

Investigating the position of NGOs in improving the economic, political and social conditions of citizens

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Abstract

The aim of the current research is to investigate the position of NGOs in improving the economic, political and social conditions of citizens in Tehran Municipality between 2010 and 2018. The statistical population of this research is the managers and senior experts of the 22 districts of Tehran and their related 121 districts, of which 220 people including the mayors of each district and its districts and senior managers will be selected as a statistical sample in the order of position priority. The required information was also collected through a researcher-made questionnaire whose validity and reliability were confirmed, and the results were obtained based on Friedman's test, quadratic factor analysis method, and using SPSS and Lisrel software. The obtained results indicate a significant difference in the components of urban management and confirm NGOs' role in improving urban management (urban social sciences, urban economics and urban politics) in Tehran Municipality from 2018 to 2019. Based on the Friedman test, the significant difference in the components has been investigated. The result of the ranking shows that the urban economy component has the highest rank and is the component in which NGOs play a more effective role. Finally, after performing the exploratory factor analysis, the fitting of the model and second-degree confirmatory analysis were done, the findings of which show that NGOs played an influential role in the component of social sciences, urban economy and urban policy improvement in Tehran Municipality between 2010 and 2018. has it. The main role of NGOs is related to the urban economy component. Considering that providing citizens' needs, and providing welfare services, are basically infrastructures that are established by municipalities. All of them ultimately lead to the dynamism of the city's economy and the improvement of the citizens' well-being.

Keywords: NGOs, economic, political, social conditions of citizens, nonlinear equations
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1 Introduction

Today, people's participation in the missions of the institutions is one of the outstanding privileges for any institution, and it seems that the success of managers who believe in people's participation in affairs is far more than other managers, so the way managers look at participation and diligence He will be decisive in this regard [6]. People's

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participation in any institution and body has always led to the improvement of that institution's performance and it can be safely said that in today's world, urban management and all the institutions that have a tangible relationship with the general public, in order to improve the quality of their services and plan purposefully in order to improve the performance indicators of the organization, more than other institutions, they need the participation of the public in their missions. Social participation not only increases the efficiency and productivity of the organization but also improves its social status, which is considered one of the main criteria of an institution. The social status of municipalities and people's satisfaction with urban management strengthens its foundations, and that is when their managers can plan for the future of the city and its level of development. Social satisfaction in municipalities can be looked at from several angles; Conducting triple evaluations, including social ones, by municipalities before, during and after the implementation of urban projects strengthens the social foundations of the municipality and makes citizens advocate for it, and this will be very effective in increasing financial participation and social participation of citizens in urban projects. The legislator also realized this importance and has foreseen the Islamic council of the city and village to cover it [5].

The term "Non-Governmental Organization" in the sense that it has been used at the international level today has very little history in Iran. It means non-governmental organizations; which are called people's organizations, associations, centers and institutions, and in Iran, they have recently replaced the term NGO with NGO in order to localize approaches and orientations and transform these organizations according to Iran's conditions. NGO is short for "people's organizations" Judith Tendler [16]. points out that non-governmental organizations often define themselves in front of the government. The government is said to be big, hard, inflexible, bureaucratic, hierarchical and unable to deal with the poor. Streeten [15]. believes that if these organizations are defined as institutions that operate outside the scope and authority of the government, they include a very wide spectrum. In general, non-governmental organizations (NGOs) are non-governmental and non-profit organizations, they are not dependent on the government, and there is no trace of sovereignty within them, and one of the most important characteristics of non-governmental organizations is their voluntary nature, which is based on the needs Society is created [2]. A non-governmental organization is an organization with an independent, non-governmental and non-profit legal personality, which operates to carry out voluntary activities with non-political tendencies and based on the legality and written statutes and compliance with the framework of the country and the provisions of its executive regulations. Therefore, cooperatives and production service-oriented organizations can be called "non-governmental economic organizations". Experience has shown that the existence of such organizations for the development and attraction and deepening of participation is more vital than charitable non-governmental organizations [3].

One of the important groups in the organizations of the third sector are non-governmental organizations, which in the 21st century, we have witnessed their rapid growth in most countries. Non-governmental organizations "speak" for the target society they are concerned about and protect its interests. Some of these organizations are operational, their main goal is to design and implement projects related to development. The other category is advocacy organizations, whose main purpose is to defend or promote a claim and influence policies and procedures. Some hybrid non-governmental organizations also perform both advocacy and operational functions [8].

