

Research Article

ANALYSIS OF THE POSITION OF URBAN GOOD GOVERNANCE IN BOJNORD BY APPLYING SWOT MODEL

Sania Mirzazadeh, Mohammad Moatamedi and *Ezzatollah Mafi

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

**Author for Correspondence*

ABSTRACT

Urbanization developing and consequently the specific problems of urban life make it essential considering to the effective strategies and choices for improving the lives of citizens more than ever. In the last decades, with the introduction of democratic concepts and approaches in the political and social literature of world, these concepts were gradually entered into the field of management and new models of governance were formed. One of these new models has been the movement of the proper governance or a good urban rule. The pattern of urban governance is defined as a participatory process of development that is along with the citizen participation and changing the roles and functions of local governance and whereby all beneficiaries, including governments, private sector and civil society, provide the means to solve the problems of rapid urbanization (Khodaei, 2012).

This study with explaining of a good urban governance position in Bojnord Town is conducted to pay attention to the extent of good urban governance in terms of each index separately. In this paper, the method of statistical analysis SPSS applied to analyze the data contained in the questionnaire and also to identify the internal strengths and weaknesses and external opportunities and threats pays to determination of the good position governance in Bojnord Town in terms of SWOT model. Finally it presents the appropriate strategies to solve the problems.

INTRODUCTION

Although from the Plato and Aristotle era, it's been discussed about the concept of good governance and good city but its appearance in a new era has been along with new concepts and a democracy approach.

The title the good governance was emerged from the late 19th century as a response to civil corruption in support of political bosses and machines. National movements supported from increasing the rule capacity and civil morality as an antidote against to urban life chaos. This consensus defended the agenda for the first annual conference about the good urban governance that was held in Philadelphia in 1894. As a result of this conference, it was formed the National Association of Municipalities, the organization that later became the Civil National Assembly (Cave, 2005).

In dictionary the government means the rule and administration of the affairs and it refers to the relationship between citizens and governors. In fact, this term describes "relationship" not "machine" (Lalepour, 2007).

Based on the definition of UNDP, good governance is the management of the public affairs based on the rule of law and a fair and effective public participation in the governance process (Mobadery, 2004).

"Urban governance" is a multilateral process between the official actors who rule on the city from one hand and as well as civil society actors as non-formal actors that the multifaceted interactions between them can lead to compatibility of different interests among the actors. What this concept represents is enter the civil society and also the private sector to planning process and governance of (Urban) affairs (Asadi, 2009).

Research Objectives

Main Objective

Determination of good governance' place in Bodjnord Town by applying SWOT model

Other Objectives

- Recognizing general features of urban management in Bodjnord Town
- Recognizing and determining Mashhad Situation respect to good governance' indices
- Recognizing SWOTs of good governance in Bodjnord Town

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The Question

Does the urban management process implement according to the concept of urban good governance in Bodjnord Town?

What are the main SWOTs of good governance in Bodjnord Town?

Hypotheses

Hypothesis is a scientific estimation about variants, things and phenomena's nature, manner and their relations, helping researcher to recognize the most probable way in order to find the X (Hafeznia, 2003).

Hypotheses of the present study are:

1. It seems that there is no meaningful relation between urban management and good governance' pattern in Bodjnord Town.
2. It seems that weakness of the governance in Bodjnord Town is due to management insufficiencies and public participation' weakness which would be a big threat in case of continuity.
3. The best strength of good governance is the acceptance of public participation in planning process till implementation and the best opportunity is the special situation of Bodjnord Town as Bab Al Reza; being the way to Mashhad.

Literature Review

The concept of good urban governance was first used in Africa in 1980 (Kazemian, 2007). McLalin was one of those who presented Governance (Athari *et al.*, 2007). There are plenty of works done in this respect in Europe and America; Mc Lalin, Kafmman, Mc Keinly, Atkinson, Global Bank' studies and Habitat (Gain and Duncan, 2007). Gain and Duncan in their work "measurement of good governance using time sequences' data" have investigated governance indices in Fiji during 1985-2003 using time sequences and have found that governance performance in Fiji was harshly affected by 1987 and 2000 cop de tats; rule governance was the most affected aspect among the others.

Kenedy, also in his work "designing good governance' indices: citizens' participation and its evaluation in Vancouver" named index determination' challenges as: concept defining, measures selecting, sampling and index evaluation. Also, he introduced election participation as a good index for good governance in Vancouver by investigating it from 1984 to 2005, based on IU standards.

There are some works in Iran, too, in the following:

Akbari in his work entitled as "Social Capital and Good Governance" has investigated relations of good governance and social capital and recognized the theoretical stems of it (Akbari, 2006).

Sharifian, also in her work "citizen participation, urban governance and urban management" has investigated the concept of strengthening using variant models of participation and then investigated the relation of different levels of citizen participation, their strengthening, good urban governance and urban management finally (Sharifian, 2001).

Esmail and Sarrafi in their work entitled as "Good Urban Governance' Place in Tehran Metro" have investigated the place of good governance' patterns in order to investigate citizens' role in planning process of Tehran metro (Esmail and Sarrafi, 2007).

