

**Socio-Cultural Department of Tehran  
Municipality**

Socio-Cultural Studies General Office

Socio-Cultural Impact Assessment Office

ATAF Executive Instructions

**Departments, Organizations and 22  
Municipal Districts in Tehran**

2013(1392)

# ***In The Name of God***

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### **Thank-You Letter**

Institutional arrangements are essential requirements which make the establishment and continuation of a system possible through the arrangement of system relations, the codification of rule conducts and the definition of its relations patterns.

Institutional arrangements not only give system structure but make its functions meaningful. The institutionalization of socio-cultural impact assessment needs to be structured and systematic to produce positive wanted and unwanted functions. The codification of instructions and memes makes "ATAF normative system", brings order to "ATAF institutional arrangement" and targets ATAF actors relations inside and out of organization. The present book is the product of lived experience of all ATAF society and hence indebted to all teachers, scholars, administrators, experts and even ATAF critics. To clarify the ATAF actors' conduct and ATAF survival, it is necessary to codify rules and instructions in a more comprehensive, dynamic and clearer way and assay them with new experiences. This process is possible only through production and reproduction of normative system.

Here The Socio-Cultural Appendix Office colleagues who play the central role are responsible for this task.

The Socio-Cultural Appendix Office along with other dear ones who cooperate in steering ATAF, try to codify the most comprehensive instructions. Hence, owing to the enduring tradition, I express to acknowledgment to all professors, scholars, administrators, experts and critics who labored in codifying ATAF instructions and normative system. I also deeply appreciate the sincere cooperation of municipal colleagues, social vice-chancellors, dear administrators of the 22 municipal districts, dear staff and especially dear research vice-chancellor in general office of studies, the president and The Socio-Cultural Appendix Office experts and expect all constructive suggestions and intensive criticism.

Ali Asghar Mahaki,

General Director in Socio-Cultural Studies Department

## **Introduction**

Sustainable development of society is measured through actors' commitment rate to monitoring policy, programs and projects. A society could be dynamic and end in progress and success only on the condition that the citizens show on time reaction to social issues and events, and feel responsibility based on their commitment rate. There is always positive and

direct correlation between commitment rate increase and participation, partnership increase. Real participation occurs primarily through the process of thinking together, planning, implementation and finally proctoring and supervising. Therefore, it leads to increased commitment, feeling company and belonging, partnership and social identity development. And above all, the development process along with synergistic relationship provides the good context to social capital development which itself is primary basis for immune society and fundamental support for sustainable development.

The aforementioned cases as a social issue both are affected by cultural system and social values and are the creator of culture and new social values which make the society management possible based on newer ways and methods. What is a fact is that the urban management of Tehran believes to the most efficient management, it should cross from service organization to social institution till it be managed on socio-cultural context with people-based active participation.

Socio-cultural view, commitment and responsibility of citizenry need requirements and procedures which world experience sees its fulfillment through the partnership of people in urban management. Important counting of culture, values and social realities in people's life is possible mainly by the adoption of principle which says the aim of all policies, programs and projects is the increase of quality of life. The sustainable development of a city is also possible through the

integration of this view with the observance of rights of citizens on social justice and forward-looking context.

According to global experience, which is appropriate to Tehran socio-cultural realities and as an endogenous development factor, the urban management considers the only lifeline to achieve the specified goals through Socio-Cultural Impact Assessment (ATAF) and negative and positive estimation of all policies, programs and projects. Hence, Tehran Municipality is the vanguard to implement ATAF since 2006(1386) which believes in such a new method in urban management. It continues and proves socio-cultural impact assessment as the most secure way by ATAF sociability and as an interdisciplinary knowledge by getting help of hundreds of potential university intellectuals and scholars. Presently, it has turned to be the inevitable law, the necessity of government and the clever note of Supreme Leader.

