Survey participation in urban management and planning approaches to sustainable urban development with a new perspective

Forooq AKRAMI KHALEDI

MA Student of Urban Management at Nooretouba Institute of Higher Education

Abstract. The subject of participation is one of the very important subjects in development and growing changes. The expression of necessities, policies and methods of providing causes for the peoples' participation in making changes at societies will be a very basic and effective instrument to open the way for all authorities, planners and administrators to perform their duties. What has today made the issue of participation in the theories of development so important is the proximity of development theories to the human, social and cultural objectives of development. Today, it has become clear to most of urban planners that the trend of development and modernization in the developing countries has changed the settlement system. This imbalance in the settlement system, is between villages and cities, between cities and finally between the regions. In most of the developing countries, in the early stages, development has taken shape in the large cities and finally it has caused the creation of primate city. This has been the cause of attraction for the villagers' migrants.

Keywords: Urban, management, urban management, sustainable urban development, planning

1. INTRODUCTION

These problems include: lack of energy, urban traffic , water pollution , soil contamination , industrial pollution, unemployment , urban poverty, homelessness , crime and lack of security , drugs , mental and physical inabilities , lack of recreational facilities , problems of administrating the aged people, social disruption , divorce and finally the annihilation of environment.

In the participatory system, the relationship between administrator and administrated, a mutual, dynamic and constant relation is established; because participation means to make people participate and participate.

This mutual relationship has all consequences of civilization and human experiences of commitment and responsibility towards the actions of oneself to respecting the rights of others and belief in the equality of humans. Thus, movement towards the system of urban management in participatory method demands a basic and vast change in the nature features of the institutions and such a change will have mutually impact on the quality of the real performance of each activity.

The main purpose of the article is to study the trend of new viewpoint of participation in the urban management in Iran and finally by presenting new views on the urban sustainable development planning, it will offer certain suggestions on this case in Iran.

2. RESEARCH METHODOLOGY

Considering the purpose of the article in elaborating the trend of new viewpoints of participation in the urban management in Iran, the research is of the type of descriptive-survey researches. In general, each

_____

physical development in the city will have vast effects on countries, governments and also on people. Thus, the main responsibility of the urban development is undertaken by the urban management and hence it will undertake the direct responsibility of the needs created as a result of urban growth and development like other responsibilities in the provision of the conditions of national development. Though the urban management is usually in need of multilateral assistances by the NGO's, private sector and the people in general and in some cases even international aids, but with further study in this area and considering the title of the research, the discussions put forth in the Introduction and also the Research Objectives pursue to response to the following main questions:

Which factor or process of the present model of urban management have paved grounds for development and have formed the physical expansion of the city?

How has been the role of the projects of urban development in employing the civil participation at urban management?

3. RESEARCH BACKGROUND

It seems that the projects of urban development or in other words, the need to the supply of people participation, has been the main factor for the model of physical expansion of cities and has caused solving of many problems such as the formation of deserted and degraded and less utilized (recycled) spaces. As for the urban development, various researches have been conducted at national level. Most of the researches have dealt with the study of multifold subjects of the city physical development.

In the continuation of our discussion, we will deal with some samples of the mentioned researches. Zangiabadi (1992) in the study of the model of planning for the sustainable development of cities, has dealt with the study of the factors influencing the physical development of these cities and have considered factors such as geographical position, socio-economic issues and population growth influential in the urban development. With an emphasize on the impacts of war in the war regions of our country and study of the return of migrants to the cities and also with the study of the geographical and environmental conditions of those cities and using the quantitative and qualitative indexes of urban management, Sharififard (1998) in the geographical analysis of the urban city has dealt with the analysis of supply and demand and finally to the planning for urban development.

Using GIS , Habibi (20010) has dealt with the study of physical-spatial development of cities and the trend of the model of its urban development . He believes that the natural factors, political centrality and projects of urban development performed are effective in the physical development of cities and with an overlapping of the layers of natural consequences; he has referred to the future location of cities. Concerning the future development of cities and the role of people participation and cooperation between urban management and civil participation, Fakhr Ahmad (2005) has dealt with the determination of the use of lands in lack of use in the cities and has referred to the study and comparison of costs and maintaining the urban infrastructures in the internal and peripheral development in cities.

Finally, adopting the idea of internal development , he has achieved results such as reduction of costs to maintain the urban infrastructures and presentation of a more suitable urban services in a centralized form. Reviewing the policies and programs performed on urban management and civil participation and causes of their failure in meeting the desires, Sarvari (2005) has attained some strategic proposals in making the methods of supplying the needs of the society effective.