Due to the lack of necessary knowledge and skills in the expert body, limited financial resources, lack of organizational flexibility, and the use of centralized and rule-based bureaucracies, the government has been prevented from carrying out necessary activities and they have felt the need for the cooperation of other institutions. on the other hand, government policy can rarely be legitimate without the amount of civil participation in the formulation and decision-making process. Non-governmental organizations can represent the interests of citizens in the policy-making process and cause more effective policies [4].

In Iran, the Ministry of Interior's Ministry of Non-Governmental Organization Affairs, along with the police force and welfare organization, is the authority for licensing and supervising non-governmental organizations, which is the central body for registering non-governmental organizations. It still has a security-oriented approach, which discourages non-governmental organizations. Existing laws and official attitudes and procedures are old and reflect suspicion towards any kind of gatherings and associations of citizens [14]. First, the development is paid for. According to him, although the number of NGOs increased in those years, they did not participate in formulating and implementing medium-term development plans.

In the last three or four decades, there has been significant growth in the approach of researchers and policymakers to active organizations between the market and the government, with labels such as the third sector, voluntary organizations, non-profit organizations and non-governmental organizations or civil society. organized and known. This attention appeared during the hard challenges of Western economies and welfare states, due to the oil crisis of the 1970s. If the development of the welfare state was partly a response to the "failure of the market", the crisis of the welfare state is also an example of the "failure of the state" from the point of view of many researchers [7]. Thus,

the concept of “good governance” entered the literature of policy development and management in the late 1980s. The emphasis of good governance was that the government is not the only actor in the country’s public arena, and other governance actors include the government, the sector private, civil society or the third sector [10]. Today, the issue of cooperation between the first sector (government) and the third sector (civil society), based on networking and structuring of delineation networks, is the focus of attention, the role of the government is not Superior and dominant power is defined not as a rower or a helmsman, but as a mediator in the network of stakeholders [12]. Various researches have been conducted to determine the comprehensive dimensions of urban management in Iran and other countries of the world. For example, Bad et al. introduce 9 components as the main components of urban management: law, accounting and management and finance, technical engineering, urban planning, history, social sciences, economics, environment, and political science. Abedi Jafari et al. 13 components have been identified and introduced as the main indicators of urban management, which are: “Management”, “Technical and Engineering”, “Urban Planning”, “Accounting”, “Finance and Economics”, “Social Sciences”, “Environment”. “Economics”, “Law”, “Political Sciences”, “Geography”, “Military” and “Administrative” [1].

Pourazzat et al. [11], in an article entitled “Identification of public sector strategies in facing non-governmental organizations in the public policy making process in Iran; case study: environment and natural resources”, believe that civil society, along with the private sector and the government, is a pillar Third, development is considered good governance.

Considering that due to the existence of some problems and obstacles in Iran, the urban management has not been able to cover the integrity and has few powers and over the years the differences between the government and the municipality have reduced the efficiency of the municipality, finding a way for people with The political orientation close to the government causes the void caused by the differences with the government to be filled and the way to achieve more or less cooperation and ultimately integrated urban management is opened, and therefore the new urban management can work in the urban area with an open hand, but the lack of proper use of The current situation and gang-playing and political currents, instead of the expertise of the documents, cause waste and spoil the opportunities and turn them into a challenge. Non-governmental organizations, as a link between the people and the ruling class, have always been at the forefront in creating and expanding the relationship between citizens and officials, and consider the realization of this issue as one of their missions, because NGOs aim to solve social, cultural, educational, and environmental issues and problems. , health, etc., is established at the community level and carries out its programs on this basis and purpose, and since specialization is one of the distinguishing features of NGOs and they have arisen from the context of people and society, they seek to solve problems in a principled and logical manner. and they track the development indicators of the society based on the existing standards; On the other hand, government and public institutions are also established with the aim of serving the people and solving some of the problems of the society, and of course, by allocating a specific budget and receiving income from the treasury, so it can be said that the main reason for creating a government and public institution is to solve the problems and problems in the relevant sector. Is. NGOs with specialized and concerned human resources can create a good and favorable capacity for executive bodies. In fact, increasing the social participation of executive institutions can happen through their interaction and cooperation with non-governmental organizations. Finally, the main problem of the research is formulated as follows: What has been the position of NGOs in improving the economic, political and social conditions of citizens?