Kazemian in his PhD's thesis entitled as "Determination of the Relationship between Government Structure, Urban Power and Spatial Organization" has investigated the relation between power structure and political organization and its outcomes and also described the relationship of power structure, urban governance and metropolises organization (Kazemian 2003).

Parhizgar and Kazemian, also, in their work entitled as "Urban Governance Approach and Its Necessity in Tehran Metropolises' Management" have explained the concept of governance and its theoretical origin and then described Tehran situation (Parhizgar and Kazemian, 2005).

Barakpour in his PhD's thesis entitled as "Transition from Urban Government to Urban Governance" and his article entitled as "Urban Governance and Urban Management Systems in Iran" has investigated the urban governance (Barakpour, 2008); he has selected Hamedan and Islam Shahr as case studies and measured the level of good urban governance' application using questionnaire and interview from three points of view: city' council, municipality and citizens.

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RESULTS AND DISCUSSION

Descriptive Results

As noted before, we've investigated the place of good governance using statistic method and SWOT model. Using the former, we've taken subject's features (age, gender etc.) and gained each factor's average score and then analyzed them. Using the latter, we've determined governance place and introduced the most important issues about SWOTs of it through a strategic approach using data from questionnaires answered by subjects (137 individuals) and officials (22 individuals). Descriptive results of the research including: subject's age, gender and level of education are as follows:

Age

As can be seen in the following table, the age of subjects is in the range of 18 to 30 years old.

Table 1: Distribution of respondents in terms of age

	frequency	percentage	Correct percentage	Cumulative percentage
	18.00	1	.7	.7
	21.00	4	2.9	3.6
	22.00	4	2.9	6.6
	23.00	8	5.8	12.4
	24.00	6	4.4	16.8
	25.00	8	5.8	22.6
	26.00	9	6.6	29.2
	27.00	2	1.5	30.7
	28.00	8	5.8	36.5
	29.00	6	4.4	40.9
	30.00	14	10.2	51.1
	31.00	2	1.5	52.6
	32.00	7	5.1	57.7
	33.00	1	.7	58.4
	34.00	6	4.4	62.8
	35.00	3	2.2	65.0
Valid	37.00	4	2.9	67.9
	38.00	2	1.5	69.3
	40.00	4	2.9	72.3
	41.00	4	2.9	75.2
	42.00	4	2.9	78.1
	43.00	2	1.5	79.6
	45.00	2	1.5	81.0
	46.00	2	1.5	82.5
	47.00	2	1.5	83.9
	48.00	4	2.9	86.9
	50.00	2	1.5	88.3
	52.00	2	1.5	89.8
	53.00	2	1.5	91.2
	58.00	2	1.5	92.7
	60.00	2	1.5	94.2
	64.00	4	2.9	97.1
	71.00	4	2.9	100.0
	Total	137	100.0	100.0

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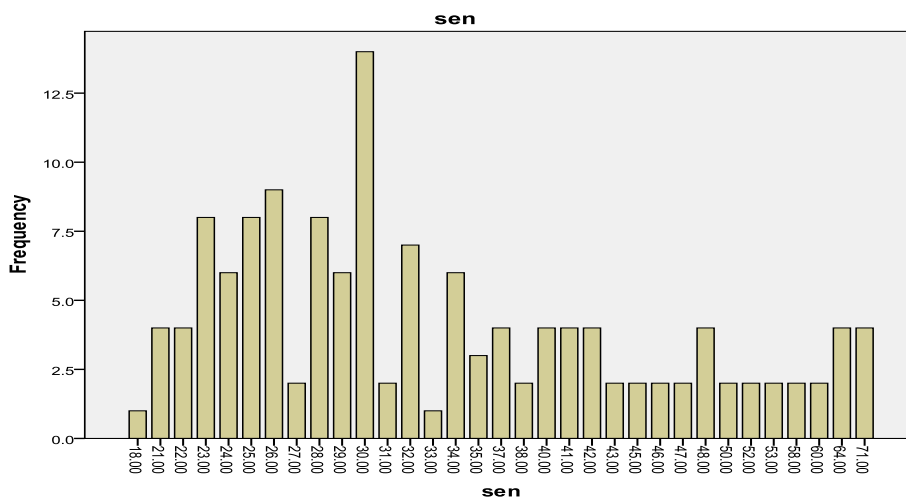


Diagram 1: Distribution of respondents in terms of age

Gender

89 out of 137 subjects (65%) are male and other 48 ones (35%) are female.