The final results of committed efforts of Tehran urban management in institutionalization of ATAF both in Tehran and Iran are the production of ATAF literature, educating scholars, providing context, infrastructure and basic institutional arrangements, establishing The Socio-Cultural Special Appendix Office and some other effective actions. Hereon, one of the institutional arrangements and requirements is to codify the regulations, instructions, and set of principles which would make the norm and proceeding of ATAF field possible and constitute ATAF normative system .The present collection is one of accomplished versions of

ATAF normative system which is not only the best instruction for all actors in its specialization but clarifies the manner of all actors' actions in an ATAF systematic framework. Although the ATAF instruction book is essentially indebted to the continuous efforts and experiences of all ATAF actors but still tries to provide the requirements and considering its short life in Iran, although it is admirable and effective but needs more efforts, compassionate helps, sympathetic criticisms and empathetic commitment and with limitless efforts is hopeful to bright visions of future in Iran's social atlas.

Fathemeh Malek Mohammadi,

Socio-Cultural Impact Assessment Office Administrator

## **First Chapter**

### **Goals of 2013(1392)**

- Reinforcement and development of ATAF qualitative projects,
- Providing ATAF substantiation objective and complete context, (Creating appropriate conditions for prior, present and post implementation of ATAF required intervention, the necessity of ATAF execution, providing citizen participation, education and finally operation and maintenance) ,
- Holding advanced retraining courses for executives,
- Holding advanced retraining course for supervisors,
- Creating appropriate context for practice substantiation with the participation of beneficiary sponsors,



- Development Media broadcasting process for ATAF,
- Frequent assessment for ATAF process (executive, supervisor, project, etc),
- Setting up ATAF intelligent system,
- Holding the superiors festivals in diverse parts,
- Following legitimizing pre-run and political ATAFs and defining their budgets.

## **Definitions and Abbreviations**

**Department:** All the departments in Tehran Municipality,

**General Office:** The General Office in Socio-Cultural Studies for Tehran Municipality Social Department,

**Office:** The Socio-Cultural Appendix Office in Socio-Cultural Studies for Tehran Municipality Social Department,

**ATAF:** Socio-Cultural Impact Assessment,

**Sponsor 1:** The administration which designs the project, implement or supplies the budget,

**Sponsor 2 (Beneficiary):** The administration which operates the project and receives the practice system,

**Sponsor2 (Fixed):** Socio-Cultural Department, Deputies for Departments / Deputies for CEO of Organizations,

**Sponsor 3:** People in communities, NGOs and CBOs, groups and social associations, charities, community elites, board of

trustees in mosques, Tekyeh, schools, Basij, athletic and artistic stars, scientific figures, etc.

**ATAF Administrators:** Including administrators in districts studies, ATAF authorities in departments and organizations in Tehran Municipality,

**Scientific Administrator:** Real person who owns valid certificate to work for ATAF,

**Intra-regional or local ATAF:** The projects which covers the geographical domain of area or includes half of a district at maximum,

**District (Regional) ATAF:** The projects which cover total geographical domain or include more than half of regional domain.

**Infra-regional/ infra-district:** The projects which cover more than one geographical domain.

**Urban ATAF:** The projects which cover more than six geographical domains.

**ATAF Scientific Council:** The council which its members include university, research, scientific experienced characters who have ATAF executive experience and appointed with Socio-Cultural vice-chancellor warrant or general director of socio-cultural studies and their authority is scientific policy-taking for Tehran Municipality.

**ATAF Specialized Council Assessment:** The council which its members are always selected by coordination of organizations, departments, districts and The Appendix Office

and its important responsibilities include surveying the necessity of interventional action and monitoring the assignment of ATAF projects to executives.

**Defense Council:** The council which its members are always selected by the coordination of districts, departments, organizations and The Appendix Office and its important responsibility is the conduct of defense and the assessment of ATAF executive final report.

**ATAF Dispute Resolution Council:** The council which its members are formed by the combination of: ATAF Scientific Council; Defense Council of districts, departments and organization; ATAF staff administrators and its major responsibility is the judgment among executive, employer and supervisor.

## **Chapter2: How to run**

**1- Delivery the List of Projects:** The list of following projects in 2013 (1392) should be transmitted to general office with complete details: (title, code, the start and end date, budgeting, advisor, contractor, progress percentage, employer departments and projects executive) along with the projects(future-after 2013) which their studying and designing for future implementation are going to be done in 1392.