2 Research methodology

In terms of data collection, the current research is field research that uses questionnaires and document review to collect information. According to the subject of the research that examines the relationship between independent and dependent variables, it is of the correlation type. This study has an applied purpose, and the results obtained from examining the position of NGOs in the urban management of Tehran Municipality between 1390 and 1398 can open the way for managers and urban planners to establish better conditions in urban management by adopting appropriate policies. This study is a descriptive and survey research in terms of describing the existing situation and conditions.

2.1 Statistical community, sample size and sampling method

The statistical population of this study includes managers and senior experts of the municipality of 22 districts of Tehran and 121 districts related to them.

In this study, the sampling method is the purposeful selection of the sample from among the statistical population in such a way that 10 people from each region, including the mayors of that region and the regions belonging to it, and senior managers will be selected in order of position priority. Therefore, in total, the statistical sample of the research will be 220 people.

2.2 validity and reliability of the collection tool (questionnaire)

In this study, although standard questionnaires have been used, nevertheless, to determine the content validity of the questionnaires, the corrective opinions of the supervisors and advisors have been applied. In fact, the content validity of the questionnaires has been confirmed by experts, supervisors and consultants. Also, the face validity of the questionnaires has been approved by the supervisors and advisors. In this research, Cronbach’s alpha method is used to evaluate the questionnaire. For this purpose, 16 questionnaires were distributed as a sample to some of the managers and senior experts of the 22 districts of Tehran and after their return, Cronbach’s alpha was calculated for all the questions in the questionnaire of this study using SPSS software. which indicates the high reliability and reliability of the measurement tool of this research (demographic questions are not raised in determining Cronbach’s alpha). Coefficients higher than 0.70 are suitable and acceptable.

Table 1: Cronbach’s alpha values related to the questionnaire

Dimensions	Number of questions	Cronbach’s alpha coefficients
Urban social sciences	7	0.980
urban economy	5	0.909
Urban policy	4	0.785
The whole questionnaire	19	0.887

The studied variables in the form of a conceptual model:

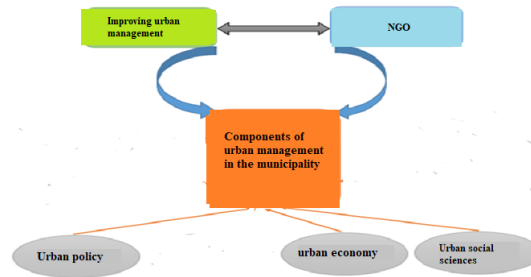


Figure 1: The investigated variables in the form of a conceptual model.

3 Research findings

In this section, the measurement and structural models of various research variables are analyzed. For this purpose, the conceptual model of the research is introduced first. After that, by using exploratory factor analysis, the structures forming the variables of the conceptual framework of the research are identified. Then, the identified factor structure is the basis of the definition of hypotheses that show the confirmation of the relationships between the structures and components. These hypotheses are tested through confirmatory factor analysis with the help of LISREL software. In the following, the fit test of the structural model is performed on the collected data and its results are presented.

Table 2: results of KMO-Bartlett in the investigation of urban management components of NGOs in Tehran municipality

Kaiser-Meier-Elkin index (KMO)	0.668
Bartlett’s test	
Chi-square statistic	13069.827
Degrees of freedom	780
The significance level	0.000

In the next step, the number of existing factors should be identified. For this purpose, the results of determining the number of active factors in terms of special values are presented in Table 6-4. The eigenvalues column introduces three factors with an eigenvalue higher than 1, so the proposed factorial structure will have three factors, and these three factors explain about 76.011% of variance changes, which is a suitable amount.