Table 2: Distribution of respondents in terms of gender

	frequency	percentage	Correct percentage	Cumulative percentage
male	89	65.0	65.0	65.0
female	48	35.0	35.0	100.0
total	137	100.0	100.0	

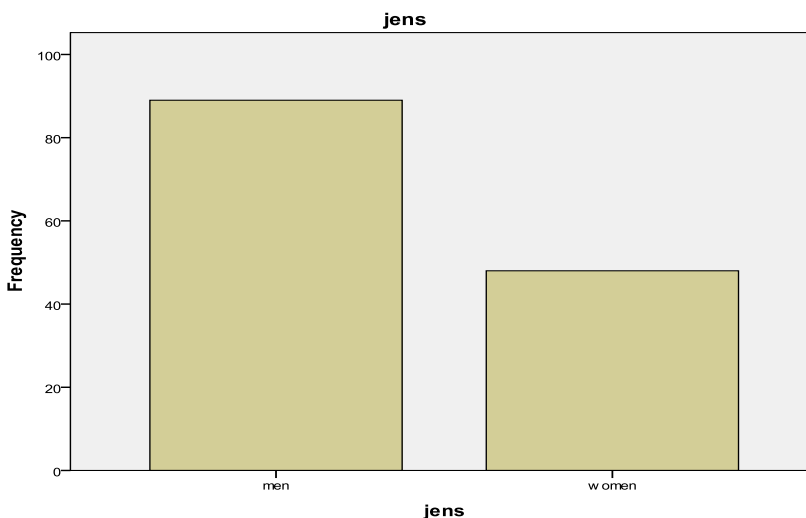


Diagram 2: Distribution of respondents in terms of gender

Education Level

Diploma, post-diploma, BA, MA and higher are the levels of subjects' education; 11.7%, 24.1%, 19% and 45.1% respectively.

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Table 3: Distribution of respondents in terms of education level

	frequency	percentage	Correct percentage	Cumulative percentage
variable	Diploma	16	11.7	11.7
	Foundation	33	24.1	35.8
	Bachelor	26	19.0	54.7
	Master and upper	62	45.1	100
	total	137	100.0	100.0

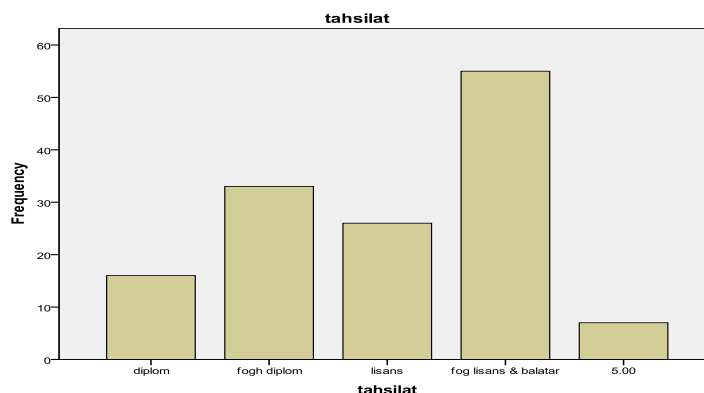


Diagram 3: Distribution of respondents in terms of level of education

There are 9 factors in present research to determine governance place as follows: participation, being regulative, transparency, being receptive, adaptive orientation, justice, efficiency and effectiveness, responsibility and strategic insight.

Also, there are variants, shown in table 4, in order to assess each of the factors.

The main purpose of questionnaires distributed among the subjects and experts is to take their opinions about each of the foresaid factors. To do so, many questions related to variants were selected. The results were analyzed by statistic method and SWOT model.

Table 4: The studied factors and variables in measuring good governance of Bojnord

variables	Experts	factors
citizens		
polling from citizens in the preparing and implementing process of urban development projects	Supporting from NGOs and civil societies	Partnership
- The role of citizens in urban development projects	acceptable number of non-governmental organizations (NGOS) in relation to urban issues	
- Responsibility for the preparation and implementation of urban development projects	Citizenship rights	
- Willingness to authorities help in the preparation and implementation of urban development projects	Local media freedom in the reflection of city facts	
- Environmental protection in the implementation of plans	Agreement on the requirement to hold municipal elections	Effectiveness and Efficiency
- Citizens' satisfaction with the urban services	agreement with the formation of councils activities from authorities	
- Reasonable period of urban development projects time	Academic periods for improvement of municipal employees' scientific and practical qualification	
- Reasonable administrative costs of projects	- informing of the latest research development in the field of city among the staff.	
	The applying of new management techniques such as information technology in municipal	
	-Eliminating the citizens' need for by municipal	

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- Satisfaction with the services provided by municipalities	- assignment the private sector to NGOs - Transparency in terms of administrative corruption and irregularities - Environmental protection in the implementation of plans - Declare the vision for the future of the city through participatory processes	
Informing about construction work and welfare	-Informing the citizens about urban development plans and programs Official publication of contracts and tenders	Transparency
- informing about the detailed and costs of designs and urban development plans - Access to urban Information - to Identify responsibilities, regulations, contracts and tenders	- the lack of ambiguity about the Contracts and Tenders - Free flow of information and access to them - To deal effectively with corruption within the municipality and City Council	
- the present urban regulations accountability to the needs -interference of non officials outside of municipality in decisions - The effectiveness of all individuals and groups interested in Urban Planning and Urban Management	- the present urban regulations accountability to the needs - Respect the Authority to law and consider it - The existence of needed justice in law enforcement - Awareness of the citizens from urban rules and regulations and considering it - The role of influencing groups in the planning and decision-making	law
- Facility to address the citizen complaints -holding the question and answer sessions with different groups of people -to accept the demands and needs of the citizens by municipality officials - Municipal officials respond appropriately to the demands and needs of citizens	- Facility to address the citizen complaints -holding the question and answer sessions with different groups of people -the existence of needed mechanisms for transfer of citizens' needs and demands to officials - Municipal officials respond appropriately to the demands and needs of citizens - to follow how urban plan develop by City Council	Responsibility and Accountability Being receptive and responsive
- Cooperation with the municipalities and government agencies with private sector and public - Better management of among different institutions	- coordination between Formal organizations of utility services - Coordination between official organizations in providing services and non government organizations - the presence of formal mechanisms for consultation between the city formal organizations and Citizens - Understanding among the various producer and implementing urban projects organizations	Consensus orientation
- paying attention to disadvantaged groups' ideas by municipalities	- paying attention to disadvantaged groups' ideas by municipalities - Fairness in terms of zoning and urban development regulations - the way to allocate resources and services for citizens	justice
- The medium and long term plans of the municipality and City Council - considering the current and future problems	- The medium and long term plans of the municipality and City Council - The dominant of strategic thinking and strategic planning on the city council and municipality - follow-up the long-term programs by municipalities and county councils	Strategic Insights