Research Theoretical Foundations

Administration is a significant term. This term is applied to a method through which the members of a society, business or a family apply power and become aware of their rights and responsibilities. Each managerial system is based on a specific worldview, i.e. a set of assumptions and values which determine the method of distribution and application of power, rights and responsibilities.

Participation is not a new subject but it should be observed in a new way. This term is not synonym with our group cooperation in involving each person in each work or effective circles, but it is a method for administration of affairs proportional with new and strong forces of the present world.

The views put forth abut the participation have arisen from different viewpoints and each has strong and weak points. Understanding, grasping and achieving their outstanding indexes, it will be possible to learn about the planning and design of the framework and bases of participatory management in an organization. Basically in the system of administration of affairs in participatory method, there are two theoretical viewpoints: The first viewpoint determines and interprets participation based on motivations and internal factors of individuals. The next viewpoint emphasizes on the external and environmental factors and considers the social factors useful and effective in the formation of participation. In the continuation of our discussion, we will discuss each of these theories.

Individual factors influencing the participation

Participation is important from two aspects, one is the encouraging incentives and the other is the rate of awareness of an individual of the action under participation. In the elaboration of participation based on mental methods, Max Webber believes that participation is an action which is performed in relation with the actions of others and considers a specific mental concept and meaning for the agent of the action. He believes that in the understanding of the social action, it is necessary to search for the social agent's motivations.

In a sense, people in average with a predictable possibility give direction to their behaviors in accordance with one meaning. This means might be searched in the regulation framework or in the habits or values and beliefs, such that each of them could find a favorable reason for giving direction to his/her own specific behavior. Based on this viewpoint, the action of individuals can be controlled or changed by using the principle of reward and punishment. That is to say that each individual responds to those aspects which will lead to reward and avoids those aspects which might lead to punishment.

The other viewpoint on this case is related to Mr. James Frazer who determines the participation by resorting to economic and financial incentives as the agent of action. However, he believes that culture can have a share in it. Based on this viewpoint, if the mutual satisfaction is not obtained, then no participation will be resulted in and each individual should pay a cost for access to profit. In addition to potential rewards, cost is an effort which is applied to attract satisfaction. Furthermore, he emphasizes on a type of participation based on the will and believes that the daily behaviors are seen in form response to desires and calculations of an individual, and no matter how much the culture is dominant; still the individual enjoys the force of selection.

George Homans resorts to some public and specific theorems and principles to elaborate participation. Resorting to two basic variables, Homans expresses his own theorems. These two variables are as follows:

A. Value
B. Quantity

In his view, if we leave aside the rate of action which is applied on a person, we should say that the individual attaches more or less value to that action as compared with another action. On the other hand, if we calculate the rate of the applied action, we should confirm that that person considers that action in one time greater than other time as something valuable. In his view, we should consider the value and quantity in two classes which form our variables. His concerned theorems are:

A- Success: Most of the time, a person might repeat that action which leads to reward.

B- Motivation: This theorem is related to the impact of positions on actions which occur in those situations.

C- Value (Encouragement and Punishment): To the extent the result of the action of a person is valuable to him /her, to the same extent , his/her interest to continue that action increases. The change in the value might be positive or negative. If the results of the actions of a person are positive, encouragement and if it is negative, they are called punishments.

D- Restriction and Saturation: If a person has received a certain reward many times, we say that he/she is in the state of saturation with that reward.

E- Scolding: This theorem emphasizes on this point that when the behavior of an individual does not receive the expected reward, or he/she faces a none-expectable change, he/she gets further angry and tends to do that aggressive behavior and the results of such a behavior becomes valuable to him/her.

Awareness is another aspect of participation which can be put forth in connection with the mental factor. Awareness is the most important element in the action of an individual, since knowledge is the beginning of intervention. As far as an individual is not aware of something, he/she does not pay attention to it.

4. SOCIAL FACTORS EFFECTING THE PARTICIPATION

For the purpose of the full elaboration of participation, the conditions which are specific of social system, in a way that it does not refer to each person should be taken into consideration and see which kind of social and structural factors and features have impact on participation and how the lack of these factors prevents them from participation.

Putting forth the plan of theory of social solidarity, Durkheim considers the participation the quality of action, thought and sense which is outside the individual and has the force of obligation and thereby they impose themselves on an individual. This definition clearly shows that Durkheim searches the participation in the realities outside the persons (external environment) and applies two standards to determine the features of participation.