The final structure of the factors is presented in the rotated matrix. Table 4, 7 shows this matrix, which includes the share of variance explained by the factors. The rotated factor matrix was able to represent the variables of urban

Table 3: Total explained variance of urban management components of NGOs in Tehran Municipality

eigenvalues			
Row	Cumulative variance explanation percentage	The percentage of variance explanation	Total
1	18.079	18.079	7.032
2	31.535	13.456	5.982
3	41.745	10.21	3.884
4	50.599	8.854	3.381
5	59.051	8.452	2.63
6	65.626	6.575	2.29
7	71.35	5.725	1.44
8	76.011	4.661	1.18
9	79.611	3.6	0.989
10	82.691	3.08	0.87
11	85.64	2.949	0.82
12	87.816	2.176	0.75
13	89.866	2.05	0.633
14	91.449	1.583	0.52
15	92.75	1.301	0.414
16	93.785	1.035	0.337
17	94.626	0.842	0.301
18	95.379	0.752	0.282
19	96.084	0.705	0.25
20	96.61	0.526	0.21
21	97.054	0.444	0.178
22	97.466	0.412	0.165
23	97.85	0.384	0.154
24	98.155	0.305	0.122
25	98.439	0.284	0.113
26	98.702	0.264	0.105
27	98.935	0.232	0.093
28	99.138	0.203	0.081
29	99.311	0.173	0.069
30	99.476	0.164	0.066
31	99.6	0.125	0.05
32	99.705	0.105	0.042
33	99.788	0.082	0.033
34	99.849	0.061	0.025
35	99.905	0.056	0.023
36	99.95	0.045	0.018
37	99.98	0.03	0.012
38	99.992	0.012	0.005
39	99.999	0.008	0.003
40	100	0.001	0

management of NGOs in Tehran municipality in 3 factors. The results contained in this matrix are the basis for grouping the variables, and based on this, a number of variables with high factor loadings (greater than 0.7) are assigned to each factor.

Appropriate factor loadings indicate the appropriateness of the factor structure and do not induce the need to remove any of the items in this questionnaire. Based on the variables distributed in each factor and according to the existing theoretical literature and the concept of the items, three factors of urban social sciences, urban economy and urban politics were named.

3.1 Perform the Friedman test

This section is dedicated to conducting the Friedman test in order to test the difference between the urban management components of NGOs in Tehran Municipality. Hypothesis H0 in this section means that there is no significant difference between the components of urban management, and hypothesis H1 is interpreted as meaning that there is a significant difference between the components of urban management. The results obtained regarding the descriptive statistics of the examined variables are shown in Table 5. Based on what is presented in this table, the average range of the variables has changed from 2.42 to 3.41 and therefore, it has a small standard deviation. The highest average is assigned to accounting and financial management and the lowest to urban engineering. The last column of the table is dedicated to presenting the results of the Kolmogorov-Smirnov test and it indicates that all

Table 4: Matrix of factor loadings after rotation of urban management components of NGOs in Tehran municipality

	Urban policy	urban economy	Urban social sciences
imurright1	.058	-.309	.348
imurright2	.027	-.306	.357
imurright3	-.005	-.326	.346
imurright4	-.150	.351	.050
imurbacc1	-.143	.211	.228
imurbacc2	-.143	.330	.025
imurbacc3	-.233	.371	-.076
imurbacc4	-.244	.246	.104
imureng1	-.019	-.037	-.502
imureng2	-.047	.014	-.493
imureng3	-.010	-.041	-.490
imureng4	-.030	.012	-.472
imurpln1	-.006	-.035	-.486
imurpln2	-.236	-.037	.302
imurpln3	-.193	-.028	.277
imurpln4	-.239	-.040	.307
imurpln5	.094	-.423	.148
imurpln6	.015	.041	.123
imurpln7	.118	-.351	.168
imsosci1	-.269	.464	.703
imsosci2	-.315	.463	.865
imsosci3	-.278	.433	.702
imsosci4	.234	.215	.816
imsosci5	.204	.209	.948
imsosci6	.244	.247	.749
imsosci7	.686	.250	-.862
imureco1	.687	.736	-.134
imureco2	.288	.925	-.205
imureco3	.046	.713	.128
imureco4	.202	.822	-.070
imureco5	.098	.906	.092
imurenv1	.096	.118	.115
imurenv2	.099	.120	.097
imurenv3	-.004	-.368	.281
imurenv4	-.012	-.414	.227
imurenv5	.011	.125	.274
imurpol1	.911	.123	.271
imurpol2	.709	.116	.269
imurpol3	.743	.163	.295
imurpol4	.835	.177	.291

the investigated variables are not significant and therefore, the null hypothesis that the variables are not normal is rejected and all the variables are normal.