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Variant Average

Citizens' Point of View

The questionnaire was scaled. Its data were coded first and then entered into SPSS. The codes are as follows:

- 1: very low
- 2: low
- 3: intermediate
- 4: high
- 5: very high

Table 5: The average of any good governance by citizen's point of view

Average	factor
2.59	Partnership
2.08	Effectiveness and Efficiency
2.12	Transparency
2.54	lawfulness
1.94	Responsibility and Accountability
2.41	Being receptive and responsive
2.13	Consensus orientation
1.83	justice
2.46	Strategic Insights
2.23	Total average
average	factor
3.04	Partnership
2.96	Effectiveness and Efficiency
3.25	Transparency
2.75	law
2.75	Responsibility and Accountability
2.27	Being receptive and responsive
2.18	Consensus orientation
2.69	justice
2.73	Strategic Insights
2.78	Total average
average	factor
2.81	Partnership
2.52	Effectiveness and Efficiency
2.68	Transparency
2.64	lawfulness
2.34	Responsibility and Accountability
2.58	Being receptive and responsive
2.41	Consensus orientation
2.00	justice
2.59	Strategic Insights

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In next step, the average of each factor' scores is calculated. We've found that in citizens' point of view, participation and strategic insight have the most average (2.5). According to their items, we can see the followings:

Participation: in case of suitable conditions, citizens are eager to participate in urban plans. They have shown this in "having tendency to help officials in urban development plans' implementation" item. Its score is 3.26 which is the highest score and shows high tendency of citizens in participation.

They find themselves responsible in urban development in case of chances granted to them.

They are currently participated in plans' implementation.

Their biggest criticism is that they've not been considered in plans processes.

Being regulative citizens have a positive approach towards future plans of the city.

Available regulations of macro plans take future problems into account besides the current ones.

On the other hand, they've found justice and responsibility as the worst factors by the scores 1.8 and 1.9, respectively. Respect to justice, their main criticism is injustice observance on lowly developed regions and deprived people. Respect to responsibility, their main criticism is the lack of question-answer sessions about the problems with participation of all people, also, the lack of appropriate establishments for responsibility and investigating their claims.

Expert's Point of View

The experts determined the transparency and participation as the main factors by the scores 3.25 and 3.04, respectively. Interestingly, transparency has the best situation in experts' view and the worst in citizens' view. This might be because of the fact that experts' performance is evaluated by themselves. To confirm this, citizens' opinion must be taken.

On the other hand, adaptive orientation has the worst average (2.18) as the lack of agreement and cooperation between organizations is one of the most current problems of Bodjnord Town.

Overall Situation of Good Governance in Bodjnord Town

According to experts and citizens opinions, the average of good governance is 2.51. The results have been taken through questionnaire answers. This average is so bad because it is less than the total average, too.

Results of T-test (table 5) have shown that the average of being regulative, being receptive and strategic insight is a bit more than 2.5. Significance test' hypotheses are:

$$\begin{cases} H_0 = \mu_1 \\ H_1 = \mu_1 \end{cases}$$

According to table 5 the P-value of these two factors is more than 0.05 because H0 are accepted. This shows that the average of these two is meaningful in 95%. Table 5 also shows that all the factors' averages are less than 2.5 expect those of being regulative, being receptive and strategic insight. Significance test' hypotheses are:

$$\begin{cases} H_0 = \mu_2 \\ H_1 = \mu_2 \end{cases}$$

As P-value of the factors 1, 2, 3, 5, 7 and 8 is less than 0.5, then, H0 is rejected if the average of these factors would be 2.5 or more and H1 is accepted if the average would be less than 2.5.

As could be seen, the sum of IFE matrix' final scores is 2.24 which is used to determine the place of governance.

We should note that, the average and Standard deviation of all the internal and external matrices scores are calculated beforehand.

IE Matrix

Now, it's time to draw matrices. In this matrix, final scores of IFE and EFE are used to determine the governance (table 5 to 8).

According to the results, governance situation of Bodjnord is in the worst position (defensive). This means that it faces inner weaknesses on one side and outside threats on the other side. So, measures should be taken so that decrease the weaknesses and prevent from threats.

