of planning compatible with the economic conditions of cities and municipalities
A common long-term plan and urban vision
Existence of a command center for decision-making and policymaking at the city level
Defined and documented mechanisms for planning all urban projects
Possibility for more specialized planning and activities for organizations
Better allocation of necessary and sufficient resources to urban plans and projects

Table 3-4: Third factor: Establishing supervisory mechanisms to improve administrative processes

Items
Supervision of urban programs by designated responsible organizations at various levels
Existence of concrete, controllable programs through urban management
Increasing public oversight over the performance of activities
Preventing waste of urban resources and investments
Trust and satisfaction of the public with the entities responsible for urban affairs
Continuous improvement and reform of processes
Evaluation and measurement of the efficiency of municipalities

Table 3-5: Fourth factor: Improving organizational processes in order to update and specialize tasks

Items
Definition and specification of specific activities for each of the organizations responsible at the city level
Specialization of activities and avoiding redundancies by organizations
Definition and clarification of a coordinated and unified mechanism in the responsible agencies for attracting investment in urban plans and projects
Mobilizing the facilities and technical forces of organizations to advance urban projects
Enhancing the culture of interest in work and participation of all employees in the fate of their city
Modern urban planning in line with the current standards of developed countries

Table 3-6: Fifth factor: Reforming laws, transparency, and reengineering service delivery processes

Items
Eliminating parallel tasks and redundancies in urban organizations
Efficiency, transparency in the laws, regulations, and administrative directives of organizations responsible for urban issues
Developing incentive and support guidelines for utilizing and activating urban potentials and capabilities
Reforming cumbersome regulations and constraints within a unified urban management center
Promptness in carrying out activities and assigned tasks

Friedman nonparametric test

Question 3: How is the priority and delay of each of the challenges and obstacles affecting integrated management in Tehran Municipality?

Friedman's nonparametric test is one of the statistical tests that is performed for ranking and prioritizing multi-level or multi-category variables with a rank (ordinal) scale. In this study, Friedman's nonparametric test was used to prioritize the average of the challenges and obstacles affecting integrated management in Tehran Municipality. The hypothesis test indicated that, statistically, with a confidence level of 0.99 and an error level of less than 0.01, there is a significant difference between the challenges and obstacles affecting integrated management in Tehran Municipality. The table below confirms this result:

Table 4: Results of the Friedman test

Factors	Average Rank
Integrating and coordinating the tasks of organizations within a defined and common framework	15.6
Developing a joint vision, policies, and specialized programs for all organizations	14.7
Creating monitoring mechanisms to improve administrative processes and increase citizen satisfaction	12.2
Enhancing organizational processes to update and specialize tasks	10.1
Reforming laws, clarifying, and re-engineering service delivery processes for citizens	8.8

$$X^2 = 412/116 \quad d.f = 4 \quad P < 0/01$$

Therefore, the comparison of the average ranks of the factors and components affecting integrated management in the Tehran municipality, according to the respondents, indicates that the integration and coordination of the tasks of the organizations within a defined and common framework (15.6), the development of a joint vision, policies, and specialized programs for all organizations (14.6), and the creation of monitoring mechanisms to improve administrative

processes (12.2) have the highest average impact on integrated management in the urban management of Tehran Municipality. In contrast, the lowest average is related to enhancing organizational processes to update and specialize tasks (10.1) and reforming laws, clarifying, and re-engineering service delivery processes (8.8).

RESULT AND CONCLUSION

The results obtained indicate that the total of 40 statements in the present research forms 5 factors titled: factor one: integration and coordination of the tasks of organizations within a defined and common framework; factor two: developing a joint vision, policies, and programs for the organizations; factor three: creating monitoring mechanisms to improve administrative processes; factor four: enhancing organizational processes to update and specialize tasks; and factor five: reforming laws, clarifying, and re-engineering service delivery processes, which collectively account for 75.8 percent of the total variance of factors and components affecting integrated management in the Tehran municipality.

The first three factors, namely, the integration and coordination of the tasks of organizations within a defined and common framework, developing a joint vision, policies, and programs for all organizations, and creating monitoring mechanisms to improve administrative processes, have the greatest impact on urban integrated management in the Tehran municipality. These factors are recognized as the main pillars for reconstructing and reforming urban management because:

1. Integration and coordination of the tasks of organizations within a defined and common framework: The lack of coordination among different urban sectors is one of the key barriers to achieving integrated management. Specifically, in Tehran, the division of tasks among organizations is often carried out in a non-transparent and overlapping manner, leading to conflicts of interest, reduced pro-

ductivity, and redundancies in executive processes. Integrating the tasks of organizations within a defined and common framework can significantly address these issues. This requires collaboration among all relevant institutions and clearly defining the boundaries of each entity's tasks within a unified and coordinated structure.

2. Developing a joint vision, policies, and programs for all organizations: One of the major challenges facing the urban management system in Tehran is the absence of a coherent and coordinated program that all institutions, organizations, and urban stakeholders adhere to. Developing a joint vision can effectively prevent policy fragmentation and guide all stakeholders toward specific goals. Joint policies and programs create a roadmap for all entities and organizations to work toward a common goal, which plays a significant role in reducing inconsistencies and resource wastage.
3. Creating monitoring mechanisms to improve administrative processes: Enhancing administrative and executive processes in the municipality requires regular and systematic supervision. Establishing strong monitoring mechanisms can lead to transparency in execution and guarantee the quality of services provided to citizens. The lack of efficient monitoring systems contributes to issues such as administrative corruption, lack of transparency, and reduced public trust. Appropriate monitoring mechanisms also enable the evaluation of the performance of different departments and organizations for reforming the administrative system.