A. Externality , states of the action , thought and feeling in connection with persons
B. Force and pressure which are borne by persons.

Putting forth the theory of two consciences (collective and individual consciences), Durkheim notices to the flexibility, intensity and weight of the actions of the collective conscience in different societies and considers the societies differently based on the degree of pressure which the collective conscience imposed on individuals and the degree of autonomy for the individual conscience and on this basis, he considers two types of correlation in the society.

Mechanical Correlation: It is achieved through similarities and homogeneities and is a set of more or less organized beliefs and common senses among the all members of the group and this correlation will be possible if the individual personality could be merged and disappeared in the collective personality. By the way, to the extent the correlation is weaker, to the same extent the mixture of external elements in the society will be performed easier.

Organic Correlation: This type of correlation is based on differences which are crated as equal as the rate and expansion of social work division and duties detachments in the advanced industrial societies.

Learning about the necessity factors to achieve participatory management: Based on the views put forth in the previous section, access to participatory management will depend on knowing the tools and necessary factors of each organization which are resulting from the external or internal factors and the act of reorganization and design of them once again to have access to an efficient organization. The organizing aspects and human efforts need to be modified. Communicating the mission, structures, work process, working group , the role of employer , payment system , information systems , regulations , all behaviors and beliefs by which we have grown up and achieved success now have undergone question . So, one or two participatory actions cannot create an efficient organization. Moving towards the participatory management is in need of basic and vast changes in our organization. Such a change

in turn will have impact on the quality of the real performance of each activity. Access to the new system of participatory management demands the suitable genetic engineering of the organization. It is possible that the changes do not occur abruptly and the primary ties of participation to the existing system might be in need of great support in order to maintain those ties.

In this article, we referred to 9 effective areas in each organization which the genetic engineering should focus on them for having participation, We believe that these factors do not include all dimensions and aspects of an organization, but they are factors which are very effective and send strong messages to the whole system and have impact on other working systems and method and interactions. With the extension of the principles of participatory management on this 9 grounds, we can create a scene in which the organization will have a good opportunity for change (values, structures, leadership, process of information management, relations, merits, supervisions, wage payment).

As organizations are dynamic and complex systems, it is not possible to bring them under supervision in general, but with the application of change on all or a part of the main forces which have impact coherently on the behavior of a system, it will be possible to have dominancy over the whole system and achieve an organization with a strong and interlinked texture of participatory method and independent management.

Values: Values are mostly the internal invisible supervising forces of an organization. More than any other action, they determine the nature of administration and mostly are based on a ground of unconscious perceptions and deeply internal about a world in which we work in it. The reality is that the individuals inside the organizations have common values. Each organization in the course of time creates a culture with standards and assumptions which are mainly fixed. These standards and assumptions determine the type of nature of relations among the public and also the route of an organization towards the quality of production, humans and their significance from the viewpoint of merit and other factors which determine the job success.

In order to move towards a common worldview about the participation, it is necessary to have basic changes in the values which call all individuals towards a common process, a process which in the first stage, the method of non-participation will be based on them. There are at least 10 key values as the guide for the participatory management which includes the followings:

-    Citizenship-oriented attitude, commitment to participation, power of rights and common responsibilities, internal supervision, accessibility, notice to the logic and illogic balance, having a practical thought, pervasive legitimacy, diversity. The pervasiveness of these values reflects the new organizational ethics and a new guide instruction for the success of each institution and access to them can be created if some conditions could be in place:
A)   Each individual in each organization should know values which in the past has been the guide for the assumed behavior.
B)   Everybody should work together to discover the significant values which would help with the ability, efficiency and durability of an organization.
C)   Organizations should employ those kinds of supervision and coordination which reinforce the new values and secure that they will not be overcome by the old standards and behaviors.

Structures:

Structures express our philosophy on the method of administration. In other words, the participatory management method cannot remain in the structures which have been designed to support the non-participatory management method. The participatory method for the purpose of accepting and presence of values attaches significance to individual responsibility taking, free access to information and emphasis and attention to client.

In the non-participatory management, the structures are in hierarchical form and consists of boxes which are connected to each other by lines, They enjoy less flexibility and the relation among individuals at different levels are established hard, whereas in the participatory method, the structures in form of

working groups (pivotal and temporarily) find a flexible form and relatively permanent and their relations are horizontal. Also humans in the working groups might become more active and act for different periods in different working groups as advisor, temporary members of a group or full time staff and it is possible that they work concurrently in many groups.