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Table 5: The results of T-Test to determine good governance in bojnord

95% confidence interval of the difference		Differences in Average	Significant (Two domains)	DF	T	Average	factor	row
Up	down							
.2476	.0637	.15566	.001	158	3.344	2.65	Partnership	1
-.1226	-.3560	-.23931	.000	158	-4.050	2.62	Efficiency	2
-.0776	-.3614	-.21950	.003	158	-3.056	2.28	Transparency	3
.1841	-.0319	.07610	.166	158	1.391	2.57	lawfulness	4
-.2858	-.6072	-.44654	.000	158	-5.488	2.05	Accountability	5
.0669	-.1465	-.03983	.462	158	-.737	2.46	Being receptive and responsive	6
-.1650	-.4168	-.29088	.000	158	-4.563	2.20	Consensus orientation	7
-.4793	-.7597	-.61950	.000	158	-8.730	1.88	justice	8
.1399	-.1305	.00472	.945	158	.069	2.05	Strategic Insights	9

Swot Strategies

Table 6: The internal factor evaluation matrix (EFE)

Final score	score	coefficient	Main inside factors strengths	row
0.06	3	0.02	Citizen willingness for participation and accountability	1
0.09	3	0.03	Knowledge of municipality laws and consider them	2
0.03	3	0.01	Consider the urban environment in the implementation of projects by the authorities	3
0.15	3	0.05	The relative transparency of administrative violations	4
0.16	4	0.04	Transferring a part of the municipality tasks to the private sector	5
0.08	4	0.02	To establish the special management to dealing with the margin affairs of the city	6
0.03	3	0.01	The central region	7
0.16	4	0.04	scientific and experimental background of many council members and mayor	8
0.15	3	0.05	Optimal control and management of land	9
0.09	3	0.03	Relative increasing the citizen satisfaction	10
0.08	4	0.02	The presence of various experts in Bojnord	11
0.06	3	0.02	Holding the training courses for municipality staff weaknesses	12
0.15	3	0.05	Lack of facilities for public complaints	1
0.03	1	0.03	Citizen dissatisfaction with municipality services	2
0.06	3	0.02	non-interference of non officials in the decisions of municipality	3
0.12	3	0.04	The lack of requesting the vote from citizens and their non-optimal participation in the plans process and implementation	4
0.05	1	0.05	Poor coordination between city agencies	5
0.02	2	0.01	Failure to meet the new needs of the present municipal laws and weaknesses of law	6
0.03	1	0.03	Municipalities' lack the proper response to citizens' demands and people confusion in referring to municipalities	7

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0.06	2	0.03	Non-rationalization the time and cost of plans and lack of transparency in these cases	8
0.08	2	0.04	Poor cooperation among the official agencies of city government with the private sector and public institutions	9
0.08	2	0.04	Lack of accountability and responsibility of officials	10
0.03	1	0.03	Failure of the adequately informing citizens about the details of the plans	11
0.06	2	0.03	Lack of the areas equal access to facilities and relative deprivation in some areas	12
0.05	1	0.05	Lack of the areas equal access to facilities and relative deprivation in some areas	13
0.04	2	0.02	Poor citizens confidence to the city	14
0.02	1	0.02	To apply the non-professional forces in the municipality	15
0.1	2	0.05	Lack of periodic training for municipality staff and insufficient staff informed from the latest achievements of urban research	16
0.04	2	0.02	The administrative corruption	17
0.02	2	0.04	Unfavorable attitude of the citizens to the municipality	18
0.04	2	0.04	The failure to achieve the urban unified management	19
0.02	1	0.02	The lack of providing the required financing of municipalities because of their self-sufficient and the lack of sustainable revenues	20
	2.37			X
	0.97			S
2.24		1		total

Table 7: The external factor evaluation matrix (EFE)

Final score	score	coefficient	Main inside factors opportunities	row
0.04	2	0.02	The presence of different people and ethnicities in the province	1
0.03	1	0.03	The possibility of development of the tourism industry in the province	2
0.12	3	0.04	Position of Bojnord Town in the path of transit and neighboring with road CIS	3
0.02	1	0.02	Attracting foreign investment field	4
0.1	2	0.05	Ability to coordinate and cooperate constructively with governmental and service agencies in city	5
0.04	1	0.04	Presence of suitable field for miniaturization of municipal and assignment of affairs to the private sector	6
0.06	2	0.03	The applying the electronic services to citizens	7
0.04	2	0.02	Increasing the people awareness and demand for their participation	8
0.08	2	0.04	The applying of ICT in providing the services and to use the citizens' ideas	9
0.12	2	0.06	Legal positive steps in the line with centralization and privatization	10
0.15	3	0.05	Studies programs in North Khorasan threats	11