Table 5: Descriptive statistics of the examined variables

The significance of the test	maximum	minimum	SD	Average	Number	Variable name	
0/121	4/57	1/71	/550	3/0013	220	Urban social sciences	imursosci
0/241	4/60	2/00	/580	3/2282	220	urban economy	imureco
0.403	5/00	1/00	1/09	3/1170	220	Urban policy	imurpol

Friedman's ranking is presented in Table 6 and it shows that the urban economy is ranked first with a score of 5.22. Urban politics with a score of 4.73 is in the second place and urban social sciences is in the third place with a score of 4.54.

Table 6: Friedman's ranking of NGOs' urban management components

Variable name		Average rating
imursosci	Urban social sciences	4.54
imureco	urban economy	5.22
imurpol	Urban policy	4.73

The final result of the Friedman test regarding the difference in the urban management components of NGOs is presented in Table No. 7, and considering that the significance level of the test is less than 0.05, it can be concluded that the null test based on the non-significance of the difference in the urban management components NGOs are rejected and the opposite hypothesis is accepted. Therefore, it can be said that the final result of Friedman's test is that there is a significant difference between the urban management components of NGOs.

Table 7: The final result of Friedman's test about the components of urban management of NGOs

Number	Chi-Square	Degrees of freedom	meaningful
220	238.598	7	.000

3.2 Second order confirmatory factor analysis of urban management components of NGOs

In order to test the conceptual model of the research, it is necessary to check its accuracy using appropriate tests. For this purpose, second-order factor analysis and LISREL software are used in this study. Second order confirmatory factor analysis is used when a large construct consists of several latent variables. In this method, in addition to examining the relationship between observable variables and hidden variables, the relationship between hidden variables and their main structure is also examined. It can be said that the second-order factor analysis is a very useful method for data analysis, which provides the researcher with a high interpretation power.

The output results of LISREL software for fitting the situational model of urban management components of NGOs in Tehran Municipality are shown in Figure 1-4. According to this figure, it can be said that the factor loadings of the observed variables are above 0.6, which indicates the desirability of these values. In other words, it can be said that the variables observed in the model can adequately explain the corresponding variable. Also, in Figure 2-4, the t-test related to the significance of factor loadings of the situational model of urban management components of NGOs in Tehran Municipality is shown. This figure also shows the significance of all factor loading coefficients (the observed value is greater than the critical value of the t statistic (1.96)).

In addition to estimating the model's coefficients and errors, Lisrel software provides a series of fit indices as follows, which can be used to test the overall fit of the model. One of the important indices in structural equations is the RMSEA index. Based on the general point of view, if the value of this index is less than 0.1, the model's suitability is excellent. If it is between 0.1 and 0.5, the fit of the model is good, and if it is between 0.5 and 0.8, the fit of the model is average. Based on the output of the Lisrel software (Figure 2-4), the RMSEA index is equal to 0.024, which means that the model has excellent fit. Also, one of the general indices to take into account the free parameters in the calculation of the fit indices is the normal chi-square index, which is calculated by simply dividing the chi-square by the degree of freedom of the model. If this value is between 1 and 5, it is desirable. Based on the output results of this software, this index is 2.74, which is also suitable. The model indicators are shown in Table 12-4. The values of the mentioned indicators should be in the range (1 to 0) and the closer they are to 1, the better the model is. The value of these indicators in the current research is appropriate. Therefore, the model is also acceptable in this sense. Due to the fact that the model fit indices indicate the proper fit of the model, it can be concluded that a suitable model has been estimated. Therefore, the fit of the collected data with the model is favorable. Therefore, the suitability of the final model is confirmed.

Table 8: The values of the fit indices of the situational model of urban management components of NGOs in Tehran Municipality

Indicator	amount
(Chi-square on the degree of freedom)	2.74
RMSEA (root mean square error of estimation)	0.024
CFI (adjusted goodness of fit)	0.84
IFI (incremental fit)	0.85
GFI (goodness of fit)	0.94
AGFI (adjusted goodness of fit)	0.92
NFI (softened fit)	0.87
NNFI (Unsmoothed Fit)	0.94

3.3 Examining research hypotheses

In this section, according to the model fit and confirmatory factor analysis, research hypotheses are tested.

