

## **THE CONFORMITY ASSESSMENT OF THE DEVELOPMENT STRATEGIES WITH CDS PRINCIPALS IN FARIMAN COUNTY BY AHP TECHNIQUE**

**Abdolreza Khaliq and \*Mahdi Vatanparast**

*Department of Geography, Shirvan Branch, Islamic Azad University, Shirvan, Iran*

*\*Author for Correspondence*

### **ABSTRACT**

The complexity of urban systems and inefficiency of traditional methods that provide the case solutions and inability of these methods to meet the needs multi-dimensional problems have caused the disorder conditions of developing cities and spread of poverty and their unknown future. To provide the participatory making decision processes in developing countries and in order to reduce the urban poverty, and to provide the sustainable development of organizations, it's been suggested to propose the "city development strategy" document or (CDS), as an effective tool for growth of social justice through the spread cooperation and participation of community, in order to improve the quality life of all citizens especially poor ones. The main goal is to provide the urban sustainable development through the social capacity and to create the public participation. The strategies of Fariman County, a county of Iran, have been proposed by author in the form of MA's thesis and with CDS process principles. It's been attempted to investigate the adaption of proposed strategies to four CDS principles (being livable, being competitive, banks and good urban management and governance), by AHP technique. The results of this study show that the development strategies of Fariman County are adopted with CDS principles 71% and can be effective in urban development. The control of this strategy while its implementation by the method proposed in this study can provide a better field to develop the city.

**Keywords:** *Strategy, Urban Development, CDS Principles, Fariman County*

### **INTRODUCTION**

Cities have introduced themselves very soon as definitive economic factor of countries at the international level. They have gained this feature through increasing growth of urban population, especially in developing countries and the great importance of economy.

The tendency to cities and urbanism is a worldwide phenomenon. This uncontrolled growth of urbanism in developing countries has led to various problems. On the other hand, the cities have had a key role in economic and social development. They are the determining factor in the future economic situation of countries. The cities of developing countries are facing with inappropriate conditions in terms of the urban planning. The complexity of urban systems and non-efficiency of traditional methods that propose case solutions, and inability of these methods to meet the needs and solve the problems have caused that many developing cities have inappropriate conditions and are faced with an unknown future. In such conditions, the cities need to more informed choices and decisive actions. To provide the participatory making decision processes in developing countries and in order to reduce the urban poverty, and to provide the sustainable development of organizations, it's been suggested to propose the "city development strategy" document or (CDS), as an effective tool for growth of social justice through the spread cooperation and participation of community, in order to improve the quality life of all citizens especially poor ones. The main goal is to provide the urban sustainable development through the social capacity and to create the public participation.

The strategic plans can give the municipalities and people institutions an active and meaningful role in the line with the development of city. Now, not only people don't know what role they have in development of their city, but even they don't know what the future of their city is. Even the officials of city don't have a clear vision from the future of city. The city development strategy provides a field that people and urban

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officials agree together that what would they want from their city and specifies the role of each one to get this goal. In this study which is drawn from the author's thesis, it's been tried to specify how much the developed strategies planned for 20 next years of Fariman are close to four principles CDS (City Development Strategy).

### **Research Problem**

Over the years, in our country, it's been applied the comprehensive and detailed plans as the only planning (urbanism) way. What has kept alive the comprehensive plans in Iran after a few decades is due to a wrong approach. This particular type of urbanism, legally and officially, is the only accepted urbanism way in Iran. This wrong approach has caused that despite of acknowledging the inefficiency of this form of urbanism planning; especially the method which is prepared in Iran, the applying of it still continues (Barati and Sardari, 2009). One of the biggest problems of comprehensive plans is the development of initial studies. What are clearly visible in urbanism system of Iran are the hundred pages journals of comprehensive plans that are proposed from counseling engineers that pay attention to know the presenting status of city on different aspects (economic, social, natural, population, etc). Finally, a large part of the gained knowledge is not generally applied in the final plan, while considerable cost and time has been spent on collecting them. Fariman County is not an exception of this rule. Fariman County is located in east of Iran and east of Razavi Khorasan Province. The county has an area over 4132 square kilometers. It has allocated 2/5 percent of total area of the province (counselor Tash, 2012: 1). Urban plans that have been prepared over the last years for Fariman County despite of high costs are comprehensive and conductor plans that due to the characteristics of these types of plans and implementation of them, it's been proved their weak results. Today many cities like Fariman need to make informed choices more than ever. Therefore, the planners, politicians and city managers are always looking invention of new tools and processes as a solution to solve the problem of cities and inefficient urban plans. The common cooperation of UN and World Bank human settlement center entitled as "City Development Strategy" plan for improving the efficiency and promoting the participation level in urban development issues is one of them. The city development strategy is created Based on strategic planning, and considering the participation prospects and processes. In the strategic planning, it's supposed that every organization (here, city), tries to pioneer in their performance and act creatively. It means they try to impact on the environment and create the continuous innovation (Fardar, 2005).