## **2- List Reception:**

The Socio-Cultural Department for 22 districts, deputies and organizations of Tehran Municipality are bound to receive the list of all required projects to do in 1392 from Socio-Cultural Studies General Office.

**Note no. 1:** Departments, organizations, and districts could require either canceling or adding other projects to the table in section 2 only through submission liable documentation and reasons.

## **3-ATAF Specialized Council Formation:**

The ATAF Specialized Council assessment is formed in districts, departments and organizations to provide appropriate context for running intelligent system of ATAF and the increase of sponsors' participation for running intervention actions in ATAF execution process. The most important responsibilities of the council are to define ATAF projects, assign requirements to executives and monitor its correct implementation.

### **The Specialized Council Members of ATAF are:**

- District mayor, vice-chancellor, CEO or their plenipotentiary representatives (the president of council),
- The Socio-Cultural vice chancellor in district, the deputy of vice-chancellor, the vice-chancellor of CEO (the secretary of council),

- ATAF administrator in district, ATAF authority in deputies and organizations (the council administrative authority),
  - The deputy or the administrator who designs and implements the intervention action(council member),
  - A supervisor and an executive who are chosen from all many grade A experienced supervisors and executives and are confirmed by The Appendix Office (council members),
  - The representative of community or neighborhood council/ community or neighborhood administrator,
  - The related representative of The Appendix Office (council member),
  - The connected representative of sponsor3.
- Note no. 2:** ATAF executives and supervisors should be noted that some of infra-district and urban intervention actions with special characteristics or pre-run time periods would be certainly determined and introduced by The Appendix Office.

#### **4- The Selection of Executives and Supervisors:**

Socio-Cultural vice-chancellor of 22 districts and plenipotentiary representatives of deputies and organizations (ATAF authorities) are bound to choose executives and supervisors of projects through ranking (rated) list (which is existed in Socio-Cultural Department of Tehran Municipality) with valid and indorsed certification.

**Note no.3:** According to the necessity of executives rating, the rate of each executive should be inquired prior to signing the contract. The purpose is that the projects would submit in accordance with each corporation and executives' rate. Hence, it is impossible to sign a contract with non-participant or failed or their ATAF certificate is invalid in 2013(1392) to take district ATAF and upper district ATAF.

**Note no.4:** Those executives with introductory training course certificate valid in 2013(1392) are only allowed to get intra-regional/local the fame level 4 projects.

**Note no. 5:** The executives of each project will be selected from Socio-Cultural Department List under the comments of specialized council of districts/ departments/ organizations in Tehran Municipality. Also the supervisors of projects will be directly selected under the responsibility of Socio-Cultural Departments of 22 Districts, ATAF Department authorities and Organizations in Tehran municipality.

#### **5- Recording of Information:**

According to triggering of ATAF intelligent system until the end of September 2013(1392), districts should provide the conditions and arrangements to entry the Appendix information of 2010, 2011, 2012 and 2013 (1389, 1390, 1391 and 1392) including the title of projects,

supervisors, executives, costs, etc. It is evident that each record of information which is related to The Socio-Cultural Appendix after the launch of intelligent system could only possible through this system.

#### **6- Blocking the Projects Costs:**

The management and authorities of ATAF in districts/ departments/ organizations are responsible to do necessary actions towards blocking and supplying the costs according to section one (including cost of implementation and supervision). The proclamation no. 8910/241088 on 5/3/1389 and no. 101338707 on 27/3/1392 related to zero-phase projects of Tehran Municipality do the necessary predictions and committed actions.

**Note no. 6:** The maximum and minimum costs of ATAF and their periods for 2013( 1392) in the four types are included as:

- a- Intra- regional/ local projects: 140-185 million Rial,
- b- Regional or district projects: 185-290 million Rial,
- c- Infra- regional projects: 290-420 million Rial,
- d- Urban projects: 420-650 million Rial.

**Note no.7:** The premises credit would supply the contract cost of supervision on ATAF provision and implementation in 2013(1392) on fourfold constant and independent projects and executives' cost won't deduce. These costs are:

- a- Intra- regional/ local projects: 20 million Rial,
- b- Regional or district projects: 30 million Rial,
- c- Infra- regional projects: 40 million Rial,

d- Urban projects: 50 million Rial.