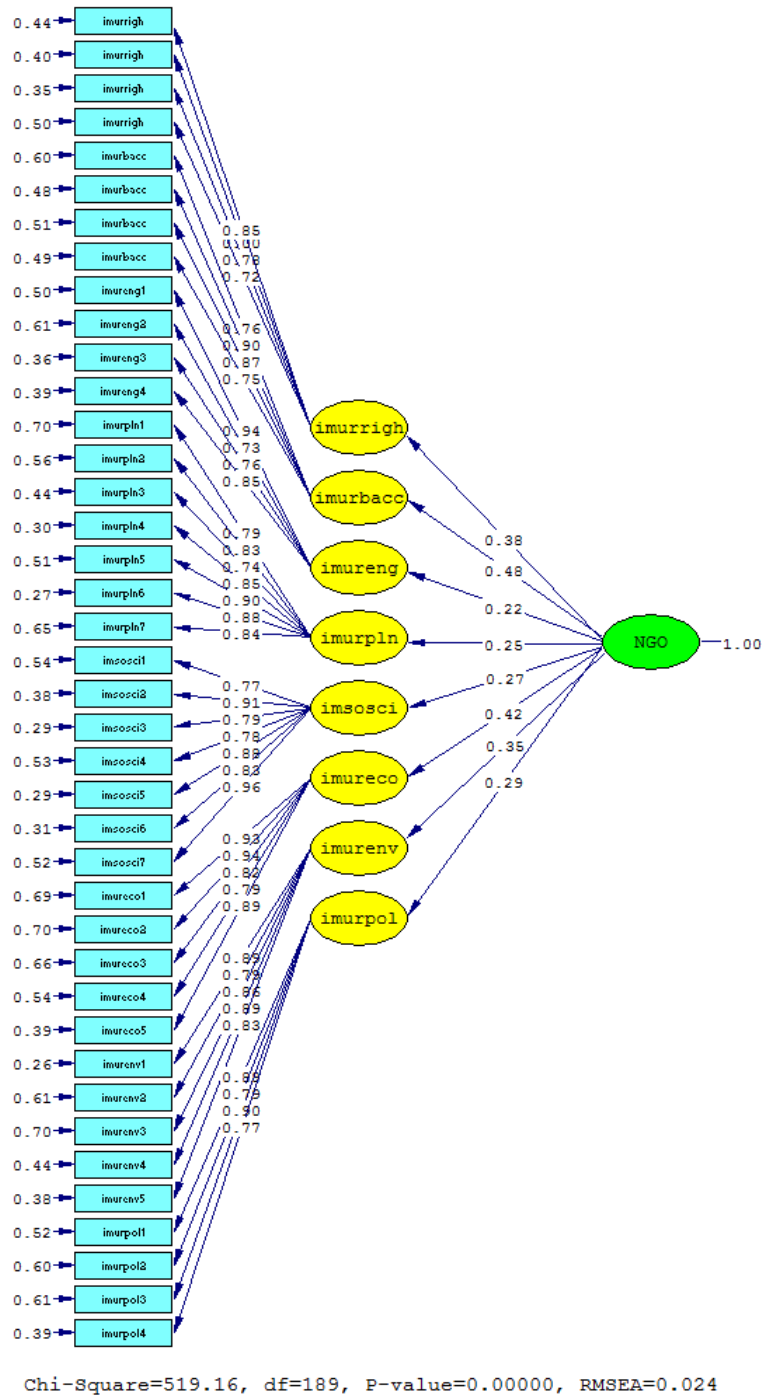


Figure 2: Situational model of urban management components of NGOs in Tehran Municipality

First hypothesis: NGOs have played a useful role in improving urban social sciences in Tehran Municipality between 2010 and 2018. The obtained results indicate that the coefficient related to the improvement of urban social sciences in Tehran Municipality is equal to 0.27 (Figure 3-4) and its significance is also equal to 2.90 (Figure 3-4), which can be Acceptance. Therefore, the corresponding hypothesis is accepted. As a result, NGOs have played a useful role in improving urban social sciences in Tehran Municipality between 2010 and 2018.

Second hypothesis: NGOs have played a useful role in improving the urban economy in Tehran Municipality between 2010 and 2018.