The urban strategic development aspects have three features at least: 1- clear and concise description of the ideal city in a long term future (minimum 10 years), 2- to present the features that give a distinguished and understandable picture from present, 3- a coherent and relevant set of ideals and values that will guide the future planning and decision making (Golkar, 2005).

### **The Study Objective**

It's been attempted in this study to measure the compatibility rate of developed strategies to four CDS principles for development of Fariman. It specifies how much the developed strategies provide the appropriate fields to develop the city suitable with its capacities.

### **The Study Hypothesis**

It seems that it can be possible to modify the problems of Fariman County by applying the capacities and abilities existing in county in the form of CDS methodology and achieve to appropriate development and close the developed strategies of Fariman County to CDS principles.

### **Literature Review**

In studies done in strategic plan of Shiraz County in 2001, four main goals as follows have been considered: 1- Shiraz, the cultural capital of Iran, 2- Shiraz, the services and high technology city in Persian Gulf Coast, 3- Shiraz, the top tourism center at the national, regional, and global level, 4- Shiraz, the green city. in 2002, with the studied conducted in Esfahan City, it's been considered the following goals to develop the future strategy of city: 1- primarily, the role of a metropolitan, 2- top tourism center at the national and international level, 3- the agent of Esfahan style as the special school in urban area. To reach this goal, five main strategies have been developed including: functional refining of Esfahan City for the benefit of top functions of metropolitan, to balance three population elements, refining function

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and power of environment, to balance the relationship and the portion of Esfahan City in the Esfahan Province, optimizing the urban efficiency, the presenting land and space in the city, to revive, preserve and expand and continuity and spatial-structural identity of Esfahan County. As a third example, the strategic development plan of Adis Ababa County can be expressed. In the strategic plan of city, Adis Ababa County has an effective role national economy growth. As diplomatic center of Africa, it should be provided the services with international quality and standards. To achieve the goals and sustainability of mentioned process, it's been considered the ways to coordinate and constant interaction among three private, government and perhaps cooperative sectors. Rafieian and Golpayegani in a research entitled as "Urban Development Strategic planning" (along with strategic planning case study in Kerman City), first pays to the local and foreign experiences of strategic plans for cities and explain the experiences of these planning in Esfahan, Shiraz, Adis Ababa, Mouich and Melbourne Cities and then pays to develop the strategic plan, situation and historical experience and national and regional capacities of Kerman City and to prioritize municipality actions and express the strategies in different sections. Mozafari *et al.*, (2009) in a study entitled as "City Development Strategy based on Sustainable Development" have studied about Shabstar City. In this study, Shabstar City has been studied from the social-economic, infrastructure and management aspects due to the weak and strength points, chances and presenting threats based on the sustainability indexes. The results of this study show that Shabstar City is in an unstable situation. To get rid of it, citizen's participation along with empowerment, to develop the integrated urban management strategy, to consider the social, economic, and cultural processes of city and at last to develop the local communities and good urban ruling in the form of new methods of urban planning CDS can help to sustainability of Shabstar (Srafi *et al.*, 2009).

### **Research Method**

This is an applied study and due to the studied components, its dominant approach is descriptive-analytical. The spatial domain of study is Fariman County. In this study, it's been acted toward the strategies measurement of Fariman County to four CDS principles by AHP method.

### **Theoretical Basics of Study and to Define Some Concepts**

**Strategy** is a program, policy, behavior pattern, perspective, policy or a decision that indicates the direction of views and movement. **City Development Strategy**: is a collection of programs for balanced growth in city that get sustainable, developed by participation of institutions and improve the quality of life for all citizenries (Cities Alliance, 2001). **Participation of Beneficiaries**: it can be traced the roots of participation in the ancient Greek city states (Habibi and Siedi, 2008). In terms of lexicon, the participation means mutual companies of people to do the same work (Azkia and Qafari, 2004). Some people consider the participation as involving the people in making decision process and implementation of development plans (Shaeri and Sadi, 2003).

### **The Necessity of Applying the CDS Plan**

The main discussion of CDS plan is that strategic interventions, public communities, private sector, and civil society can change the development course of cities in the appropriate time and place. In an uncertain and comparative environment, the developing cities need to comprehensive order to get more benefit from using the limited financial resources and human resources to achieve the goals. The available capitals of each city are very flexible and certainly trend to cities that have good future potential (Kardar *et al.*, 2009).

### **Objectives, Principles and Features of CDS Plan**

Every CDS plan follows the specific objectives. Mour indicates that the strategic planning goal of non government organizations is to create the value by improving the public efficiency and goods with reasonable costs (Emamian, 2007). In most cases, CDS goal which should be considered in all stages of its implementation includes as follow (Cities Alliance, 2001).