## **7- Sign the Contract with Executives and Supervisors:**

Departments/ organizations/ districts are responsible to sign the contract with scientific supervisors according to attachment no. 1 (the contract of executive), attachment no.2 after the executives' services description achievement and the observance notes no.7, 6 and after confirmation submit a scanned copy to the Socio-Cultural Studies General Office.

**Note no. 8:** If the costs of ATAF based on employer's decision are more than notes 5 and 6, the case should be inquired from the Appendix Office.

**Note no. 9:** The enough attention should be given to the validity of executive's certificate up to the end of contract period; otherwise the contracting should be avoided. In addition contracting with real executives in 2013(1392) is permitted.

**Note no. 10:** The payments should be done in fourfold step,

a- after finalizing and defending the proposal (25 percent),

b- After the pre-defense session (35 percent),

c- After the formal defense (30 percent),

d- After the submission of final report and presentation of the practice system advice to beneficiary sponsor (10 percent as a good work).

**Note no. 11:** In case of signing the contract with real person as executive or supervisor, there is no need for account recoupment.

## **8- Proposal Approval:**



Supervisors and related sponsors are responsible for the study, check and confirmation of proposal in each stage in ATAF (according to the described services).

### **9-The Submission of Reports to Supervisor:**

ATAF executives are responsible to submit the report to get scientific supervisors and sponsors comments and confirmation in all stages (according to the described services).

### **10- Pre-Presentation Session:**

The management of ATAT should make a pre-presentation session prior to final report and with foretoken by executive and the presence of scientific supervisor, specialist vice-chancellors as related sponsors 1 and 2, social vice-chancellor, the mayors of related areas(sub-district), council secretary of related neighborhood or community, representative of related organization or staff( for example the Sport Organization in sportive projects), the Appendix Office representative, related neighborhood/community scholars and other considered people. The executive is required to apply the result, prepositions and considerations of the session in final report of project.

### **11-Defense Session Formation:**

The management of ATAT is required to hold a final report presentation session and official defense with the presence of official/formal defense council members and in necessary cases the presence of unofficial people and then complete the record and finally certify it by the topmost authority or his plenipotentiary representative.

**Note no. 12:** The official/formal members of defense council who are selected through the coordination of district/ departments/ organizations and the Appendix Office are:

a- The mayor/ vice-chancellor/ CEO or their plenipotentiary representatives as president of council, b- constant sponsor<sup>2</sup> as the secretary of council, c- ATAF management or authorities as council executive authority, d- the management that designs and implements the intervention as sponsor or council member, e- the management that operates ATAF practices as sponsor or council member, f- ATAF scientific supervisor as council member, g- the Appendix office related representative as executive supervisor and council member.

## **12. Consistency and Supervising ATAF Practice System:**

The management and authorities of ATAF are required to follow and supervise to achieve the practice system which the executive of ATAT according to the described services could successfully present the necessary consultation to the related beneficiary intervention authority.

## **13- The Submission of Project's Result:**

The management of ATAF is required to submit the needed documents after getting approval and admissible record in CD format, the image of final report presentation submission record and the image of all payments to executives and supervisors the General Office, along with following documents: final report, essay, photos, management abstract, all document of ATAF project implementation in Word/Pdf or PowerPoint format, one blue hardcopy of final report with all attachments.

## **14- The Completion and Submission of Evaluation Form:**

The ATAF management is required to complete executives' and supervisors' assessment form by employer, the description of situation booklet of ATAF executive and supervisor and then submit a copy to the Appendix Office.

**Note no. 13:** "ATAF regulations - edited version 2013 (1392)" is considered as the binding and definite executive, regulatory/supervisory and administrative document. The new versions are going to notify in due times. The annual instructions are highly suggested as criteria when there is a contradiction and difference between regulation and annual instructions. Also their inquiry from the General Office is primarily required in cases of ambiguity or no point listing.