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0.06	2	0.03	The lack of systematic development of City	1
0.06	3	0.02	Uncontrolled growth and lack of planning for informal settlements and marginalization	2
0.01	2	0.05	The lack of detailed project	3
0.06	2	0.03	No rational plan to solve traffic problems	4
0.08	2	0.04	The lack of plan for public transportation, and replace them	5
0.06	3	0.02	Being under the threaten of city in terms of homes flooded in downtown in times of intense raining	6
0.06	2	0.03	Airport unsuitable location in Bojnord Town	7
0.02	1	0.02	Interference of non-authorities in the urban decision making	8
0.08	2	0.04	Involvement of political parties and Influenced groups	9
0.01	2	0.05	Knowledgeable management and not considering to the long-term plans	10
0.06	2	0.03	Disregarding to the specific needs of pilgrims and tourists	11
0.04	2	0.02	Preliminary agreement lands and the lack of a legal and logical solution to solve this problem preliminary	12
0.08	2	0.04	very desirable focused Structures and not so good decentralization processes in the country	13
0.08	2	0.04	The Weakness law at the macro level	14
0.08	4	0.02	The lack of a strong determination to improve the management conditions in the line of urban unit management	15
0.08	2	0.04	Lack of meritocracy in the recruitment of managers and professionals	16
0.06	2	0.03	Continued sectoral approach of the government agencies	17
0.06	2	0.03	Failure to prepare for the real people participation in their fate	18
0.06	2	0.02	Gap between the people and the Government and state independence of the nation because of the reliance on oil revenue	19
	2.06			X
	0.63			S
2.08		1		total

Table 8: The internal external matrix (IE) good governance

Improving environmental conditions or the use of Capabilities (conservative position)	Ability to use the opportunities (offensive position)
Reduce the weaknesses and avoiding from the threats (A defensive position)	Improving internal systems with external opportunities (Competitive position)

Swot Strategies

In this step, two factors are compared and four strategies are gained as follows:

SO: using this strategy, organization attempts to utilize the strengths of outside opportunities.

WO: using this one, organization attempts to improve the inner weakness through available outside opportunities.

ST: using this one, organization attempts to decrease the outside threats through inside strengths.

WT (defensive position): using this one, organization attempts to decrease inside weaknesses and prevent outside threats.

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So Strategies

1. Making scientific bases for citizens' participation (S4, O8)
2. Involving private sector in tourism and increasing the quality of their services (S5, O4)
3. Inner investment absorption by governmental and non-governmental sectors and having them priority (S5, O4)
4. Providing inter-organizational cooperation (S8, S11, O5)
5. Special management system' plan emphasized on inter-organizational cooperation (O1, O3, O10, O11)

WO Strategies

1. Facilitate public participation bases (W4, O8)
2. Creating E-networks for communicating with people and giving them information through computer-based systems' development (W7, W11, O7, O9)
3. Giving priority to making the logistic studies of the city operated (S13, O11)
4. Making the management organizations to cooperate with each other (S4, O8)

ST Strategies

1. Knowing municipality's regulations and emphasis on implementation of detailed designs (S1, T1, T2, T3)
2. Putting experienced professionals on traffic control and increasing the transportation quality and quantity (S11, T4, T5, T16)
3. Service development in margin areas and strengthening them (S6, T2)
4. Promoting city council' place in order to increase citizens' participation (S1, S8, T16)
5. Making necessary bases for cooperation of people and municipality and setting up local government (S1, S12, T19)

WT Strategies

1. Organizations must be regulative and informal groups' intervention must be prevented in urban management (W3, W17, T8, T9, T14)
2. Improving ability and proficiencies of personnel in order to make stable connections with citizens and appropriate responsibility towards them (W10, W15, W16, T16)
3. Managers' consensus on coherent urban management implementation and the necessity of inter-organizational cooperation (W19, T15, T17)
4. Being receptive towards people and granting them opportunities to participate in their own future (W4, T18, T19)
5. Facilitate private sector potentials to be grown in urban affairs (W6, T14)

Quantitative Strategic Planning Matrix

In this step which is the decision making step, we investigate the foresaid strategies and evaluates them. This matrix determines relative attractiveness of all strategies and so, offers a visual base for strategy selecting. Its output shows the priority of the strategies to be operational. As shown in table. 9, strategies' priority is as follows:

Managers' consensus on coherent urban management implementation and the necessity of inter-organizational cooperation

Organizations must be regulative and informal groups' intervention must be prevented in urban management

Being receptive towards people and granting them opportunities to participate in their own future

Facilitate private sector potentials to be grown in urban affairs

Improving ability and proficiencies of personnel in order to make stable connections with citizens and appropriate responsibility towards them

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Table 9: Strategic Planning Matrix (QSPO) good governance in Bojnord

Strategies											
Making foundation for greater prosperity potential of the private sector in the implementation of Urban Affairs	Acceptance of people and giving opportunities to them in order to contribute part of their own destiny	To unify the local managers on the implementation of urban integrated management of and the requirement of inter-agency coordination	increasing the staff capacity and expertise to establish a strong relationship between citizens and appropriate accountability to them	Legislating the organizations and prevention of interference the informal groups in urban management	The main factors to determine the success						
The sum of the attractiveness score	Attractiveness score	the sum of the attractiveness score	Attractiveness score	The sum of the attractiveness score	Attractiveness score	The sum of the attractiveness score	Attractiveness score	The sum of the attractiveness score	Attractiveness score	coefficient	
0.02	1	0.06	3	0.02	1	0.04	2	0.02	1	0.02	Citizen willingness for participation and accountability
0.06	2	0.03	1	0.03	1	0.06	2	0.03	1	0.03	Knowledge of municipality laws and consider them
0.01	1	0.01	1	0.01	1	0.01	1	0.01	1	0.01	Consider the urban environment in the implementation of projects by the authorities
0.1	2	0.1	2	0.05	1	0.1	2	0.05	1	0.05	The relative transparency of administrative violations
0.12	3	0.08	2	0.04	1	0.04	1	0.04	1	0.04	Transferring a part of the municipality tasks to the private sector