Thus, the structures of an organization in the direction of participation should be redesigned based on the following principles:

1. The structures of an organization should be in line with the reflection and reinforcement of their own internal transparency and simplification of access to all levels and functions.
2. Work organization through an organization should be as a flow from citizens to staffs.
3. Helping with people in employing various types of self-managed groups.

Leadership:

Leadership means to pave new ways, moving beyond the known and to create the future. It also means to help with the people in redevelop in the new lands which give them hope in the future. For the creation of the participatory management method, there is a need to leadership, a new type of leadership which does not rely on superior or subordinate forces which in the past have been supporting the leadership. The new leaders help with the creation of ability in their own people. In this line, leaders are facing four main challenges:

1. Leaders should set aside the non-participatory pre-assumptions and behaviors

(Leaving out the forceful behaviors and expectations)

X
2. Leadership is an emotional transfer, such that this transfer could have a specific dynamism and this issue is applicable in two stages.

2-1 Cognition and preparedness for change

2-2 Management of left out dynamisms parallels with the establishment of necessary condition for the new method of administration the affairs by humans and systems.

3. Leaders must be trustable agents for participation and participatory processes and create these processes and help them to make roots.
4. Encouraging to the leadership unity (power decentralization). Each formal leader should shift a work to others and motivate them to be leader of their job in an aspect. The management processes in the participatory texture are vital veins, because they have a pivotal role in the economic success of an organization and are considered among the powerful factors which determine the organizational culture. Eight processes of management are of great significance for the organizational culture. In other words, if the processes are in non-participatory form, the organization system will move towards that direction and if an organization involves and give responsibility to the individuals effectively in these processes, the organization will be participatory. The management process encompasses all macro activities which are connected with formulation and implementation of the strategy. In the participatory organization, an individual interferes in all eight processes. Eight aspects or grounds for management include: Strategic and working planning , processes of collective management , budgeting, communication and maps (strategy and communication) , individual target, daily decision making for work studies , the review of performances

X

Relations: Relations are infrastructures and perhaps the most expressive form of administration of affairs with participatory methods. In fact, the genetic system of the organization is associated with thousands of counter actions which are established among the individuals of each organizational

section. This reality gives a strong power to relations. In the heart of these affairs, there are explicable and interpretable human behaviors which express the participatory or non-participatory attitude in a set.

The participatory relations can be created fast through following the following four recommendations:

1. Having a decision to change
2. Having a commitment towards a mixture of independency and dependency
3. Making a conscious administration of relations (cohesion making skills)
4. Placing the formal processes and structures in their own place

In the new method, the individuals consider the work with each other at the service of citizens as an essential task. They respect each other and irrespective of degree and position, they say truth to each other. It is frequently seen that the individuals in low positions teach their own specialty to their senior officials.

Without such relations (i.e. from down to higher levels), a real participation does not happen. Despite what some of the attitudes, values and organizational objectives show, the action and reaction of individuals towards each other (their relationships) are the best indexes for the real administration of affairs in each organization.

Merits

Merits are the internal resources of each individual which make the system of administration of affairs active. In the non-participatory managements, the merits of those who are in power are emphasized. The individuals who undertake the supervision job should have planning, organizing and supervising. They must create motivation and confront with the alienation of staffs which are mostly resulting from the concealing and lack of responsibility. They should create the systems relying on human resources, so that to be able to keep the individuals faithful to and interested in the organization. In the participatory management methods, it is necessary for each individual to increase his/her capabilities. Without having a vast work and a set of necessary skills for self-management and participation, a staff or a professional individual in an organization cannot perform his/her duties.

Supervision

Each organization, irrespective of type of administration is in need of supervision. Supervision (monitoring)) means to visit and a study along with balance, so that the works could continue their own path and prevent from the errors which lead to excessive costs. Supervision provides standard and alerting systems to create suitable processes, stability and prevent from disorder.

For an intricate organization in a dynamic environment, supervision has a dual role. It should give guarantee that a centralized and purposeful action could take place in the whole organization (i.e. it should help to keep the organization integrated) and also it should enable an organization for learning and adaptation, i.e. to give the organization to move in new directions.
Supervision in the area of participation, does not limit the power to a limited number of people. Supervision is a balance between stability and change which empower the organization for performance and continuity. This balance is established when at least four things could occur:

1. First the organization should remove the inefficient circles of supervision. (In this circle, the people are dictated and they play the role of master for them).
2. The participatory organizations utilize force and obligation in all levels as the value-adding activity in order to guarantee a broader part and the best usage.
3. The participatory organizations use learning and informal networking to have access to all high levels. (They use the inner balances of individuals for adaptation in new grounds). A

4.   Public supervision takes place when the management keeps actively the organization between the sharp edge of stability and change.