In contrast, two factors enhancing organizational processes to update and specialize tasks, and reforming laws, clarifying, and re-engineering service delivery processes—have had the least impact in this research. This indicates the more operational and practical challenges of these factors in the context of urban management in Tehran.

1. Enhancing organizational processes to update and specialize tasks: The process of change and specialization of processes often faces slowness and complexity due to structural limitations and internal resistances within organizations. In Tehran, updating organizational processes, utilizing new technological capacities, and further specializing task structures have not yet been recognized as priorities. This situation has left organizations in a traditional state with inefficient functioning, necessitating extensive investment, a change in management mindset, and training for personnel to transform.
2. Reforming laws, clarifying, and re-engineering service delivery processes: One of the fundamental challenges of urban management in the Tehran municipality is related to legal processes. Existing laws are sometimes ineffective and complicate the realization of integrated urban management. However, in this research, this factor has the least impact, which may indicate the resistance of existing structures to change, as well as the complexity and time-consuming nature of the law reform and clarification processes. Re-engineering processes and simplifying service delivery to citizens can enhance public satisfaction, but achieving this requires considerable time and effort.

The results of this research clearly show that conceptual factors and higher-level policymaking have the greatest impact in the realm of integrated urban management in Tehran, while factors related to law reform and updating executive processes have played a lesser role. This underscores the need for greater focus on planning and coordination at the macro level, strengthening oversight, and developing common visions among various municipal organizations. Meanwhile, issues such as law reform and specialization of tasks require more extensive planning, and to achieve favorable results in these areas, greater attention must be paid to operational and structural obstacles.

Suggestions and Solutions

The suggestions and solutions of this research, based on the results and findings, are as follows:

Integration and Coordination of Responsibilities

Based on the results from exploratory factor analysis, the integration and coordination of responsibilities among agencies within a specific and common framework has been identified as the most important and impactful factor. Therefore, the following actions and activities are proposed in this regard:

- Preventing redundancies and administrative overlaps among agencies responsible for urban affairs.
- Prioritizing the allocation of budgets and resources to major urban projects through a unified management system.
- Accepting individual responsibility and accountability within the framework of a unified management system.
- Believing in an efficient management system that employees and contractors associated with urban projects adhere to.
- Valuing the views and suggestions of all executive agencies and finalizing their implementation guarantees.
- Establishing a managerial axis to guide and advance executive affairs.
- Organizing meetings between organizations at the levels of senior management, middle management, and grassroots management for coordination and overcoming obstacles to the optimal development of urban projects.
- Ensuring coordination and harmony in decision-making, policy-making, and the execution of urban duties among the responsible agencies.
- Formulating Vision, Policies, and Joint Programs
- Developing a vision, joint policies, and programs specifically for all organizations is another factor that has emerged from the results of factor analysis. In formulating this vision, policies, and joint programs within urban is-

sues, the following important aspects must be considered:

- A complete understanding of the city's situation and surrounding issues, considering the integration of urban activities and responsibilities.
- Valuing the insights and suggestions of all executive agencies and finalizing their implementation guarantees.
- Developing a long-term program based on the assessment and prioritization of citizens' significant needs.
- Creating a permanent working group for planning and developing specialized programs in various urban issues and reporting to city officials.
- Recognizing the need for compatibility between urban development and the surrounding environment.

Establishing Oversight Mechanisms

Establishing oversight mechanisms to improve administrative processes and increase citizen satisfaction is another factor that influences the success of the integrated urban management system based on the survey findings.

- Employing specialized and experienced personnel in their professional fields corresponding to execution tasks and utilizing highly capable relevant consultants.
- Organizing consultation meetings among officials and consultants of relevant agencies on urban issues.
- Facilitating coordination among agencies in overseeing the proper execution of urban projects.
- Paying special attention to the ethnic and demographic composition of the city of Karaj, where migrants from various ethnicities reside.
- Avoiding administrative and political niceties in decision-making, planning, and executing major urban projects.
- Conducting meticulous oversight by appointing experienced experts to monitor the execution processes of projects from the project's initiation to its operational phase.

- Enhancing Organizational Processes
- Improving organizational processes to modernize and specialize duties is another crucial element within the integrated urban management system that plays an essential role:
- Effective and optimal use of machinery and human resources, along with prompt execution of projects.
- Consolidating organizations and institutions related to urban management.
- Structurally reforming and human resources within these institutions, focusing on the integration of management functions.
- Achieving agreement and consensus among officials on significant managerial issues.
- Developing a strategic plan to guide the current system towards the realization of integrated urban management and addressing legal matters.
- Reforming Laws, Increasing Transparency, and Redesigning Service Delivery Processes
- Reforming laws, increasing transparency, and redesigning service processes are other significant factors that enhance urban planning and management within the integrated urban management framework. The following points elaborate on this importance:
- The elimination or modification of parallel regulations, statutes, and directives in line with integrated urban management.
- A reasonable and timely execution of urban projects.
- Establishing a managerial axis to guide and advance executive affairs.
- Organizing meetings between organizations at two levels: senior management and middle management and frontline management to coordinate and remove obstacles to the optimal development of urban projects.

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