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0.04	2	0.04	2	0.04	2	0.02	1	0.02	1	0.02	To establish the special management to dealing with the margin affairs of the city
0.02	2	0.02	2	0.02	2	0.01	1	0.01	1	0.01	The central region
0.04	1	0.08	2	0.08	2	0.08	2	0.04	1	0.04	scientific and experimental background of many council members and mayor
0.1	2	0.05	1	0.1	2	0.2	4	0.1	2	0.05	Optimal control and management of land
0.0	2	0.09	3	0.06	2	0.12	4	0.06	2	0.03	Relative increasing the citizen satisfaction
0.04	2	0.04	2	0.04	2	0.08	4	0.02	1	0.02	The presence of various experts in Bojnord
0.02	1	0.02	1	0.02	1	0.08	4	0.02	1	0.02	Holding the training courses for municipality staff
0.05	1	0.05	1	0.15	3	0.1	2	0.05	1	0.05	Lack of facilities for public complaints
0.06	2	0.06	2	0.06	2	0.06	2	0.03	1	0.03	Citizen dissatisfaction with municipality services
0.02	1	0.04	2	0.04	2	0.02	1	0.08	4	0.02	non-interference of non officials in the decisions of municipality
0.08	2	0.16	4	0.08	2	0.08	2	0.08	2	0.04	The lack of requesting the vote from citizens and their non-optimal participation in the plans process and implementation
0.1	2	0.1	2	0.2	4	0.05	1	0.15	3	0.05	Poor coordination between city agencies
0.04	4	0.01	1	0.01	1	0.01	1	0.03	3	0.01	Failure to meet the new needs of the present municipal laws and weaknesses of law
0.06	2	0.06	2	0.06	2	0.12	4	0.03	1	0.03	Municipalities' lack the proper response to citizens' demands and people confusion in referring to municipalities
0.06	2	0.06	2	0.09	3	0.09	3	0.09	1	0.03	Non-rationalization the time and cost of plans and lack of transparency in these cases
0.08	2	0.16	4	0.12	3	0.04	1	0.08	2	0.04	Poor cooperation among the official agencies of city government with the private sector and public institutions
0.08	2	0.12	2	0.08	2	0.16	4	0.08	2	0.04	Lack of accountability and responsibility of officials
0.06	2	0.12	4	0.03	1	0.03	1	0.03	1	0.03	Failure of the adequately informing citizens about the details of the plans
0.06	2	0.03	1	0.06	2	0.03	1	0.06	2	0.03	Lack of the areas equal access to facilities and relative deprivation in some areas
1	2	0.05	1	0.15	3	0.05	1	0.1	2	0.05	Lack of the areas equal access to facilities and relative deprivation in some areas
0.02	1	0.06	3	0.02	1	0.04	2	0.02	1	0.02	Poor citizens confidence to the city
0.4	2	0.02	1	0.02	1	0.08	4	0.04	2	0.02	To apply the non-professional forces in the municipality
0.1	2	0.05	1	0.05	1	0.2	4	0.05	1	0.05	Lack of periodic training for municipality staff and insufficient staff informed from the latest achievements of urban research
0.08	4	0.02	1	0.02	1	0.02	1	0.08	4	0.02	The administrative corruption
0.16	4	0.12	3	0.08	2	0.16	4	0.16	4	0.04	Unfavorable attitude of the citizens to the municipality
0.16	4	0.12	3	0.16	4	0.08	2	0.04	1	0.04	The failure to achieve the urban unified management
0.02	1	0.02	1	0.04	2	0.02	1	0.02	1	0.02	The lack of providing the required financing of municipalities because of their self-sufficient and the lack of sustainable revenues