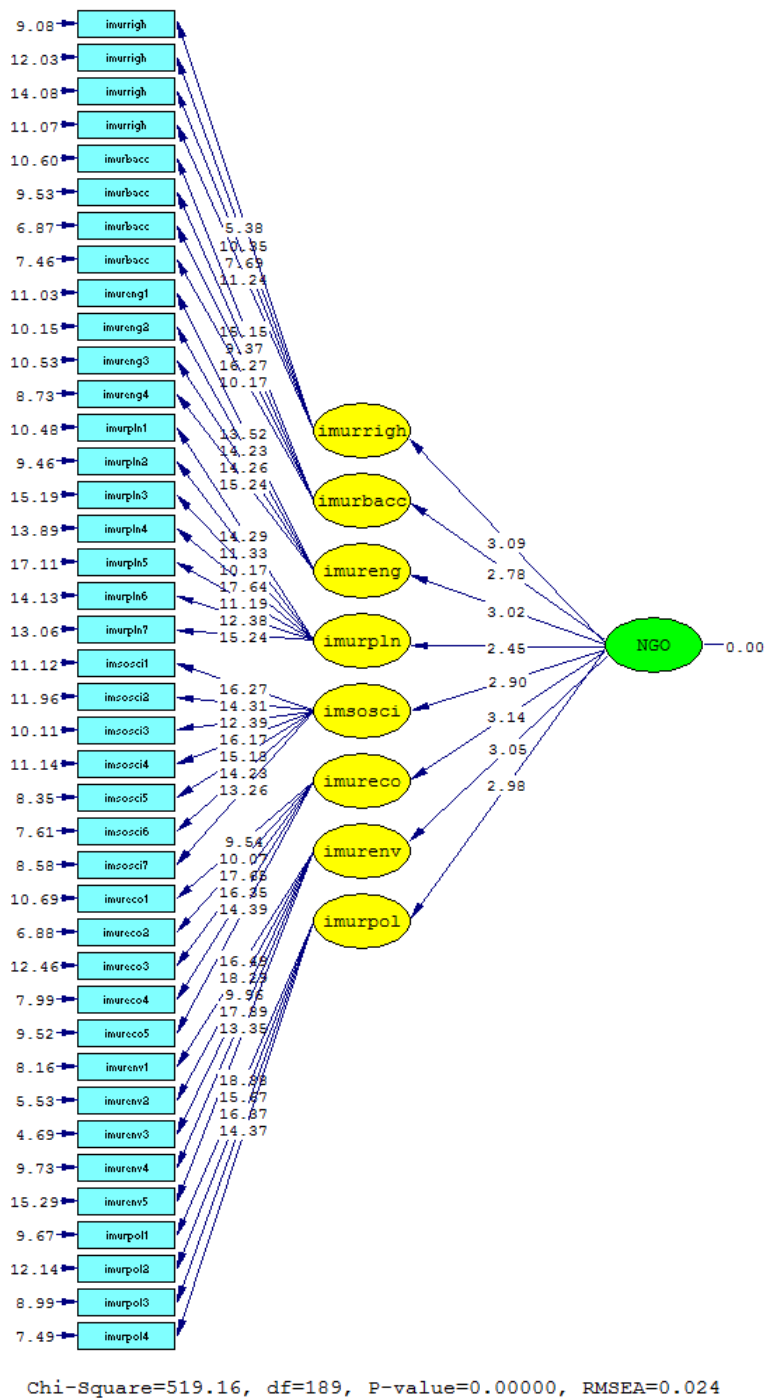


Figure 3: The significance of factor loadings of the situational model of urban management components of NGOs in Tehran Municipality

Based on the fitting of the model, the obtained coefficient for the urban economy component is equal to 0.42 and its significance is equal to 3.14. As a result, the sixth hypothesis that NGOs have played a useful role in improving the urban economy in Tehran Municipality between 2010 and 2018 is accepted.

The third hypothesis: NGOs have played a useful role in improving urban policy in Tehran Municipality between 2010 and 2018.

The last hypothesis is related to the investigation of the urban policy component in the improvement of urban

management, which is investigated in this study. The obtained coefficient for this component is equal to 0.29 (Figure 4-2). Its significance is equal to 2.98 (Figure 4-2). As a result, considering the significance of this coefficient, the eighth hypothesis is also accepted and it can be said that NGOs have a useful and effective role in improving the urban policy of Tehran Municipality.