Wage Payment

Payment is a sensible standard to show that what is important in each organization. As it is a fully personal issue, it is a strong message on administrating the affairs. People consider the wage as something equal to their individual value and understand that what is valuable in the work. Wage is a factor which causes motivation and in general it is a noticeable and controversial issue. So far, it has shown a little ability for creating the motivation and has shown more ability to de-motivation. Payment with no doubt makes people pay attention to specific performances without making any mistake , but if people feel that the payment system has misused them , with such a system which is not committed to its existence values, the people might be pulled towards their own individual objectives.

The experts of the so-called new payment emphasize on the payment for the sharing strategies proportional with the success. (Schuster-Zingheim, 1992). Pay proportional to success (performance) means that an organization should specifies its objective sufficient enough to be able to use the stocks as the last option to achieve success.

Information

If the authorities desire to have an effective participation, they will need information to serve as the guide to their activities. As the responsibilities are transferred to outside the organization, the information should have the same treatment. In line with this, the use of information technology is one of the most basic factors which make the participation possible. The method of use of participatory organization from the information of the organization has four specific features:

1.   Individuals have access in every place to the information related to a broader vision, their field of work and job.
2.   All staffs as users of information reinforce their own skills.
3.   Information is at the service of learning and not the punishment
4.   The daily applied information has been associated with the main pivot of job (individual's job).

When the conditions are provided, gradually, the work will be done in other methods. The work structures takes place proportional with the needs and expertizes not in combination with the hierarchical reports. The transparent information is one of the most basic forces of change for participation. When information is divulged, the organization will itself change.

5. URBAN SUSTAINABLE DEVELOPMENT PLANNING

Sustainable development means moving on the human-environment pivot and notices to the development of economic facilities with regard to the environmental considerations and social justice. Sustainable development was put forth after the problems resulting from the mere economic development after the World War, where the irregular development had created class discrimination and many environmental problems and the development path had given less attention to environmental and social dimensions as compared with the economic ones.

With the daily development of urbanization of human life, the concepts related to the sustainable development entered into this domain. The sustainable development of the city is the product of new views towards social, spatial and environmental justice towards the city. Cities in 2020 will hold a population equal to 75 percent of the total of the world in themselves which have almost 2 percent of the urban spaces under their possession. So, this strange and unprecedented density of population and public need to the absorption of human resources will lead to unnatural use of local resources and exploitation of neighbor resources. The effects of this development will continue with the unpredictable left over wastes from the cities and pollutions, diseases and types of new marginal life will be the product of this development.

However, the urban sustainable development as a part of sustainable development has been relied on the rational use of natural resources. In this type of development, the three fold environmental, economic and social considerations will be considered besides each other. So, the sustainable city is arising from a development which has provided the possibility of the constant promotion of the city ecological, social-economic health and has converted this mentality and possibility into objectivity and action.

Thus the following jobs are put forth a the mechanisms for the urban sustainable development:

1. Minimizing the environmental consequences
2. Minimizing the consumption of non-renewable resources
3. Utilizing the renewable resources

In this path , the policies such as reduction of reliance on private cars, increase of physical compression in urban development, protection and revival of natural systems in the city and peripheral region , reduction of consumption of sources of pollution in the city and region , improvement of the life condition in human societies , stability and reinforcement of urban economic and correction of urban administration system and sovereignty should be applied in order to lead the city towards a sustainable city.

6. PRE-ASSUMPTIONS OF URBAN SUSTAINABLE DEVELOPMENT

In line with the fulfillment of the urban sustainable development, it is necessary to provide conditions to enable the ground to be paved for the human sustainable development and improvement the citizenship social welfare. In this ground, it is possible to refer to the establishment of social justice (Harvey 1997, p 99-110) , climatic design in agreement with the human environment (Bahreini , Shiea, 2001) , reinforcement of the social correlation structures such as commitment and accepting responsibility , reinforcement of social and family bases and revival of public environment (Bahreini , 1999) , and creation of structural arrangement in the urban space for a aesthetic perception and urban readability (Queen Linch , 2002 , p 12-34) , and improving the use of urban space and increase the citizenship satisfaction (Bahreini 1999, p. 98-129) and unification of visual structure of the environment and urban perspective (Gourden Calen 1998, p. 64-90) . The World Commission on Environment states the obligations of a sustainable development in this way:

- Participation of citizens in decision making in the bed ground of a political system
- Finding solution for the tensions resulting from the imbalanced development in the bed ground of an economic system
- Obligation towards renovation and protection of environment in the bed ground of a production system
- Provision of sustainability models of financial commerce in the bed ground of a know how system
- Creation of models of commerce and finance in the bed ground of an international system
- Flexibility and self-correction in the bed ground of a managerial system

On this basis, the urban sustainable development in the evolution of the following concepts will take an efficient aspect:

A- Making grounds for the social justice and citizenship
B- Making ground for the citizenship participation and social correlation
C- Making ground for the reinforcement of social institutions bases and family pillars
D- A strategic attitude towards the creation of urban sustainable development
E- Expansion of urban settlement culture and rites
F- Helping and organizing the public and private organizations
G- Making the policymaking plans and policies effective in the urban macro domains
H- Expansion of the citizenship rights and optimization of civil relations

Sustainable design in the urban structure takes form based on three main principles:

The first principle can be saving in resources consumption which through resources efficient consumption decreases the rate of application of renewable resources in the construction and function of urban units.

The second principle relies on the design based on life cycle which encircles the environmental consequences of the total life cycle of urban construction resources from the stage of provision up to the stage of return into the nature.

The third principle is called the human design which has roots in the need to maintain the chain elements of living systems and brings about the continuation of life and survival of human. On this basis, the urban design and sustainable architecture should improve the quality of work and living environments which will cause the increase of productivity and reduction of human mental pressures and improvement of living conditions and this brings into the mind the same concept of social welfare and citizenship.

New Views on Urban Sustainable Development

In most of the developing countries, the infrastructural installations, technology and necessary specialized force in cities have existed, so most of the economic and production activities have taken shapes besides these cities and this has made the fast growth of them. On the other side, the concentration of capitals in large cities has caused an economic duality and as John Friedman (1985) puts forth , these types of cities like a strong pump attracts the capitals and efficient human resources to them and make discharge other regions and in particular the deprived areas and make an economic duality in the region. One of the effects of special attention towards the industrialization of societies and concentration of capitals beside the large cities is the fast growth of urbanization. Most of the planners in the developing countries believe that the economic growth has a direct relation with citizenship.

Mr. Mathur(1984) in his studies on third world countries , comes to this conclusion that the trend of economic growth in the developing countries and the increase of the natural growth of population are two main factors in urbanization and in particular the concentration of population in large cities which causes urban primacy.

Mr. Simmunus (1970) puts forth that the economic development and concentration of capitals add fuels to the trend of growth of large cities and states the effective factors as follows:

1. The plan of public health which reduced the rate of mortality
2. Concentration of industries near large cities
3. Concentration of public activities and buildings near the large cities
4. Mechanization and modernization of tools of agricultural products which have caused the freedom of agriculture and increase of their unemployment, migration to cities and in particular large cities

It should be noticed that the urban and rural difference of income level is one of the effective factors for the rural migration into town and large cities.

It is obvious that the concentration of population in large cities has brought about problems for these types of cities and most of the urban and regional planners believe that the irregular growth of towns and large cities has imposed great costs for the governments. For example, shortage of housing, lack of access to urban services, congestion and finally the annihilation of environment.

Mr. El-Shakhs (1982) puts forth the main impacts of the population concentration in large cities at a macro and micro levels:

1. Concentration of population in large cities diminished from the growth of small towns and villages.
2. This concentration adds fuels to the regional dispersion and imbalance between social groups and creates instability.
3. Concentration causes the destruction of agricultural lands for the sake of house construction.

As from the micro level, this concentration causes:

- Shortage of social and cultural services
- Lack of proper use of land
- A greater need to transportation and acceleration of costs
- Augmentation of less efficient working and unemployment in particular for the poor and low income people
- Living in margin of cities is created
- It creates density and annihilate the environment

It can be concluded from the above materials precisely that the irregular growth of large cities not only creates problems for cities but also causes the social and economic disparity and finally the regional disparities.

With regard to the trend of urbanization growth in the world in particular in the third world countries, in the future, the cities will be a place with the greatest rate of population. The sustainable development should be considered for the urban societies in the future, such that in addition to solving the problems of large cities, it could also prevent from the annihilation of the life of the future generations. The sustainable development should move in a direction which could use the resources rationally and thoughtfully and do not expose the life of the future generations to the risk.