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0.04	2	0.04	2	0.06	3	0.04	2	0.04	2	0.02	The presence of different people and ethnicities in the province
0.06	2	0.03	1	0.06	2	0.09	3	0.06	2	0.03	The possibility of development of the tourism industry in the province
0.12	3	0.12	3	0.12	3	0.16	4	0.12	3	0.04	Position of Bojnord in the path of transit and neighboring with road CIS
0.04	2	0.06	3	0.04	2	0.04	2	0.02	1	0.02	Attracting foreign investment field
0.05	1	0.15	3	0.1	2	0.05	1	0.1	2	0.05	Ability to coordinate and cooperate constructively with governmental and service agencies in city
0.04	1	0.12	3	0.12	3	0.04	1	0.04	1	0.04	Presence of suitable field for miniaturization of municipal and assignment of affairs to the private sector
0.06	2	0.06	2	0.09	3	0.09	3	0.03	1	0.03	The applying the electronic services to citizens
0.06	3	0.04	2	0.04	2	0.08	4	0.04	2	0.02	Increasing the people awareness and demand for their participation
0.08	2	0.08	2	0.08	2	0.12	3	0.04	1	0.04	The applying of ICT in providing the services and to use the citizens' ideas
0.18	3	0.06	1	0.18	3	0.06	1	0.06	1	0.06	Legal positive steps in the line with centralization and privatization
0.1	2	0.15	3	0.1	2	0.05	1	0.1	2	0.05	Studies programs in North Khorasan
0.06	2	0.06	2	0.09	3	0.09	3	0.06	2	0.03	The lack of systematic development of City
0.04	2	0.06	3	0.02	1	0.06	3	0.02	1	0.02	Uncontrolled growth and lack of planning for informal settlements and marginalization
0.05	1	0.1	2	0.2	4	0.1	2	0.1	2	0.05	The lack of detailed project
0.09	3	0.09	3	0.09	3	0.09	3	0		0.03	No rational plan to solve traffic problems
0.08	2	0.08	2	0.08	2	0.08	2	0.08	2	0.04	The lack of plan for public transportation, and replace them
0.06	3	0.04	2	0.06	3	0.06	3	0.04	2	0.02	Being under the threaten of city in terms of homes flooded in downtown in times of intense raining
0.09	3	0.06	2	0.06	2	0.06	2	0.06	2	0.03	Airport unsuitable location in Bojnord
0.06	3	0.02	1	0.06	3	0.04	2	0.08	4	0.02	Interference of non-authorities in the urban decision making
0.08	2	0.04	1	0.08	2	0.12	3	0.12	3	0.04	Involvement of political parties and Influenced groups
0.05	1	0.1	2	0.05	1	0.15	3	0.05	1	0.05	Knowledgeable management and not considering to the long-term plans
0.03	1	0.03	1	0.03	1	0.06	2	0.03	1	0.03	Disregarding to the specific needs of pilgrims and tourists
0.04	2	0.06	3	0.04	2	0.04	2	0.04	2	0.02	Preliminary agreement lands and the lack of a legal and logical solution to solve this problem preliminary
0.16	4	0.04	1	0.08	2	0.04	1	0.04	1	0.04	very desirable focused Structures and not so good decentralization processes in the country
0.08	2	0.08	2	0.04	1	0.08	2	0.16	4	0.04	The Weakness law at the macro level
0.04	2	0.02	1	0.04	2	0.02	1	0.04	2	0.02	improve the management conditions in the line of urban unit management
0.08	2	0.04	1	0.04	1	0.08	1	0.08	2	0.04	Lack of meritocracy in the recruitment of managers and professionals
0.03	1	0.06	2	0.03	1	0.03	1	0.06	2	0.03	Continued sectoral approach of the government agencies
0.06	2	0.03	1	0.09	3	0.09	3	0.06	2	0.03	Failure to prepare for the real people participation in their fate
0.04	2	0.02	1	0.06	3	0.02	1	0.04	2	0.02	Gap between the people and the Government and state independence of the nation because of the reliance on oil revenue

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Hypotheses Test

In this step, we test the acceptability of the hypotheses. So, we investigate them based on the collected data.

First Hypothesis: it seems that there is no positive relation between urban management system and good governance pattern in Bodjnord Town. We've studied urban management features in Bodjnord Town to approve that. In chapter three, we've named many organizations involved in urban management. Municipality and city council are the main ones among them. Foresaid organizations have the least cooperation with each other and their tasks are parallel, leading to rising costs and urban system's inefficiency. Also, the results have shown that good governance score in Bodjnord is 2.51 (less than the total average) which shows an intermediate situation for governance in the city.

Second Hypothesis: according to the results, the score of citizens' involving in the process of urban development plans is 1.46 which shows a big weakness in participation components. Other questions results, also shows citizens tendency towards participation and their responsibility towards urban development plans. So, the second hypothesis is accepted.

Third Hypothesis: best strength point of good governance in Bodjnord Town is citizens' tendency towards participation in the process of planning and implementation. Its best opportunity is its special situation as Bab al Reza. The score of citizens' tendency towards participation in the process of planning and implementation is 3.26 (the highest score). Their responsibility score is also 3.10 out of 5. According to the result of this paper, citizens' tendency towards participation and their responsibility are the highest strength points. So, first part of the hypothesis is also accepted.

Suggestions

The most important suggestions are the foresaid strategies in previous parts. They could be divided in two groups as follows:

First priority strategies:

Managers' consensus on coherent urban management implementation and the necessity of inter-organizational cooperation

Organizations must be regulative and informal groups' intervention must be prevented in urban management

Being receptive towards people and granting them opportunities to participate in their own future

Facilitate private sector potentials to be grown in urban affairs

Improving ability and proficiencies of personnel in order to make stable connections with citizens and appropriate responsibility towards them

Second priority ones:

Making necessary bases for cooperation of people and municipality and setting up local government

Promoting city council' place in order to increase citizens' participation

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