### **15- The Violations in Execution Time:**

As regards to high precision and attention to executives and supervisors functions both qualitatively and quantitatively in 2013(1392), any instruction or regulation violation or any delay in delivery and the described services by either executive and supervisor or a work with non-standard quality are going to be announced to the General Office immediately, and in these cases the authority is able to cancel the contract and get out the non-financial and financial damage by either blamable executive or supervisor or both after the General Office approval.

### **16- Scientific Problems and Contract Repeal:**

In case of problems in either scientifically and executively or both in executives' report, the employer is free to deduct the executive contract up to the thirty percent (applicable in contract) (While receiving supervisory approval in scientific problems). The mentioned deduction is apart from the delay deduction which the employer applies.

**Note no.14:** None of the municipal employees (including ATAF administrators, experts, the president of scholars, non-employed manpower, etc...) are allowed to be either executive or supervisor in Tehran ATAF projects.

## **Chapter 3:**

### **How to Supervise and Assess,**

#### **1- The Necessity of Supervisor Selection,**

A scientific supervisor either legal or real person with valid certificate in the List in department website should be selected for each ATAF project.

**Note no.1:** Regarding the importance of rankings for supervisors and executives, the rank of each supervisor should be inquired by the General Office. The appropriate selection is needed for the accordance of supervisor and the level of project.

**Note no. 2:** Since the executive's proposals should be approved by supervisors, so districts/ organizations/ departments are required to do the process of selection and contract prior to executive's selection and signing the contract.

#### **2- Early Termination of Projects:**

It is the responsibility of authorities and the management to get out the thought/opinion of scientific supervisor regarding the necessity of providing ATAF either in the beginning of execution or the end of the first phase at maximum. When supervisor announces his decision for ATAF unnecessary projects, 25 percent of supervisory payment and at least 5 to 20 percent of contract should be provided by blocked credit

and given to executive (according to done activities) and then the project terminates.

**Note no. 3:** The supervisor is required to visit the site with executive at least once and prior to ATAF initiation. The studies management in districts and plenipotentiary representatives in departments and organizations are responsible to the goodness of the supervision to implement this segment. In the case of supervisor's failure to implement this segment, 10 percent of his payment would be deducted.

### **3- The Term of Supervisor Accountability:**

The supervisor is required to announce his decision in ten days after the receiving of each executive's report; otherwise the executive is free to start up next stage and in the same proportion his payment would be deducted.

**4- Check List Completion:** The supervisors are required for full completion of ATAF assessment Check List.

### **5- Supervision due reception:**

When in any stage of provision, executives' jurisdiction is denied, all supervision costs would be completely given to the

supervisor according to supervision's decision, employer's approval and the General Office agreement.

## **6- How to Select New Supervisor:**

When supervisor's jurisdiction is denied by employer's approval and the General Office general (due to non-conformity with services description, scheduling, regulatory issues, etc...), new supervisor must be introduced to the General Office in a week. Meanwhile the previous executive's contract would be cancelled (in case of signing) and announced to the General Office and legal pursuit would go to him for non-financial and financial dues.

## **7- Supervision Due Stages:**

The fee for supervisor would pay after final report, employer and supervisor approval.

## **8- The Necessity of Supervisor's Presence in Presentation Session:**

The supervisor is required to announce exact day of session by employer's request and a week before to executives and supervisor in written form. Also he must be present in presentation session and final presentation. In case of absence, he must introduce his representative in written way along with the reason of absence. In case of absence of supervisor in pre-

presentation session 20 percent and in final presentation 30 percent of his fee would deduct.

## Chapter 4: Timetable

### The Timetable for ATAF Projects 2013(1392)

No.	The Description of Tasks	Timetable															
		April	May	June	July	August	September	October	November	December	January	February	March				
1	Recognition, classification, prioritization and control intervention of districts/ departments/ organizations, delivering its list (form no. 1) to the Appendix Office.																
2	The formation of specialized council assessment and study/survey the necessity of intervention actions, submission the results to the Appendix office (based on form no.2).																
3	The reception of intervention list for the ATAF project which its implementation is approved and budgeted.																
4	The review and recheck of delivered list on section 3 according to intervention spatial and temporal intervals and signing the necessary memorandum.																
5	The recognition of supervisors and executives, signing the contract based on described services (the																