5. The Theory of Polarized Development

Some of the planners believe that it is necessary to have the cities for the primary stages of development and they consider the concentration of capital and human forces as the agent of the development. They also are in the opinion that the creation of industries and industrial investments in particular near the large cities and the regions with the growth potential makes a situation in which they are spread like waves to other spots and deprived areas and its impacts can reach to the farthest spots.

This way of thinking has been under critiques of many planners. For example, Mr. Rondinell (1983) puts forth that such a way of thinking has faced failure and the concentration of capitals and human force in large cities cannot transfer the development to deprived regions and small towns and even in some of these countries, this method has caused an economic dualism.

6. Agropolitan Development

In the early 1980's, an decentralized model of planning namely Agropolitan was put forth by John Fridman (1073). The purpose of this plan was to create solidarity between cities and villages and familiarity of local people and villages with the urban life and sharing them in the development of the regions. This theory emphasizes on the expansion of small industries which do not need high expertizes and it also emphasizes on people self assistance. This project consists of units in a region which have a population of 10000 to 25000 people and a number of villages with a density of 200 people in square kilometer. The limit of this project is a region with a radius of 5 to 10 square kilometer which can be paved by a bicycle. The total population of the region has been considered between 50000 to 150000 people and it is assumed that most of the people of this region are busy with agriculture.

It is clear that the specification of such regions for development is somehow difficult and in some cases impossible. Mr. Hansen (1990) puts forth two main problems in this connection:

- The political structure of most of the third world countries are not in harmony with this project.
- This project has forgotten the reality of advancement and foreign relation.

Some of the planners believe that such a project is an ideal-oriented concept and faces problems in practice.

7. The small and middle sized City Development

Some of the planners consider the cities and urban growth centers the only way for the development of the regions. For solving the future problems of the large cities, they suggest that the small and medium sized cities with 50000 to 100000 people should be developed in the third world countries, so that they could direct the rural migration from large cities into medium sized cities, so that they could reduce the problems of the large cities in the future.

Mr. Ruddel (1978) put forth his views on the role of small and medium sized cities in this way that development of small and medium sized cities is a suitable method for the space development and creation of economic growth and social balance and this can act as an option against the growth of large cities. He adds that the capitals should be directed from the very large cities into the small and medium sized cities:

Mr. Harday and Sutherwaite (1986) puts five reasons for the significance of the growth of medium sized cities in the development of the regions which can be proposed as cases against the irregular growth of large cities:

1.   It is mostly the small and medium sized cities which most of the villagers are in connection with them. For example, school, health centers, agricultural service centers for farmers and sale markets of agricultural products are mostly located in small and medium sized cities.
2.   Most of the public managements exist in the regions at small and medium sized cities. By these centers, the government can learn about the problems of the neighboring villages and also become aware of the existing facilities in the region.
3.   Some of these cities have an important role in the agricultural products, packing and transfer to other regions and in particular large cities.
4.   The long term policies have shown that the orientation of capitals towards the small and medium sized cities will bring about the regional stability and prevent from the irregular growth of large cities.

7. FINDINGS ANALYSIS

With the analysis of the statistics put forth, we come to this conclusion that the growth percentage of very big cities in the world is so great and this growth belongs to the developing countries. The trend of the growth of cities shows that in the future, the large cities in the developing countries will be attacked by population and will face the increasing growth.

Too much concentration of population in the large cities has created many socio-economic problems for such cities. The studies show that the trend of urban decentralization is in the progress in the urban system of developed countries and a number of large cities are losing their populations.

The irregular growth of large cities not only brings about problems for such cities, but also it causes the regional disparity and increases the distance between the regions. Considering the meaning of the urban sustainable development, it intends to create a balance between the population of large cities and the resources existing in them such that it could not only forecast and solve the problems of the future generations but also it could prevent from endangering their resources.

In the spatial dimension, there are three ways of thinking to prevent from the irregular growth of large cities which include:

1.   Theory of polarized development
2.   Theory of agropolitan
3.   Theory of small and medium sized city development

Studying these three theories, we come to this conclusion that the theory of polarized development will not have efficiency in developing countries due to incoherence and a close connection between the housing units. The theory of Agropolitan will not have logic efficiency in developing countries like Iran due to ideal attitude and being far from the reality. Finally , in the spatial dimension, the growth and

development of the small and medium sized cities which have essential population threshold for investment can be redeveloped in the future as the venues for migrants and prevent from the intrusion of the population into large cities and fulfill the sustainable development.