Therefore, according to the acceptance of all sub-hypotheses, it can be said that the main hypothesis of the research that NGOs have played a useful role in improving the urban management of Tehran Municipality from 2010 to 2018 is also accepted.

4 Conclusion

In this research, the position of NGOs in improving the economic, political, and social conditions of citizens between 2010 and 2018 has been investigated. In this regard, according to the existing literature as well as the studies conducted in this field, the three components of urban social sciences, urban economy and urban policy are considered as the components of urban management, and based on this, a questionnaire suitable for design and validity and its reliability has been confirmed. Then, based on Friedman's test, the significant difference of the components was investigated and it was concluded that there is a significant difference between the investigated components. In addition, Friedman's test has also provided ratings on these factors. The result of the ranking shows that the economic component has the highest rank, followed by the urban economy component as the components in which NGOs play a more effective role. Finally, after performing the exploratory factor analysis, the fitting of the model and second degree confirmatory analysis were done and the research hypotheses were tested. The fit of the model shows a coefficient equal to 0.27, which can be said that NGOs have an influential role in the social sciences component between 2010 and 2018.

Also, the coefficient obtained for the urban economy component for the urban economy component is equal to 0.42 and its significance is also equal to 3.14. As a result, urban economy is one of the components that NGOs play an effective role in improving in Tehran municipality. Due to the importance of urban economy and the role of municipalities in its management, as well as sustainable urban development, it is a subject that has been mentioned in many studies, including Sharifi [13] and ZindeDel Sabet [18]. The last component of urban management that is examined in this study is the improvement of urban policy. The obtained coefficient for this component is equal to 0.29. Its significance is equal to 2.98. As a result, considering the significance of this coefficient, it can be said that NGOs have a useful and effective role in improving the urban policy of Tehran Municipality. The result is in agreement with Najati study [17]. In Nejadi's opinion, urban diplomatic policy is more aimed at formulating ideas and solutions through which the metropolises of the world can resolve urban issues and challenges with the aim of showing their abilities and interests.

4.1 Research proposals

According to the results obtained from this study regarding the position of NGOs in improving the components of urban management in Tehran municipality, in this section, based on each of the investigated components, suggestions are presented:

1. Social sciences is another component of urban management and one of the concerns of urban management. Because urban damage and its diversity and increase cause social disorder and disturb the social health of the city and citizens. Undoubtedly, local associations can play a significant role in reducing and preventing social damage due to their intrinsic functions. The successful experience of Tehran municipality in using the power of local associations shows that these associations can be effective in reducing and preventing social damage in localities [18]. Therefore, it is suggested that official and public institutions, especially municipalities, take full advantage of the power of non-governmental organizations and provide the necessary help and assistance for the development and strengthening of these associations.
2. In urban economics, as one of the specialized fields of economics, it is tried to scientifically explain the issues related to the allocation of production factors and the distribution of real income within and between urban areas; In other words, in urban economy, it is tried to investigate and evaluate the issues and problems of an urban area by using economic tools [13]. The prosperity of the city economy highlights the role of municipalities because municipalities are considered local governments and their performance and activities lead to the development or stopping of economic and cultural-social growth of cities. Providing citizens' needs, providing welfare services and basically the infrastructures that are established by municipalities, all ultimately lead to the dynamics of the city's economy and the improvement of citizens' well-being [18]. Considering that the role of NGOs in improving

the urban economy in urban management has also been confirmed in this study, it is suggested to provide a basis for the activities of non-governmental organizations in the field of urban economy.

3. One of the important factors in national development is urban policy. Different forms of urban policy with the aim of sustainable development reflect the changing perceptions of cities and their valuable role in sustainable national economic and social development. Improving urban policy is one of the components of urban management, and according to the results of this study, NGOs play a useful role in improving it. Currently, the city and village councils have a significant role in controlling and monitoring the development of the city, but urban policies are mainly made by planners and consultants, and the direct participation of citizens in this process is lacking. The lack or lack of citizen participation in urban policy-making faces these policies with a lack of realism in problem diagnosis, increasing the error rate in choosing solutions and making decisions, lack of efficiency in ineffective implementation and evaluation. In response to this lack, it is suggested that the cooperation of municipalities with non-governmental organizations (NGOs) should be considered especially in macro-planning.

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