Four main principles in strategic approach which are including the important parts of urban development strategies in strategic plans are: **1- Being livable**: a city is livable in which all residents have the same opportunities to participate and benefit from the economic and political life. In fact, a city is livable which people in it are active from material and spiritual aspects and correlated together (Sarafi, 2001).

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**Table 1: The developed strategies for four CDS principles**

Good urban governance	Being livable	Being comparative	Being banking	
3	5	7	1	Being banking
5	3	1	$\frac{1}{7}$	Being comparative
7	1	$\frac{1}{3}$	$\frac{1}{5}$	Being livable
1	$\frac{1}{7}$	$\frac{1}{5}$	$\frac{1}{3}$	Good urban governance

**Table 2: weighting of four CDS principles to each other**

Good urban governance	Being livable	Being comparative	Being banking	Strategies
5	4	9	6	To develop the tourism position in Fariman County
5	9	9	9	To increase the people participation in economic activities
5	8	6	8	To invest in industrial and agricultural sectors
3	3	5	7	Optimal utilization of transit capability
5	5	9	9	To guide and encourage the non-local investors
6	8	3	9	Efficient applying of urban lands
9	8	2	4	Improving the role and position of urban management in economy sector
5	7	7	9	Encouragement to develop the mechanism in order to create the scientific and mechanized agriculture
7	6	6	9	Applying the attractions and central location of Fariman in economic development
9	8	3	5	Preservation, restoration and development of natural resources
9	9	5	5	The compatibility of urban development with environment
9	9	4	4	To reduce the environmental pollution
9	8	7	9	To increase the sustainable revenues of municipality
9	9	4	5	To develop the appropriate administrative methods
9	9	9	9	To establish of cost control systems
9	9	5	6	To develop the human resources
9	9	5	6	To develop the urban unified management and mechanism
9	9	5	5	Promoting the cultural-social identity and cohesion of city
5	5	4	6	Increasing the population density
9	9	4	9	Access to equal opportunities
9	9	9	9	Protection of cultural and historical heritage

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**2- Being comparative:** Fan Jichak says a key element of urban management to make the city livable and sustainable is depended on coordination and integration of private sectors to solve the main problems of residents (Ashrafi, 2009). He suggests the strong economic competitiveness, employment growth and comprehensive investment for city (Sarafi, 2001). Competitive cities are cities that have strong economy with employment growth and comprehensive income and investment. The presenting examples of different countries economy have proved this issue that competitiveness leads to prosperity growth (Rezazade and Badri, 2004).

**3- Being banking:** banking cities are cities that have urban efficient finance systems in applying of resources (Ashrafi, 2009). **4- Good urban management and governance:** there are 8 features for good urban governance: 1- participation, 2- chasing law, 3- clarification, 4- flexibility, 5- ... 6- justice, 7- efficiency, 8- accountability (Nobari and Rahimi, 2010).

### **Introduction of Studied Area**

Fariman County is located in the east of Iran and in the east of Razavi Khorasan. The county has an area over 4132 square kilometers. It has allocated 2/5 percent of total area of the province. This county is restricted to Mashad City from north and west, to Torbat City from south and to Torbatjam from east. Fariman County is located on a plain with 1411 high from international water level. This county is located on in  $58^{\circ}31'$  to  $60^{\circ}34'$  longitude and  $35^{\circ}28'$  to  $36^{\circ}1'$  latitude (Asiyaei, 2005).

### **CDS Plan of Fariman County**

Some strategies have been developed for Fariman County in the form of thesis titled as “Methodology Application of CDS in Urban Planning (Case Study: Fariman)” in 5 parts: 1- economic, 2- environmental, 3- management and urban governance, 4- social-cultural, 5- anatomical-functional by the standard methods of CDS (Khaliq, 2013). In this regard, first it’s been paid to weak and strength points, chances and threats of Fariman in 5 mentioned area with the study of presenting status of county by SWOT technique (Khaliq, 2013).

Based on SWOT table and by experts’ view in urban planning and managers and people’s opinion and based on people participation and respect to wishes and expectations of residents and city development, a 20 years perspective was developed and based on this, CDS was developed. The main developed strategies by 25 original titles were weighting by AHP technique and based on experts’ opinions. This weighting is specified in table 1. In the next step, four CDS principles are measured to each other and are weighting. Table 2 shows this weighting.

### **Conclusion**

The results of this analysis in diagram 1 show that the developed strategies for Fariman County is close to CDS four principles to 71% rate. This result confirms the hypothesis of this study that the problems in Fariman County can be modified by applying the presenting capacities and abilities in the county within CDS methodology. It should be mentioned that as the city development strategy (CDS) is a process, but it can be reviewed at the various stages and the developed strategies can be measured step to step by the methods such as AHP technique to four CDS principles and getting close to considered goals through the peer reviews.

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