8. CONCLUSION

Participatory method has impacts on many of the past behaviors and perceptions and changes them and in practice will causes outcomes in all aspects of life and also organizational interaction. Participation occurs at least at five main levels which range from the prescribed action – observing the regulations and procedures to influencing or mission definition, values and strategies of the work. The first level- Determined action: Staff obeys the procedures, those which have been told to them with this difference that the decision related to determined actions are mostly taken in participatory method. The second level – Activity participation: Staffs participate through influencing on the quality of a work which is a part of their direct job. In other words, in the qualitative circles, the determination of needs for the quality of the job, enrichment of the job, division of profit and learning multilevel skills for the increase of the work flexibility are among the specific activities of the second level.

The third level- Role participation: Staffs participate through determination of what they or their groups will do. Among the specific activities of this level, is to determine the production and activity, to detect the citizens' needs, to determine the quality of responding to them and to determine the objectives of staffs and employment of the group members.

The fourth level- Ground participation: Staffs participate through moving beyond their own job frontiers or their group in order to have impact on processes and the structures round themselves. The selection or proposal on the selection of leaders, selection of purchasers, the impact on the volume of the balanced budget, decision making on tools and technology, provision of supervisors with the executive work record and engineering processes which could make others involve in the job beyond their direct group are some of the activities of the fourth level. The fifth level- Visionary participation: Staffs participate through shaping or influencing on most of the basic images which lead their organization. Helping with determination of values, principles and mission of the organization is one of the specific activities of the fifth level.

In total, it should be said that the activities of the first, second and third levels are about the duty affairs, whereas the activities of the fourth and fifth levels are about the issues related to power. In a participatory organization, each individual interferes in each level. The formal leaders focus on the fourth and fifth –ground and vision- levels, whereas the staffs who are directly involved in the job mainly focus on the second and third –activity and role-levels, though they can also participate at the fifth level.

REFERENCES

[1]. Dr. Mazini Manouchehr, Urban and Rural Management in Iran, Ministry of Housing and Urban Development , Land and Housing National Organization
[2]. Dr. Taheri Abolghasem, Administration of Municipalities Affairs
[3]. Alafian Masoud , Participation and New Viewpoints in Urban Management
[4]. Proceedings of the First Conference on the Management of Sustainable Development in Urban Regions
[5]. Proceedings of the Management of Urban References
[6]. Conference of the Participation of Printing and Publishing Organization , Ministry of Culture and Islamic Guidance , September 1976
[7]. The Age of Participation , By The Age of Participation [Patricia McLagan, Peter Block, Christo Nelm , translated by Mostafa Islamiyeh , Office for the Cultural Researches , 1998
[8]. Mohammadali Tousi , Participation in the Management and Ownership of the Center for Governmental Training Center , 1983
[9]. Dr. Jazani Nasrin, Human Resource Management , Nei Publications , 1996

[10].Hasan Mohammad Afandi , A Monotheistic Attitude in the Management and Administration of Public Affairs , Center for Administrative –Strategic Studies and Reviews , 1997

[11].El-shakhs, S.(1982),regional development and national integration , Urban affairs annual reviews 22

[12].Fridman, J. (1973),"A Theory of polarized development" , in his urbanization , planning and national development

[13].Fridman, J. and G. wolf (1983), "Feature of the world city" paper presented at the Conference Urbanization and national development, east-west center, Honolulu

[14].Hansan, N. M. (1990) impacts of small intermediate sized cities on population distribution issues and response , in regional development dialogue , vol , 11, No:1 spring .pp.60-75

[15].Hardoy,J.E.andD.Satherwaite (1986), small and intermediate urban centers, their role in regional and national development in third world, London: Hoddor and Stoughton

[16].Mathur,O.P.(1984),the role of small and intermediate – sized Urban settlements in national development in Ekistics 304,Jan/feb,pp.87-104

[17].Rondinelli,D,A.(1983),"Secondary cities in developing countries "sage publications, London.

[18].Ruddle,k(1978.),urbanization and rural development: A spatial policy for equitable Growth, NewYork: praegar publishers

[19].Simmons.A.B.(1979) " Slowing metropolitan city growth in Asia" policies,programs,and

[20].results in population and development review

[21].United Nation (1985), Estimates and protection of Urban ,Rural and city population,1950-2025